

# Company Bike Leasing for Europe

Germany's Success Model as a  
Sustainable Mobility Blueprint

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# Executive Summary

## Company Bike Leasing Explained

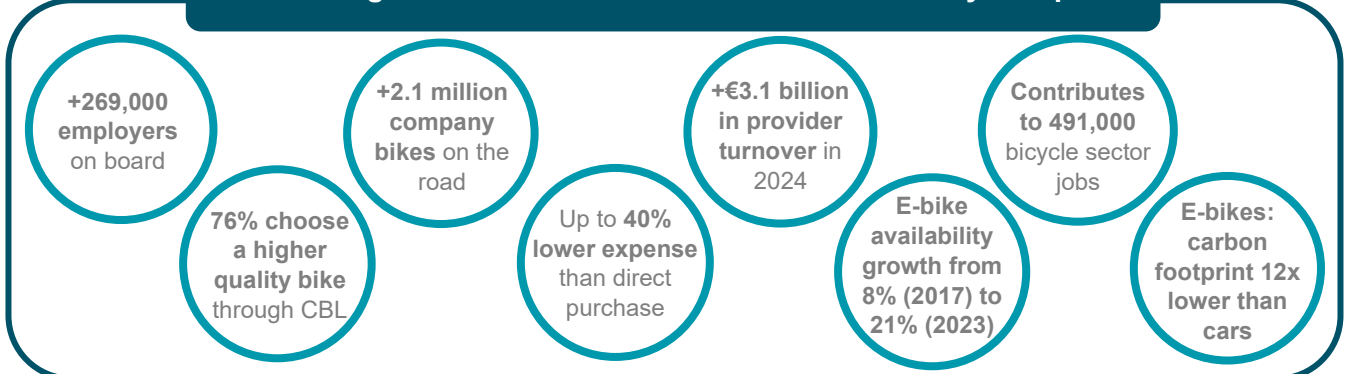
Company bike leasing via salary conversion enables employees to lease personal (e-)bikes for commuting and private use, with instalments deducted from their gross salary, reducing financial burden compared to direct purchases.

## Key Benefits of Company Bike Leasing

Financial Affordability	Economic Prosperity	Healthier Communities	Corporate Sustainability	Individual Accessibility
Easier access to reliable (e-)bikes via reduction & distribution of expenses	Economic growth & employment in the bicycle industry and along its value chain	Healthier employees and living spaces through more active & emission-free mobility	Greener company fleets, less air pollution and minimized (parking) space consumption	Reduction of transport poverty and increase in social inclusion

- Relevant Contributors**
- **Governments:** Facilitate salary conversion for (e-)bikes with low benefit-in-kind taxation
  - **Employers:** Provide employees with a sustainable and healthy benefit
  - **Employees:** Convert part of their gross salary for an affordable and reliable (e-)bike
  - **Leasing Providers:** Digitally connect all relevant parties for a smooth and compliant process
  - **Manufacturers / Dealers:** Sell the desired bicycle by the employee to the leasing provider
  - **Leasing Banks:** Lease bicycles to employers for use by their employees
  - **Insurance & Refurbishment Firms:** Insure / recondition the bicycles during / after the lease

## Facts & Figures from the German Sustainable Mobility Blueprint



## 1. The German Company Bike Leasing Model

The European Declaration on Cycling by the European Parliament, the Council and the European Commission from April 2024 “recognises cycling as one of the most sustainable, accessible and inclusive, low-cost and healthy forms of transport and recreation, and its key importance for European society and the economy.”<sup>1</sup> To “unleash the full potential of cycling in the EU”<sup>2</sup>, financial access to reliable (electric) bicycles is essential.<sup>3</sup> This case study highlights the success story of a bicycle mobility solution from Germany that can serve as a blueprint for the rest of Europe: company bike leasing (CBL) via salary conversion.

### A green tax incentive for sustainable mobility

CBL’s success and its billion-euro market in Germany rests on the political recognition of the steering effect of fiscal measures and the subsequent application to healthy and climate-friendly mobility policies.<sup>4</sup> The German salary conversion model allows employees to select their desired (e-)bike with the leasing instalments deducted from their gross salary. Combined with low and fixed benefit-in-kind taxation for private use next to the daily commute to work, the scheme offers employees up to 40% lower expenses compared to direct purchases. In addition, the expense is spread over several years instead of a one-off payment of several thousands of euros. By the end of 2024, almost 270,000 German public and private organizations of all sizes across various industries decided to provide their employees access to CBL.<sup>5</sup> Bike leasing providers like CBL-pioneer and market leader JobRad Group thereby act as an interface between employers, employees, bike manufacturers/dealers, leasing companies and insurance companies<sup>6</sup>.

### Changes in tax system led to dynamic market growth

Following the introduction of CBL in 2012 by treating company (e-)bikes like company cars, the scheme received a further boost in 2019 when regulations were amended with a reduction of the taxable benefit in kind. By 2024, a fleet of 2.1 million company bikes was on the road, with an annual average growth rate of 30% since 2019.<sup>7</sup> A survey from 2024 showed that 56% of employers offering CBL, and 39% of employees, saw it as essential for transitioning to sustainable mobility.<sup>8</sup> 78% of CBL users in Germany pick an e-bike<sup>9</sup>, contributing to the growth of available e-bikes in households from 8% in 2017 to 21% in 2023<sup>10</sup>. In the last years, CBL has spurred bike industry growth, increased e-bike adoption, and employment in related services.<sup>11</sup> The following sections will shed light on the perspectives of the government, employers, employees and the bike industry to illustrate how CBL positively affects the respective group and thus gets people cycling.

## 2. Taking Perspectives: Individual Mobility Challenges Company Bike Leasing Can Solve

### (E-)bikes reduce emissions and urban challenges, improve health, and generate economic benefits

The past decades have shown a multidimensional market failure for individual mobility in Europe, resulting in car-centricity, rising emissions in the transport sector (33.5% from 1990 to 2019)<sup>12</sup>, and negative consequences for health, quality of life and public budgets. E-bikes, with a carbon footprint 12 times lower than cars<sup>13</sup>, offer significant emission-saving potential: 33.5% in Germany, 22.8% in Sweden, and 24% in the U.K. in bike-friendly scenarios.<sup>14</sup> In addition to climate protection, increasing urbanisation heightens the need for cities to address related challenges such as congestion, noise pollution, and space scarcity. One way to address these issues is to encourage active transportation modes, i.e., cycling and walking.<sup>15</sup> Active mobility, and cycling specifically, is known to increase physical and mental health<sup>16</sup>, including chronic diseases and obesity<sup>17</sup>, reduce congestion<sup>18</sup> and alleviate parking needs<sup>19</sup>. Congestion in Germany costs €3.6 billion annually<sup>20</sup>, primarily in urban areas, where e-bikes are faster than cars for distances of up to 9 km<sup>21</sup>. Health-related benefits are significant, with, for instance, France saving €200 million annually in direct costs (for treatments and sick leave) and €4.8 billion in wider health benefits through increased life expectancy based on estimations with low cycling rates (2 km per person/week in 2019)<sup>22</sup>, while the Netherlands benefits by €19 billion yearly through life expectancy gains linked to 74 minutes of cycling per week<sup>23</sup>. Jill Warren, CEO of the European Cyclists’ Federation, states:

*“Investing in cycling pays off – be it in safe cycling infrastructure or in green tax incentives, for example for bike leasing. Every euro invested brings multiple euros in benefits for health, the climate and the economy. We therefore ask the EU and its Member States for more investments.”*

### **Economically simplified access to (e-)bikes encourages employees to take up cycling**

For employees, benefits include, amongst others, improvement of personal health and less time spent in traffic jams and looking for parking. However, shifting from cars to bikes requires improved accessibility and reduced barriers. While safe infrastructure is vital, CBL plays a key role in overcoming financial barriers and increasing access to (e-)bikes. In Germany, 76% of people state they decided to get a more high-quality bike through CBL compared to private purchase.<sup>24</sup>, which is also reflected in the public debate<sup>25</sup>. The demand for this option from employees is immense. Deutsche Bahn AG Chief Human Resources Officer Martin Seiler comments:

*“With JobRad, we can travel in an environmentally friendly way, both for work and privately. I am therefore delighted that the 100,000th JobRad has now been delivered to DB employees. This is fantastic, because it shows that Team DB is committed to climate protection – also for private mobility!”<sup>26</sup> (translated by the author)*

With almost 80% of German company bicycles being e-bikes<sup>27</sup>, this has significant implications for changing mobility patterns: E-bikes increase bicycle usage, also for groups who are less likely to cycle (e.g., lower fitness levels, families)<sup>28</sup>, car owners accept them more as an alternative compared to conventional bikes or public transport<sup>29</sup>, and they support the closure of the gender cycling gap<sup>30</sup>. Especially in rural areas, every fourth person has access to an e-bike and distances travelled by e-bike have increased drastically in Germany.<sup>31</sup> International studies show employer and public subsidies increase e-bike attractiveness<sup>32</sup>. Similar company bike programs, such as U.K.’s “Cycle to Work” scheme, have boosted (e-)bike commuting among scheme users from 38% to 74%.<sup>33</sup> Figures for Finland from 2024 are similarly impressive: 83% of scheme adopters cycled more, with the average distance travelled five times higher than the national average.<sup>34</sup>

A study on CBL found the scheme to be positively related to physical and mental well-being.<sup>35</sup> Users especially appreciate the option to acquire the bicycle after the end of the lease term, the fact that it is a benefit offered by the employer, and the ability to save money and spread out payment compared to the direct purchase.<sup>36</sup> Jannis Augustin, Head of Digital Marketing, Content and Training, from Dr. Ausbüttel & Co. GmbH, commuting as often as possible on his speed pedelec (S-Pedelec) a round trip of 52 kilometres, reports the following:

*“At first, I only traveled by car. When my employer, Dr. Ausbüttel, announced that he was offering JobRad, I was immediately hooked. Commuting by bike allows me to balance my everyday office life and clear my head. The fact that I am also protecting the environment in this way is another positive side effect. When I ride my S-Pedelec to and from work, I’m on the move for just under two hours. I take it easy on the outward journey because I don’t want to arrive sweaty at the office. But on the way back, I step on the gas for just under 45 minutes – and that’s exercise. So you can also work up a sweat on an e-bike and S-Pedelec to do something for your fitness.”<sup>37</sup> (translated by the author)*

### **CBL helps employers attract talent, increase employees’ health and corporate sustainability**

Bike leasing is a top employee mobility benefit in Germany, cited by 77% of companies in a corporate mobility transformation study as a mobility offer they wanted to introduce or expand<sup>38</sup>, and achieving the highest satisfaction rates<sup>39</sup>. According to a JobRad Group survey from 2022, employers offer mobility benefits to increase employee satisfaction, health, sustainability, and talent attraction. 34% highlight the reduction of parking scarcity, as up to ten bicycles fit in one car parking space<sup>40</sup>. On top of that, 39% of employers also aim to encourage their employees to use bicycles as a healthy and sustainable mode of transport. Baden-Württemberg’s Minister of Transport, Winfried Hermann, who in 2012 called for fiscal alignment for climate-friendly two-wheeled company vehicles in the Federal Council’s Transport Committee<sup>41</sup>, announced the expansion of the “JobBike BW” bike leasing program to all state employees in 2024, stating:

*„Our objective is to increase the share of bicycle traffic to 20 per cent by 2030. With the new bicycle leasing offering for approximately 265,000 state employees, we, as a state, want to make an active contribution to this effort and position ourselves as an attractive and modern employer. I am delighted that employees covered by collective agreements can now also benefit from this excellent offering. Cycling is beneficial to health, practical, fast, and contributes to climate protection.“<sup>42</sup> (translated by the author)*

### **Value in and around the bike industry value chain is created with leasing as its driver**

Looking into the industry, a Deloitte study from 2025<sup>43</sup> highlights CBL as a key driver of employment and revenues in the bicycle industry, but also along its value chain, including insurance companies, leasing banks and service providers. CBL providers generated a total turnover of €3.1 billion in 2024, contributing to approximately 489,000 jobs in the German bicycle sector and related services<sup>44</sup>. With an average retail price of just over €3,450 among leasing bikes compared to the average market price of just over €1,650, company bike users in Germany are opting for higher-quality bikes and e-bikes.<sup>45</sup> CBL has proven to be a driver of quality and revenue for manufacturers and retailers, stabilizing e-bike demand during the 2023 European bicycle industry crisis<sup>46</sup>. Wasilis von Rauch, CEO of Zukunft Fahrrad and co-editor of the joint study with Deloitte on the German CBL market, concluded:

*“Company bike leasing is a billion-euro market and has proven to be crisis-proof. [...] Leasing is an absolute pillar of the German bicycle industry.”<sup>47</sup> (translated by the author)*

### **3. A Call for Action among European Institutions & Member States: Company Bike Leasing for Europe**

In conclusion, CBL represents a multifaceted and proven approach to active and sustainable mobility needs while achieving economic, social, and environmental gains: By removing financial barriers and fostering accessibility to reliable (e-)bikes, the scheme helps to empower individuals to adopt more active and sustainable transportation habits, contributing to

- Reducing transport emissions and noise pollution, urban space scarcity and health costs
- Fostering employer and employee satisfaction and corporate sustainability
- Economic growth and employment in and around the bike industry's' value chain

Beyond its direct social and environmental impact, CBL promotes economic stability and sustainability with its circular economy model of (e-)bike refurbishment. This approach, implemented in Germany by JobRad Group through its refurbishing entity JobRad Loop, extends the lifecycle of (electric) bicycles, thus reducing waste and lowering the environmental footprint of the industry. Besides driving innovation, the circular model creates a variety of job opportunities in the repair and resale sector, further amplifying the scheme's value.

Ultimately, the German success model has the chance to lead the advancement of the European Declaration of Cycling. Aligning with the European Commission's recommendation on transport poverty<sup>48</sup>, CBL can facilitate access to bicycles for all salary groups and increase the use of (e-)bikes, advancing financial inclusion and mobility equity. The growing prevalence of e-bikes in German households underscores the scheme's effectiveness in breaking down barriers to sustainable transportation and fostering widespread adoption. With its wide-ranging benefits for individuals, employers, the economy, and the environment, CBL serves as both a powerful mobility solution and a cornerstone for sustainable development. Ulrich Prediger, JobRad-Founder and pioneer of the German company bike leasing model, sums it up:

*“Company bike leasing is a positive driver for the economy, society, and the environment. European institutions and Member States must recognise its benefits, as was done by the German government and public authorities, leveraging the steering effect of fiscal policy for sustainable mobility. While we have the expertise to unite the relevant players for the leasing process, the groundwork needs to be laid by policymakers who enable company bike leasing through gross salary conversion.”*

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