

A group of four young adults are riding bicycles in a sunlit park. On the left, a person with curly hair wears a blue bucket hat and a purple and green patterned vest over a white shirt. Next to them, a man with short brown hair and a beard is smiling. In the center, a woman with dark curly hair is laughing. On the right, a woman with blonde hair is riding a dark red bicycle, wearing a yellow cardigan and a red and black patterned scarf. They are all looking towards the right. The background is filled with green trees and a clear sky.

Sustainability Report 2024.

Swapfiets
The bike subscription.



Contents.

- 01.** Give the Earth a Brake
- 02.** Powered by People
- 03.** Governance:
Accountability in Action

A Letter from our CEO.

I am really excited to share Swapfiets' 2024 Sustainability Report. Every day, I witness our team's dedication to transforming urban mobility, one worry-free bike subscription at a time. We believe deeply that cycling isn't just about personal health; it's about building vibrant, liveable cities for everyone. As a certified B Corp, we're committed to using our business as a powerful force for positive change, and this report reflects that commitment.

This year, we've seen remarkable growth – not just in numbers, but in the tangible impact we're making. Each new Swapfiets rider represents a step towards greener, healthier cities. The correlation is clear: more riders, greater positive impact.

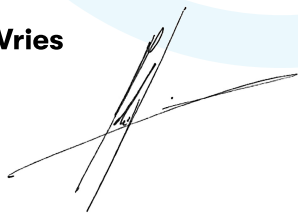
Our success stems from a strong, value-driven culture. We live by 'Made Simple, Grow Further, Be Supportive, and Make It Happen,' and we've firmly embedded 'A sustainable mindset in everything we do' into our DNA. This has driven significant progress in our sustainability efforts.

I'm incredibly proud of the collaborative effort across our entire organization. From our logistics and warehouse teams to our mechanics and Swappers, everyone has played a crucial role. We've implemented innovative projects that have demonstrably reduced our climate footprint and enhanced the customer experience.

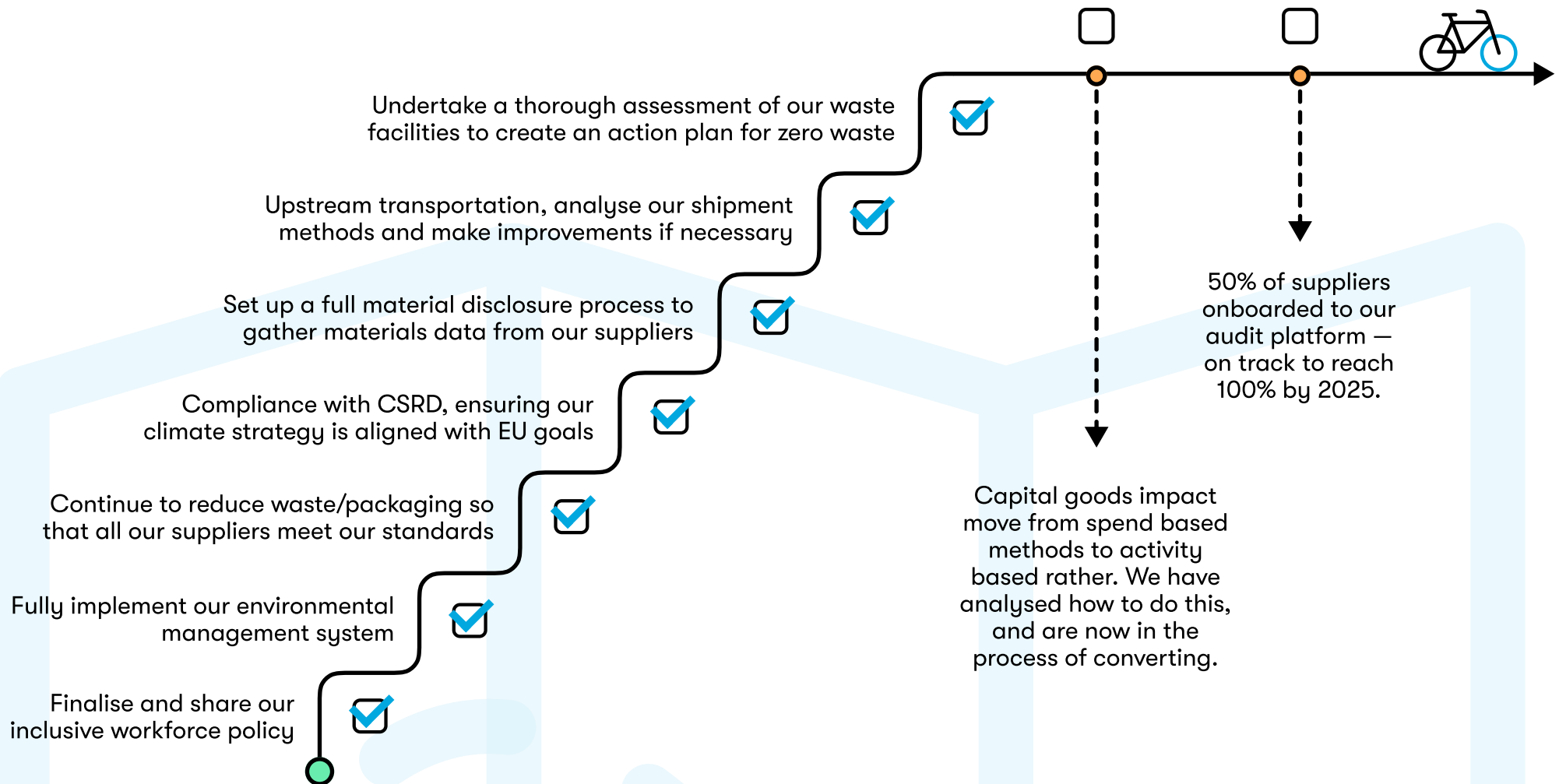
Our mission to create more liveable cities is at the heart of everything we do. By replacing emission-based modes of transport with sustainable, worry-free biking, we are not only reducing our carbon footprint but also leading the way in circular and climate-friendly mobility—one ride at a time.

Thank you to every Swapfiets colleague and customer who is joining us on this journey. Together, we are pedalling towards a more sustainable and vibrant future.

Marc de Vries
CEO



What Goals Did We Achieve Last Year?



A person with curly hair, wearing a blue long-sleeved shirt with the 'Swapfiets' logo, is working on a yellow bicycle. The background shows a repair shop with various tools and equipment. The entire image has a blue overlay.

01. Give the Earth

a Brake

Collective Action for a Sustainable Future

In this year's 2024 report, we want to take you on a journey through some of the remarkable projects our dedicated employees have worked on. This year we don't want to show the end result, we want to bring you backstage with us!

The initiatives we will tell you about have not only strengthened our B Corp status but have also contributed to the growth of sustainability as a whole, creating a meaningful impact within our company and on the environment.

We will explore how sustainability is deeply embedded in our daily operations.



Jasper Zonnenberg
Chief Operating Officer



As COO, I see sustainability driving our daily decisions. Through our circular, membership-based model, we extend bike life by repairing locally and reusing parts. We're also creating job opportunities for those distanced from the labour market, making progress more inclusive. With electric service vehicles, sustainable packaging, and greener production methods, we're not just changing how people move—we're cycling toward a more responsible future.



Trash Talk That Matters.

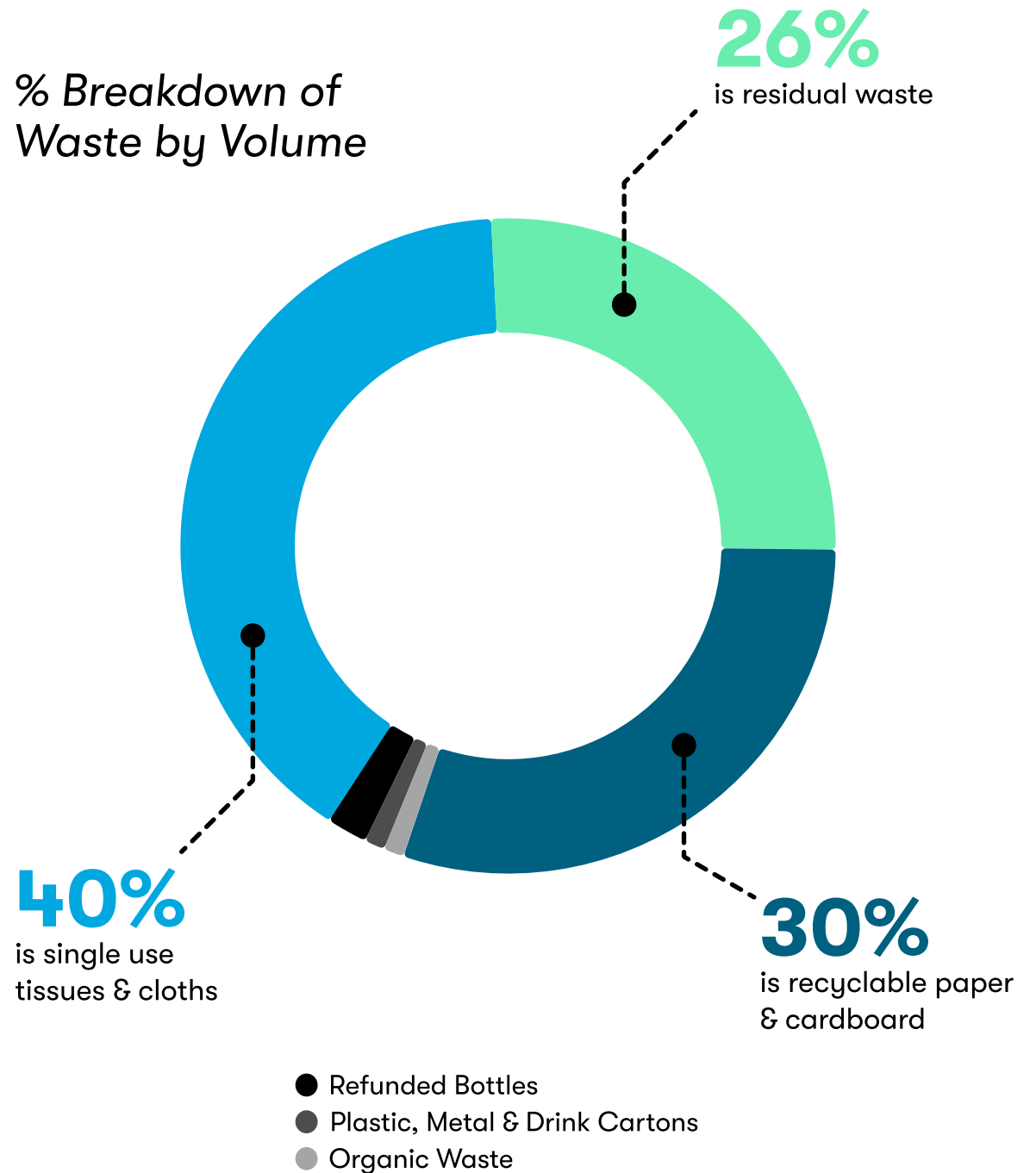
The first step to solving any problem is recognising there is one. Through in-depth research into our waste production, we collected, sorted, and analysed everything we threw away.

This research highlighted problems, firstly that we can do better with how we approach waste sorting.

As a result, we launched the **Sustainable Blueprint** to guide teams in proper waste sorting and recycling. The following projects directly respond to the insights uncovered in this process.

The other problem was that a huge **40% of our waste was made up of disposable wipes**. We had already tried reusable wipes, but our washing machine broke 3 times! Therefore we found another solution: MEWA.

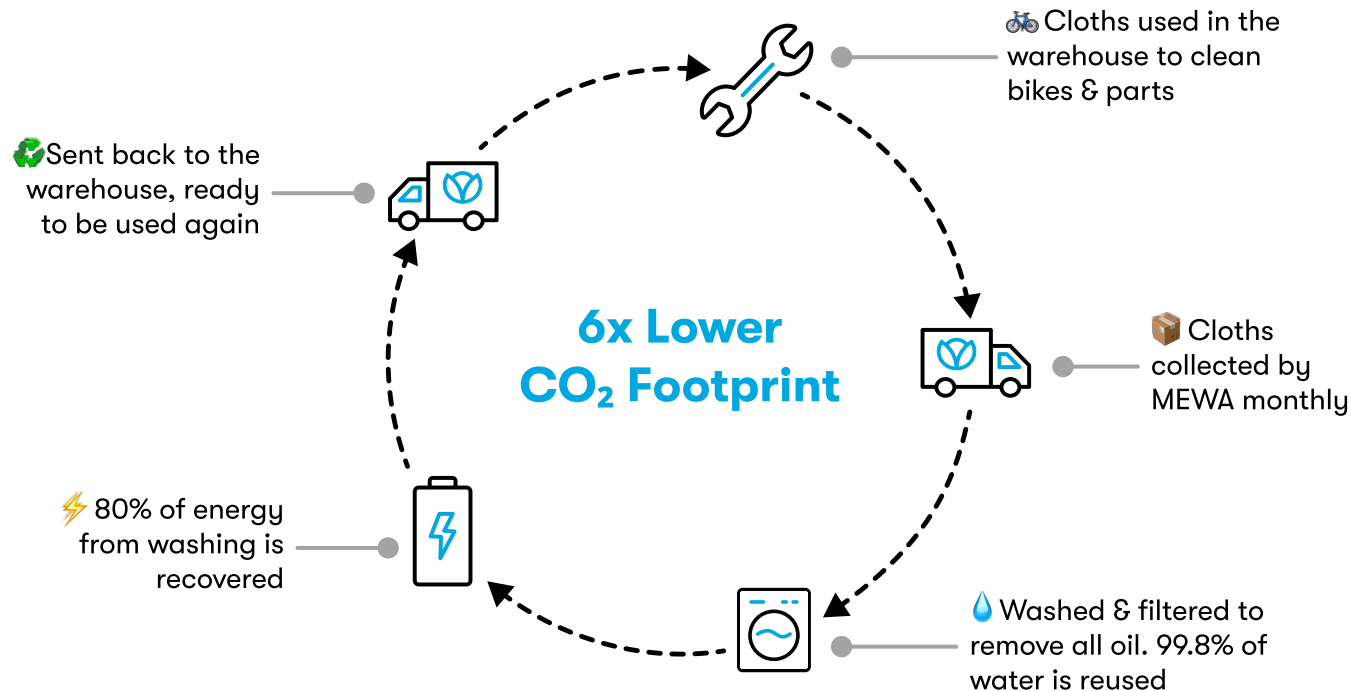
% Breakdown of
Waste by Volume



Cleaning Up with MEWA.

A team member from our German warehouse proposed a better solution: partnering with **MEWA**. They supply durable cloths, collect them monthly, and clean them through a sustainable process. The oil is filtered and reused, and the cloths return ready for action.

This shift has helped us significantly reduce waste and move towards more circular, responsible maintenance practices—without compromising on performance.



“

This project has changed how I view sustainability by showing that smart collaborations can reduce costs while significantly cutting waste; a true win-win for both business and the environment.

”

Lukas Johannes Betz
Mechanic Lead



Plant-Based Cleaning Products in Action.

While reviewing our cleaning products, **Rose, our HSE officer**, identified our reliance on chemical detergents and lubricants—common in the bike industry but harmful to people and the planet. In response, we found a new product line which is plant-based and biodegradable

This shift has helped us cut down on chemicals, and align our cleaning practices with our sustainability values—protecting both the environment and our team. Combined with reusable cloths, it's a step toward more responsible operations.



“

Being sustainable means looking inward too. This project shows our commitment to safer, plant-based products that protect both the environment and our employees' health.

Rose de Bruijn
HSE Officer

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Less Driving, More Cycling.

We helped
54% more
members, while **reducing**
car trips by **35% in 2024**

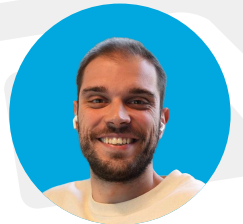
In the past, our Swappers would rush to help members as soon as an issue came in—often driving across entire cities for individual calls. While it worked, it wasn't built to scale.

As we grew, this approach became unsustainable. In 2024, the Planning Team rolled out smarter systems to optimise routes, eliminate unnecessary trips, and better manage on-site visits.

Now, members can specify issues upfront, helping us plan repairs more efficiently—cutting emissions, saving time, and improving the customer experience with fewer cars and smarter shifts.

“

The biggest challenge is balancing speed with sustainability. We need to help members quickly while keeping operations economically and environmentally viable. We're always learning from our data to refine that balance.



Vasco Faria
Senior Digital
Product Manager

”

Designing for Circularity.

At Swapfiets, we prioritise circularity and long-lasting design. Our drive to extend the lifespan of our bikes is deeply integrated into our business model. Our bikes are built to be durable, repairable, and ready to ride for years. Thanks to our R&D team, 75% of all bike parts can now be reused or recycled.

One example: our iconic baskets. After showing wear over time, they were upgraded with a scratch-resistant coating. This keeps them tougher, longer-lasting, and better-looking for riders.



Our development process goes beyond the initial rider experience. We design with serviceability, reparability, and recyclability in mind. This ensures our bikes stay relevant, functional, and easy to maintain over time.



Luuk de Leeuw
Innovation &
Quality Manager



Vladimir Yaroshenko
Medior Product Engineer

Our Bikes are Made to Last!

Let's take a closer look at how our R&D team has worked on and designed the bike this 2024 to prolong its life cycle—by making it more resistant or adaptable to different people and conditions. This allows the bikes to stay on the road longer and be easily passed on to a new owner.

Pedals

Our new pedals are easy to fix and reuse with repairable parts

Frame

Strong aluminium for stability & durability

Battery

Our partner NOWOS extends the batteries lifecycle by repairing and recycling

Bell

Our new bell is fully repairable & longer lasting

Front Carrier

Positioned in the front to help prevent overloading

Wheels

Recycled into playgrounds after use

Valve

Our new valves stop air leaks & reduce breakdowns



Introducing our Green Fleet.

We've launched our new 100% electric fleet—designed from the ground up for efficient, low-impact deliveries. Our electric pickups required custom solutions, notably easy side-loading for quick bike handling, avoiding the inefficiency of fully unloading.

This fleet also prioritises our team's well-being with a ramp system that reduces the strain of lifting heavy bikes. They cut emissions and noise and support our mission to create more liveable cities.

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By switching to EVs and increasing load capacity, we're cutting direct CO₂ emissions while making each trip more efficient.

99

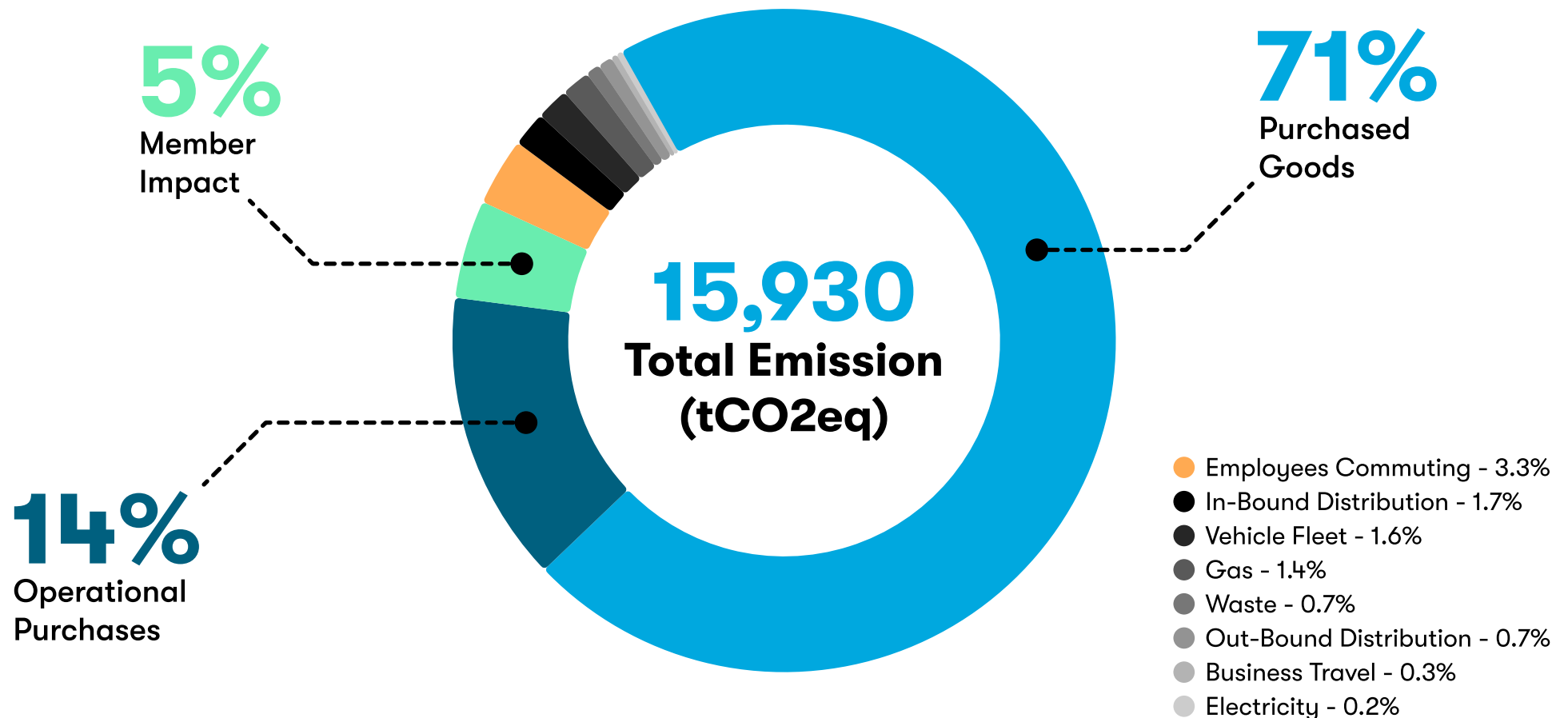


Jeroen Claes
Global Operational
Excellence Manager



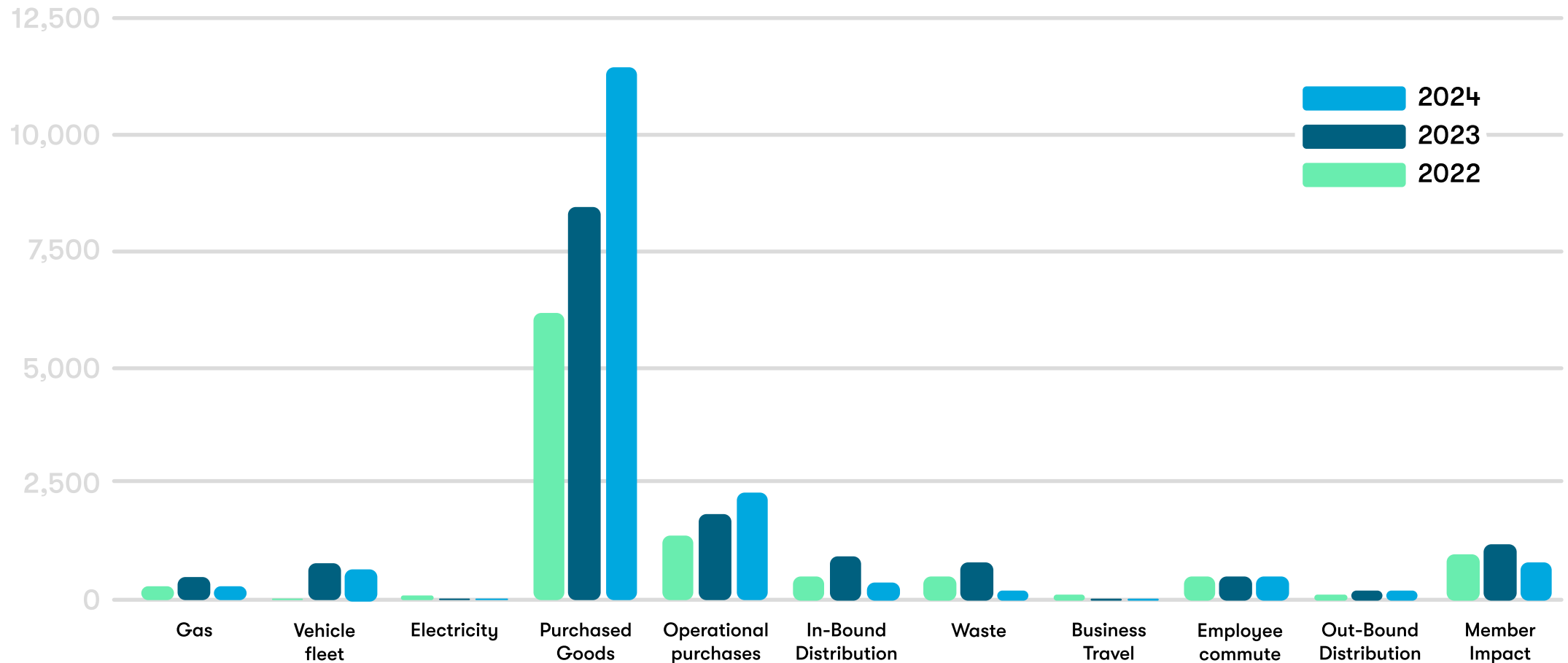
Swapfiets 2024 CO₂ Emissions.

Thanks to Sweep, we can effectively monitor our impact areas and understand where to focus our improvement efforts. This tool has also streamlined our yearly Scope 1, Scope 2, and Scope 3 emissions measurement for the last two years.



Percentage Share of Greenhouse Gas Emissions by Source.

We've seen some key shifts this year: emissions from spare parts rose as we repaired more bikes and increased safety stock, while operational purchases dropped thanks to our uniform reuse policy. Upstream transport emissions also fell, driven by more efficient stocking and logistics.





02. Powered by People.



Diversity & Inclusion.

At Swapfiets, DE&I is vital to sustainable growth. Not just in what we do, but how we support our people. We aim to build a workplace where everyone feels safe, heard, and valued.

To support this, we've hosted talks on micro-aggressions, launched our **Inclusive Workforce Policy**, and conducted a pay gap analysis.

Our 2023–2024 survey results show progress, but also highlight areas to improve. Training on unconscious bias and micro-aggressions continues, and DE&I is now part of our competency framework—shaping how we evaluate performance.

This work reflects our value: **Be Supportive** and creates a culture where everyone can thrive.



It's a way to demonstrate that this isn't just a project or the responsibility of one person, but rather something we assess and support each other in as a team.

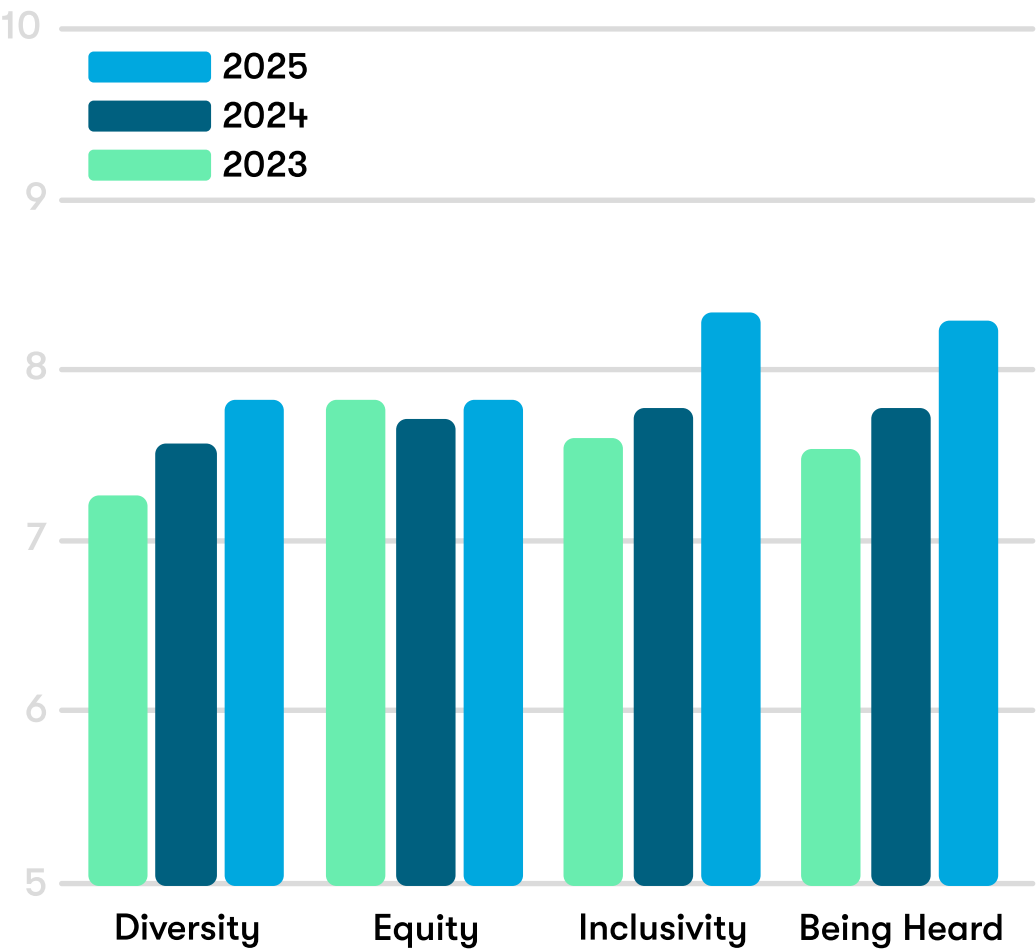


Victor Tomas
DEI Project
Manager



Our People.

We track DE&I progress across four core values: leadership, satisfaction, training, and neurodiversity —moving steadily toward our goal of 10 across the board.



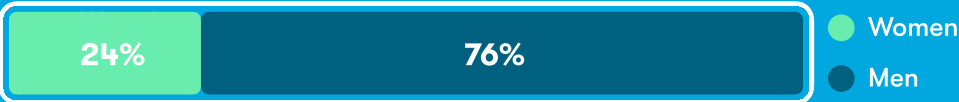
1123

Employees

73

Nationalities

Gender Representation in all Departments by %



Gender Representation in Management Roles by %



Employee Satisfaction by %



Attendance to Trainings by %





68%

**of our members are happier
and healthier since riding
with Swapfiets**

Their insights help us measure progress toward more liveable cities and improve how we support well-being, sustainability, and smarter mobility.

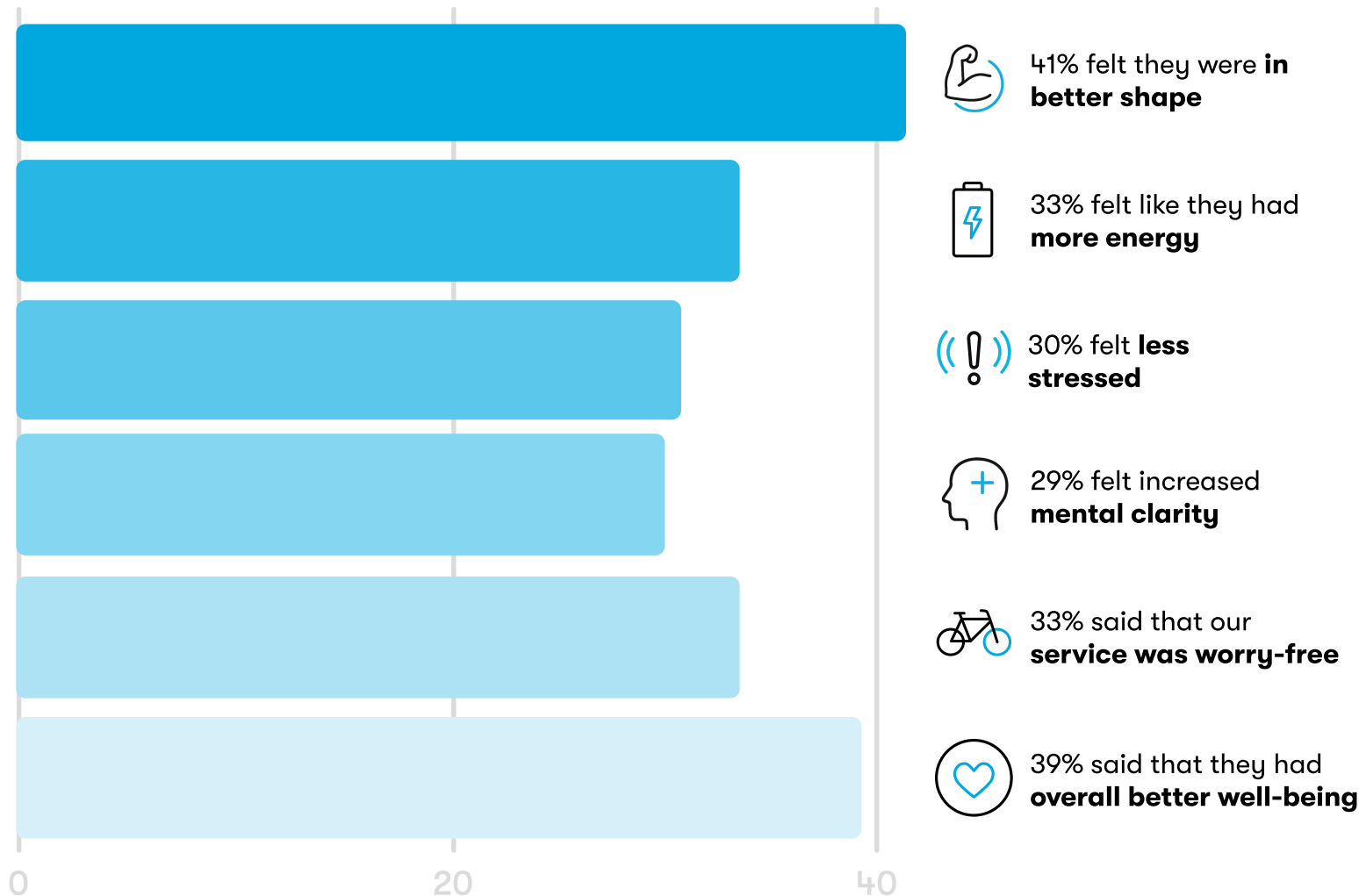
We asked 4,863 of our members:


- How has Swapfiets changed their transport habits?
- What's the impact on their health and well-being?
- What would get them cycling more?
- How do they rate quality and safety?

This data powers transparent, evidence-based claims, aligned with the **EU Green Claims Directive**.

So what did those 4,863 Riders Tell Us?


Their responses paint a clear picture: cycling with Swapfiets doesn't just get people moving—it's changing habits, boosting well-being, and reshaping how they experience their cities. Here's what mattered most to them.



 "I have a great feeling of freedom!"

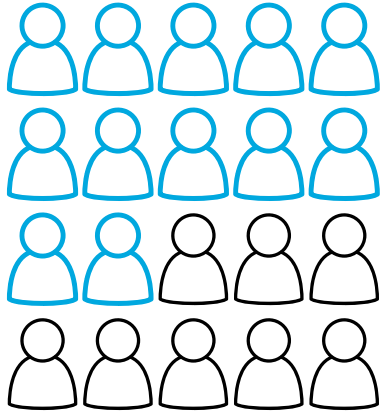
 "I no longer need my car and want to sell it."

 "Way happier arriving to my office on my bike, allowing a moment of fresh air each morning!"

 "I noticed that using my bike has been a great way to clear my mind from distractions."

Our Members in Motion.

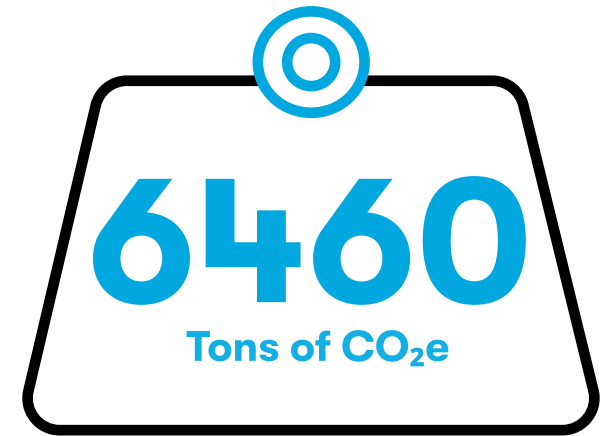
It's not just our bikes that supports the environment—it's also how our members use and care for them.



54%

of Swapfiets users
did not bike before
riding with Swapfiets

Across Europe,
our riders saved
a total of...



By **swapping cars for Swapfiets**, our riders managed to avoid:

34,632 car trips.

This shift alone prevented **25,150kg of CO₂** from
entering the atmosphere.





03. Governance:

Accountability in Action.

Where We Focus Our Sustainability Strategy.

In line with EU directives, we ran a CSRD-led double materiality assessment to understand how sustainability impacts us—and how we impact the world. It sharpened our strategy and revealed five key focus areas:

- 01 Climate Change:** We now use CSRD insights to set clearer, more measurable climate goals.
- 02 Circular Economy:** We're improving how we use and reuse materials to reduce waste.
- 03 Workforce:** We're prioritising employee well-being and sustainability in every role.
- 04 Consumers:** We're tracking how our services impact customer habits and well-being.
- 05 Business Conduct:** We're strengthening governance to ensure honest, verified claims.

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Sustainability and finance intersect at the core of our strategy. By building durable, repairable bikes, we reduce total cost of ownership and emissions. It's proof that smart, sustainable choices drive long-term value.

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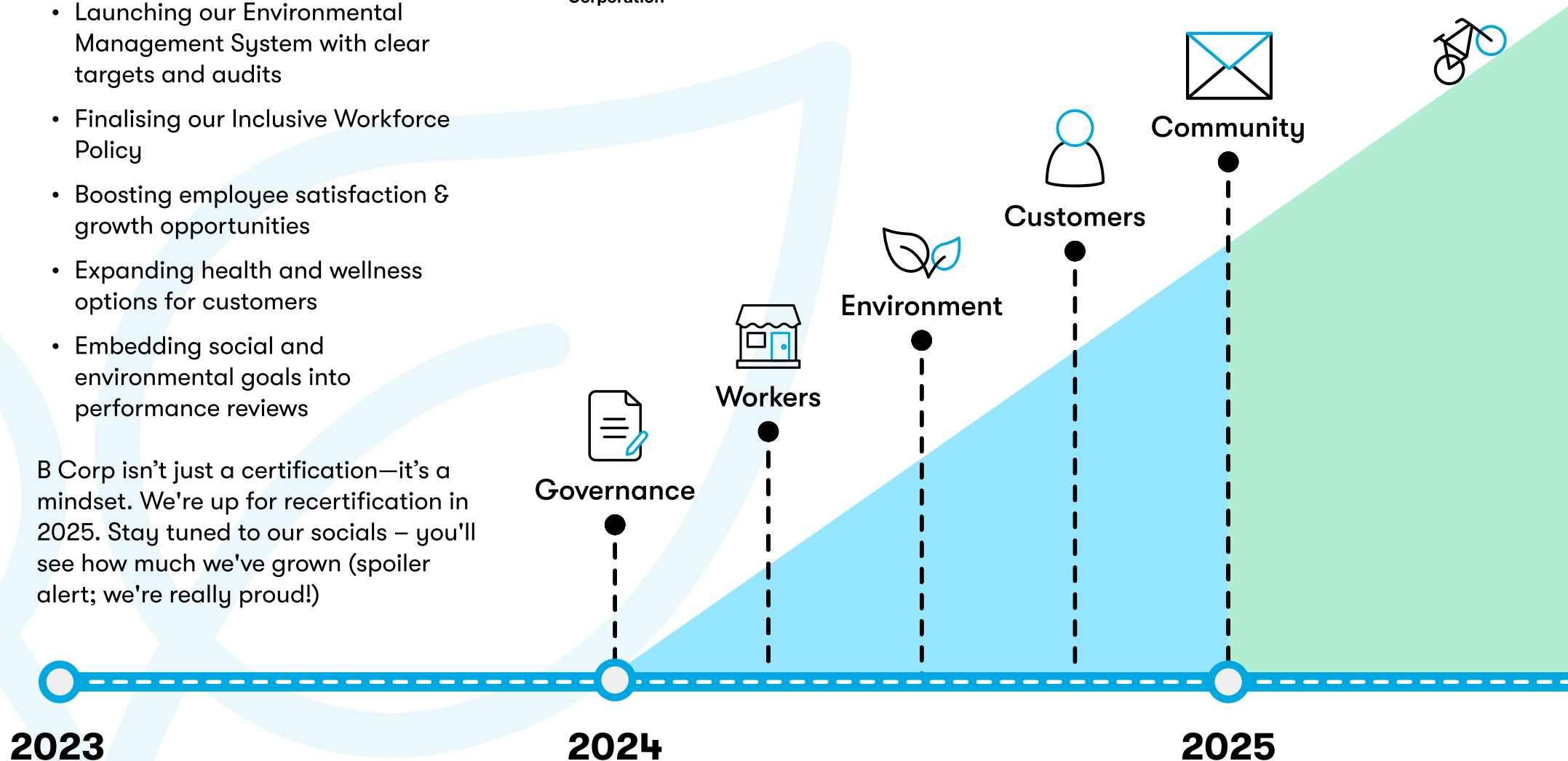
Leroy Veens
Chief Financial Officer

Our Ongoing Commitment to B Corp.

With support from teams across the business, we've made big strides and are ready for what's next. This year, we focused on:

- Launching our Environmental Management System with clear targets and audits
- Finalising our Inclusive Workforce Policy
- Boosting employee satisfaction & growth opportunities
- Expanding health and wellness options for customers
- Embedding social and environmental goals into performance reviews

B Corp isn't just a certification—it's a mindset. We're up for recertification in 2025. Stay tuned to our socials – you'll see how much we've grown (spoiler alert; we're really proud!)



Thank you all for joining us on this journey, where we've grown together and made strides toward our shared goal of creating more liveable cities. Your collaboration and feedback have been invaluable in helping us improve, and together, we'll continue to set new targets for progress.

We hope you'll ride with us for a while longer. Bye for now, [see you next year!](#)

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To make sustainability long term viable it cannot just sit with our sustainability team, we try to embed these principles across the organisation. I find it a privilege to work at a company with so many intrinsically motivated people, and I hope that this has been exemplified in the stories highlighted in this report.

”



Freya Wood
Sustainability
Manager

