



Cycling
Industries
Europe



BICYCLE
ASSOCIATION

DIVERSITY

IN THE CYCLING INDUSTRY

International Perception Survey

August 2023



WOMEN IN
CYCLING.



INVESTORS
IN CYCLING

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Foreword



A prosperous future for the cycle industry depends on broadening the appeal, whether in the style of riding, accessibility to products, the form of ownership or the inspiration generated through others.

Companies looking to maximise these growth opportunities will need to attract, develop and retain the finest talent; this will require a continued shift by all to create the best environment and culture to inspire more to consider careers in the industry.

The Bicycle Association commissioned a survey on diversity in the cycling industry. Its core purpose was to understand the barriers and challenges people face in their company. The survey is a platform to acknowledge the change required and why we must come together for the future. Our responsibility is to ensure we attract and develop the finest talent and become industry-leading champions of diversity, equity and inclusion.

The acknowledgement and commitment to supporting all equally is our industry's duty. We must create the most welcoming, inclusive and prosperous environment for all, fostering innovation, representation, and growth.

Through my journey in the cycle industry, I have been fortunate to experience the positive impact a more diverse, inclusive and supportive culture can bring within an organisation. I have also witnessed the energy and the change that can happen throughout the industry through broader representation.

While the conversation has begun, the report clearly shows that we need to accelerate. It's hard to consider that today, in our industry, there are still remuneration gaps and reported cultures of harassment and unfair treatment. We must address under-representation and develop cultures of development and progression.

Respondents from all over the world, from all industry sectors, have shared their experiences and opinions. The survey results are very real; some points will feel close to home and uncomfortable to digest. The survey brings to the fore areas for immediate attention, and actions are required.

We, the industry, now have to change with a collective culture move:

- Overhauling recruitment and onboarding processes.
- Mentoring colleagues through their journey.
- Calling out microaggressions.
- Creating broader appeal for cycling industry green jobs.
- Positive publicity for industry-leading actions supporting diversity.

The cycle industry offers a future that is exciting, engaging and rewarding; we now must ensure that opportunity is there for all. We together can be the change and the catalyst for the future.

Ian Beasant
Managing Director, Giant UK

Introduction

This International Perception Survey explores the perceptions, experiences and aspirations of people currently working in the cycle industry and identifies actions to help everyone thrive in the workplace.

The report aims to shine a light on the lived experiences of marginalised groups working in cycling, and show how these may differ from those of overrepresented majority groups. It looks at perceptions at different career stages and across different regions and industry sectors, examining the barriers and enablers to career progression.

Research shows clearly that companies with diverse leadership are more successful. One important reason is that more diverse teams can connect with a broader range of consumers. It is precisely these diverse new audiences that the cycle industry - and wider society - will depend on to achieve future green growth and decarbonisation goals.

The cycle industry is not alone in this journey. Across the world, more and more sectors are lifting the lid on the lived experiences of different groups in the workplace. This is the first step towards positive change, and we are grateful to those who showed courage in voicing their stories via this anonymous survey. Acknowledging and taking collective responsibility for the inequity

and discrimination that exists today is an essential next step, to honour and respect those who the industry underserves, and demonstrate that we are a forward-looking, credible industry poised for growth. Only then can we move forward to the most important step: leading proactive change to improve diversity, equity and inclusion, so that everybody can thrive as our industry grows.

On behalf of the 1,123 people from over 40 countries who took part in this survey, we thank you for reading this report, and invite you to reflect on your own experience, in and out of the cycle industry, to find your personal motivation to lead proactive change with a sense of urgency. Further self-education reading and resources can be found in the Appendix. UK companies are encouraged to sign the **Bicycle Association's Diversity Pledge**, and to share knowledge, benchmarking and best practice to accelerate change.

Together, we will make a difference.

All charts are Source: Bicycle Association Diversity in the Cycling Industry Survey, 2023 unless otherwise indicated.



Executive summary

As an industry, we need to do more to create a welcoming, equitable workplace for all.

Working in the cycling industry - how is it for you? Fun, fulfilling and hopeful? Or tough, frustrating and underpaid? The results of this survey indicate that our experience correlates strongly with how we identify, and whether we are part of the overrepresented majority - white, heterosexual and male - or the marginalised minority.

This report explores the root problems, examines the consequences, then considers actions to tackle the problems and help everyone working in the cycling industry to thrive.

Root problems

Though many survey respondents felt positive overall about working in the industry, the significant and worrying number of reports of unfair treatment, including bullying and harassment, by marginalised groups is a stark wake-up call to industry leaders. 8 in 10 women face barriers to progressing their career in the cycling industry, and only half believe they are paid the same as men for the same role. The fact that one in two ethnic minority, non-heterosexual and disabled people have experienced unfair

treatment due to these protected characteristics, that nearly half of those with accessibility needs at work have not disclosed these to their employer, and that just half of ethnic minority respondents feel free to be themselves at work (vs. 84% of white respondents), suggests an underlying culture that is - at best - indifferent to discrimination, exclusion and intolerance.

Consequences

Unsurprisingly, those from marginalised groups are much more likely to leave the industry: whereas 48% of men and 39% of white respondents would consider a lifelong career in the industry, only 29% of women, 23% of ethnic minorities, 22% of those with accessibility needs and 20% of non-heterosexuals plan to remain. While over half of women, and nearly two thirds of ethnic minority and non-heterosexual respondents, felt opportunities had improved for them since they entered the industry, they clearly need to improve further, or more quickly, to encourage more to stay working in the industry long term. Meanwhile, over half of those at an early stage in their career expect to leave the industry within five years - perhaps a warning sign that younger people expect better when it comes to diversity, equal opportunity and career progression.

Ambitious employers in the cycling industry should be profoundly concerned by these findings. Firstly, because a mountain of research shows that diverse, inclusive businesses are more successful at attracting and retaining the best talent, make better decisions, have more motivated teams and are more profitable. Secondly, because the future growth of cycling, and the cycle industry, depends on us persuading new groups of customers - largely non-cyclists - to adopt everyday cycling as a convenient, clean, cost-efficient form of personal mobility. These customers will be different from the traditional enthusiasts, who tend to mirror the white, heterosexual men who predominate the industry today. Why is this relevant? Because the experience of other sectors that have embraced diversity ahead of the cycling industry shows clearly that companies that recruit diversely, and reward employees equitably, are best placed to engage, convert and build loyalty among these new audiences, using their competitive advantage to grow sales and market share.

In fact, consumers have already joined the dots: an Accenture study found that 41% of shoppers removed at least 10% of their business from a retailer for their lack of focus on diversity, equity and inclusion.¹

¹ Standish, J (2019) All in: Inclusion & Diversity drive shopper habits [Accessed 19/07/23]

Actions

The significant experience of unfair treatment, including harassment, among marginalised groups calls for urgent action. We would like to remind employers of a duty of care they have to all employees, and strongly encourage that appropriate policy and procedures are put in place within their organisations to manage bullying, harassment and discrimination, in line with legislation in their locations.

We recommend that all cycle industry employers take proactive steps to establish an inclusive, anti-discriminatory culture in the workplace, for example by publishing a bullying and harassment policy, establishing clear dispute resolution procedures, implementing diversity, equity and inclusion training and establishing employee resource groups.

Detailed recommendations, and how these vary by demographic group, can be found in Section 3. These can be summarised into 7 key actions that all employers can take to improve diversity, equity and inclusion in their workplace:

7 actions for change

- 1 Lead an inclusive, anti-discriminatory culture**
- 2 Implement bullying and harassment policy and communicate to all employees**
- 3 Diversify leadership teams**
- 4 Make pay equitable**
- 5 Introduce flexible working and paid leave entitlements**
- 6 Offer mentoring and career development to all**
- 7 Give more visibility to women and marginalised groups**

On a more positive note, survey respondents showed an overwhelming interest in improving diversity, equity and inclusion in the industry: 80% of all respondents said they would like to get actively involved in supporting others, with the most popular activities offering the potential directly to address the calls to action above:

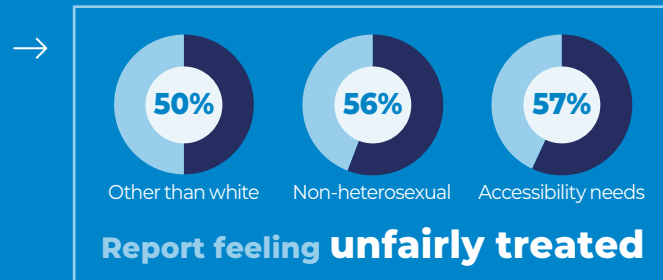
- **Mentoring others**
- **Engaging with young people (e.g. attending careers fairs)**
- **Being a speaker or panel member at industry events**
- **Getting involved in advocacy work**
- **Leading or organising networking sessions**



Headline statistics

ISSUES

→ **Senior leaders** are overwhelmingly **white, heterosexual men**



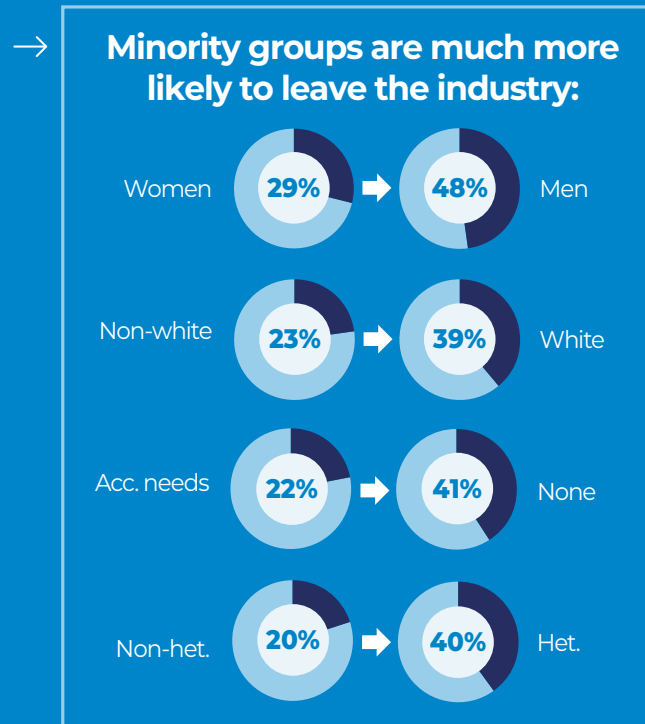
→ **52%** of ethnic minority respondents feel free to be themselves at work ...vs. **84%** of white people.

→ **Nearly half** of those with **disabilities** keep these **hidden from their employer**



CONSEQUENCES

→ **56%** New entrants expect to leave in the next 5 years



→ **71%** of women are considering leaving the industry ...vs. **40%** of women in automotive.

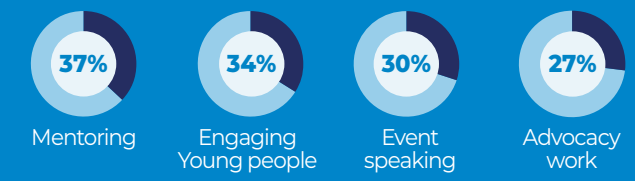
ACTIONS

→ **7 actions for change:**

- 1 Lead an inclusive, anti-discriminatory culture
- 2 Implement bullying and harassment policy and communicate to all employees
- 3 Diversify leadership teams
- 4 Make pay equitable
- 5 Introduce flexible working and paid leave entitlements
- 6 Offer mentoring and career development to all
- 7 Give more visibility to women and marginalised groups

→ **Women are significantly more likely than men to prioritise concrete actions diversifying leadership, pay and conditions.**

→ **80% want to help** by supporting with activities including



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9 key findings

1 A values-driven workforce...

Among the core strengths of the cycling industry are the commitment, values and enthusiasm of the people who work within it. A passion for cycling and an interest in health, the environment and the outdoors are the leading reasons given by survey respondents for joining the industry. A third of people join because they want to 'make a difference' to society or the environment.

Women have a diverse range of motivations for entering the industry, and are even likelier than men to be inspired by an interest in health and the environment, and the desire to make a difference.

A quarter of female employees cite an interest in their career specialism, such as marketing or HR, as a reason for joining.

Attitudes to working in the industry are generally positive. The most common keywords volunteered by survey respondents are 'fun', 'good', 'great' and 'exciting', alongside 'challenging' and 'frustrating'.

Women, however, are twice as likely as men to describe working in the industry as 'challenging'.

Only 50% of women, but 70% of men, believe people are paid equally in their organisation.

2 Widespread experience of unfair treatment, including harassment

The survey reveals significant experience of bullying, harassment and discrimination across the cycling industry.

Over half of women and ethnic minorities, and two thirds of those from non-heterosexual groups say they have been made to feel uncomfortable by the behaviour of others that was directly related to their gender, race, age, marital status, disability, pregnancy/maternity, religion or sexual orientation. Around half of these groups also say they have felt unfairly treated.

Among those respondents with accessibility needs

61% report feeling uncomfortable due to the behaviour of others

57% report feeling unfairly treated

Among those who require special accommodations to support their physical/mental needs at work, 61% report feeling uncomfortable due to the behaviour of others, and 57% report feeling unfairly treated. Nearly half of employees with these needs have not disclosed their working requirements to their employer.

3 Gender gap on pay and perception

There is widespread recognition that the cycling industry is falling short in terms of equality. Less than a third of survey respondents think there is gender equality, while more than half actively disagree.

Women, however, are more likely than men to recognise gender inequality,

and this perception gap becomes stronger when it comes to pay. Only 50% of women, but 70% of men, believe people are paid equally in their organisation. A third of female employees do not believe people are paid equally, while a fifth are unsure.

Lack of diversity in senior management is seen as a significant career barrier by women of all age groups, ethnic minorities and non-heterosexual respondents.

4 Key barriers to career progress

Some 85% of women have experienced one or more career barriers or blockers, compared with 73% of men. Ethnic minority and non-heterosexual employees, as well as those with special physical or mental needs at work, are also more likely to experience these obstacles.

Women under 35 are especially likely to cite lack of opportunities for promotion. Lack of diversity in senior management is seen as a significant career barrier by women of all age groups, ethnic minorities and non-heterosexual respondents. One in five female

employees also identify the role played by 'intimidating people in senior roles' as a barrier to their career progress.

An enthusiasm for cycling is a source of strength for the industry, but can also act as a barrier. A number of respondents referred to the difficulties new entrants can face if they do not have significant cycling experience and knowledge. The view was expressed that the industry needs to broaden its appeal beyond a narrow 'racing bike' culture, and embrace those with a wider range of backgrounds, experience and skill-sets.

5 Women and minorities are more likely to leave the industry

There are signs of improvement. Just over half of all respondents think that opportunities for career development have improved for them since they first entered the industry. The question is whether these improvements are happening fast enough.

Women, ethnic minority and non-heterosexual respondents, as well as those with accessibility needs, are far likelier than average to leave the industry in the next five years.

Only 29% of women (versus 48% of men) would currently consider spending the rest of their careers in the cycling industry, compared with nearly double this figure for women working in automotive.¹

For other minority employees, the situation is even worse - just 23% of ethnic minorities (versus 39% of white respondents), 20% of non-heterosexual respondents (versus 40% of heterosexuals) and 22% of those with accessibility needs (versus 41% of those without) plan to remain in the industry.

The cycling industry is in danger of failing to retain recent recruits. A third of those in an early stage of their careers expect to leave the industry in the next 12 months, and over half expect to leave in the next five years. Cycling is competing with other sectors which are taking action to attract and retain a more diverse workforce.

Failure to improve career prospects, tackle the gender pay gap and increase the quality of the working environment for women and minority groups will lead to the cycling industry losing experienced and talented employees. This will reduce the competitiveness and value of the industry. A substantial body of research now demonstrates that more diverse organisations are also more dynamic, successful and profitable.

¹ Deloitte (2020) Women at the Wheel: 2020 Women in Automotive Industry Study [Accessed 19/07/23]

6 Women want concrete action on leadership and pay

Action on diversity and targeted benefits can help to improve retention of talent and improve industry competitiveness. There is widespread consensus that diversity is important. Some 78% of respondents overall agree that working in a company committed to diversity matters to them.

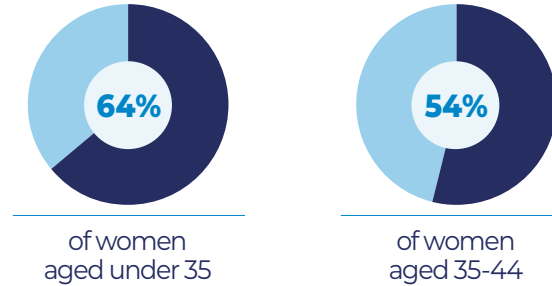
The most important steps the industry can take to improve its diversity are seen as increasing the visibility of women and underrepresented groups in the industry, increasing diversity in leadership positions, and increasing the number of women and underrepresented groups positively engaged in cycling. Diversity needs to be applied (and be clearly visible)

across all three interconnected industry strata: employees as whole, industry leadership and cyclists (ie customers).

However, women are significantly more likely than men to prioritise concrete actions on diversifying leadership, pay and conditions. Men, by comparison, are more likely to favour a 'softer' approach based on cultural change: raising awareness of cycling as a career for a broader range of people, and being open-minded and transparent when recruiting. Men are on board when it comes to increasing the visibility of women and minority groups industry-wide, but are often less keen on prioritising change at the leadership level.

Some 78% of respondents overall agree that working in a company committed to diversity matters to them.

Providing good career development opportunities is especially important for employers seeking to attract and retain female talent in the younger age groups:



select this as a 'top 5' offering

7 Flexible working is fundamental

The most important employer offerings are seen by employees overall as flexible and remote working options, career development opportunities, paid leave entitlements, competitive remuneration and an inclusive culture. For women in particular, flexible working stands out as a key requirement, selected as a priority by two thirds of women across all age groups.

Providing good career development opportunities is especially important for employers seeking to attract and retain female talent in the younger age groups: 64% of women aged under 35 and 54% aged 35-44 select this as a 'top 5' offering. One in five women aged 25-44 see childcare support options as a 'top 5' employer offering.

Women, ethnic minorities and non-heterosexual groups are more likely than average to belong to a networking group.

8 Mutual support systems and mentoring are valued highly

While the survey highlights the responsibility of employers and senior managers to take 'top-down' action on diversity, it also underlines the value of mutual self-help and support systems. A majority of respondents agree that belonging to a professional networking group would help their career progression. Women, ethnic minorities and non-heterosexual groups are currently more likely than average to belong to a networking group of some kind.

Mentoring is valued as a benefit of professional networking by half of women and a third of men. However, the survey shows that around a third of both groups are currently receiving mentoring at work, which suggests that female mentoring needs are not being fully met.

Seven out of ten employees in an early stage of their careers are currently receiving mentoring, but this drops off sharply among those in more intermediate and advanced career stages. Providing ongoing mentoring opportunities to those seeking to develop their careers, including those wishing to move into leadership positions, could help to improve diversity of talent at all levels of the industry.

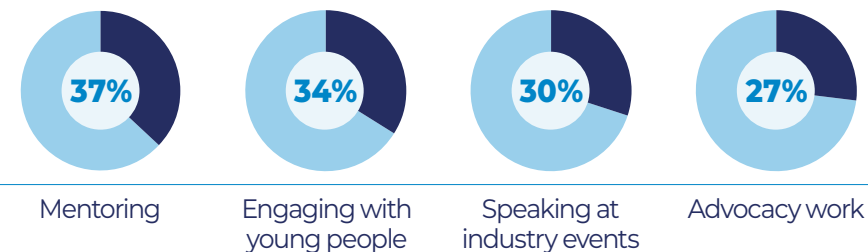
Women place a high value on meeting inspiring role models through their professional networks. They are also more likely than men to value support from others, confidence-building and opportunities to raise their profile among the benefits of networking.

9 A willingness to help

Although the industry faces substantial challenges, there is evidence of a strong culture of support - a powerful resource which has the potential to create future change. Some 80% of those surveyed said they would like to get involved with one or more support activities, including mentoring (37%), engaging with young people (34%), speaking at industry events (30%) and advocacy work (27%).

Men are currently more willing than women to offer mentoring to others. This may indicate the value of having male 'champions' in the industry, but also points to a need for more women in senior positions who can mentor younger or more junior female employees.

80% of those surveyed said they would like to get involved with one or more support activities, including:



Women would most value access to mentoring and support from others, meeting inspiring role models, confidence building and opportunities to raise their profile.

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The survey respondents

The survey respondents

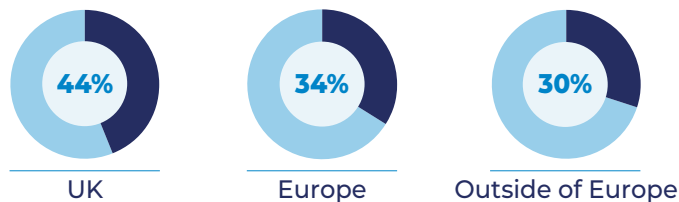
An online survey was promoted via the Bicycle Association, Cycle Industries Europe, Women in Cycling and the wider cycle industry from March to May 2023.

It was completed by **1,123 people** working in cycling. The majority of questions were answered by over **900 respondents**. Analysis and reporting has been completed by the Bicycle Association, with support from Women in Cycling.

Geographical and sectoral composition

Reflecting the global dynamics of the cycling industry, **44%** of the total sample are based in the UK, **34%** in the rest of Europe and **30%** outside of Europe (the total exceeds 100% as some respondents selected more than one region).

The main survey findings relate to the international industry as a whole. However some regional differences have been highlighted where appropriate.

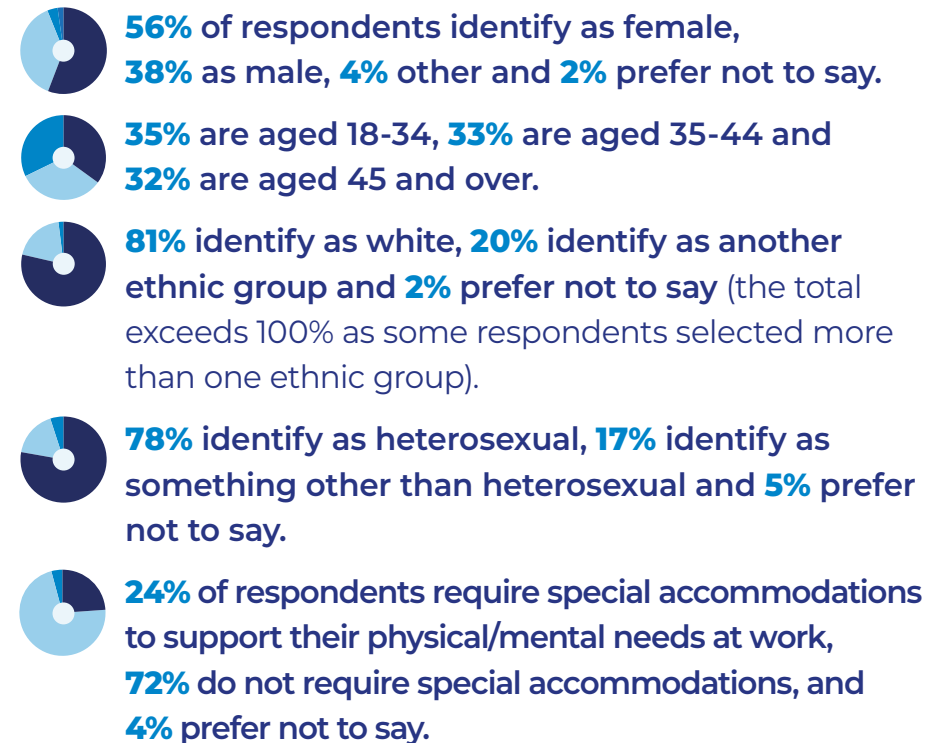


The sample represents a broad cross-section of the industry: 20% of respondents are employed in the cycling retail sector, **32%** work for suppliers, manufacturers or brands, **9%** for logistics companies, **12%** for service providers and **7%** for cycling rental schemes. Some **41%** do cycling-related jobs in other areas, including campaign/not-for-profit groups, government, education/training and media. (The total exceeds 100% as some respondents selected more than one sector).

Women most commonly work in a supplier/maker/brand, and are more likely to work in a smaller-sized organisation.

Demographic composition

The sample is not intended to be demographically representative of the overall cycling industry population, but is well-equipped to provide insight into the experiences and views of a broad range of employees across the industry.



NB. In the following survey analysis, ethnic groups other than 'white' have been aggregated as 'other than white', and sexual identities other than 'heterosexual' have been aggregated as 'non-heterosexual'. This is in order to create statistically viable sub-sample sizes for comparison.

Further breakdowns of race and ethnicity, and sexual orientation, are available in the Appendix.

Career stage

Analysis of the career stage of respondents shows that those who are male, white and heterosexual are **significantly more likely** than other groups to see themselves as well 'established' in their careers.

Women, and especially those in other than white and non-heterosexual groups, are **more likely** to be in formative career stages, either starting out or focusing on moving to the next stage.

Figure 1: Career stages of survey respondents, by gender, ethnicity and sexual identity

Base: 989 people aged 18+ who work in the cycling industry

"Which of these statements best describes your current career stage? Select the one that MOST applies."				
	Starting out: about to enter the workforce or in an early stage role	Moving ahead: focusing on moving to the next stage of your career	Established: satisfied with where you're at for now	Don't know/ none of these
All	10%	38%	47%	5%
Women	11%	41%	44%	4%
Men	9%	34%	53%	5%
Other than white	16%	55%	26%	4%
White	9%	34%	52%	4%
Non-heterosexual	18%	51%	28%	2%
Heterosexual	8%	35%	52%	5%

Men and those from white and heterosexual groups are **much more likely** to be in senior leadership roles in the industry. Other groups are **more likely** to have future aspirations to be in leadership positions.

Figure 2: Senior leadership status and aspirations, by gender, ethnicity and sexual identity

	I am in a senior leadership position	I am interested in senior leadership opportunities in the future
All	30%	35%
Women	25%	37%
Men	39%	32%
Other than white	16%	43%
White	33%	34%
Non-heterosexual	17%	36%
Heterosexual	34%	36%

Men and those from white and heterosexual groups are much more likely to be in senior leadership roles in the industry.

Motivations

A great strength of the industry is the commitment and enthusiasm of its employees. **Half** of all respondents say they were inspired to join the industry by a passion for cycling. **Approaching half** say they were inspired by an interest in health, the environment and the outdoors. **A third** joined because they wanted to make a difference to society or the environment. **One in four** joined because they saw a match between their personal values and purpose and those of the company.

Men are especially driven to join the industry by a personal passion for cycling. This is an important factor for nearly half of women too, but female motivations tend to be broader and more diverse.

Women are even more likely than men to be inspired by an interest in health, the environment and outdoors, and by the desire to make a difference to society or the environment. They are also more likely to cite an interest in their career specialism, such as marketing or HR for example, as a reason for joining the industry.

63% of men and 45% of women were inspired to join the industry by a passion for cycling.

“What inspired you to join the cycling industry? (Tick all that apply)”

Base: 989 people aged 18+ who work in the cycling industry

Figure 3: Motivations for joining the cycling industry

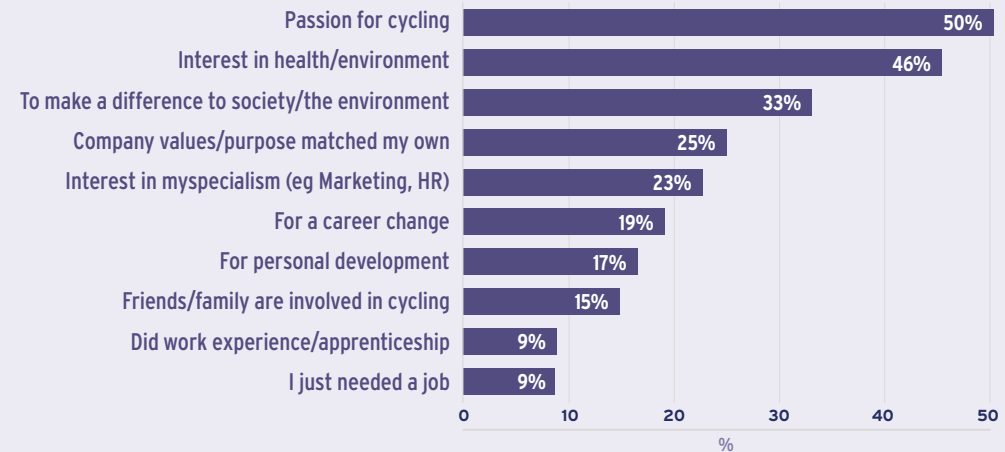
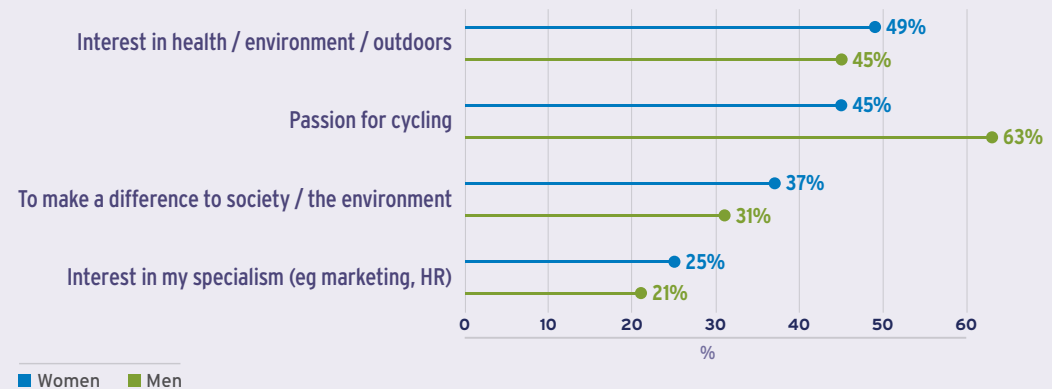


Figure 4: Leading motivations for joining the cycling industry, by gender



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Section 1:

Key issues and problems

Negative experiences and unfair treatment

The survey reveals significant experience of bullying, harassment and discrimination across the industry on the basis of gender, ethnicity, sexuality and disability.

“ I have experienced racism, classism, sexism, and disableism in abundance in this industry. My identity is always the first thing on the table rather than my experience and expertise. We need to develop a better culture. ”

Heterosexual woman of mixed/multiple ethnic origins, aged 25-34, with accessibility needs, established in career, working for a small supplier/manufacturer/brand in the UK

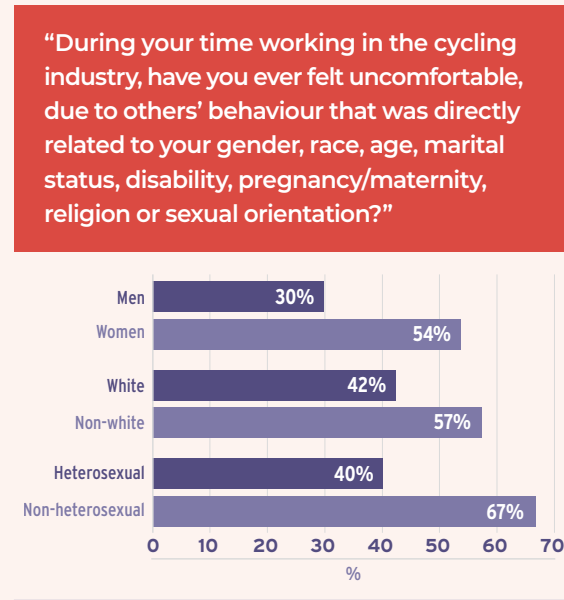
“ I have only joined the cycling industry less than a year ago. Since then I’ve been asked out on dates while in bike shops for work. It wasn’t nasty or mean but it was awkward and I don’t want to go back to that shop now. I’ve also been sexually harassed while filming out on roads for work. ”

Woman, aged 25-34, starting out in career, working for a small non-profit/community/campaign group in the UK

Over half of women and those from other than white ethnic backgrounds, and **two thirds** of those from non-heterosexual groups say they have been made to feel uncomfortable by the behaviour of others that was directly related to their gender, race, age, marital status, disability, pregnancy/maternity, religion or sexual orientation.

🔍 **Figure 5: Experience of being made to feel uncomfortable in the cycling industry, by gender, ethnicity and sexual identity**

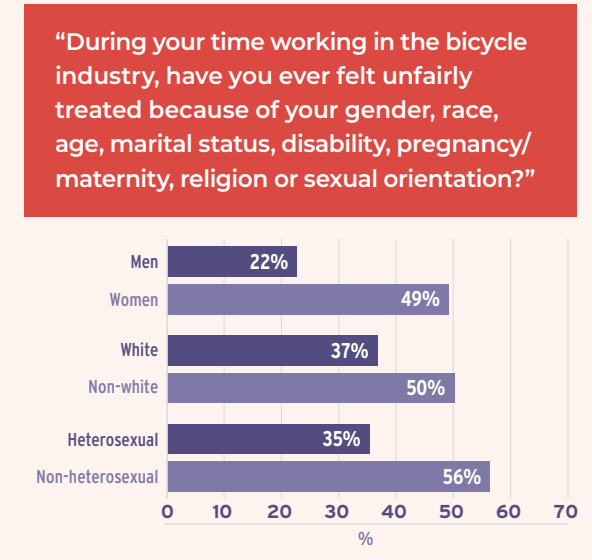
Base: 905 people aged 18+ who work in the cycling industry



Around half of women and other than white respondents, and **over half** of those from non-heterosexual groups say they have felt unfairly treated.

🔍 **Figure 6: Experience of unfair treatment in the cycling industry, by gender, ethnicity and sexual identity**

Base: 906 people aged 18+ who work in the cycling industry



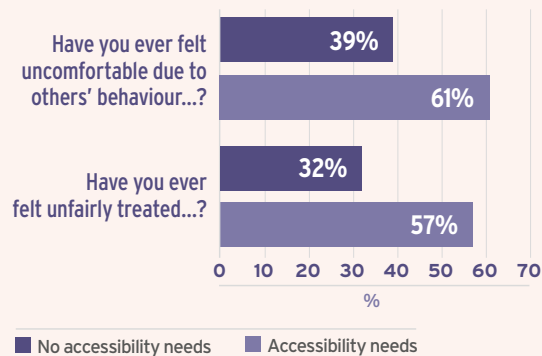
“ I am tired of fighting for respect in this industry. ”

White, queer, non-binary person, aged 45-54, with accessibility needs, established in career, working for a small supplier/manufacturer/brand in the UK

Among the group of respondents who require special accommodations to support their physical/mental needs at work, **61%** report feeling uncomfortable due to the behaviour of others, and **57%** report feeling unfairly treated.

Figure 7: Experience of being made to feel uncomfortable or unfair treatment in the cycling industry, by accessibility needs

Base: 905/906 people aged 18+ who work in the cycling industry



“ I have heard countless stories from other women in the cycling industry of poor behaviour from colleagues, being made to cry at work, male-dominated leadership making unfair decisions, and even legal action against discriminations. ”

White, heterosexual woman, aged 25-34, no accessibility needs, established in career, working for a large supplier/manufacturer/brand in North/Central America

Negative experiences in the workplace are significantly high across women in all regions. **Around half** of women in both the UK and Europe have been made to feel uncomfortable by the behaviour of others, while **40%** and **46%** of women in these regions have felt unfairly treated, respectively.

These negative experiences are particularly high in countries outside Europe, where they constitute the experience of around three quarters of respondents.

Figure 8: Female experience of being made to feel uncomfortable or unfair treatment in the cycling industry, by region

Base: 512/513 women aged 18+ who work in the cycling industry

	UK	Europe	Rest of the world
Have you ever felt uncomfortable due to others' behaviour...?	49%	49%	78%
Have you ever felt unfairly treated...?	40%	46%	75%

These experiences are also widespread across all sectors of the industry. **Over half** of female respondents in all sectors report being made to feel uncomfortable, while experiences of unfair treatment range from **42%** of women working in the retail sector to **63%** of those employed in logistics, service provider or bike rental occupations.

Figure 9: Female experience of being made to feel uncomfortable or unfair treatment in the cycling industry, by industry sector

Base: 522/523 women aged 18+ who work in the cycling industry

	Retailer/ shop	Supplier/ manufacturer/ brand	Logistics/ service provider/ rental	Other
Have you ever felt uncomfortable due to others' behaviour...?	55%	52%	64%	55%
Have you ever felt unfairly treated...?	42%	52%	63%	48%

Women (76%) are somewhat less likely than men (84%) to say they 'feel free to be themselves' at work. In particular, only 37% of women are in 'strong agreement' with this compared to 48% of men.

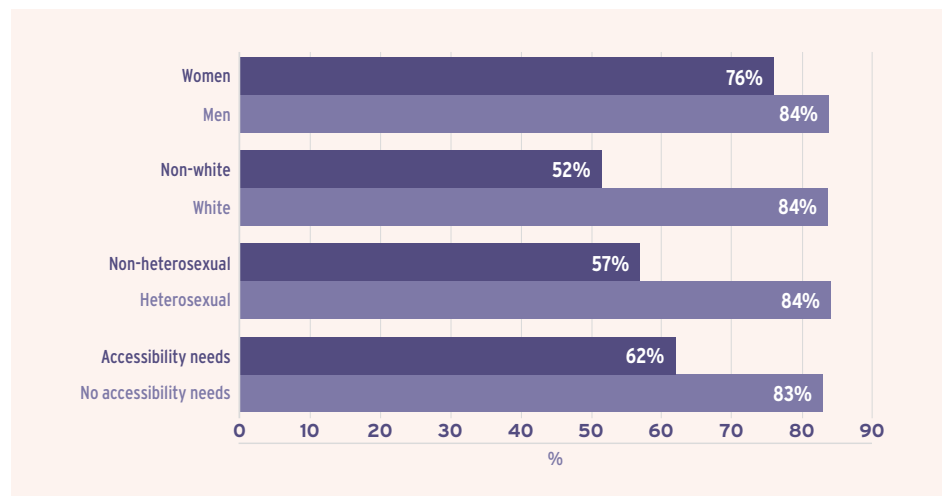
Most noticeably, ethnic minority respondents, non-heterosexual groups and those with accessibility needs are **far less likely** to feel free to be themselves at work.

Only 52% of other than white women felt free to be themselves - considerably lower than the 67% of respondents to 'What Women Want 2023', an international, cross-sectoral survey.¹

The survey also shows that **nearly half (45%)** of people who require special accommodations to support their mental or physical needs at work have not disclosed these requirements with their employer.

Figure 10: Agreement with the statement "I feel like I am free to be myself at work", by gender, ethnicity, sexual identity and accessibility needs

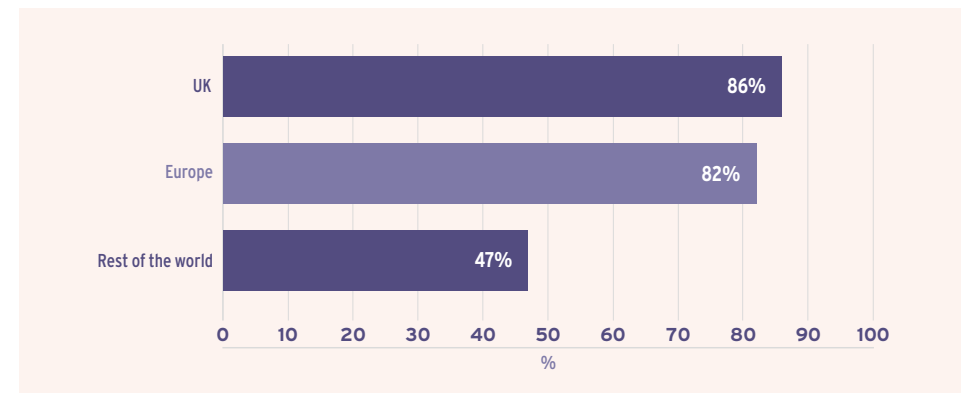
Base: 989 people aged 18+ who work in the cycling industry



The regional splits also indicate that respondents outside of Europe **feel significantly less** able to be themselves in the workplace.

Figure 11: Female agreement with the statement "I feel like I am free to be myself at work", by region

Base: 552 women aged 18+ who work in the cycling industry



“ [Men] complain about the lack of women at industry events, yet not from a professional diversity point of view, but rather in terms of the lack of opportunities to engage with woman socially. The number of times I have been sexually harassed merely because I was one of few, or indeed the only women in the mix, is only topped by the number of instances I have been discriminated against for being a woman in a 'man's environment'.”

White, heterosexual woman, aged 45-54, no accessibility needs, looking to scale back in career, working for a small supplier/manufacturer/brand in Asia

1 Sporting Insights (2023) Tackling inequality: The voice of women working in sport

Lack of gender equality

There is broad recognition that the cycling industry currently falls short in terms of gender equality. Less than a third of respondents overall (30%) agree that there is gender equality.

More than half of respondents actively disagree that there is gender equality, including 55% of respondents in the UK and in the rest of Europe. However, fewer respondents disagree in North/Central America (41%) and the rest of the world (37%).

The survey also shows that half of those just entering the industry, or in an early stage of their careers, think there is gender equality, but this drops with experience to under a third of those in intermediate or established career stages.

“When I was the president of ..., during the work and when I was trying to make some decisions, some colleagues used to call me dictator, arrogant, with a militaristic style, and that I didn't let others participate (and so on), until I gave up the job. Never seen this happen when it was a man in the presidency.”

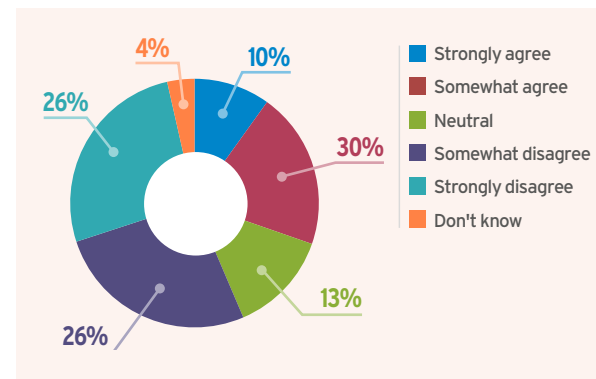
White, heterosexual woman, aged 25-34, no accessibility needs, moving ahead in career, working as a freelance/consultant in Europe

“I had to ask for a promotion after finding out that a male colleague with fewer professional qualifications was on a higher salary for the same job.”

White, heterosexual woman, aged 25-34, no accessibility needs, moving ahead in career, working for a large supplier/manufacturer/brand in the UK

Figure 12: Agreement with the statement “I feel there is gender equality in the cycling industry”

Base: 989 people aged 18+ who work in the cycling industry



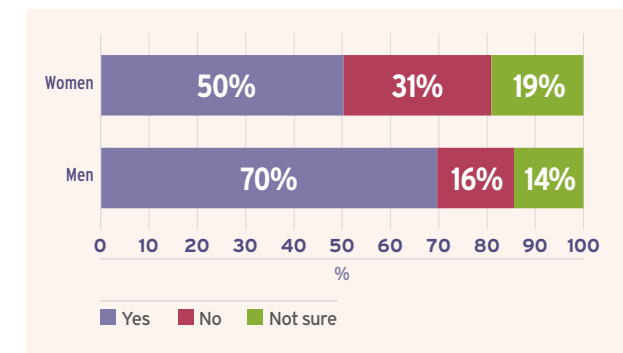
There is also some perception gap between men and women. 58% of female and 45% of male employees disagree that there is gender equality in the industry. This compares with 33% of women working in the sports industry.²

The gap in perception between genders becomes clearer when respondents are asked whether they believe there is gender pay equality in their workplace.

Some 70% of men but only 50% of women answer yes. Almost a third of female employees do not believe people are paid equally in their organisation, while just under a fifth of women are unsure. By comparison, 51% of women working in the sports industry believe they are paid less than men for the same work.²

Figure 13: Agreement with the statement “In your organisation, do you believe people are paid equally for a job of equal value, regardless of gender?”, by gender

Base: 960 people aged 18+ who work in the cycling industry



² Sporting Insights (2023) Tackling inequality: The voice of women working in sport.

Career barriers and blockers

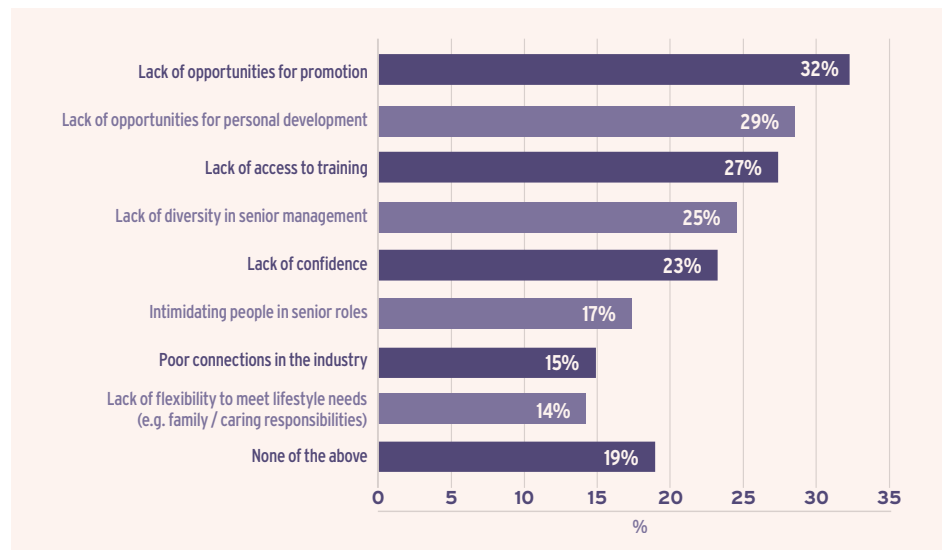
Eight out of ten people surveyed have experienced at least one barrier or blocker to their career development. The leading obstacles cited overall are a lack of promotion opportunities (experienced by **32%** of respondents), lack of opportunity for personal development (**29%**), lack of access to training (**27%**) and lack of diversity in senior management (**25%**).

Lack of opportunities for promotion is most likely to be selected by those working in the UK (**40%** of respondents), compared to **31%** in Europe and **21%** elsewhere.

Figure 14: Experience of career barriers and blockers

Base: 960 people aged 18+ who work in the cycling industry

“Have you experienced any barriers or blockers in your career development? (Tick any that apply.)”



Some **85%** of women have experienced one or more career barriers or blockers (compared with **73%** of men). **89%** of ethnic minority (and **79%** of white) employees, **90%** of non-heterosexual (and **78%** of heterosexual) employees have experienced barriers or blockers. **91%** of those with special physical or mental needs at work have also experienced barrier or blockers.

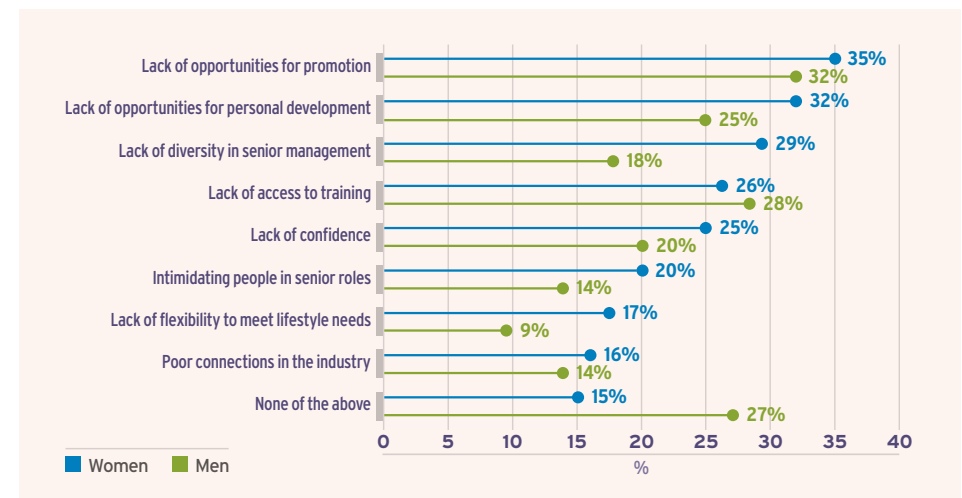
Lack of diversity in senior management is seen as a significant barrier by women (**29%**), ethnic minorities (**31%**) and non-heterosexual respondents (**29%**).

Women are also more likely to cite lack of flexibility to meet lifestyle needs (**17%**), and the impact of intimidating people in senior roles (**20%**). Women aged under 35 are especially likely to cite lack of opportunities for promotion (**40%** of that group).

Lack of opportunities for personal development is also more likely to be cited as a career blocker by women as a whole (**32%** versus **25%** of men), and by non-heterosexual respondents (**38%** versus **27%** of heterosexual employees).

Figure 15: Experience of career barriers and blockers, by gender

Base: 907 people aged 18+ who work in the cycling industry



Responses to the open question on experiences in the survey also suggest that a narrowly-defined enthusiasm for cycling can sometimes act as a career barrier, excluding those with other backgrounds and skill-sets, and helping to make cycling less attractive to a wider community:

“ One of the other barriers to the industry is the attitude to cycling. Most people in the industry are already highly involved with cycling. For others, entering the industry with no cycling skills or low involvement is quite a barrier and a reason for exclusion.

“ Being good on the bike is often a barrier, or is seen as a barrier, to new people.

“ I truly believe the cycling industry needs to concentrate on making itself more appealing to all cyclists and non-cyclists from all walks of life and backgrounds.

“ The cycle industry is intolerant of people who don't want to wear Lycra kit and ride racing bikes.

“ I'm a white male cyclist so I don't experience the issues many will face. I do think cycling needs broader influences than the traditional European racing bias, and that will come from a wider range of views and backgrounds in the industry.

Although there are clearly major challenges ahead for the industry, there are some signs that things may be slowly improving. Just over half of all respondents (55%) think that opportunities for career development have improved for them since they entered the industry. Only 22% think things have not improved, while 23% are unsure.

Some 55% of women, 62% of ethnic minority and 63% of non-heterosexual respondents think opportunities have improved.

“ I’ve worked in the bike industry for 25 years and have seen many changes in that time. I feel the industry is better for women now, but that might also be because of my own confidence and growth that I feel less restricted or judged by barriers. ”

White, heterosexual woman, aged 35-44, no accessibility needs, established in career, working for a small media/publishing company in the UK

Confidence

Around **half** of men and women strongly agree they are confident they have the skills to do their current job well. Around a **third** of men and women strongly agree they are confident in their ability to progress to the next level of their career. Few respondents actively disagree with these statements, and gender differences are minor.

However the strength of agreement is somewhat tentative, especially when it comes to confidence to progress to the next level.

Women (25%) are also more likely than men (20%) to cite lack of confidence as a barrier to career development.

Around a third of men and women strongly agree they are confident in their ability to progress to the next level of their career.

Figure 16: Agreement with the statement ‘I am confident in my skills to do my current job well’, by gender

Base: 907 people aged 18+ who work in the cycling industry

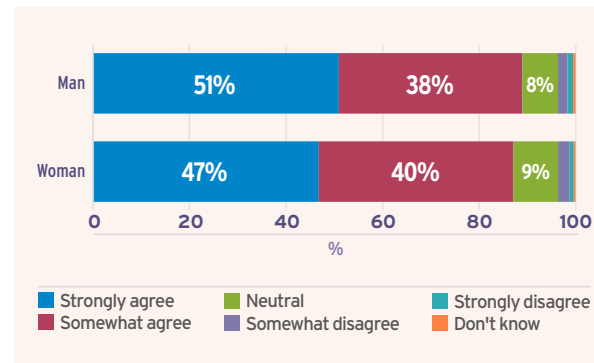
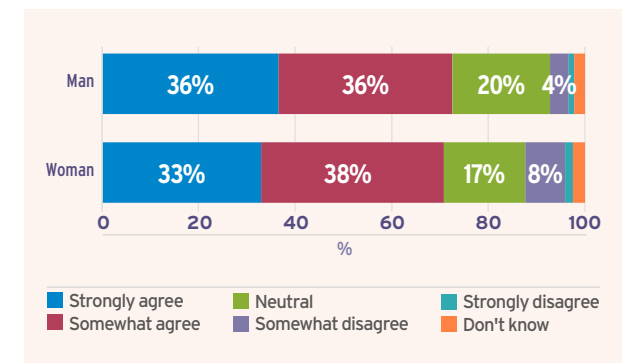


Figure 17: Agreement with the statement ‘I am confident in my ability to progress to the next level in my career’, by gender

Base: 907 people aged 18+ who work in the cycling industry



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Section 2:

The consequences

Intentions to stay in/leave the cycling industry

The survey shows a significant and worrying number of reports of unfair treatment and inappropriate behaviour, a perceived lack of equal opportunities, and barriers to career development. These are likely to have substantial consequences for the industry unless they are addressed.

Almost a **third** of respondents overall say they are likely to leave the industry over the next five years (**12%** in the next 12 months and **20%** in the next two to five years). **18%** expect to stay longer but not for the rest of their career. Just over a third (**35%**) plan to stay or would consider staying in the industry for the rest of their career.

Figure 18: Expectations of how long people will stay in the cycling industry

Base: 989 people aged 18+ who work in the cycling industry

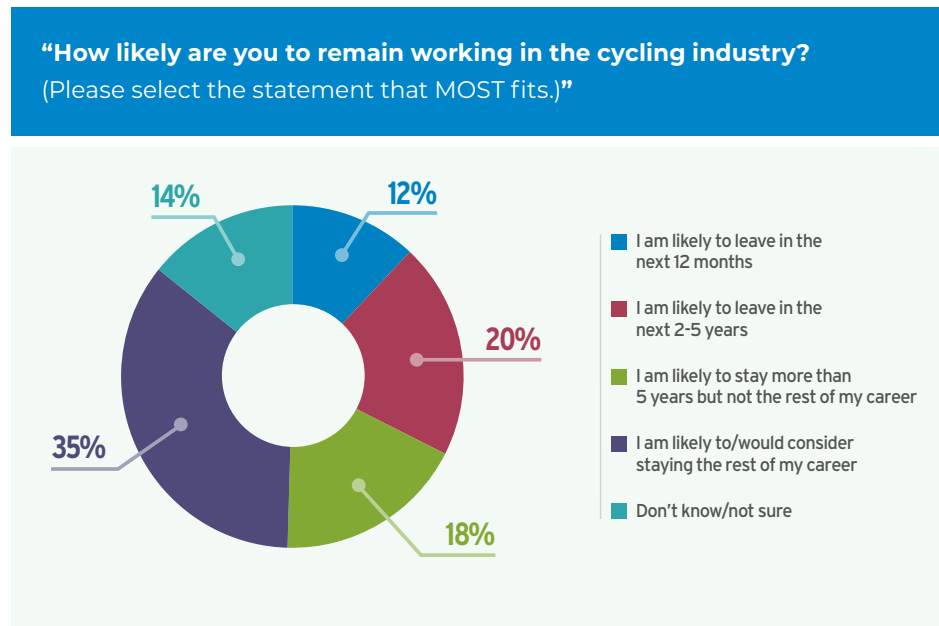
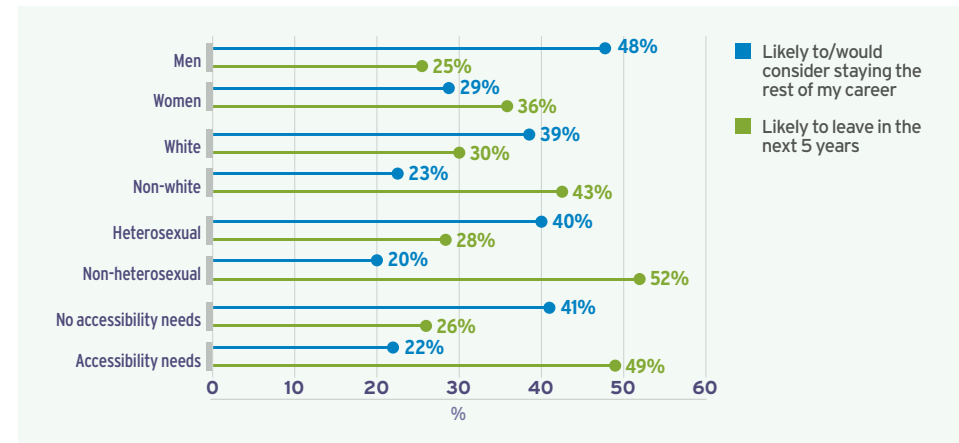


Figure 19: Expectations of how long people will stay in the cycling industry, by gender, ethnicity, sexual identity and accessibility needs

Base: 989 people aged 18+ who work in the cycling industry



The responses by gender, ethnicity, sexuality and disability give particular cause for concern.

Women, other than white and non-heterosexual respondents, as well as those with accessibility needs, are **far likelier** to say they expect to leave the industry in the next five years.

Only **29%** of women (versus **48%** of men), **23%** of ethnic minorities (versus **39%** of white respondents), **20%** of non-heterosexual respondents (versus **40%** of heterosexuals) and **22%** of those with accessibility needs (versus **41%** of those without) would consider spending the rest of their careers in the cycling industry.

By comparison, the **71%** of women at risk of leaving the industry is nearly double the **40%** of women working in automotive who would choose a different industry if they were starting their career again.³

Younger female employees are especially hard to retain: **40%** of women aged under 35, **36%** aged 35-44 and **29%** aged over 45 say they are likely to leave in the next five years. These figures compare unfavourably with the sports industry, where only **8%** of women have specific plans to leave, and **39%** would never consider leaving.

³ Deloitte (2020) Women at the Wheel: 2020 Women in Automotive Industry Study [Accessed 19/07/23]

The implications are clear. Failure to improve career prospects and the quality of the working environment for women and minority groups will exacerbate retention problems.

The implications are clear. Failure to improve career prospects and the quality of the working environment for women and minority groups will exacerbate retention problems and lead to the industry becoming less diverse, losing experienced and talented employees. This will reduce the effectiveness and competitiveness of the cycling industry. There is now a substantial body of research which demonstrates that more diverse companies and organisations tend to be more dynamic, successful and profitable.

The industry is in particular danger of failing to retain new and recent recruits. A third of those just entering the workforce, or in an early career stage, expect to leave the industry in the next 12 months, and over half expect to leave in the next five years.

Figure 20: Expectations of how long people will stay in the cycling industry, by career stage

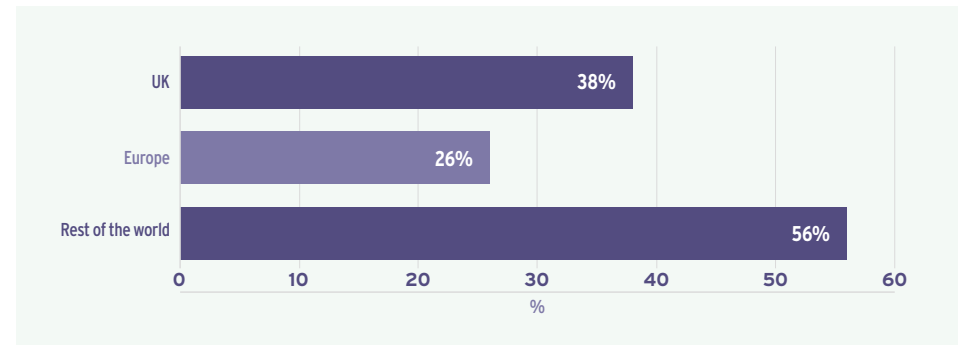
Base: 941 people aged 18+ who work in the cycling industry

	Starting out: about to enter the workforce or in an early stage role	Moving ahead: focusing on moving to the next stage of your career	Established: satisfied with where you're at for now
Likely to leave in the next 12 months	33%	14%	6%
Likely to leave in the next 5 years	56%	42%	20%

Among female respondents, **38%** of those working in the UK, **26%** of those working elsewhere in Europe and over half (**56%**) outside Europe expect to leave the industry in the next five years.

Figure 21: Women expecting to leave the cycling industry in the next 5 years, by region

Base: 552 women aged 18+ who work in the cycling industry



Those who indicated the likelihood of leaving the industry over the next five years were invited to supply their reasons. Among those who responded, the graphic below indicates the most commonly used words and phrases: pay, promotion and having a better chance (elsewhere) were among the key factors cited.



I am considering leaving the industry because...

”

I've experienced sexism, career-dead ends, little in the way of professional development, and no interest from employers in using my extensive skill-set, leaving me feeling frustrated, under-utilised, and unappreciated.

White, bi-sexual/pansexual/fluid woman, aged 35-44, no accessibility needs, moving ahead in career, working for a large media/publishing company in the UK

”

I don't feel change is happening fast enough - a lot of talk and not enough action, and I feel my energy and efforts can be of more benefit and appreciated more elsewhere.

White, heterosexual woman, aged 35-44, no accessibility needs, senior leader, working for a large supplier/ manufacturer/brand in the UK

A lack of diversity (race, class, disability), lack of progression opportunities, a tokenistic and shallow approach to equity, diversity and inclusion.

White, gay man, aged 25-34, no accessibility needs, looking to scale back in career, working for a large non-profit/community/campaign group in the UK

”

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Section 3:

Tackling the problems

- actions for employers
- actions for everyone

Actions for employers

Take urgent action on bullying, harassment and unfair treatment

Our survey received a significant and worrying number of reports of unfair treatment, including bullying and harassment, by marginalised groups. We would like to remind employers of a duty of care they have to all employees, and strongly encourage that appropriate policy and procedures are put in place within their organisations to manage bullying, harassment and discrimination, in line with legislation in their locations.

We recommend that all cycle industry employers take proactive steps to establish an inclusive, anti-discriminatory culture in the workplace, for example by:

- Having a formal bullying and harassment policy and procedures that are clearly communicated to all employees
- Establishing a clear dispute resolution procedure and making this available to all employees
- Implementing diversity, equity and inclusion (DEI) training for senior management and communicating DEI policies to the workforce
- Establishing employee resource groups to provide a safe space for employees from marginalised groups to collaborate, share knowledge and raise issues to the wider organisation.

In the UK, **ACAS** provides detailed guidance on discrimination, bullying and harassment for employers and employees.

Increase diversity in leadership positions

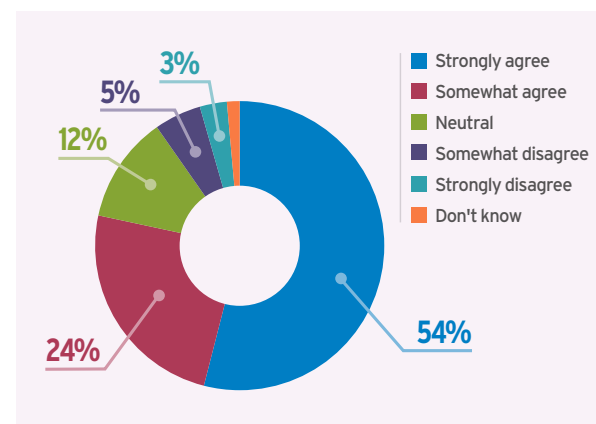
There is widespread consensus across the survey that diversity is important. Some **78%** of respondents overall agree that working in a company committed to diversity matters to them. **54%** are in strong agreement.

Men (**79%** in overall agreement) are almost as likely as women (**83%**) to recognise the importance of working in a company committed to diversity.

Three quarters of both men and women also agree with the statement *“It’s valuable to be able to easily identify organisations that are considered to be “great employers for diversity”.*

Figure 22: Agreement with the statement that “Working in a company committed to diversity matters to me”

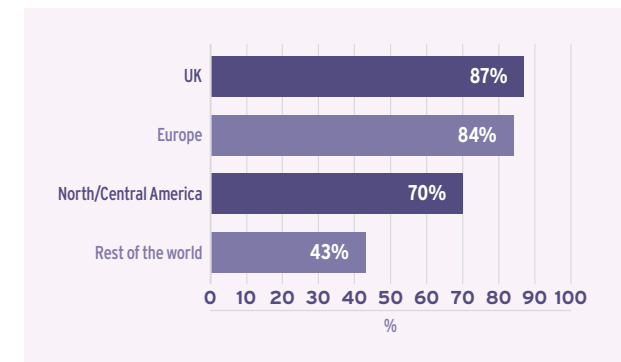
Base: 989 people aged 18+ who work in the cycling industry



However, respondents outside of Europe appear to be less on board with the diversity agenda.

Figure 23: Agreement with the statement that “Working in a company committed to diversity matters to me”, by region

Base: 989 people aged 18+ who work in the cycling industry



We recommend that all cycle industry employers take proactive steps to establish an inclusive, anti-discriminatory culture in the workplace.

The most important steps the industry can take to improve its diversity are seen by survey respondents overall as:

- Increasing the visibility of women and underrepresented groups in the industry (selected as one of the three most important actions by **50%** of respondents overall);
- Increasing diversity in leadership positions (selected by **46%** of total respondents);
- Raising awareness of cycling as a career for a broader range of people (selected by **33%** of total respondents).
- Increasing the number of women and underrepresented groups positively engaged in cycling (selected by **33%** of total respondents).

Increasing diversity in leadership positions was the top ask for women, non-heterosexual people, those with accessibility needs, and respondents aged 34 and under.

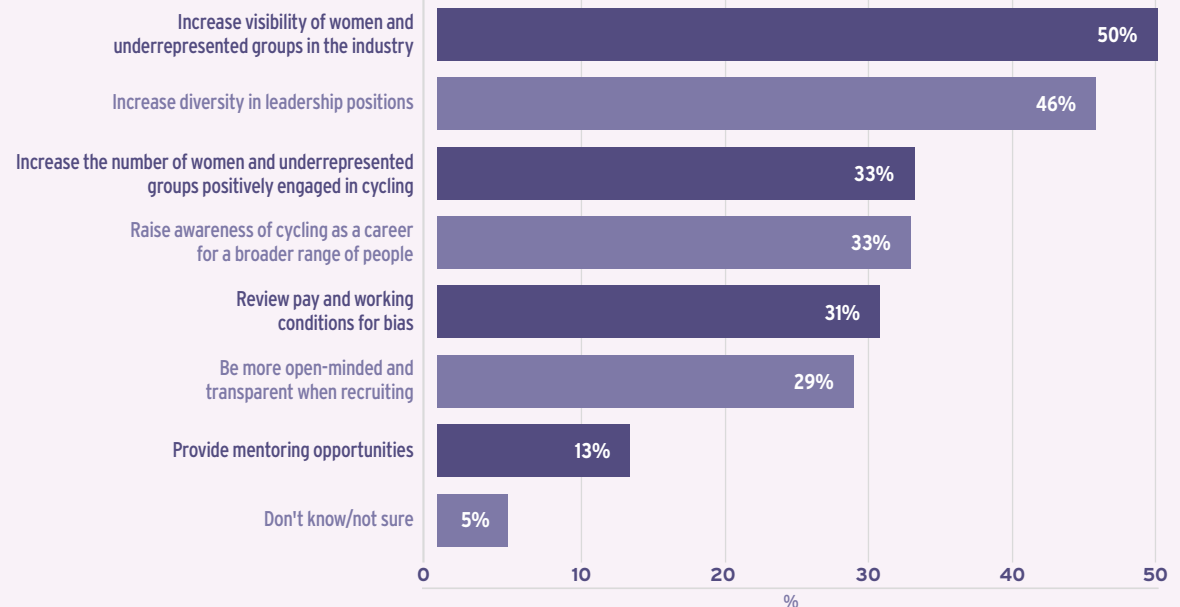
The key takeaway here is that diversity needs to be applied (and be clearly visible) across all three interconnected industry strata: employees as a whole, industry leadership and cyclists (ie customers) themselves.

It is worth noting that while 'Increasing diversity in leadership positions' came second overall, it was the most important action for women, non-heterosexual people, those with accessibility needs, and respondents aged 34 and under.

Figure 24: How the cycling industry can improve its diversity

Base: 932 people aged 18+ who work in the cycling industry

"How could the cycling industry improve its diversity?"
(Please select up to three that are most important for you.)"



“ I love cycling, I love my job and my colleagues. [But] I have seen a lot of bad stuff and experienced bad stuff first-hand... There is a lot of lip service, but what I want is the money/salary. The rest feels like window dressing. ”

White, heterosexual woman, aged 45-54, no accessibility needs, moving ahead in career, working for a large supplier/manufacturer/brand globally

Women are significantly more likely than men to prioritise concrete action on improving leadership diversity, pay and conditions.

Analysis by gender, also reveals some important differences in priority between women and men when it comes to action to improve diversity.

Both groups agree on the importance of increasing the visibility of women and underrepresented groups in the industry. However, men are more likely to favour a ‘softer’ approach to cultural change: raising awareness of cycling as a career for a broader range of people, and being more open-minded and transparent when recruiting.

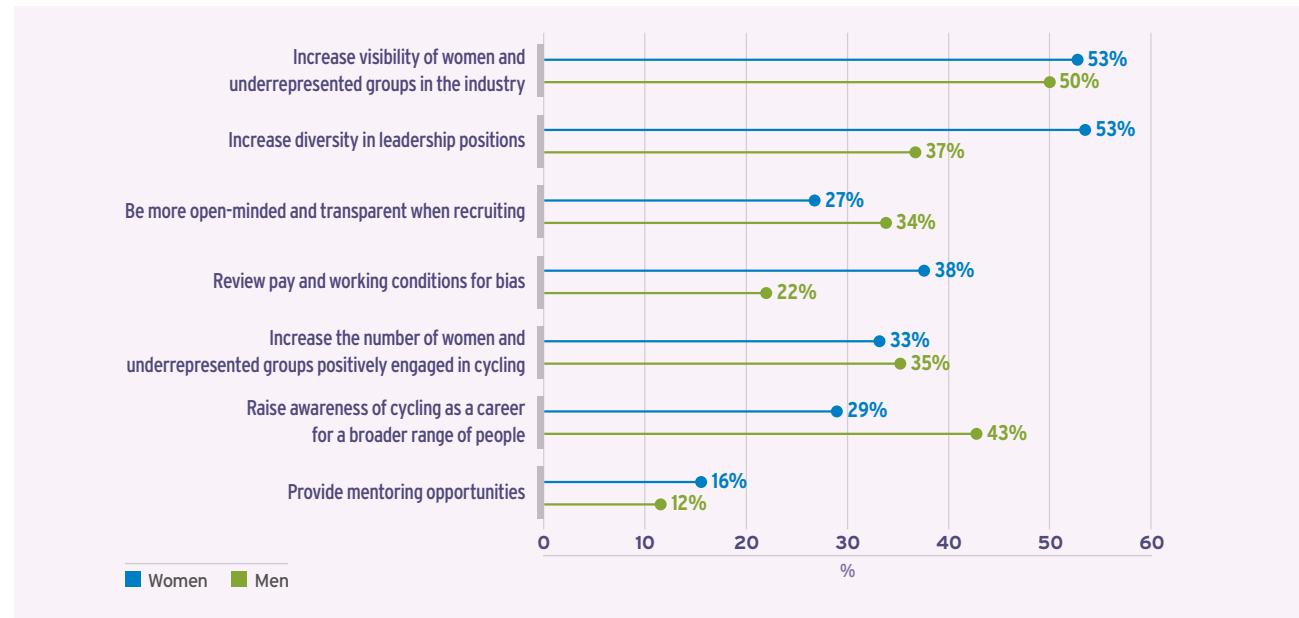
Women are significantly more likely than men to prioritise concrete action on improving leadership diversity, pay and conditions.

53% of female (and 37% of male) respondents choose increasing diversity in leadership positions as a top three priority.

38% of female (and 22% of male) respondents choose reviewing pay and working conditions for bias as a top three priority.

Figure 25: How the cycling industry can improve its diversity, by gender

Base: 932 people aged 18+ who work in the cycling industry



Make benefits work for all

The most important employer offerings are seen by respondents overall as:

- Flexible and remote working options (selected as a 'top 5' option by 55% of respondents)
- Career development opportunities (54%)
- Paid leave entitlements (44%)
- Competitive remuneration (41%)
- An inclusive culture (36%)

For women in particular, flexible working stands out as a key requirement. Around **two thirds** of women and **half** of men select flexible and remote working options as one of their most important employer offerings.⁴

A 2022 UK report found that women are disproportionately the ones making sacrifices in their careers to meet caring responsibilities, providing more than twice as much unpaid childcare per year as men, as well as spending more time caring for adults.

Some **63%** of female (and **49%** of male) respondents are also in strong agreement with the statement that “Flexible working practices (e.g. start/finish times, homeworking) are just as important to me as a competitive package (e.g. salary)”

⁴ Hochlaf, D. et al (2022) What Women Want: Tackling gender inequalities in unpaid care and the workplace [Accessed 19/07/23]

Responses for the non-heterosexual group closely matched overall responses. However, the data for other than white respondents is markedly different. Only **35%** agreed that flexible working is as important as a competitive package, and support for the top five employer offerings was more evenly distributed:

- Competitive remuneration (39%)
- Commitment to diverse hiring (34%)
- Diversity in leadership (30%)
- Flexible and remote working (30%)
- Career development opportunities (29%)

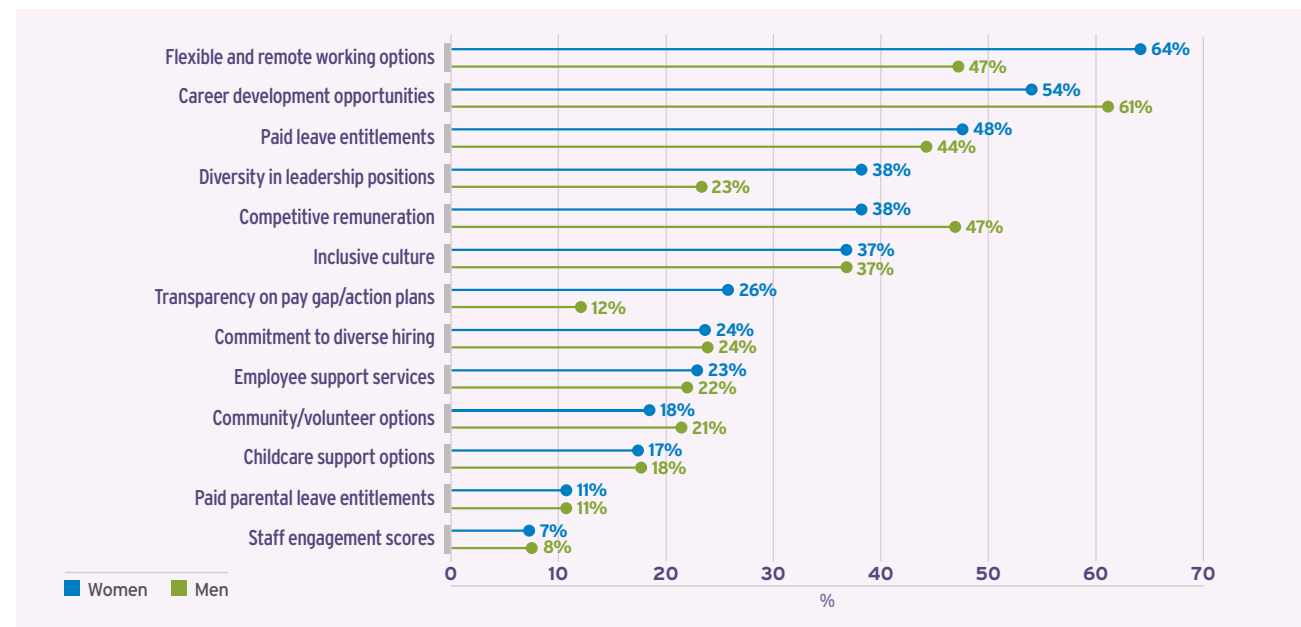
Responses for those with accessibility needs were broadly similar to the whole cohort, although career development opportunities were most important (36%).

Women are, again, **significantly more** likely than men to select diversity in leadership positions and transparency on pay gap and action plans. Diversity in leadership positions is seen as a key employer offering by women, ranking only after flexible working, career development opportunities and paid leave. Diversity in leadership does not, however, feature in the top five important offerings selected by men.

Figure 26: Most important employer offerings, by gender

Which of these employer offerings are most important to you? (Please select up to five)?

Base: 989 people aged 18+ who work in the cycling industry



In summary, men tend to concentrate their focus on employers who offer good career development and remuneration. While these are important to women too, they are more likely to look for a broader range of employer offerings.

Women are also more likely to scrutinise employer benefits more carefully at the job search stage: **56%** of female (and **42%**) of male respondents strongly agree with the statement 'I want to know what benefits and policies an employer offers before I apply with them'.

“ After more than two decades in the industry I am faced with the reality that the brands and manufacturers willing to appoint a woman to a top leadership position are extremely limited and it seems unlikely to change in the near future. The cycling industry has been dominated by male cyclists, and it remains unlikely that the ‘old boys club’ thinking will evolve to make space for, or invite, participation by women. ”

White, heterosexual woman, aged 45-54, no accessibility needs, moving ahead in career, working for a small supplier/manufacturer/brand in Asia

Providing good career development opportunities is especially important for employers seeking to attract and retain female talent in the younger age groups: **64%** of women aged under 35 and **54%** aged 35-44 select this as a 'top 5' offering.

Women under 35 are also the **most likely** to favour employers offering transparency on pay gap and action plans – around a third select this.

Around **one in five** women aged 25-44 see childcare support options as a 'top 5' employer offering.

Flexible working is seen as a core benefit by **two thirds** of women across all age groups.

Figure 27: Selected employer offerings, by female age groups

Base: 563 women aged 18+ who work in the cycling industry

Women	Career development opportunities	Flexible and remote working options	Paid leave entitlements (e.g. holiday or annual leave, sick/ carers leave etc.)	Diversity in leadership positions	Transparency on pay gap and action plans	Childcare support options
18-34	64%	64%	52%	39%	31%	14%
35-44	54%	63%	45%	39%	23%	23%
45+	38%	67%	44%	36%	22%	14%

Flexible working is seen as a core benefit by two thirds of women across all age groups.

Actions for everyone

Networking, mentoring and mutual support

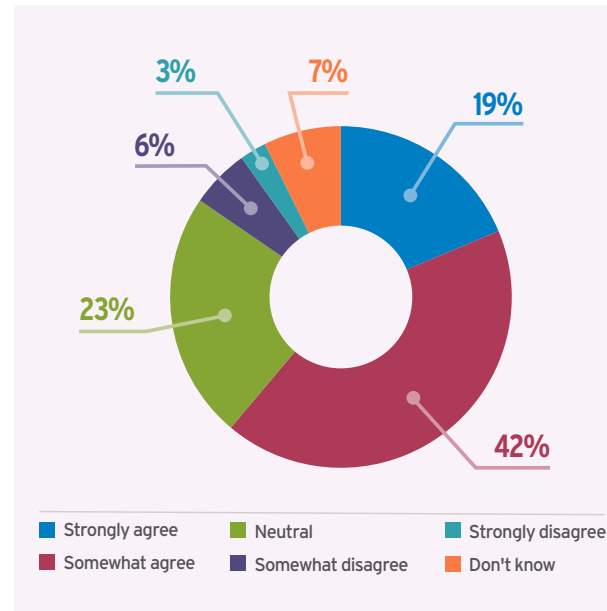
While the survey clearly highlights the necessity for employers and senior managers to take ‘top-down’ action on diversity, it also demonstrates the value of mutual self-help and support systems.

A clear majority (61%) of respondents overall agree that belonging to a professional networking group would help their career progression. Responses are broadly similar across gender.

Despite this broad recognition of the value of networking, it is worth noting that the strength of agreement is not conclusive: less than one in five respondents are in strong agreement. There is work to be done to raise the profile of industry networking groups and to increase their effectiveness as a tool for career progression.

A relevant comparison can be made here with women working in the sports industry, which has a high-profile, well-funded network, the Women’s Sport Collective. Here, 82% of women surveyed agreed that being part of a large network of women working in sport would assist in their career progression.⁵

Figure 28: Agreement with the statement ‘Being part of a professional networking group would assist in my career progression’
Base: 952 people aged 18+ who work in the cycling industry



The survey also shows that women, ethnic minorities and non-heterosexual groups are currently **more likely** than others to belong to a professional network of some kind, underlining the value of mutual support in these groups.

Among those who supplied further details of their networking groups, social media-related and WhatsApp industry groups, Women in Cycling and Women in Transport were some of the networks most likely to be mentioned.

Figure 29: Percentage who currently belong to a networking group, by gender, ethnicity and sexual identity
Base: 944 people aged 18+ who work in the cycling industry

Men	49%
Women	55%
White	50%
Other than white	64%
Heterosexual	49%
Non-heterosexual	69%

There is a suggestion that networking opportunities can be hard to find outside of larger-scale industry and corporate events, particularly for those working from home. Hybrid and remote working have become normalised due to the impact of the pandemic, and while greater flexibility is broadly welcomed by many workers, including a majority of women, it can also lead to a feeling of greater professional isolation:

“What/where are the networking opportunities outside of bigger industry events? How do people get notified or find them? Currently I’m working full-time remote, far from my company HQ and this makes networking incredibly hard.”

⁵ Sporting Insights (2023) Tackling inequality: The voice of women working in sport.

The five most valuable benefits of professional networking are seen by respondents overall as mentoring (selected by **44%** of all respondents), support from others (**44%**), raising my profile (**36%**), meeting inspiring role models (**35%**) and confidence building (**33%**).

Other than white respondents considered profile-raising as the most valuable aspect of networking, while older respondent valued support from others and raising their profile as slightly more important than mentoring.

Women show interest in a much wider range of networking benefits than men. Mentoring is valued by over half of women and just over a third of men. The survey also shows, however, that only **36%** of women (and **31%** of men) are currently receiving mentoring at work, which suggests that female mentoring needs are not being fully met.

For other groups, the percentage receiving mentoring is higher: **45%** of non-heterosexual respondents, **46%** of other than white respondents and **70%** of those with accessibility needs. By comparison, **47%** of UK automotive companies offer mentoring to under-represented employees.⁶

Women (**42%**) also value 'meeting inspiring role models' through a professional network. **68%** of women also agree with the statement "Seeing diverse role models working in cycling would assist in my career progression". This compares with **78%** of women working in sport.⁷

Women are also **more likely** than men to value support from others, confidence-building and advice on mental health/wellbeing among the benefits of networking.

Men are **more likely** to see networking as a way to raise their profile, or a way to set up a new business or access funding.

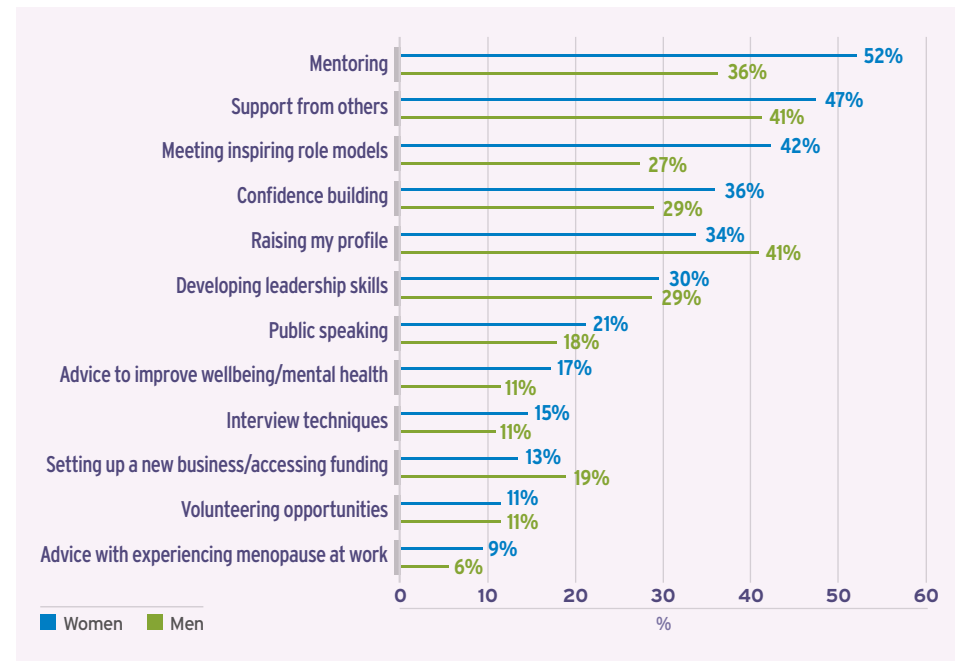
There is strong recognition of the value of professional networking throughout people's careers. Over **six out of ten** of those starting out, moving ahead and established in their careers agree that "Being part of a professional networking group would assist in my career progression".

However, access to mentoring currently drops off sharply among those in more developed career stages: **71%** of those in the early stages of their career are receiving mentoring, falling to **39%** of those moving ahead and **24%** of those established. Providing ongoing mentoring opportunities to those seeking to develop their careers, including those wishing to move into leadership positions, could help to improve diversity of talent at all levels of the industry.

Figure 30: Perceived benefits of belonging to a professional network, by gender

"In particular, what would you value from a professional network?*"
(Tick all that apply)"

Base: 952 people aged 18+ who work in the cycling industry



⁶ Automotive Council UK (2022) Driving diversity, equity & inclusion in the UK automotive industry. [Accessed 19/07/23]

⁷ Sporting Insights (2023) Tackling inequality: The voice of women working in sport.

Figure 31: Recognition of the value of networking and those currently receiving work mentoring, by career stage

Base: 906 people aged 18+ who work in the cycling industry

	Starting out: about to enter the workforce or in an early stage role	Moving ahead: focusing on moving to the next stage of your career	Established: satisfied with where you're at for now
'Being part of a professional networking group would assist in my career progression'	65%	64%	61%
Currently receiving mentoring at work	71%	39%	24%

Get involved

Finally, the survey points to a large body of people who are willing to play an active role in supporting others – a resource which has the potential to effect powerful change in the industry. Around **80%** of all those surveyed said they would like to get involved with one or more of the activities below.

Some **37%** are willing to provide mentoring for others; **34%** would like to engage with young people (eg via career fairs); **30%** are willing to speak or participate in a panel at industry events; **27%** would do advocacy work for cycling; **25%** are willing to lead or organise networking sessions; and **24%** would like to be involved with writing articles or case studies.

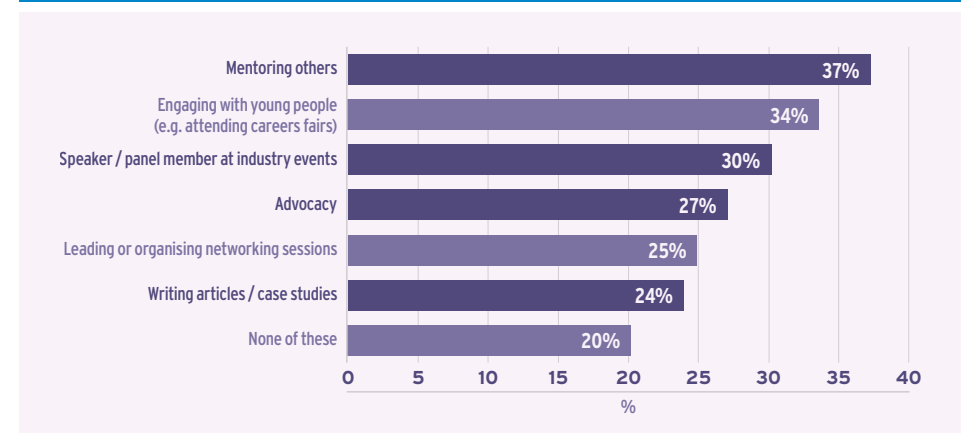
To find out more, or get involved with any of these activities, please visit www.bicycleassociation.org.uk/diversity-in-cycling

Men (**46%**) are currently more willing to offer mentoring to others than women (**34%**). For women, while this may indicate the value of having male 'champions' in the industry, it also points to a lack of female role models in leadership positions who can mentor younger or more junior female employees.

Figure 32: Interest in getting involved with activities to support others in the cycling industry

Base: 932 people aged 18+ who work in the cycling industry

"Would you like to get involved with any of the following, to support others in the cycling industry?"



Around 80% of all those surveyed said they would like to get involved with one or more activities.

Appendix

Figure 33: UK: Race and Ethnicity

Base: 494 people

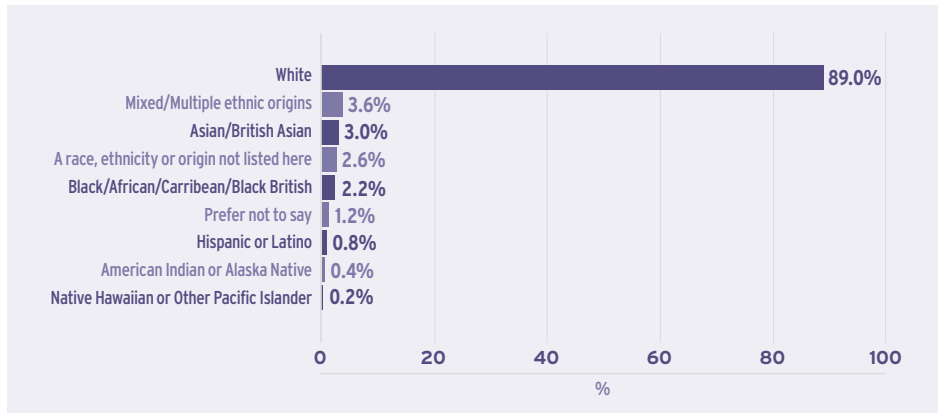


Figure 35: North and Central America: Race and Ethnicity

Base: 127 people

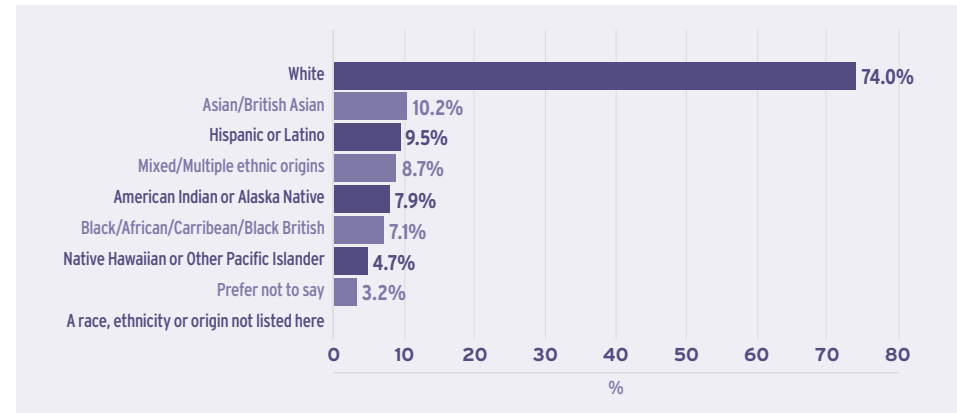


Figure 34: Europe: Race and Ethnicity

Base: 387 people

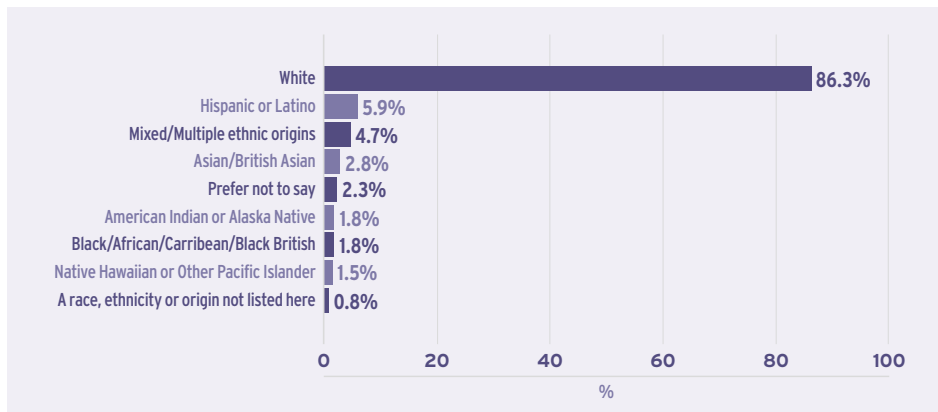


Figure 36: Rest of the World: Race and Ethnicity

Base: 176 people

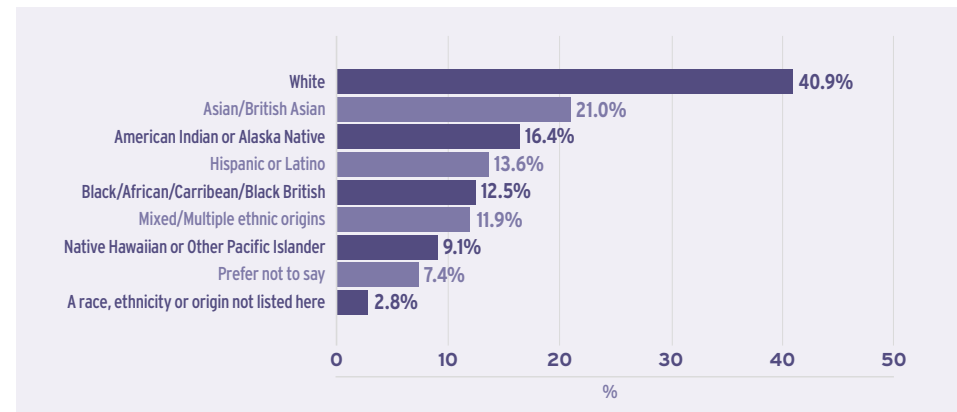


Figure 37: UK: Sexual orientation

Base: 494 people

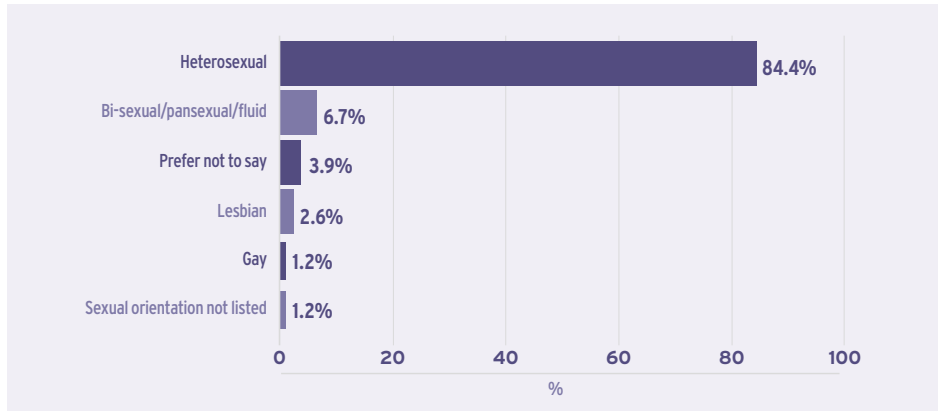


Figure 39: North and Central America: Sexual orientation

Base: 127 people

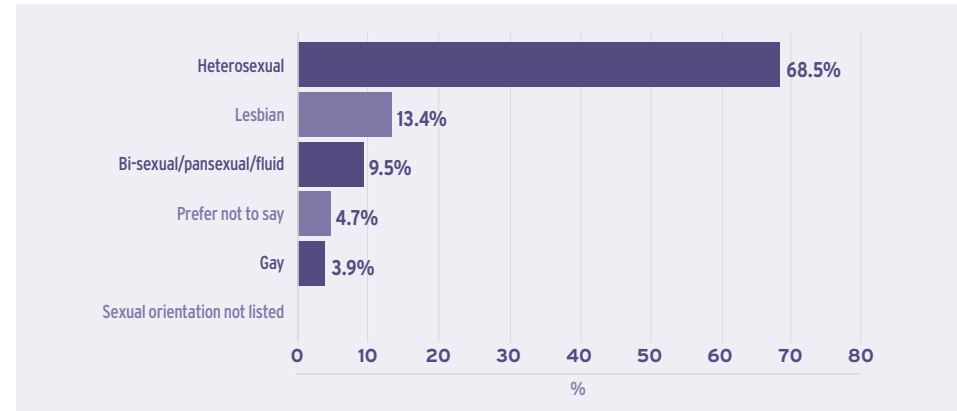


Figure 38: Europe: Sexual orientation

Base: 382 people

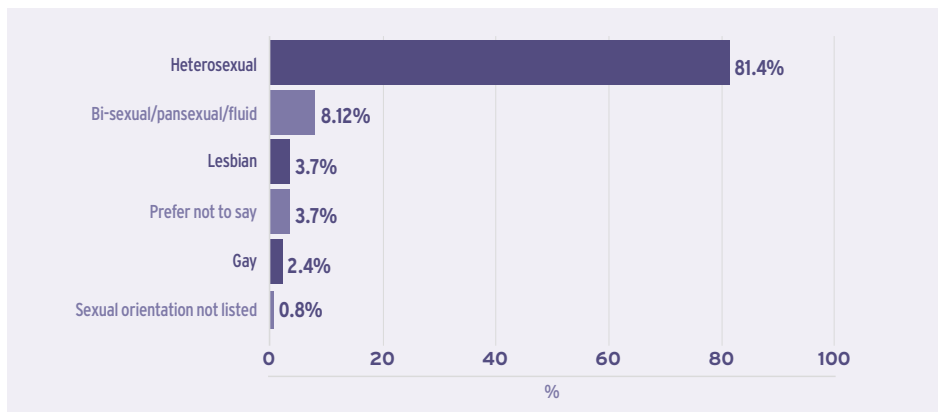
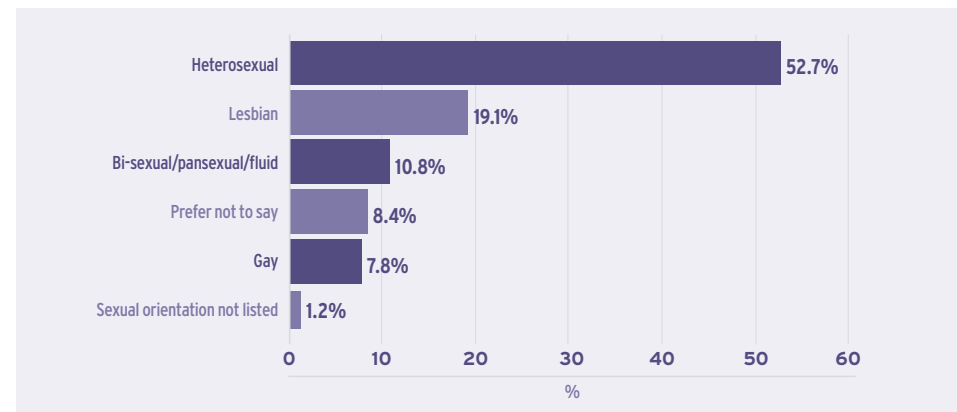


Figure 40: Rest of the World: Sexual orientation

Base: 167 people



If you are interested in further breakdowns of survey data, please contact info@bicycleassociation.org.uk

About the organisations

Bicycle Association

The Bicycle Association (BA) is the national trade association for the UK cycle industry. Its purpose is to work together as an industry to grow the UK cycling market and remove barriers to cycling for everyone. The BA's diversity pledge encourages members to align behind a shared commitment to balanced representation, and to creating creating a diverse, equitable and inclusive workplace culture, with balanced representation at all levels and where everyone feels respected, supported and empowered to build a sustainable, resilient, competitive cycling industry.

Cycle Industries Europe

Cycling Industries Europe (CIE) is the united voice of the cycling business, actively promoting the sector in Europe and worldwide. The members of CIE come from across the globe and represent the entire supply chain, from bicycle and parts makers to bike sharing, cycle logistics, online services, financial services, infrastructure, tourism, and consultancy.

Women in Cycling

Women in Cycling (WIC) is an initiative launched by CIE, ECF, Velokonzept, Mobycon and CONEBI aiming to help women to get more visibility, impact and leading seats in the cycling industry and in the entire sector. Women in Cycling seeks to boost equality and diversity in the sector, bring women working in the cycling sector in the spotlight and to provide networking, mentoring and training opportunities. Women In Cycling seeks to facilitate a platform which will improve the presence of women in board places, panels, conferences, interviews and jobs.

WORK 180

Work 180 is a leading advocate for diversity, equity and inclusion that helps organisations to raise their workplace standards. WORK180 offered invaluable advice on the development of this perception survey.

Resources and further reading

This is not intended to be an exhaustive list, but rather a place to start. Many of these publications have their own reading lists to explore. You can also find an updated list online.

On diversity, equity and inclusion in the workplace

- McKinsey & Company (2020) [Diversity wins: How Inclusion matters](#)
- World Economic Forum and McKinsey & Company (2023) [Global Parity Alliance: Diversity, Equity and Inclusion Lighthouses 2023](#)
- PwC (2022) [Diversity, Equity & Inclusion Benchmarking Survey - European Data Sheet](#)
- MBS Intelligence (2022) [Tracking progress on diversity and inclusion in UK retail](#)
- World Economic Forum (2022) [Global Gender Gap Report 2022](#)
- Babu, A (2022) [One in a Million - A Female Founders Forum Project](#)
- Business in the Community (2021) [The Times Top 50 Employers for Women](#)
- WORK180 (2023) [What Women Want 2023](#)
- PwC (2023) [Bouncing Back - PwC's Global Sports Survey](#)
- Sporting Insights (2023) [Tackling inequality: The voice of women working in sport](#)

On diversity, cycling and sport

- British Cycling (2021) [Our Ride - An Equality, Diversity and Inclusion Strategy for British Cycling](#)
- Edwards, A. (2022) [Diversity in Cycling: 2nd Edition, by Andy Edwards](#)
- People for Bikes (2021) [Where Do We Go From Here? Breaking Down Barriers to Bicycling in the U.S.](#)
- Sustrans (2018) [Reducing the gender gap](#)
- Transport for London (2021) [Cycling potential in London's diverse communities](#)
- Wheels for Wellbeing (2019) [A Guide to Inclusive Cycling: 2nd Edition](#)
- Back in the Frame: How to get back on your bike, whatever life throws at you, by Jools Walker
- Black Unity Bike Ride 2022 - [full film](#)
- The Unstoppable Rise of Women's Sport, by Sue Anstiss

Exploring race, equality and intersectionality

- Fix the System, not the Women, by Laura Bates
- Positively Purple: Build an Inclusive World Where People with Disabilities Can Flourish, by Kate Nash
- Black and British: A Forgotten History, by David Olusoga
- Why I am No Longer Talking to White People About Race, by Reni Eddo Lodge
- Pride: The Story of the LGBTQ Equality Movement, by Matthew Todd

View our downloadable guides and templates.

Disclaimers

Whilst proper due care and diligence has been taken in the preparation of this document, the Bicycle Association cannot guarantee the accuracy of the information contained and does not accept any liability for any loss or damage caused as a result of using information or recommendations contained within this document. Images used in this report are for illustrative purposes and are not actual respondents from the survey.



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