

Working on digital labour platforms

A trade union guide for trainers on crowd-, app- and platform-based work

Hannah Johnston
Alina Caia
Michael "Six" Silberman
Monica Ceremigna, CGIL
Diego Hernandez, UGT
Valerica Dumitrescu, coordinator, ETUI



etui.

Working on digital labour platforms

A trade union guide for trainers on crowd-, app- and platform-based work

Hannah Johnston

Alina Caia

Michael "Six" Silberman

Monica Ceremigna, CGIL

Diego Hernandez, UGT

Valerica Dumitrescu, coordinator, ETUI

Hannah Johnston is a Post-Doctoral Fellow at Northeastern University.
Contact: h.johnston@northeastern.edu

Alina Caia is a trainer and pedagogical expert on face-to-face and online methodology.
Contact: alina@etui-learning.org

Michael Six Silberman is a software engineer at Organise Platform in London.

Monica Ceremigna is a project officer in the European and international policies area at the Italian General Confederation of Labour (CGIL).
contact: m.ceremigna@cgil.it

Diego Hernández is an education officer at the Unión General de Trabajadores (UGT).
Contact: dhernandez@ejb.ugt.org

Valerica Dumitrescu is an education officer at the European Trade Union Institute (ETUI).
Contact: vdumitrescu@etui.org

Brussels, 2020
© Publisher: ETUI aisbl, Brussels
All rights reserved
Print: ETUI Printshop, Brussels

D/2020/10.574/29
ISBN : 978-2-87452-581-0 (print version)
ISBN : 978-2-87452-582-7 (electronic version)



The ETUI is financially supported by the European Union. The European Union is not responsible for any use made of the information contained in this publication.

Contents

Foreword	5
Chapter 1	
Introduction: The diversity of digital labour platforms	7
What is “platform-based work”? What are we talking about in this guide?	
Chapter 2	
Workers, work, benefits and problems	17
Who does platform-based work and why? What kind of work is done via platforms? Who are the clients? What benefits are derived from platform-based work, from a worker and union perspective? What problems are associated with it?	
Chapter 3	
How can the problems be addressed?	28
What is the regulatory framework for platform-based work? Are platform workers employees or self-employed? Is it possible to negotiate collective agreements with platform operators? What about informal social dialogue and voluntary schemes such as codes of conduct and third-party certifications – are they any good?	
Chapter 4	
Organizing platform workers	39
Case studies on organizing in the platform economy. What lessons can we learn?	
Chapter 5	
The future of platform work regulation	45
Where to from here?	
How to use this guide	49
Opening session	52
Pedagogical design of the sessions	55
Stir up interest in the group	58
Information input	69
Transferring knowledge	71
Closing session	91
Appendix	92
References	97

Foreword

Foreword

New technologies are rapidly and irreversibly changing all aspects of our lives; it therefore comes as no surprise that employment is also undergoing a vast transformation.

This last decade has seen digitalization increasing in the world of work. On the one hand, new technologies can improve working life quality by automating routine tasks and providing workers with greater freedom and autonomy; however, new technologies can also create greater expectations for workers regarding productivity and working time.

Digital labour platforms belong to the emerging range of technology-facilitated labour market developments. This new form of work has generated a completely different approach to labour relations. Quickly growing in popularity, examples of digital labour platform work can now be found in all EU member states, often without an adequate framework for regulating labour relations.

Post-crisis politics, a persistently austere socio-economic environment, and the delayed improvement of unemployment rates are just some of the causes behind current employment developments. Economic instability due to the COVID-19 pandemic could compel even more people in precarious economic situations to rely on digital labour platforms for work. Accepting their growing popularity, trade unions play an important role in addressing the risk accompanying this new form of work.

It would seem that this phenomenon is here to stay. As pillars in the world of work, trade unions have thus begun to address the topic of digital labour platforms. It is now clear that a coherent, data-based and proactive trade union strategy is necessary at European level to promote appropriate labour regulation for platform work. Raising awareness among national unions to the importance of newly created forms of employment and the situation of platform work is a first step towards coordinated action undertaken by the European trade union movement. This guide is intended to help with this first step.

Valerica Dumitrescu

ETUI Education



Chapter 1

Introduction:

The diversity of digital labour platforms

What is “platform-based work”? What are we talking about in this guide?

Over the past decade, labour platforms – digital platforms that connect workers with work – have emerged as a new trend in the world of work. Connecting predominately self-employed workers with clients in need of services on an on-demand basis, platforms have proved capable of transforming how, when and where we work. They have become a reference point in discussions on industry transformation, labour market innovations and the future of work and employment. Their rapid emergence and profound impact merits a deliberate and well-thought-out political and regulatory response, with trade unions having an important role to play in ensuring that the needs and interests of workers remain at the forefront of these debates.

Targeting trade unions and worker representatives, this guide is intended to serve as an informative and educational tool on the topic of digital labour platforms. This first chapter provides an overview of digital labour platforms and the wide range of work being done in these emerging markets. It begins by presenting four case studies on platform work along a continuum of workers’ experiences: some demonstrate how platforms benefit workers through providing them with a viable income, while others highlight worrying situations and high levels of worker precarity. These case studies, and the definitions that follow, help set the stage for the remainder of this theoretical section of the guide, structured as follows.

Chapter 2 helps answer key questions about the motivations of labour platform users, covering the perspectives of both workers and clients: understanding the interests of all stakeholders is important to the pursuit of social dialogue. In addition to outlining the benefits accruing to the various players, the chapter also looks at the most common problems and risks associated with digital labour platforms.

In Chapter 3 we turn our attention to some of the most promising strategies developed to address the challenges and risks accompanying digital labour platforms today. Labour law, social dialogue, voluntary schemes and other legislative mechanisms are all considered with respect to their capacity to improve the conditions of digital labour platform work. Chapter 3 is followed closely by Chapter 4, where a series of case studies allows us to observe these strategies in action.

The theoretical section of this guide concludes with Chapter 5, where we look towards the future, reviewing promising and necessary steps to ensure good work on digital labour platforms. While some of these efforts are already in the early

stages of implementation, others are wholly untested but may be promising ways forward — possibly inspiring readers to think creatively about how to advance workers' interests in these uncharted waters.

Before delving into key definitions, debates and challenges posed by this new form of work, let's begin with four case studies describing the experience of real platform workers.



Case studies

Case study 1: Vrindavani Chauhan, Upwork

Vrindavani Chauhan's first project on Upwork was to write an Amazon review. It only paid USD 5, but the client was happy. They were so happy, in fact, that they asked Chauhan to write more for them: a lot more. In the following ten months, she earned USD 10,000 writing German language articles for the client's website.

Eventually that project came to an end and Chauhan had to look for new projects and new clients. She started with "fixed price" projects in the USD 20 to USD 100 range, focusing on translation and writing projects for search engine optimization (SEO) and becoming what she described as an "Amazon specialist". In these projects she earned, on average, between USD 20 and USD 30 per hour.

Chauhan seems to have been happy with her work. In 2018, she wrote on the question-and-answer site Quora,

I [have been] freelancing [for] 1.5 years now and working on Upwork [for the last] 6 months. I have several long-term clients on and off Upwork. I make between [USD] 1500-2500 a month freelancing.

I'm a top-rated freelancer on Upwork with a 100% job success score. This was achieved after 14 weeks of successful contracts and constant 5-star rating[s] (Chauhan 2018b, lightly edited for clarity and punctuation).

Chauhan was born in Austria but has lived in India since 2013. She earns part of her living doing German- and English-language tasks via Upwork (Chauhan 2018a).

When asked in 2018 if she would recommend working on Upwork to others, she wrote: "Upwork has its pros and cons. The cons are clear" — namely, Upwork's fees (10-20% of workers' earnings); the risk of not being granted an account at all, or of losing one's account; and other limitations imposed by the platform. However, she wrote, the "pros," or positives, are also significant, and the opportunity to earn a living is real:

If you have a great job success, you easily get top-rated and can charge good hourly rates to your clients, making up

for the loss of the fees. You don't pay if you don't work — you are charged only from earnings. You might even land some clients who will recommend you to their peers, so you don't need connects anymore. [A 'connect' is essentially an application for a job. Workers have a limited number of 'connects' per month, but 'connects' are not used if a potential client contacts the worker first.] Long-term clients and offline clients will come up. You can literally make a living starting off your freelance career on Upwork (Chauhan 2018c, lightly edited for clarity and punctuation).

Case study 2: The reliability of GPS data and the Crowdsourcing Code of Conduct

In 2018, a complaint was submitted to the Ombuds Office of the Crowdsourcing Code of Conduct, a dispute resolution mechanism established by crowdworking platforms and IG Metall, a German trade union. The worker, based in Germany, had accepted a task to go to a store at a particular address, also in Germany, and take photos using the platform's smartphone app, which had access to the phone camera. As part of this task, the worker was then required to upload the photos, along with GPS data from the phone, to the app they were working on (in this case, the app served as the "platform"). The GPS data allowed the platform operator to verify that the worker was in fact at the store location required and not some other store. If the photos met the requirements, the worker would be paid EUR 8,00. In this case, however, payment was refused. The worker asked for an explanation and was told that, according to the GPS data submitted by his phone, the photos were taken more than 5 km away from the required location. It was therefore impossible for the platform operator to assure the client that the photos were taken in the store indicated in the task. Accordingly, the platform operator could not require payment from the client, and therefore could not pay the worker.

The worker, however, insisted that they were indeed taken at the location specified in the task. Upon further investigation, the Ombuds Office learned that the location in question was near an intersection of several national borders, and therefore in an area where multiple wireless networks overlapped. In such cases, location data can be unreliable — and cannot therefore be used to reliably verify a phone's location. After this was communicated to the platform operator, the platform corrected the error and paid the worker.

Case study 3: Deliveroo leaves Germany

In the second week of August 2019, Deliveroo — the British app-based food delivery company known for the turquoise-blue boxes and jackets of its bicycle and motorcycle riders — announced it would be leaving Germany. And quickly: by Friday, 16th August — the end of the following week. The company's 1,000 couriers in Germany received notification via email that they would be out of a job at the end of the week.

The workers received some compensation, but the German hospitality trade union (Gewerkschaft Nahrung-Genuss-Gaststätten, NGG), which had been supporting

riders' efforts to organize, criticized the payments, saying they were too low. However, the union had no immediate legal grounds to challenge Deliveroo, or the value of the payments riders were being offered, because almost all of Deliveroo's couriers in Germany were classified as self-employed workers and not as employees. Legally speaking, they had no right to any compensation at all.

According to Deliveroo, the company was leaving Germany to focus on markets with higher growth potential (Wundersee 2019). But long-time observers of Deliveroo were sceptical of this explanation; the company has a complicated and fraught history in Germany. In February 2017, couriers in Cologne, classified predominately as fixed-term employees, set up a works council to lobby for higher wages and improved working conditions. In response, the company refused to renew the fixed-term contracts of the employees elected to the works council. Around this same time, Deliveroo also began hiring new riders under self-employed contracts, not as employees.

In response, the works council members, with the support of the union, organized a series of protests and lawsuits (LabourNet 2018). High-level government officials in the German Federal Labour Ministry and members of the German Parliament voiced their concerns over Deliveroo's handling of the works council and the potential misclassification of riders as self-employed (Liefers am Limit 2018). But the long and messy drama came to an unexpected end — at least in Germany — in August 2019, when management announced it would simply leave the country.

Case study 4: YouTube, ad revenue, and untransparent algorithms

In 2017, in response to pressure from advertisers, YouTube began making extensive use of machine learning systems to classify videos on its platform. Such systems are frequently used to recommend content to viewers but are also key to facilitating targeted advertising. This advertising is important not only to firms — the advertisers — but also to YouTube creators because each ad displayed earns money for the content producer. Indeed, tens of thousands of creators produce YouTube videos as their main source of income.

While some videos might be labelled according to their theme, videos can also be assigned labels such as “violence”, “hateful content” or “controversial and sensitive events.” Because the machine-driven labelling systems “learn”, the criteria they use to label videos change over time. From the point of view of video creators, the systems therefore seem inconsistent and unpredictable. Video creators are not told when one of their videos receives such a label. Only some labels are known to creators; the full list is secret. YouTube explicitly refuses to publish it. Additionally, certain labels can cause a video to be “demonetized”, meaning that YouTube does not show ads on it and the creator receives no money for it. The use of machine learning for video classification has made this income unpredictable and arbitrary. Even when a video is not “demonetized”, the labels applied to a video affect how much it is “recommended”. If a creator's videos are recommended less, the number of viewers will decrease, thereby limiting their opportunity to earn income.

In 2019, YouTube creators found out – through independent research – that videos with words such as “gay” and “lesbian” in their titles were being immediately demonetized and recommended significantly less than other videos. YouTube publicly insists they have no “policy” with this explicit aim. However, the machine learning systems seem to have “learned” to demonetize these videos, and to recommend them less. YouTube has not publicly addressed this concern, but a group of US-based video creators has sued YouTube under California discrimination law.

In 2018, Jörg Sprave, a German YouTube video creator, created the “YouTubers Union” for video creators to collectively call on YouTube to improve transparency and communication around video classifications. YouTube management met with Sprave several times but made no major changes. As of November 2019, the YouTubers Union had over 25,000 members.

In July 2019, the YouTubers Union and the German trade union IG Metall announced a joint project called “FairTube”. The project publicly called on YouTube to improve transparency. In August, YouTube agreed to meet with the unionists; however, they refused to allow Sprave or any other YouTube video creators to attend. As a result, the meeting was cancelled. In March 2020, however, Sprave and the FairTube initiative were able to re-open discussions with YouTube managers.

Also, in 2019, Sprave submitted a GDPR inquiry to Google Ireland requesting personal data relating to his YouTube videos, including the labels assigned to them and any evaluations of him personally. YouTube replied to this inquiry after three months, admitting that the data did exist and that they had significant consequences. While not disputing that such data were “personal data” under the GDPR, YouTube nonetheless refused to disclose it, arguing that this would make it easier for “bad actors” to circumvent measures designed to prevent abuse on the platform. While video creators and legal experts agree that this answer is unsatisfactory, by March 2020 neither Google Ireland nor the Irish Data Protection Authority had yet provided a legal justification for the refusal.

As yet, this case remains unresolved. And while discussions with YouTube management are ongoing, it raises questions about whether YouTube’s management practices – which incentivize creators to produce “advertiser friendly content” – are consistent with the freedoms that should be enjoyed by genuinely self-employed persons under national labour laws.



What can we learn from these cases?

These concrete cases tell us a few things about platform-based work from a workers’, union and policy perspective.

1. Platforms are diverse.

Platforms have different business models and methods for organizing work – these can result in “better” or “worse” outcomes for platform workers. Contrary

to some of the policy discussion and journalism, labour platforms are neither all bad nor all good. They vary in the types of work they facilitate and in their labour practices.

2. Workers on the same platform have different experiences.

Even within a given platform, there are usually some workers who have mostly positive experiences and others who have mostly negative experiences (see for example, Drahokoupil and Piasna 2019 on Deliveroo riders).

3. Social dialogue is possible in the platform world.

Forms of social dialogue are possible in the world of platform work, even when platform workers are legally classified as self-employed and unions do not have a legal basis for requiring platform operators to enter into dialogue (see also Vandaele 2018). Some initiatives in this field, such as the Crowdsourcing Code of Conduct, have already been referred to, and will be examined in greater detail later in the guide. Furthermore, a few platforms that classify their workers as employees have signed “normal” collective agreements with unions.

4. In many cases the current regulatory framework has favoured platforms rather than workers.

When disputes between workers and platforms that have not committed to voluntary dialogue and dispute resolution mechanisms are heard in court, they are often resolved in favour of the platform (except in the relatively few cases of “clear” employment misclassification). This is because workers classified as self-employed have almost no protections against common “adverse decisions” made by platforms or platform clients such as arbitrary non-payments or account closures.

5. Voluntary and informal social dialogue is good, but not enough.

The current voluntary and relatively informal social dialogue structures are not enough to ensure fair and appropriate outcomes in the world of platform work. On the one hand, this is because just a handful of platforms participate in voluntary regulatory mechanisms; on the other hand, these mechanisms are by nature voluntary and platforms can thus exit at any time. Indeed, platforms operate in an economically competitive landscape and voluntary regulations may be accompanied by additional costs. This suggests that mandatory regulation may be needed to establish a “level playing field” so that platform operators with more responsible labour practices do not suffer a competitive disadvantage.

6. Digital labour platforms, especially for remote work, pose real challenges for unions.

The legal and technical context of digital labour platforms presents major challenges for unions, particularly when it comes to employment status and, in the case of online platform work, the physical isolation of the workers. The challenges are both practical and legal and arise both when organizing workers

and when supporting them in conflicts with platform operators or clients. The legal assumption of workers' self-employment, for example, means that a platform often does not have to give any reason for account deactivation, because dismissal protection laws do not apply: the situation is not a "dismissal" but simply an "account closure" or the choice to stop awarding contracts. These challenges mean that unions must develop new organizing methods and competences, but also that unions must advocate for reasonable regulation to establish minimum protections for all platform workers regardless of their employment status.

7. Labour platforms are using new techniques of "algorithmic management", including the use of "artificial intelligence". This also has repercussions for the "traditional" world of work.

Labour platforms are where new techniques of algorithmic management, including the use of artificial intelligence in the workplace, are seen in their fullest expression. While such practices are increasingly common generally, labour platforms for self-employed workers present a kind of "laboratory" for these algorithmic management techniques. This is partly because they can be "tried out" on these platforms more easily, as workers rarely have legal recourse to contest them. Nonetheless, the results of these "experiments" have significant implications for the "traditional" world of work, where management is becoming increasingly automated, algorithmic and "data-driven."

The complexity and "inner workings" of algorithmic management systems are only visible to the programmers and managers who design and operate them – but not to the workers (and often the customers) whose working lives and customer experiences are affected by them (see e.g. Drahekoupil and Piasna 2019; Rosenblat 2018). Because the regulatory framework for these technologies is only beginning to be developed, workers' rights with respect to decisions made by these technologies are very limited. Even in cases where rights do exist, they are often very difficult to enforce in practice, because utilizing them is technically complex and the systems are not transparent. Additionally, it seems that many of these systems do not even work very well for their apparently intended purposes. Examples include the 5-star rating systems used by Uber and Lyft to rate drivers (see, for example, O'Donovan 2017; Dzieza 2015), the machine-learning-based video classification systems used by YouTube to classify videos (and decide which ones get paid and recommended; see the case study above), and the rating system used to evaluate employees' performance at Zalando (see e.g. Speck 2019; Staab 2019).

8. There is no single solution to the problems faced by platform workers; however, labour platforms do have some things in common which could be regulated.

Finally, given the large variety of platforms and platform types, no single organizing strategy or regulation can address all the problems faced by platform workers. Nevertheless, despite this diversity, labour platforms do have many things in common (Drahekoupil and Piasna 2017), including algorithmic management (often based on rating and reputation systems), high levels of competition among

workers, the self-employed status of workers, and, in many cases, operations whose regulatory status is unclear or contested.

These commonalities suggest that some “general” approaches are possible, both for organizing and for developing regulation. This possibility should not be overlooked. The objection of some stakeholders and policymakers that “the platform economy is too diverse to be regulated” is not quite correct (for a detailed discussion see e.g. Drahokoupil and Piasna 2017). On the contrary, as one policymaker has noted, the traditional economy is also very diverse, yet many countries have minimum wage laws applying to all employees; although meatpacking and computer programming are very different, the same minimum wage applies to both.

Before we delve further into the details, what exactly are we referring to when we talk about “digital labour platforms”? As we have already seen from the cases above, this is a very diverse category. The next section provides an overview of some of the key terms used in discussions and debates about digital labour platforms.



Types of digital labour platforms

Microtask platforms

Microtask platforms provide access to a large, flexible and geographically dispersed workforce for the purpose of completing tasks that are frequent, repetitive and low-paid. Common microtasks include voice transcription, image tagging or classification, content moderation, surveys and product reviews. These tasks can be done remotely by workers provided that they have internet access.

Microtask work is a subset of a larger phenomenon called crowdsourcing. The word ‘crowdsourcing’ is a combination of the words ‘outsourcing’ and ‘the crowd’. This type of work organization allows a single job to be disaggregated into dozens, hundreds or even thousands of smaller tasks. These tasks are then distributed as piece-rate work to a ‘crowd’ of dozens, hundreds or thousands of individuals who then perform the tasks simultaneously. Platforms facilitating this type of work include Amazon Mechanical Turk, Clickworker and Microworkers.com; many of these leading players have become particularly important for the development of AI technologies relying on high volumes of repetitive human labour to help train machine-learning algorithms, for example like those used in self-driving cars.

Communication between workers and clients, and between workers and the platform, tends to be poor. Payment rates are often set by platform clients, and less frequently by the platform itself. Instructions are typically provided by the client as part of the task description. On major platforms such as those listed above, workers access jobs as they become available. Platforms often make their money by charging clients a percentage of the total value of the work posted on the site.

Freelance platforms

Tasks that are less standardized and less routine, such as design work, computer programming or commissioned content creation, are listed on freelance platforms. Many of the most popular freelance platforms such as Upwork, Fiverr or Freelancer.com provide an outlet for freelancers to market a range of skills, though specialized platforms limited to a particular skillset also exist. Some specialized platforms may even require workers to demonstrate that they have a high skill level in order to sign up.

Freelance platforms typically provide workers with an opportunity to create a searchable profile advertising their skills, job experience and their desired wages or prices. Clients in need of a particular service can either browse through the lists of available workers or contact them directly for hire. Alternatively, they can post a job and wait for available workers to submit a 'bid' or application for the job. Jobs may be of short duration or can lead to a long-term and ongoing working relationship. On these types of platforms, workers and clients tend to have more interaction during which they may discuss the terms and expectations of the contract, payment rates and any other pertinent information. Platforms typically take a percentage of the total transaction as a 'fee' which is charged to either the worker or to the client.

Contest-based platforms

On contest-based platforms, clients advertise their labour needs in the form of a contest, making a call for a specific task such as designing a logo or poster. While many workers may compete to win the 'prize' payment, payment in full is rare. On some platforms only the winner is remunerated; other platforms allow clients to select multiple winners. Some platforms may provide nominal payment or an acknowledgement of participation to workers not selected. These types of contests are most commonly found on specialized platforms for design services such as Design Hill and 99designs, and on computer programming sites where individuals compete for cash prizes, points or general recognition. Workers not chosen are not only not compensated for their time, but their draft inputs are sometimes retained by the client.

Location-based platforms

Location-based platforms have garnered a lot of media coverage and are thus the type of platforms that people are most familiar with. However, even among location-based platforms, a multitude of services are rendered under a vast variety of platform business models. Some location-based platforms connect workers with clients on-demand, as in the case of personal transportation services like Uber and Lyft, or for food or package delivery, such as Food Panda, Deliveroo or Glovo. In the case of transportation and logistics, work tends to be standardized through the platform. In these cases, platforms usually set wage rates. Wages typically include piece rates and a distance-based payment. The platform usually claims a percentage of the total paid by the client.

Location-based platforms have also been developed for customized services. Roamler, for example, is a platform providing a range of services from grocery shopping and delivery to home maintenance work and installation. In Singapore, meanwhile, the platform Speedoc can pair patients with doctors prepared to make house calls, on-demand. Wage rates for workers are more likely to vary on platforms offering bespoke services, but like the transportation and logistics platforms referred to above, platforms typically claim a percentage of the total cost of services provided. While location-based platforms can vary widely in the services they offer, their common feature is that services must be performed by a worker in person.

Content marketplaces

In addition to labour platforms that facilitate the exchange of specific services requested by clients, thousands of people are now working on generating content for platforms which act as content marketplaces. These marketplaces can be distinguished from freelance platforms because content creators do not generally respond to a specific request for content associated with an agreed-upon payment. Most content, instead, is produced independently with the hope of eventual payment. The content is then monetized with the help of advertisements and sponsorships, or by creating fan merchandise that can be sold via (other) online platforms. While such platforms are not always conceived as ‘labour platforms’, they are undoubtedly digital labour platforms on which people are making a living. Examples include:

- iStock, where photographers can post their photos online for sale;
- YouTube, where individuals create content that is in turn monetized through targeted advertising displayed to viewers; and
- Instagram, where social media influencers may obtain sponsorships to promote certain products to their followers.

While all of these examples have the potential to provide individuals with an income, an important distinction must be made between platforms that process monetary payments and distribute them to workers, and instances where platforms are used by more traditional firms as an interface on which labour is performed but where compensation is processed directly by the traditional firm and the individual worker. In examples of the former, like YouTube, platforms wield a certain amount of direct control over workers’ earning potential, because the platform makes the payment. On the other hand, in situations like Instagram, where athletes and other famous people post targeted content in exchange for money or goods, payments are usually processed directly between the product company and the social media account holder. In these cases, the platform has less direct control over how payments are processed and determined. But the platform still controls the algorithms determining whose content will be most heavily recommended to viewers; as a result, the platform nonetheless has significant indirect influence over the commercial success and failure of its content creators. And of course, the platform operator can choose to suspend or close a creator’s account at any time — and a closed account gets no views and no sponsors and makes no money.



Chapter 2

Workers, work, benefits and problems

Who does platform-based work and why? What kind of work is done via platforms? Who are the clients? What benefits are derived from platform-based work, from a worker and union perspective? What problems are associated with it?



The workers: who does platform-based work and why?

One of the most important conclusions derived from the growing body of research on digital labour platforms is that platforms are diverse. Equally important is the documented diversity of platform workers and their motivations for engaging in digital platform work.

Platform workers come from many different backgrounds and start doing platform work for many different reasons. Some people like platform work, because platforms offer extra income opportunities and working time flexibility. These characteristics can appeal to individuals unable or unwilling to engage in traditional employment, such as students, those with high levels of (frequently unpaid) care responsibilities, or individuals with health limitations. However, it should be noted here that qualities like flexibility are not inherently linked to employment status. Indeed, traditional employment could be organized to promote working time flexibility.

At the same time, a sizeable proportion of individuals also work via digital labour platforms as a primary source of income. Research based on a global 2017 ILO survey of online crowdworkers, for example, found that 32 percent of respondents identified crowdwork as their main source of income (Berg et al. 2018). Even for those not deriving their main source of income from their digital platform work, platform income may still be important for helping individuals to meet their basic needs.

Understanding the differing motivations of full-time and part-time platform workers is important, as is understanding the differing motivations of those dependent on their platform income and those who truly see it as ‘extra’ or discretionary income. All workers’ voices and perspectives are important, but we should be particularly attuned to the perspectives of those dependent on platform work. Turnover amongst this group is likely to be lower than those who work on platforms more casually, and these workers may be more vulnerable to adverse conditions (see for example, Berg and Johnston on Uber drivers). When we consider some of the challenges and problems associated with platform work, we need to ensure that any efforts to mitigate them, either through regulation or social dialogue, are comprehensive enough to cover the most dependent and vulnerable workers.

The question of why people engage in platform work can be partially answered by understanding workers' other employment prospects. For example, depending on local labour market conditions, workers may have more or fewer job opportunities. Limited local labour market opportunities, especially when accompanied by low wages, may not be appealing for highly trained individuals. In these situations, workers may find they are able to command higher rates of pay by working on platforms for clients in other countries. Such sentiments have been documented among online workers located in the global south, for example. Conversely, in countries with tight labour markets, platform work may be seen as less desirable. Under these conditions, workers who find their way into jobs such as delivery or transportation services may be those who already face structural barriers in the labour market (see Drahokoupil and Piasna 2019), perhaps because of limited language proficiency, a lack of other skills, or because they don't have legal documents to procure standard employment.

Most of what we know about who does platform work and why is derived from surveys of labour platform workers. While some of these are global in scale, many, particularly in the case on location-based work, examine the experiences of workers in specific regions (see, for example, Vandaele et al. 2019). Understanding worker motivations, meanwhile, requires qualitative methods. Many of the comprehensive surveys to date attempt to shed light on this, highlighting reasons such as working time flexibility, health concerns or care responsibilities that make it impossible to work from anywhere other than home.

It is important to note that when it comes to worker demographics and working conditions, the digital nature of platform work potentially lends itself well to collecting data on these topics. Platforms, however, have not always been willing to share this data. To better count platform workers and understand their demographics, a growing number of national statistics offices are attempting to include questions in representative national surveys. Within Europe, countries include Denmark, Italy and Finland, though data collected via these mechanisms is not directly comparable owing to different definitions of platform work.

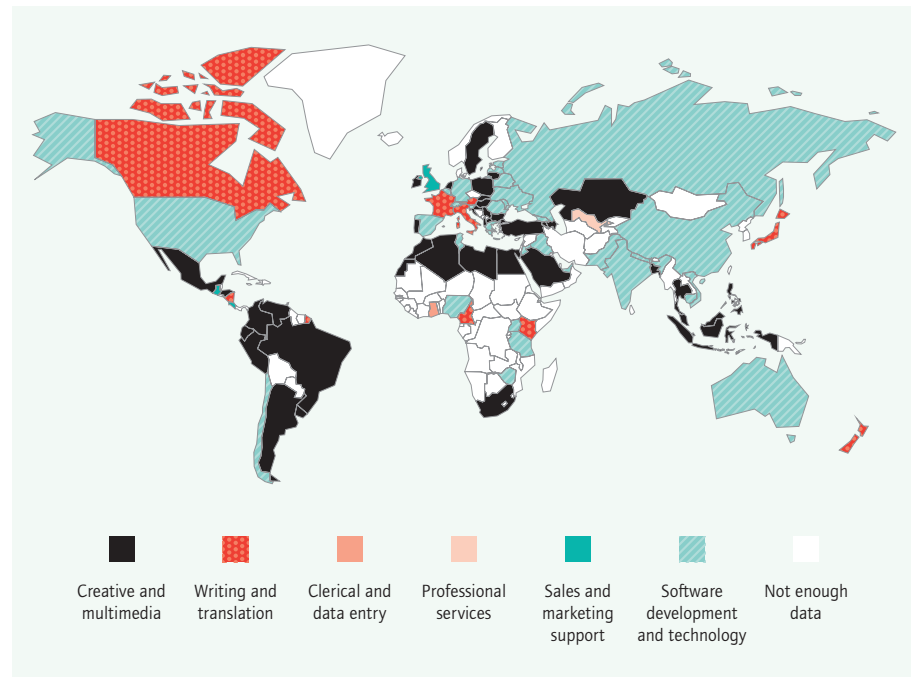
Surveys have also been used to determine the incidence of platform work. For example, a cross-country comparable and representative survey was conducted by the ETUI in five Central and Eastern European countries in 2018/19. This research documented the extent to which respondents were using internet to earn money and their use of online labour platforms (see Piasna and Drahokoupil 2019 for detailed results). The survey revealed that experience with using internet to generate income is relatively common, ranging from 7.6% in Latvia to 28.7% in Slovakia, though only a small group of respondents carried out platform work on a regular monthly basis (up to 3% of adults in Hungary). Additionally, the Joint Research Centre conducted an extensive online survey of workers in 14 European countries (pre-Brexit) to document location-based and online platform work. Arguably the most comprehensive figures to date, these estimate that the percentage of individuals who have ever done platform work ranges from 12% in the United Kingdom to 6.9% in Finland. Fewer earn a significant portion of their income from platform work, however, with the figure ranging from around 3% to 8.5% of the workforce (Pesole et al. 2018).

Ultimately, understanding who does platform work and why is an important precursor to building solidarity and collective voice.



Online platforms: where are the workers, and what kind of work are they doing?

Online work is often referred to as taking place in the ‘cloud’ because it can be done virtually, from anywhere, requiring only a computer and internet access. True to this characterization, workers from all over the world are engaged in this type of work. However, despite the notion that online labour platform work can be done anywhere, there are some places with more workers and others with more clients. The Online Labour Index (OLI), a tool developed by researchers at the Oxford Internet Institute, compiles records from the five largest English-speaking online platforms and shows the geographic breakdown of where platform work gets done. They have been able to show that software development and technology-related jobs are the most common forms of online work in most of South and East Asia, Eastern Europe and the United States, countries with a long history of investing in and educating their citizenry for jobs in these sectors (Aleksynska et al. 2019, Berg, Rani and Gobel, forthcoming).



Source: iLabour Project 2020

When it comes to non-English speaking platforms, recent research from Eastern Europe and post-Soviet countries, and in China, shows that dynamic platform ecosystems exist in other languages and serve national or regional and entirely non-western markets. The geographic distribution of work and clients on these platforms is likely to be different. Platforms with more restricted service offerings can also cater to specific markets or clientele. Spare5 and Figure Eight, for example,

are two clearinghouses for classification and other tasks required to generate data for autonomous vehicles. They have been shown to have a distinctive geographic distribution of tasks. In 2019, research by Florian Schmidt found that work on these platforms was predominately done by workers in Venezuela. In this instance, the Spare5 platform provided training information in Spanish to ensure that this workforce could effectively complete the tasks (Schmidt 2019).

Although many different kinds of work are done on online labour platforms, certain trends emerge when we examine the skill levels associated with them. Because microtask work tends to be general, repetitive and poorly compensated, it measures up poorly against workers' other job prospects in developed countries. This, however, was not always the case. In the case of Amazon Mechanical Turk, early research found that workers tended to be young, well-educated women with moderately high incomes; however, as the platform became more international, attracting workers from India, average wages earned on the platform dropped, while the workforce became younger and attracted more men (Ross et al. 2010). As a result, those from developed countries who continued to work on AMT tended to come from more vulnerable populations. They do the work to supplement (low) pay from other jobs, have health problems or childcare responsibilities. In the words of one crowdworker from the USA, "A lot of the people I work with could be considered part of a vulnerable population. We do this work because it's our only option" (Berg et al. 2018).

For online platforms where incomes tend to be higher, workers' motivations are likely to be quite different. Platforms may provide these individuals with greater autonomy or access to an expanded client base. Many workers indicate that, although there are drawbacks to working as a freelancer via an online platform (notably the commission paid to the platform), platforms' payment management systems, which often require the client to place the funds in escrow before the work is undertaken, provide workers with a greater sense of security. With this type of intermediation, workers are less concerned about non-payment, a problem that freelance workers may already face in the offline world.

Location-based platform workers

Like online platforms, the appeal of location-based work depends significantly on local labour market conditions. In regions where local labour market opportunities are scarce, jobs such as driving a taxi, cleaning homes or delivering food may present a good opportunity for workers even if they have skilled training or formal education. In fact, poor labour market conditions are often cited as an important precursor for on-demand services and the platform economy. Indeed, many of these platforms were launched and gained significant traction around the time of the great recession when unemployment was high (Srnicsek 2017). An outgrowth of the 'retail revolution' that began in the 1980s, characterized by expansive and global value chain networks and intricate distribution chains, location-based platforms have applied this same logic to affluent urban areas, giving the technology, "a more prominent, public-facing front end" (Vallas 2019).

Because platforms tend to treat workers as self-employed and because platform workers bear the bulk of the financial risk associated with these jobs (through piece-rate payment systems and having to furnish their own work-related tools), platform operators have little incentive to limit the number of workers on their platforms. As such, at little or no cost to the platforms themselves, platforms were able to capitalize on precarious conditions engendered by the great recession, taking advantage of a large pool of unemployed workers by offering many a way out of unemployment. More recent research on platforms has shown that high worker turnover persists, suggesting that labour platforms may provide work opportunities to individuals in times of transition. However, these findings are not universal. The ETUI's survey of platform workers in Eastern Europe, for example, did not find that platforms help integrate workers into labour markets (Piasna and Drahokoupil 2019).

Many prominent location-based platforms have sought to create specific narratives on the benefits of self-employment and platform-intermediated work (Drahokoupil and Piasna 2019). Such discourses, promoted most prominently by platforms such as Uber with large public relations budgets, tout the benefits and freedom of 'being your own boss', working time flexibility, ease of market entry and high incomes. This type of marketing has played an important role in recruiting workers to the platform (Berg and Johnston 2019; Jamil and Noiseux 2018; Rosenblat 2018). Financial promotions have also been an important factor in attracting workers to platforms, though they have also proven to be short-lived, causing some to cite them as a 'bait and switch' recruitment method (Horan 2017). Similarly, there are cases where entrenched industries have been disrupted by digital labour platforms, and longstanding industry workers have shifted from traditional firms to platforms – due to any of the aforementioned reasons, or because of changes in market demand. Industry disruption is perhaps most common in the passenger transportation sector which has, at least in developed countries, a history of more stringent regulations when compared to occupations like domestic and care work.

While there are certainly cases where people engage in platform work for the social interaction or because they enjoy it, like online labour platforms, many location-based workers are reliant on platforms for the income they provide (Rosenblat 2018). Highly standardized location-based platform work (such as delivery services and transportation) tends to attract a slightly different demographic than platforms for more specialized, less standardized location-based work (such as home repair and contractor services). While the latter group includes skilled self-employed contractors, the former is more likely to include vulnerable populations. In the case of transportation or domestic services, for example, platform workers often include immigrants, racialized populations and young workers (Berger et al. 2019). Where well-educated and financially secure workers choose to participate in platform work, they may displace more vulnerable workers, thereby contributing to greater labour market and income inequality; researchers have also suggested that, as location-based platforms expand, they are incorporating less-educated and more exploitable workers (Schor 2017), thus drawing a parallel to the international expansion of online platform work.

The Spanish experience of digital labour platforms: A case study from the Unión General de Trabajadores

In Spain, trade unions and governments at both national and regional levels have been fighting for the better regulation of working conditions on digital platforms. Delivery applications (specifically, Deliveroo, Glovo and Uber Eats) and those working on them have been at the centre of this four-year-long struggle. The focus throughout has been on the employment status of delivery workers. Trade unions have sought to demonstrate that there is a clear employment relationship between platforms and platform workers. Numerous sentences of the Social Affairs Courts (first instance) and the High Courts of Justice (second instance) have ruled that platform workers are indeed employees. However, due to continuing appeals from the platforms, the struggle is not yet over – although a final judgement on the issue from the Supreme Court is imminent.

Spanish trade unions have argued that delivery workers are employees for the following reasons:

1. A system of individual evaluation and constant competition

Reputation and evaluation scoring systems are a fundamental characteristic of labour platforms. They monitor various behaviours of delivery workers – including speed, availability at peak times (Friday, Saturday and Sunday nights), the number of orders taken up, etc. – for the purpose of managing workers and distributing work. Under this system, workers are paid by piece rate: in other words, they are paid for each order delivered, and not for the number of hours worked. However, the platform maintains a model of constant competition which ranks every courier for the purpose of determining their ability to access work – and thus their ability to earn more income. This argument has been fundamental for establishing the fact that, far from being an autonomous activity, platform work is clearly organised by the platform itself.

2. A platform's ability to 'disconnect', or 'deactivate', workers

Disconnection can be understood as an action of dismissal. In practice, disconnected workers may one day find that they can no longer open the application and thus cannot work. Sometimes a worker may receive an email specifying that he has not complied with a particular clause of the contract. This unilateral termination of the relationship between the worker and the platform can also occur without any justification. This is what allowed Spanish unions to argue that disconnection could be equated with dismissal.

3. The TRADE contract

Under Spanish legislation there are two categories of workers: employed (salaried) and self-employed. The latter category has two sub-categories: self-employed workers who depend on themselves, and TRADEs, self-employed workers for whom 75% of their work activity depends on a single company. Digital platforms imposed the TRADE contract (rather than an employment contract), effectively passing on the social cost of their activity to the workers. Court rulings insist that this TRADE contract is not an expression of the will of both parties, but rather is imposed upon workers by the platforms. Furthermore, it was found that the initial training provided to workers by the platforms gave clear instructions for workers to register themselves with the self-employed work system (RETA).

4. The lie of flexibility

Platforms insist on promoting a model of autonomous work with total flexibility of schedules. To do this, they use a language that hides the reality of the employment relationship, changing 'salary' for 'income', 'schedules' for 'slots' or 'bands', etc. The falsity of this claim was demonstrated in the courts by testimonies from workers who were working up to 70 hours a week to maintain a high score. Additionally, workers did not always receive work in the hours assigned. Sometimes there was only demand in four or five of their scheduled hours; in these cases, they had to spend the rest of the day in the street waiting to be called because, at the risk of being penalised by the platform, they were still obliged to comply with the agreed hours. The rulings determined that this was another sign of work organisation: the platform controls the number of delivery workers per hour to match demand and is also responsible for distributing work.

5. Platforms unilaterally change conditions

In order to manage supply and demand, platforms regularly change working conditions (most recently this took place in the middle of the COVID-19 pandemic). These changes also help platforms to acquire advantageous market positions, improve their competitive edge, and allow them to change the cost of their services. As a result, since 2016, remuneration has been progressively reduced, while delivery distance has increased considerably. In other words, workers are travelling further for less money.

These five points illustrate some of the adverse working conditions that Spanish platform workers experience. Yet despite this, the number of workers on platforms has grown tremendously, in large part due to the social and political situation in Spain.

After the 2008 crisis, the conservative government imposed a system of economic aid to encourage entrepreneurship. This system allowed almost anyone to start working in a self-employed capacity, and platforms quickly took advantage of this feature. According to a study published by the Unión General de Trabajadores (UGT), platforms have been able to avoid paying out 168 million euros per year by passing social costs (for example, those related to social protection) on to workers. The reality is that many platform workers were never entrepreneurs, but only people trying to survive after the crisis.

This enormous inequality generated by platforms has resulted in a growth of labour organising and collective action amongst their workers. Platforms have tried to suffocate these actions by disconnecting (or deactivating) workers who help organise them. And indeed, this can make union action and membership recruitment difficult. However, the UGT has brought charges against platforms for this type of illegal activity. For example, the delivery company Glovo was convicted of violating the fundamental right to strike and freedom of expression.

Finally, the UGT has also managed to get a High Court of Justice to confirm the application of the collective agreement on the road transport of goods at Glovo. In the judgment, the court explained that platforms are not intermediaries but companies engaged in the transport and logistics sector. Glovo's activity is to organise and manage a delivery service.

With special thanks to experts Ruben Ránz and Felipe Díaz at the UGT for providing this case study on the Spanish experience of platform work.



Who are the clients? Why do they use platforms?

Platform clients include individuals and businesses, and they have diverse needs. Some request services that take as little as a few seconds, while others seek to hire workers for ongoing and long-term collaborations. While the reasons for using platforms vary widely, there are a few distinct trends, particularly when it comes to whether platforms offer location-based or online services, or whether the clients are private individuals or businesses.

Business clients often use platforms as part of a larger outsourcing strategy. Since the late 1960s and early 1970s, outsourcing has grown as a strategy to make firms more flexible and better able to compete in markets characterized by fluctuating demand, heightened international competition and accelerating production cycles (Harrison and Kelley 1993). This has influenced how firms source inputs and labour, with platforms presenting a new way to help meet these needs.

Non-core services, those not related to the main or essential activity of a firm, have historically been particularly susceptible to outsourcing. Specialized or intermittent labour needs depend on the nature of the firm; in many businesses, occasionally required patent services, logo design, or a ride to the airport do not merit hiring an employee. Instead, firms have traditionally become clients of patent offices and lawyers or have entered into service contracts with limousine services. Now, as more of these tasks can be fulfilled on-demand via labour platforms, companies may find themselves substituting their former lunchtime catering service with an app-based food delivery business account.

Additionally, businesses engaged in digital-intensive industries, or expanding their artificial intelligence capacities, are likely to have a high demand for tasks that can be performed via online labour platforms. Automated driving is a popular example of this, as it requires extensive information about streetscapes that has been categorized and classified – work that continues to be done by humans. Even non-digitally-intensive firms, like hotels, have used online platform workers to classify food waste. In some cases, an automated camera is placed in a garbage bin to document what has been discarded and platform workers are asked to record what has been thrown out, as part of more general waste reduction programmes. Workers are also used for market research: in cases where clients seek to obtain information about product pricing, for example, they will recruit workers through platforms to take photos in local shopping centres that are then uploaded to the platform. Indeed, a range of companies are using labour platforms to process or produce large quantities of information.

Among private individuals, perhaps the most common use of labour platforms is for activities that would be classified as household consumption. Individuals needing a ride home, a house cleaned, or a meal delivered have been known to praise the convenience of labour platforms to meet their whims, on-demand. When it comes to online platforms, less is known about the individual demand for such services, except in the case of academics and researchers, many of whom have taken to using platforms like Amazon Mechanical Turk and Prolific Academic to recruit survey participants.



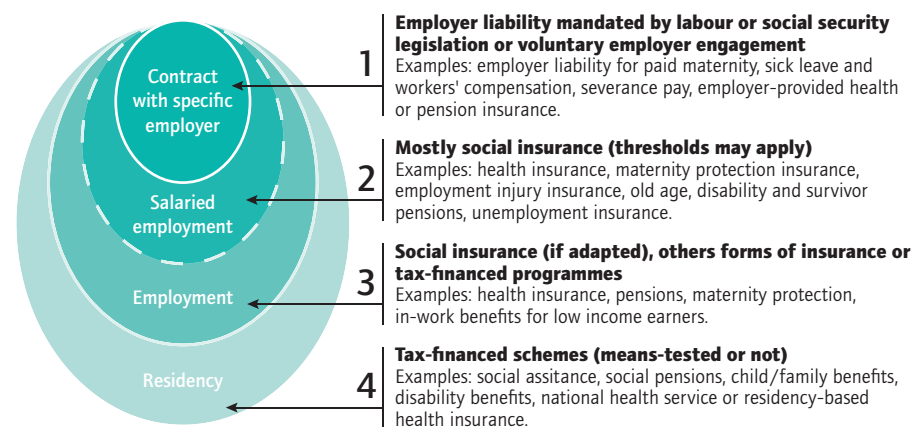
What kinds of problems arise?

In general, work done via digital labour platforms is poorly integrated into our existing labour governance structures and social protection schemes. Because platform workers are commonly treated as self-employed, they are frequently unprotected by basic labour law protections pertaining to hourly pay, occupational health and safety, and even collective bargaining rights. In such situations, workers shoulder a disproportionate amount of the employment-related risks involved in platform work and are responsible for ensuring their own financial, physical and emotional well-being. In market conditions characterized by high unemployment, limited skills or financial need, and where self-employed workers may be competing against one another for a limited number of jobs, self-employment can raise the risk of self-exploitation, potentially fueling an economic race to the bottom.

In many countries, a formal employment relationship can also be a prerequisite for gaining access to unemployment insurance, health insurance and old-age pensions, though the specific risks and problems that arise in the context of digital labour depend on how a country's social protection infrastructure is organized.

Below is a figure depicting structures of social protection along a continuum closely related to employment status. Coverage is more restrictive in systems where social protection is closely coupled with employment. In such situations, non-standard workers like those on digital labour platforms are likely to face gaps in coverage because they are not considered to be employees. In some cases, workers might be able to obtain private coverage or opt into public schemes, but they may have to shoulder the bulk of the cost, which is often shared by employers and workers under a more traditional employment relationship. In other instances, workers may not have any access at all.

The financial cost of worker misclassification is not borne by workers alone; it also has an effect on a state's ability to appropriately tax firms and finance state-run programmes supporting residents and workers. In November 2019, for example, New Jersey state (USA) issued a 650-million-dollar tax bill to Uber for failing to pay disability and unemployment insurance taxes for four years (Opfer 2019).



Source: Behrendt and Nguyen 2018

In cases where protection is oriented towards universality and residency status, even those in non-standard employment are likely to have some level of protection. Such systems are usually tax-funded and may require that individuals self-enrol as contributors. For individuals who do not declare their platform income yet are still able to draw on public funds and services, this raises concerns about a potential underfunding of these schemes in the medium or long term.

Under all circumstances, there is a need to expand coverage to ensure social protection for all; challenges presented by platform work highlight some of the current gaps. In addition to the problems presented by employment classification, the short-term, transient, and international elements of platform work can present administrative complications for the effective administration of social welfare schemes (Weber 2018). Also, in countries that require workers to meet monetary and temporal thresholds to access unemployment benefits, platform workers may have difficulty gaining access to these protections because of the fluctuations in working time and income that are common in platform work.

The potential lack of coverage raises particular concerns for those who derive their main source of income from labour platforms, as they may not have access to social protection schemes through other means (Kilhoffer et al. 2019). This is particularly true given that platform work is often associated with features of precarious work, such as inconsistent earnings and schedules and poor job security. These features could contribute to greater need or make people more reliant on social protection systems. Even in cases where workers treat platform work as their secondary job, platform earnings may not be credited towards social security. Should this type of work become more prevalent, this could raise longer-term issues about workers' eligibility and coverage and the financial solvency of social protection systems.

Platform work is characterized by a host of other problems and workers generally have few avenues through which they can address their issues. These are outlined in the table below. For example, many platforms have policies allowing clients to refuse to pay workers for work that has been completed, yet these policies provide workers with few, if any, rights. In these cases, completed work can be retained by a platform or client and even potentially used, suggesting that payment refusal can have little correlation with work quality. Workers have also been known to face platform glitches, resulting in lost time or lost work, and have even been mistakenly locked out of platforms or deactivated. In these cases, workers bear the costs associated with platform malfunction, again with few (if any) opportunities for recourse.

In sum, this section has provided an overview of the motivations of platform workers and users, information on the geographic distribution of this type of work, and the risks and problems that are likely to arise.

Table 1 Common issues afflicting platform workers related to platform policies

Issue	Description	Suggested reform
Non-payment of wages	Some platforms have policies that allow customers to refuse to pay workers for tasks that have been completed. These standards are often unclear, and workers have little, if any, recourse.	Workers should have a right to contest non-payment and contestations should be reviewed by a human platform employee. If the outcome of the review is not acceptable to the customer or worker, a neutral ombudsman function should be created for the purpose of making final and binding decisions.
Unclear task descriptions	Clients are responsible for writing task descriptions, but these are not always clear or easily understood. When they are not, it can result in issues of non-payment for workers.	Platforms should review task descriptions before they are posted to ensure that they are clear.
Technical problems with the platform	Sometimes platforms have technical malfunctions. This can result in workers being locked out of the platform, losing valuable working time, or losing work that has been completed.	Procedures should be instituted so that workers do not pay the cost for lost time or work in the event of a platform malfunction.
Unfair evaluations	Many platforms ask clients to review how well a worker does their job. However, these reviews are not always fair and workers can be blamed for issues outside of their control.	Workers should have a mechanism to contest what they feel are unfair evaluations. This process should be neutral.
Poor communication	Sometimes workers have questions for the platform or clients about processes, tasks, or payment issues. Response times can be slow and workers are not always treated with respect.	A transparent process should be established regarding platform communication and inquiries that ensures that workers requests are responded to in a timely and respectful manner.
Psychosocial risks	Sometimes workers are asked to perform tasks that they find upsetting, psychologically stressful or distressing due to the nature of the content. This is particularly common in the work of content moderation.	Tasks that may be psychologically distressing should be clearly indicated as such. Workers who complete these types of tasks should have access to counselling and other support services, with expenses covered by the customer or platform.
Lack of voice	Workers have few opportunities to make their needs, concerns, and opinions known to platform operators or to influence the conditions under which they work.	Platform workers should be afforded a legally binding mechanism to make their needs and desires heard. This could include collective rights such as union membership, works councils, and co-determination rights.

Source: adapted from Silberman S. (2017) in Graham M. and Shaw J. (eds.) Towards a fairer gig economy, Meatspace Press



Chapter 3

How can the problems be addressed?

What is the regulatory framework for platform-based work? Are platform workers employees or self-employed? Is it possible to negotiate collective agreements with platform operators? What about informal social dialogue and voluntary schemes such as codes of conduct and third-party certifications – are they any good?



The current regulatory framework

The previous chapter concluded by highlighting some of the challenges and risks associated with work on digital labour platforms. In this chapter, we turn our attention to a discussion of how these challenges can be addressed.

The laws and practices governing labour markets, social protection and social dialogue are the loom upon which we weave the economic and social fabric of society; they help ensure that the wealth generated by economic activity and work is shared by all. At present, however, work that takes place on digital labour platforms is poorly integrated within our social and economic institutions and regulatory frameworks. In other words, the rules that we have in place to ensure workplace safety, collective rights and social protection do not seem to be working for platform workers. This has given rise to a number of questions: is existing regulation capable of accommodating platform work? Do new trends in work and employment demand regulatory reform? Is platform work distinct enough to merit the development of new regulations altogether? The early debates tended to be theory-based and primarily conceptual; however, as work on digital labour platforms has grown, we have seen an increasing number of proposed solutions enacted. These take different approaches. In some cases, there have been attempts to reform existing regulation to ensure that platform work is adequately covered; in other cases, new legislation has been proposed and implemented. This array of potential solutions to address the challenges associated with work on digital labour platforms is promising; however, at present, the regulatory landscape remains fragmented and solutions piecemeal. As a result, the majority of platform workers continue to labour under precarious conditions.

So far, existing institutions have proven more effective at regulating location-based types of platform work than at regulating online work. This can be attributed to the fact that law is inherently geographic, and thus better able to accommodate work organized within its referential jurisdiction, such as delivery work and transportation services (Johnston 2020). Despite location-based work being a more promising area for platform labour regulation, there are cases where solutions intended to ameliorate the conditions of on-location platform work have resulted in conflicts of law between local, national and even international frameworks. Such conflicts are expected to be an even greater challenge for microtask and online freelance work, as the (often) transnational distribution of clients, platforms and workers raises complicated questions about the appropriate body for purposes of oversight and governance (Cherry 2019).

Legal reform and legislative action have not been the only proposed solutions for addressing labour regulation in the platform economy. Additional efforts to regulate platform work have emerged using other governance mechanisms such as social dialogue and voluntary self-regulation. These options are similarly accompanied by opportunities and challenges. The relevant actors are not always willing to engage in dialogue, and the enforceability of the outcomes achieved may be questionable.

Developing strategies and mechanisms to regulate platform work is work-in-progress and efforts are still in their early stages; the remainder of this chapter highlights some of the approaches adopted. In particular, we examine attempts to bring workers into the scope of existing labour regulations by addressing the issue of employment (mis)classification, discuss examples of legislation at both EU and national levels that can improve conditions and advance the interests of platform workers, and review examples where formal social dialogue has been used to help regulate platform work. Given the particular concerns raised about platform workers and their access to healthcare, pensions and other benefits, we highlight efforts to integrate platform work into social protection schemes separately. The chapter concludes by examining and evaluating an array of voluntary regulation efforts that seek to improve working conditions specifically.



Employee or self-employed?

While labour platforms are diverse, platform workers are overwhelmingly treated as self-employed workers. But while some platform workers, such as those on freelance platforms, have relatively high levels of control and autonomy over how they schedule their time and manage client relationships, others may be victims of employment misclassification. Concerns about employment misclassification are particularly common on platforms providing transport and delivery services where prices are set by the platform and work distribution is algorithmically managed, suggesting that workers have little or no control over the terms of their work and the conditions under which their ‘enterprise’ is managed.

Addressing employment misclassification on digital labour platforms is essential to ensuring that workers enjoy the full range of protections to which they are entitled. Misclassification has emerged as a central issue in debates about platform work, and for good reason. While employment rights vary according to national labour law regimes, they frequently include access to collective bargaining, expanded social protection provisions and minimum guarantees for wages and hours. In cases where workers are misclassified, they often lose access to these key rights and protections at their own peril; platform companies, meanwhile, benefit financially and can more easily dictate the terms and conditions for platform users unilaterally. Correcting issues of employment misclassification in the platform economy would extend and ensure the applicability of existing labour regulation to platform workers.

Trade unions have played an important role in helping clarify the employment relationship of platform workers and have had some success via collective

bargaining and litigation (Vandaele 2018). Redefining certain platform workers as employees in Denmark, for example, has been achieved through collective bargaining. The Danish trade union 3F and the cleaning services platform Hilfr negotiated a collective agreement that included a provision whereby workers would be reclassified as employees after working 100 hours unless they individually opted to maintain their self-employed status. While this approach worked well in Denmark, where social partners have a strong history of bilateral negotiation and where partners are willing to engage in dialogue, the achievement is unique and workers in other jurisdictions might find this approach less effective. In these cases, litigation has been a much more common technique to address issues of employment classification.

A significant number of misclassification lawsuits and labour board complaints have been brought within the EU and globally. For example, in the Netherlands, the FNV, the Federation of Dutch Trade Unions, brought a case against the food delivery platform Deliveroo, claiming that couriers were not self-employed workers but misclassified employees. FNV's claims were based on several facts. They argued that Deliveroo had an authoritative position over couriers, that the contract between couriers and the company was made unilaterally by the company, with riders having no mechanism to change the terms and conditions, and that riders had no freedom to change the prices they charged or how the orders they received were distributed – facts evidencing Deliveroo's control over the riders signed up with the company. In January 2019, a ruling was issued in favour of FNV and couriers were found to be employees. This not only gave them the right to hourly wages but also placed workers under a sectoral collective agreement governing professional goods transport (Rechtspraak 2019). Misclassification cases have been raised around the world, from Australia to Argentina, sometimes with the assistance of trade unions and sometimes by other organizations or independent workers.

In addition to efforts to reclassify self-employed workers as employees, it is also important to note that not all countries treat the question of employment status as binary. In countries including the United Kingdom, Spain and Italy, an intermediate legal category exists that provides workers with some, but not all, of the protections afforded by a traditional employment contract. These intermediate categories have sometimes been proposed (by platforms, academics, and some policy makers) as a viable solution offering platform workers more rights than self-employment. In the United Kingdom, for example, rulings by London's Employment Tribunal on multiple cases have found that the high levels of control that platforms in the transportation and delivery sectors exert over workers is sufficient for drivers and riders to be considered as 'workers' (the intermediate legal category in the UK), but not employees. This provides them with rights such as guaranteed minimum wages, protection against unlawful discrimination, and holiday pay (among others). However, drivers lack other rights afforded to employees such as protection from unfair dismissal or the right to request flexible working arrangements.

The approach to reclassify self-employed platform workers as 'workers' has been popular in the United Kingdom. However, the high dependency threshold

required for inclusion has resulted in a very limited use of similar intermediate categories in other countries such as Spain because it is so difficult for workers to meet the requirements (Cherry and Aloisi 2016). In countries where intermediate categories *already exist*, they can be a viable solution for expanding the rights and protections for economically dependent self-employed workers. However, intermediate categories do not hinge to stem the rampant misclassification of employment status (De Stefano 2016). In countries where employment is binary, the creation of an intermediate category as a ‘solution’ to the employment classification of platform workers risks creating new opportunities for misclassification, ultimately contributing to a further erosion of worker rights (ibid.). Therefore, in countries where an intermediate category does not exist, we do not recommend that trade unions support creating such a category.

Finally, while employment status represents an important and dominant debate regarding platform worker rights, challenges to misclassification often end up in long and drawn-out court proceedings until avenues of appeal have been exhausted. This approach can thus have drawbacks. Additionally, as was mentioned at the beginning of this section, some platform workers are likely to be considered bona fide freelancers; this debate about employment status may not apply to them. Nonetheless, these workers still deserve rights and protections.

There is thus a need to expand protections to all workers regardless of employment status. Recent developments suggest a greater acknowledgement of the importance of universal rights and protections for all workers, as for example outlined in Pillar No 5 of the European Pillar of Social Rights: “regardless of the type and duration of the employment relationship, workers have the right to fair and equal treatment regarding working conditions, access to social protection and training, and [...] the transition towards open-ended forms of employment is to be fostered” (European Parliament 2019).



Other relevant EU regulation

When considering how to improve rights and protections for platform workers, legislation pertaining to digital rights may be a helpful tool. Given the importance of data to how platforms function and operate, asymmetrical data access can create conditions prioritizing platform interests while disempowering platform workers. EU regulations, such as the General Data Protection Regulation (GDPR) and the Platform to Business Regulation (P2BR), can be used to create greater transparency among platform users and promote informational symmetry. Workers have only just begun to explore the possibilities of how accessing their own data can improve their understanding of platform algorithms, industry trends and how it can be used to improve their collective bargaining power.

GDPR aims to provide individuals with greater control over their personal data by ensuring that they have given consent to the collection of their personal data, have been provided with information on how this data will be processed, and by allowing them to access their personal data and to have it deleted if they so choose. Because platforms are data-intensive infrastructures, GDPR can be

applied to platform work in helpful ways. For example, in the UK, individual Uber drivers requested copies of their personal data with a view to collectively aggregate their individual Uber data profiles to better understand industry trends pertaining to driver earnings, travel distances and working time, in the hope of ultimately advancing their collective aims (Varghese 2020). But the potential of GDPR could be much broader. For example, Article 22 provides data subjects (in this case platform workers) with “the right not to be subject to a decision based solely on automated processing... which produces legal effects concerning him or her or similarly significantly affects him or her”. Even in cases where workers have provided consent relative to automated decision-making (an exception to the aforementioned clause), the data controller (in this case the platform) must “implement suitable measures to safeguard the data subject’s rights and freedoms and legitimate interests”, including “at least the right to obtain human intervention” in the decision rendered and an ability “to express [the data subject’s] point of view and to contest the decision” (European Union 2019a).

In the context of labour platforms, the GDPR could either preclude platforms from automatically evaluating workers’ completed work or could at least provide workers with the right to request human intervention in the event of an unfavourable evaluation. This is particularly true if such evaluations have an effect on their future eligibility for work (e.g. via reputation) or on payment. The GDPR could similarly provide recourse to workers regarding the commonly automated processes by which their accounts are suspended, deactivated or deleted. At present, using automated processes for task evaluation and account suspension and deactivation are common practices and ones that workers frequently characterize as unfair (Berg et al. 2018; Drahokoupil and Piasna 2019; Rosenblat and Stark 2016). The GDPR presents one way of possible redress, though this has not yet been tested.

In addition to the GDPR, the Regulation promoting fairness and transparency for business users of online intermediation platforms (Regulation 2019/1150, the so-called “Platform-to-Business Regulation” or “P2B”) presents another opportunity for expanding the rights and protections afforded to individuals offering their services via platforms. Though it does expand users’ rights, the P2B also has limitations. Currently, it is limited to business users who offer goods or services directly to consumers acting in a private capacity. This appears to exclude platform workers working for business clients and may exclude complex work configurations such as those found on online video platforms and some online microtask platforms, where platforms can serve as an intermediary (European Parliament 2019b). The P2B will not come into force until July 2020, meaning that, as of the time of this writing, its potential application for the purpose of advancing workers’ rights has not yet been tested. The P2B will be reviewed in 2022.



Selected relevant national or regional regulations

Note: We have mainly listed examples from EU countries in this section. However, we have also included examples from outside the EU that seem promising and potentially applicable in the EU context.

Additionally, the section discusses regulation of Airbnb. While Airbnb is not primarily a labour platform, it is a digital platform that regulators have struggled to get under control in ways quite similar to the labour platforms we focus on in this guide.

National and local governments have also implemented an array of regulations with implications for platform-based work. The growth of non-standard employment generally, and of platform work specifically, has provided impetus for general reforms to protect the rights of all workers, irrespective of employment status. These regulations have often been directed at expanding the rights of freelance or self-employed workers generally, and thus have had a positive impact on self-employed platform workers.

Various EU countries have instituted regulations pertaining to the platform economy. The scope of these regulations ranges from laws mandating minimal registration requirements to laws that explicitly seek to address the working conditions, rights and protections of platform workers. Basic registration regulations include examples such as Slovenia's Road Transportation Act which requires Uber drivers to obtain taxi licenses, or Ireland's Residential Tenancies Act, which requires homeowners wishing to offer short-term rentals via AirBnB to register and abide by strict limits on the number of days they can make their properties available (Eurofound 2018). These types of regulations ensure that the state is aware of the numbers of platform users in a particular sector and can better control market access and operation.

Examples of regulations aimed at improving working conditions and labour protections also abound. In the case of France, for example, Law 2016-1088 of August 2016 defined electronic platforms and extended individual and collective rights, including workers' rights to create or join a union, to platform workers. Additionally, since 2018, workers who have generated over €5,099 of sales revenue have their occupational accident insurance costs covered by platforms and are provided with a professional certification acknowledging their work experience (Eurofound 2018). Following the adoption of this law, in January 2017 a union, the CFDT VTC LOTI, was created for drivers working for Uber and other similar companies, as part of CFDT's broader transport federation (Fédération Générale des Transports et de l'Environnement); this suggests that French regulations have had a direct and positive impact on workers' collective rights (Fulton 2018).

While such regulation can take place at a national or state or provincial level, there are also instances where regulatory efforts have been implemented by municipalities. In recent years, New York City has adopted two new regulations that provide platform and freelance workers with greater income security. These include a minimum pay standard for app-based for-hire vehicle drivers (including Uber and its competitors) implemented in 2019, and the "Freelance isn't Free Act" which took effect two years earlier, in 2017. The minimum pay standard resulted from a multi-year collective organizing campaign spearheaded by drivers and advocacy groups. Established at \$17.22 per hour, the pay standard represented a 45% pay raise for typical drivers and put app-based transit companies on a similar footing to the more highly regulated traditional taxi sector (Brooks 2018). Key

to enforcing this regulation, companies like Uber and Lyft are required to report trip and remuneration data to the city; this data can then be used to ensure that drivers are compensated appropriately. In cases where drivers feel they have not been fairly paid, they can seek assistance from the city's Taxi and Limousine Commission, which is authorized to investigate claims of underpayment. The city also restricted new registrations for for-hire vehicles, placing a temporary cap on the number of vehicles permitted on the streets and thus helping to quell high levels of competition between drivers.

The 'Freelance isn't Free Act' was passed after years of campaigning by the Freelancers Union. The Act applies to contracts over \$800 USD (or a series of contracts exceeding this threshold in a period of 120 days) where either the worker or the hiring party are located in New York City, or in cases where the work takes place in New York City. The Act requires that written contracts be signed by the parties and provides protection for timely payment. Importantly, it also provides for a process where aggrieved workers can file complaints and for anti-retaliation language to protect workers who seek to enforce their rights. During its first year in effect, the office overseeing the Act received 264 complaints from freelancers and recovered on average \$2,039 dollars per claimant (de Blasio and Salas 2018). The notion of a written contract helps formalize this type of non-standard employment and clarifies the terms and conditions between the parties. While the Act is intended for freelancers broadly, it could prove helpful to platform workers.

Increased recognition of the need to ensure decent work standards for workers irrespective of their employment status has yielded a fast-evolving regulatory landscape. This includes efforts, in Europe and elsewhere, to incorporate platform workers into social protection schemes. Examples are discussed below.



Taxation and social protection

The previous chapter described the challenges posed by digital labour platforms to current social protection schemes. We discussed how accessing social protection schemes is frequently dependent on the existence of a formal employment relationship, an issue in the platform economy as such relationships rarely exist. In these cases, workers may slip between the cracks and find themselves without healthcare, pension or disability benefits. In countries where benefits are universal and provided according to residency, programmes are usually funded through taxation and tend to have a broader scope of coverage, thereby better protecting platform workers. However, there are concerns that the platforms and perhaps platform workers are not adequately contributing to such schemes, possibly undermining their long-term financial stability.

The need to better incorporate platform work into social protection schemes is uncontroversial. One way to achieve broader social protection coverage for platform workers is to lower participation thresholds. This could be achieved by lowering eligibility requirements related to the number of mandatory hours worked or the length of employment tenure and could thus make social protection schemes more inclusive of workers in diverse contractual arrangements, including

platform workers (Behrendt and Nguyen 2018). Enzo Weber, meanwhile, has suggested that a solution could be found in the development of a ‘digital social security’ (DSS) scheme better capable of accommodating the international nature of digital work. This proposal would absolve platforms of the administrative burden of navigating a complex landscape of national pension schemes and other social insurance benefits. Instead, platforms would submit contributions to a DSS account which would then be transferred to the worker’s national account (Weber 2018). While this remains merely a proposal, Weber makes a valid and important point about how digital technologies can be used to improve social security coverage. Indeed, given that such technologies frequently track how long workers work and how much they earn, access to this data could make it more straightforward to regulate social security benefits in the platform economy — and even facilitate social security payments.

It was precisely this approach — using technology to increase participation in social protection — that Uruguay adopted. Since 2017, the Uruguayan government has regarded drivers for on-location labour platforms like Uber and Cabify as self-employed and has required drivers to register as small businesses. Their status, as small business owners, is registered with tax authorities and with the government’s bank for social insurance, and has resulted in the formalization of the employment status of thousands of workers and greater participation in the public social security system (Adecco n.d.). It also solves the problem of poor participation in opt-in social protection systems by making enrolment a mandatory precursor to working in the sector. Ultimately, this may be an effective way to address the social protection needs of workers who are legitimately self-employed, but it is also important to note that, in situations where workers are misclassified, these types of ‘solutions’ can result in workers footing the entire bill for benefits (Kamdar 2016), instead of sharing the cost with employers or clients.



Formal social dialogue with platforms

Broadly conceived, social dialogue may refer to all types of negotiation, consultation, and information exchange between or among employers’ and workers’ representatives and governments on themes of common interest related to economic and social policy (Global Deal 2019). Potentially an effective mechanism for balancing power within the world of work, social dialogue holds great promise for helping regulate the platform economy, particularly when the provisions for social dialogue are underpinned by a legal framework that ensures their efficacy.

Collective agreements for platform workers mark the most successful cases of social dialogue (Vandaele 2018). Where agreements have been reached, they have typically clarified the employment status of platform workers. This was the case in Denmark, where an agreement — reported as the first negotiated between a platform and trade union — was reached between the Danish union 3F and Hilfr, an on-location cleaning platform. The agreement, as mentioned above, includes a provision that, once workers have reached a 100-hour threshold, they are re-classified as employees unless they opt to remain independent contractors. Benefits

provided by the contract, include agreements on scheduling and pay, applied only to workers who are considered employees. This type of company-level agreement, however, is somewhat uncommon in the Nordic region where sectoral bargaining dominates. More often, on-demand workers have been deemed employees and incorporated into existing sectoral agreements, as is the case with Swedish on-demand transport workers employed by the app-based transportation company Bzzt who have been included under the taxi agreement, or those providing short-term labour via platforms like Instajobs and Gigstr who come under Sweden's temporary agency worker collective agreement (Jesnes et al. 2019).

Collective bargaining has also led to the development of new platforms. CarinaCare, for example, is a platform connecting individual care providers with individuals and families in need of homecare services. Based in Washington State, the platform is a product of article 14.5 of the collective bargaining agreement negotiated by Service Employees International Union Local 775 and the Department of Social and Health Services (DSHS). The agreement provides for the creation of a "referral registry benefit administered by a third-party vendor jointly selected by the state and the union to provide an online and telephone-based registry referral service for individual providers and Medicaid consumers" (SEIU 775 and DSHS 2018). This agency is supported by financial contributions paid by the public sector employer at a rate of three cents per paid hour worked by homecare workers covered by the collective agreement. As a third-party vendor, the platform is neither a state agency nor a home care agency, but instead a non-profit organization established as an outcome of the collective bargaining contract. It is funded by the state's legislature, and state-funded homecare clients can use it to locate registered and trained homecare providers, all of whom are covered by Service Employees International Union Local 775's caregiver contract, which also provides many other protections. This example shows that platform work can indeed be compatible with existing structures, including collective bargaining agreements.

There are also cases where workers' collective actions have led to dialogue with labour platforms and regulators. In the case of New York City's minimum pay standard for app-based transport drivers, drivers engaged in a long organizing campaign which included meeting with policymakers to discuss their needs and concerns. Social dialogue therefore took place through legislative consultation. There are also many instances where workers have protested against proposed changes in platform pay rates, successfully pressuring platforms to retract their planned changes. There are instances where such actions have brought workers and platforms to the same table (Hayns 2016). These cases, however, might be better understood as strikes or industrial action, as they are often employed as a last resort when platforms are unwilling to proactively engage in dialogue (see Cant 2018).



Voluntary schemes, including codes of conduct and certification

While many platforms are notoriously unwilling to engage in social dialogue with workers and have fought regulatory schemes fervently, there are exceptions. In the absence of mandatory regulation or formal representation and social dialogue, there are instances where platforms have engaged in voluntary regulatory schemes.

One example of voluntary regulation is that of the Crowdsourcing Code of Conduct, mentioned above. This is a multiparty agreement brokered with the assistance of IG Metall and eight crowdsourcing German platforms, aimed at creating and enforcing some protections for self-employed platform workers. Worker and platform representatives negotiated and signed the code on a voluntary basis and established a 'bipartite' 'Ombuds Office' to oversee enforcement. The Ombuds Office is a five-member panel that includes two worker and two platform representatives and a neutral chairperson. Since 2017, the Ombuds Office has resolved over 40 cases, mostly by consensus. In many cases, either payment was refused for completed work or a worker's account was closed. In several other cases, the Ombuds Office has found that the decision was a misunderstanding or technical error. This creation of an independent body to process grievances has proven a valuable asset to workers and the issues that have emerged through the grievance process highlight possible areas for future regulation.

Other efforts have emerged but have been promoted primarily by workers organizations or academics researching the platform economy. Faircrowdwork.org is a trade union website with information about platform work hosted by IG Metall. It presents information on labour platform working conditions gathered from platform workers. The site was launched in 2015 and revised in 2016. The "reviews" of different platforms include quantitative ratings. These are based on ratings of payment, communication, work evaluation, tasks and technology. These are in turn based on answers to 95-question surveys completed by workers. The site also includes reviews of platforms' legal terms.

The site has achieved some successes. First, the union has been contacted by both workers and platforms through the site. Some of the platforms which received unfavourable ratings, especially with regard to their legal terms, have asked how to improve their ratings and in response have been provided with suggestions about how to change their terms. Notably, certain platforms have adopted these suggestions. As a result, contracts for the workers have become fairer and the platforms have received better ratings. Maintaining the site has involved some challenges, however. Keeping the site up-to-date is time-intensive, as the landscape of labour platforms is constantly changing: platforms go out of business and new ones are founded; existing platforms change how they operate. Similar rating mechanisms have been developed by academic researchers at the Fairwork Foundation, housed at the Oxford Internet Institute (Graham and Woodcock 2018; Katta et al. 2020).

Worker groups have also experimented with ‘fair work’ certifications (a similar principle to fair trade). For example, the National Domestic Workers Alliance (NDWA), a US-based advocacy group for domestic workers, has worked with app developers and online labour marketplaces to develop the ‘Good Work Code’, which calls for transparency, a liveable wage, safety, stability and flexibility for on-demand workers, noting that “the on-demand workforce mirrors the symptoms of an unprotected class of workers, challenges domestic workers have faced for decades.” (National Domestic Workers Alliance, n.d.) Companies signing up to the Good Work Code are vetted by the NDWA before admission, but current practices vary widely and enterprises need only commit to “exploring ways to increase stability and reliability of work for workers”, suggesting possible limitations to impact.



Chapter 4

Organizing platform workers

**Case studies on organizing in the platform economy.
What lessons can we learn?**



Case studies

Case 1: The Bologna Charter

In the fall of 2017, snow fell in Bologna. For bicycle couriers delivering food to residents around the city, working conditions became dangerous. But as self-employed workers working via labour platforms they were on their own, with no occupational health and safety protections, no unemployment insurance and no guaranteed income or even minimum hourly pay. Working under such conditions since the arrival of platforms like Foodora, Deliveroo, Just Eat and Snam, the bad weather made their problems more acute. They decided to strike (Marrone 2020).

As part of the riders' organizing strategy, which began about a year before their first strike action (Zamponi 2018), activists identified common locations where couriers spent downtime, such as bike repair shops or social spaces where riders could rest and recover. Identifying such locations, and even creating such spaces, was a mechanism allowing organizers to reach out to workers for the purpose of building collective voice and identifying common concerns.

The claims pursued by couriers included recognition that they were not self-employed. They argued that while they were not full employees, they worked under conditions of quasi-subordination (a specific term in Italian labour law) and were thus members of an intermediate employment category ('parasubordinato'). They also sought public insurance to cover workplace accidents, an end to piece-rate payment schemes, guaranteed working hours, an end to extensive practices seeking to recruit new riders, greater privacy and the right to workplace representation.

Following the first strike of food delivery workers in Bologna, which targeted multiple platforms simultaneously, platforms responded by recruiting hundreds of new workers, thereby highlighting the replaceability of individuals. This undermined workers' efforts to build collective voice and solidarity, inducing workers to actively step up the efficacy of their collective organizing and call for an end to these practices. While such strikes were helpful in building solidarity, workers also felt that their success would remain somewhat limited because platforms were organized in such a way as to promote competition and fragmentation between workers, and to undermine efforts at building collective voice at every turn. Workers thus turned their attention to the city authorities.

After organizing strikes with limited impact, workers sought to target not only platforms directly but also public opinion by building broad-based solidarity with other precarious workers, community groups and academics, and launching a large-scale media campaign. This led to workers forging an important relationship with the city, ultimately resulting in their most valuable outcome: The Bill of Rights for Digital Workers in the Urban Context, or the Bologna Charter, which was signed in May 2018. Covering just Bologna, the agreement was signed by various platforms and Domino's Pizza.

After the Bill of Rights was signed, workers were contacted by the Italian government and the Ministry of Labour, both of which expressed interest in the issues of platform work. The workers were invited to participate in social dialogue between June and November 2018. The platforms, however, showed little interest in participating in a formal social dialogue – especially one aimed at negotiating a national contract. In light of the failed negotiation, legislators opted to introduce new laws on the status of platform workers, providing them with extended rights and recognising their subordinated status. This has provided workers with extended benefits, positively impacting platform workers across the country (Marrone 2020).

Case 2: Uber Drivers in the United Kingdom

In the United Kingdom, the market entry of companies like Uber created tensions in for-hire transportation markets. This was particularly true in cities like London, where traditional taxi drivers worked in a highly regulated market, complied with high standards of training and were relatively well remunerated. As a result, app-based transport services met with significant resistance from traditional market players who saw them as unfair competition. Early media coverage tended to focus on the conflicts between traditional black cabs and platform workers, but by 2015, it was clear that app-based transport workers had other conflicts as well – in this case, with the platform itself.

In 2015 Uber announced that it would increase the commission it took from drivers by an additional five percent. Drivers responded with protests outside Uber offices and in the streets. While the group of independent contractors initially convened independently, they quickly attracted the support of British trade unions.

In 2016 the unions backed two drivers in a misclassification court case claiming that the drivers were not self-employed but 'workers', a classification that would give them access to a minimum wage, paid holidays, paid breaks and sick pay. The ruling handed down in December 2016 by London's Employment Tribunal stated that the drivers were indeed 'workers'.

The company appealed against the decision not once but twice, yet lost both times. The rulings suggested that this legal strategy could have ripple effects for other UK platform workers, and indeed couriers have pursued similar strategies, arguing that they too are 'workers'. Throughout the process, the unions have continued to represent the workers involved, viewing the case as an important one for ensuring workers' rights in the 21st century. Nonetheless, Uber has continued to resist. The

case is expected to be heard at the Supreme Court level during the summer of 2020 (Butler 2018).

Case 3: We Are Dynamo

‘We Are Dynamo’ was an online community forum specifically designed to facilitate collective action among online platform workers on Amazon’s Mechanical Turk microtask site (Salehi et al. 2015). Some researchers have suggested that online platform workers are particularly difficult to organize because, in addition to working in highly competitive atmospheres, they tend to be geographically dispersed, rarely – if ever – coming into contact with one another (Wood et al. 2018). This can make it difficult for workers to identify common interests and, perhaps more importantly, to establish mechanisms for pursuing their collective demands in the face of the cross-border nature of online labour platforms. Despite these challenges, ‘We Are Dynamo’ found a way forward.

‘We Are Dynamo’ developed a list of best practices for academic requesters including payment rates and conduct guidelines that were made public via an open letter signed by Amazon Mechanical Turk workers (We Are Dynamo 2014). The forum provided a crucial site for workers to come together, identify their common interests and collectively draft the list of best practices. ‘We Are Dynamo’ then targeted clients, with a focus on academic requesters, in order to address their collective claims. Academic requesters frequently use the platform for processing data and recruiting survey respondents and account for a significant portion of the total AMT requesters.

‘We Are Dynamo’ is an interesting example for a number of reasons. It shows that it is possible for online platform workers to establish common interests and build collective voice despite the specific geographic challenges associated with online work. Secondly, targeting requesters differs from typical gig- and platform-worker organizing approaches, particularly those used by on-location workers, which typically identify the labour platform itself as the bargaining counterpart. In most cases, the diversity of individual requesters makes it difficult for platform workers to address requesters collectively. In the case of ‘We are Dynamo’, however, grouping academic requesters was achievable because academics are subject to regulatory structures across universities in many countries in the form of ethics review boards. ‘We are Dynamo’ identified these regulatory structures as a potential mechanism that could be used to enforce their best practices, thus providing workers with leverage to require requesters to comply. Universities’ ethics review boards are responsible for ensuring that researchers mitigate risk and minimize any harmful impacts that their research may have on participants. We Are Dynamo cautioned requesters that, in the event of non-payment or poor treatment – both violations of We Are Dynamo’s best practices – workers could, and perhaps would, notify ethics review boards.

While the efficacy of We are Dynamo’s actions is nearly impossible to gauge, the group has documented the desire of workers to improve their terms and conditions, as well as proving that collective action amongst online platform workers is possible. There have also been more recent efforts of online worker

organizing, with some campaigns, such as a petition hosted by coworker.org for online transcription workers on the platform Rev.com, seeking to include requesters as part of the solution (Rev Customer n.d.) – in the case of the petition, as signatories. In early 2020, Turkerview, a platform offering services to Amazon Mechanical Turk workers, launched ‘Turkerview Bridge’, a dispute resolution mechanism for addressing issues of rejected work, with a view to enabling better communication between workers and requesters (TurkerView 2020).



Lessons for organizing platform workers

Within any sector, organizing workers is difficult and history has shown that successful union campaigns require patience, persistence and effort. Cultivating collective voice and action has important precursors: meaningful and trusting relationships must be built, workers must identify their common interests and believe that their actions will lead to meaningful change. Within the platform economy specifically, organizing workers comes with particular challenges. The case studies above highlight some take-away lessons about how to support platform workers in their quest for better conditions.

1. Worker organizing is possible, irrespective of the challenges.

There are challenges to organizing workers in the platform economy. These include the fact that workers can be hard to contact, that workers are sometimes distributed across vast geographies, and intense competition that causes workers to see one another as competitors rather than allies.

These are significant challenges: workplaces are fragmented and platform workers, whether online or on-location, often work in isolation. Moreover, when work is distributed internationally – as is the case with online labour platforms – it can fuel the longstanding fears that have plagued industrial manufacturing about outsourcing to lower income regions. However, platform workers do congregate. In the cases of drivers and delivery workers, they congregate physically in the parks and streets where they work. Online workers congregate virtually in chatrooms and Facebook groups, discussing their conditions of work and, in the case of We Are Dynamo, even establishing best practices.

Also, while employment status can pose challenges to collective bargaining for legal reasons, it is crucial to remember that employment status is not an insurmountable barrier to organizing!

2. Technology can be a helpful organizing tool.

Social media have come to play an increasingly important role in contemporary life, and platform workers seeking jobs and tasks digitally are online a lot. As discussed above, online forums and chatrooms can be important spaces for worker organizing. Relatedly, social media can also be used to aid organizing efforts.

Identifying where workers are congregating and how they can be contacted is key to building relationships with them and soliciting information about their working conditions. Unions and worker advocacy groups can tap into existing networks or create their own digital tools for this purpose. A list of initiatives can be found in the resources section of this book.

3. Mutual aid and collective organizing are both important, but are not the same thing.

Collective organizing seeks to actively change the terms and conditions under which people work. Mutual aid, on the other hand, involves sharing information and developing strategies on how to better endure current conditions. Mutual aid may also include services such as career advice and access to trade-specific tools. Both collective organizing and mutual aid are useful and help workers in tangible ways. Additionally, they can elicit greater participation from and help build relationships with workers; however, redistributing power within the workplace almost always requires collective organizing.

4. Coalitions help platform workers build power.

More and more workers are finding themselves in nonstandard forms of employment. Platform workers are counted amongst them. Nonstandard workers can act in solidarity with one another, as they did in Bologna, to push for needed regulatory reforms. In the same vein, such campaigns have also attracted the likes of academics, the clergy and labour activists.

Unions have a particularly important role to play in supporting platform worker organizing (Vandaele 2018). As established institutions with strong political ties and financial backing, they can support workers in legal disputes, for example employment misclassification lawsuits, which can be long and expensive. Such involvement is part and parcel of a strong, inclusive and forward-looking labour movement. There is power in numbers and building coalitions is an effective way for workers to gain greater leverage.

5. In the platform economy, we should think broadly about whom to bargain with.

As discussed throughout this book, platform work is diverse. In cases where platforms closely dictate the terms and conditions of work, they may be the appropriate actor to which workers should address their collective claims; in cases where platforms have a hands-off governance approach, platform workers may do better to build alliances with clients. In all instances, and as the cases above show, thinking creatively about who has which power in the workplace can lead to faster and sometimes more comprehensive reform.

While platforms in Bologna proved willing to discuss workplace standards at local level, when it came to the national level they refused to negotiate a binding collective agreement. In this situation, riders were successful in lobbying local, and subsequently national, governments to institute basic standards to regulate this type of work. Another example of this can be found in Chapter 3, where we

discussed the municipal regulation achieved via worker organizing in New York City. Indeed, regulation is a core government task and administrations should therefore be seen as a viable actor to whom workers can address their concerns and grievances.

Clients and users of platform services can also be helpful partners in improving working conditions on labour platforms. Some clients may choose to participate in voluntary regulatory efforts because of their personal morals. In other cases, as shown by ‘We Are Dynamo’, workers may be able to induce clients to reform their conduct by leveraging existing practices, protocols, or regulations.

6. How to build a sustainable campaign and achieve lasting gains.

In considering organizing in the platform economy, we must consider the sustainability of organizing movements, and the longevity of the results achieved.

The platform economy is characterized by high worker turnover. Workers’ organizations – whether trade unions, cooperatives or associations – can help ensure the sustainability of the fight for platform worker rights. Such organizations can provide continuity in situations where workers come and go.

Secondly, improvements to platform working conditions must be enforceable if they are to be lasting. Collective bargaining and government regulation are two ways to ensure that workers’ rights are enforceable and that there are mechanisms for recourse if they are violated. Existing regulatory structures, whether these are ethics review boards or occupational codes of conduct, can potentially be harnessed, though at present such moves tend to be experimental.

Each example of platform worker organizing yields new lessons about best practices and unforeseen challenges. As workers and their organizations continue to press forward in the pursuit of better working conditions in the platform economy, continuing to learn from each other will help us develop an array of strategies.



Chapter 5

The future of platform work regulation

Where to from here?

The problems and challenges posed by digital platform work demand solutions. As we learned in Chapter 3, stakeholders are already engaged in a variety of activities to promote regulation within the platform economy. Looking forward, it is important that we build on these efforts by promoting best practices and identifying gaps in coverage where they exist. Our goals should be to achieve better working conditions for platform workers, promote greater fairness for workers within the platform economy, and to ensure that platform workers have access to the rights and protections that we have deemed valuable for other sectors and types of work.

As we look towards the future, the most reasonable way to begin is to enforce existing regulation. Crucially, labour inspectors must be empowered to enforce existing regulation. Additionally, false self-employment is one issue that can be addressed by applying existing regulation. This, in turn, can help improve working conditions by ensuring that platform employees have access to the full range of benefits that accompany employment relationships, including minimum wages, occupational health and safety provisions, and protected and paid leave policies. It would also ensure that workers have the right to participate in collective bargaining, thus opening an avenue for broader reforms of work practices through the use of social dialogue.

However, legal strategies seeking to address misclassification have thus far proven long, arduous, and expensive. This suggests that in all practicality, addressing misclassification under current legal regimes is a medium- to long-term strategy and one that is likely to achieve piecemeal gains because of the limitations associated with legal rulings. Unionists should thus demand that ‘employee’ become the default employment category. This would require clients to demonstrate and prove that working conditions are of a freelance nature and relieve workers of the financial and time burdens of having to prove they are employees. Additionally, the criteria for determining a worker’s employment status could be updated to make this determination easier, given the complexities presented by digital labour platforms. Unionists should also join the call to revise or clarify competition law, which, at present, is generally interpreted to preclude self-employed workers from engaging in collective bargaining. In this case, unionists should promote the view that collective bargaining rights are human rights and should be completely independent of employment status.

Addressing issues of employment classification is an important step in ensuring the rights of platform workers. However, this will not solve all issues because a

compelling case can be made that the employment classification of some workers, particularly those working online as self-employed freelancers, microtaskers, and in competitions, is correct. In these cases, proper implementation of the GDPR could help ensure broader protections for platform workers. In particular, workers would be aided by ensuring that there are measures in place that can be used to pursue issues of unfair ratings, algorithmic bias or automated decision-making errors. At present, platforms appear unclear as to their legal responsibilities under the GDPR and the impact that this has on their standard practices. For the purpose of providing greater clarification, the European Data Protection Board should formally endorse or adopt Opinion 4/2007 “On the concept of personal data” issued by the Article 29 Working Party, indicating that it is to be understood as a binding guideline for the administrative practice of national data protection authorities. It must be clear to all participants in the platform economy — workers, worker representatives, legal experts, platform clients and operators, and regulatory agencies, including the data protection authorities — that many important pieces of data in labour platforms are the personal data of workers under the GDPR. Such data includes reviews, ratings and classifications of workers and work outputs, as well as the data used to make decisions such as account closure and suspension or the granting or withdrawal of qualifications. Because these are “personal data” in the definition provided by EU data protection law, workers have all the rights accorded to data subjects by the GDPR regarding this data: they must be informed about the existence of such data, they must be able to access copies of the data, they must be able to correct any erroneous data, and so on.

While the P2B holds some potential to improve working conditions for platform workers, it seems likely that there is a need to clarify its scope and, depending on this clarification, to amend the regulation with the aim to protect platform users more effectively. If we understand it correctly, the current version of the regulation is too narrow in its application, and many self-employed platform workers may fall outside its scope. If this was not the intention of the legislator, the review procedure provided for by Article 18 of the regulation should be used to clarify — and, as needed, amend — its scope of application.

Issuing an EU directive on platform work is another mechanism that could prove helpful in better supporting the rights of platform workers and for improving working conditions. Any such proposal should clearly outline the reporting obligations of platforms, and the rights and benefits to which workers are entitled. In any dialogue in pursuit of such a regulation, workers and their advocates should promote the most extensive and inclusive language possible when it comes to the scope of workers covered (to account for all types of platform work), and to rights regarding social protection, occupational health and safety, training, collective bargaining, and others. In the interim, the ETUC has called on policymakers to weigh in on how existing legislation, such as the Directive on Temporary Agency Work, might be applied to platform work.

There is also a need to better incorporate digital labour platforms into existing taxation systems and social protection schemes. The Digital Social Security proposal presents one way to take specific account of the cross-border nature of online work (Weber 2018); however, in the absence of a broad and international

effort to address these conditions, individual nation-states could better support platform workers by lowering thresholds for participation in social protection schemes, and by ensuring comprehensive compliance with taxation obligations on labour platform transactions. These types of digital transaction taxes are in their early stages and will be essential for funding social protection – particularly as more and more consumer spending moves online.

The aforementioned ways forward require big-picture and systemic reforms leading to the most inclusive and most enforceable mechanisms for ensuring that platform workers gain better working conditions. Action is needed at all jurisdictional levels (regional, national, European). However, developing a comprehensive strategy will require creativity and the participation of all – and it is not necessary to wait for policymakers to act. Voluntary agreements are unlikely to incite a system-wide overhaul but could be beneficial in opening discussion. Workers and trade unions might also benefit from encouraging clients and potential clients to incorporate clauses establishing minimum standards for platform work in their procurement policies. Additionally, unions can identify users of platform services and invite them to participate in social dialogue as part of a more comprehensive platform economy regulatory effort.

How to use this guide

The present material serves to **raise awareness on the reality of platform work among national trade union organizations**. The ETUI initiative responds to the identified training needs for a common approach to development of this topic at EU level, based on proposals expressed by ETUC's member organizations.

The ETUI's choice of the **pedagogical design** of this training material reflects the different trade union education needs/approaches existing in the affiliated organizations. The proposed programs have been structured in a general concept.

The suggested training formulas as well as the independent thematic units meet a wide range of **needs**:

- **information** on the concept of platform work, its evolution and impact on labour market;
- **development of competences** for trade union representatives involved in social dialogue in sectors with a high prevalence of platform workers;
- **raised awareness** on the importance of trade union action for decent working conditions for platform workers.

This training material provides trade union trainers with all the necessary pedagogical elements needed to deliver education activities at national level, compatible with various professional sectors as well as with different levels of time/resource availability. The possibility to combine the modules allows national trainers to adapt the contents and the corresponding learning activities to:

- trade union responsibilities/participant profiles
- experience on the topic
- national/organizational priorities

while implementing the *ETUI pedagogical approach*, the result of traditional trade union training practice with proven impact and efficacy at European level.

The national organizations can choose between *various formats of education activities*, selecting from the programs we present as suggestions:

- 1.5 day workshop analysing the integration of the platform work concept in the national/sectoral/local social dialogue;

- 2.5 day course for developing the competence on setting-up trade union action on platform workers' rights and unionisation in digital employment;
- 1/2 day session for raising the awareness of trade union representatives on the impact of platform work on the labour market.

These *ready-to-use training formats* can be delivered at national level as stand-alone courses or can be integrated into organizational training plans, as they are compatible with the existing training methodologies of national affiliates. The topic of crowdworkers is a component of wider trade union priorities currently challenging EU policies. The insufficient information and especially competence in tackling platform work effects on collective bargaining highlight a time lag between the rapid transformation of the labour market and a strategic trade union response. This is the reason why its integration into the current training offering of national organizations is imperative and not just recommended.

The information contents included in this guide reflect the perspective of trade union experts involved at European level in topics related to employment, workers' rights and labour market policies. All have relevant experience in digital employment and its socio-economic impact, ensuring the necessary knowledge on platform work within the larger framework of autonomous forms of employment, relevant examples of workers' situations in the labour environment as well as trade union perspectives and actions. For more national-oriented courses, the organizational trainers can add information or adapt these proposed contents to the characteristics of specific target groups (sectors, relation to current trade union responsibilities, experience in collective bargaining, etc.).

The training activities/techniques proposed have been elaborated by a transnational team of trade union trainers and experienced ETUI Euro-trainers according to the standards of trade union training methodology and current trends in adult education at EU level. They are adapted to the set of pedagogical objectives and the specific features of platform work, supporting the use of an active methodology maintaining a balance between information input and contributions from participants. The pedagogical approach gives precedence to sharing experiences, collaborative work and the engagement of trade union representatives in the learning process. The training activities designed for this material should be considered ready to use (only translation required), though further input from national trainers can add the organizational dimension to the proposed pedagogical approach.

Designed to be delivered at national level, the training material has been developed for training teams (one or more trainers). Advanced expert contributions may be included, if available, aiming to deepen the national/sectoral or the European perspective, according to current organizational priorities and defined policies.

A common European trade union education approach on platform work as well as the exchange of practices among the trainers activating in the affiliated organizations are key to coordinated trade union action and the basis of a European strategy. The impact of training activities delivered at national level based on this material constitute an essential support for trade union policy on the regulation of

digital labour as well as the promotion of European workers' rights, especially for vulnerable forms of employment.

The proposed training design aims not only for positive outcomes of thematic information/sharing experiences, but also contributes to *strengthening the methodological and training concept unity among affiliated organisations* by following the trends in adult education and the latest updates in the trade union training environment.

We strongly recommend and encourage feedback and contributions from national trade union trainers involved in delivering platform work-related topics in their organizations in order to increase the multiplier effect at EU level among affiliates.

Title of the activity Working on digital labour platforms	
Aims	<ul style="list-style-type: none"> • Raise awareness on the development of platform work and its effects on the labour market. • Analyse of platform work challenges for strategic trade union action. • Strengthened trade union position in the context of social dialogue for the future of platform work regulation.
Objectives of the course	<ol style="list-style-type: none"> 1. To become aware of the development, role and impact of platform work and its link to trade union strategy. 2. To identify platform-based work and its characteristics. 3. To analyse the main challenges related to platform work from a worker perspective. 4. To synthesize trade union approaches to addressing the problems in the context of organizing platform workers. 5. To design trade union strategies for platform workers' rights in the future digital era.
Target group	<ul style="list-style-type: none"> • Trade union representatives in sectors with a high prevalence of platform work. • Trade union representatives with collective bargaining or policy-making responsibilities.
Duration of the training	3h session, 1-day session/workshop, 1.5-day course/workshop, 2-day course, 2.5-day course
Assessment	<p>Assessment of the participants:</p> <ul style="list-style-type: none"> • Initial assessment (participants' experience in the subject). • Formative assessment (observation, written assessment, reciprocal assessment, self-assessment). • Summative assessment (individual/organizational action plan) <p>Evaluation of session/training:</p> <ul style="list-style-type: none"> • Feedback questionnaire completed by participants. • Evaluation report by the trainer/training team.

Opening session

The opening session can be organized in various ways, according to the course's context. If you consider including this design in an existing training program, then the presentation of participants, usually done at the very beginning of training sessions, becomes redundant.

For trade union trainers who deliver this course stand-alone, we include below a few suggestions for personal presentation activities covering situations where (i) participants already know each other and enhanced group cohesion is to be achieved and (ii) where new groups of participants need to be introduced to each other. In either of these cases, take the time necessary before diving into the training session, as this initial group formation establishes the dynamics required for the rest of the training process.

Pop in

Aim	The activity will enable the participants: - to introduce themselves, to the group by providing personal information and their experience related to platform work.
Description	<p>The participants are invited to present themselves to the group, in plenary, taking the floor by saying “pop in” when they want to start their introduction.</p> <p>The personal presentation should include information regarding their trade union organization, their current position in the union, main responsibilities and a short description of their experience in the topic.</p> <p>Additionally, after the plenary presentation, participants are asked to write one word on the flipchart expressing their expectation for the course/workshop.</p>
Time	2 mins per participant for personal introduction.
Resources	Flipchart, colour markers.

Platform worker's gallery

- Aim** The activity will enable the participants:
- to introduce themselves to the group by relating to a relevant image best picturing their view of the topic.
- Description** The participants are invited to visit the gallery corner organized in the meeting room, with various photos portraying different kinds of platform work. After 5 minutes, each participant should first stand next to the photo he/she finds the most relevant to the concept of platform work, then (one by one) introduce him-/herself to the group.
- The personal presentation should include information on their trade union organization, their current position in the union, main responsibilities and a short description of their experience in the topic.
- Additionally, after the plenary presentation, participants are asked to write one word on the flipchart expressing their expectation for the course/workshop.
- Time** 5 mins for “gallery visit”, 2 mins per participant for personal introduction.
- Resources** Photos related to platform work, flipchart, colour markers.

Social checklist

- Aim** The activity will enable the participants:
- to introduce themselves to the group through an initial informal exchange.
- Description** A one-page matrix is handed to each participant. They are tasked with moving about the room and collecting in the boxes the names of anyone matching the sentences. After 15 minutes, participants return to their seats and take the floor individually to read out their findings and introduce themselves briefly.
- The personal presentation should include information regarding the trade union organization, the current position in the union, main responsibilities and expectations for the course/workshop.
- Time** 15 mins for informal exchange, 2 mins per participant for personal introduction.
- Resources** Attached matrix, pen.

I deal with platform work in my daily trade union work.	I know someone who works/ worked for a platform.
I have used a platform at least once for contracting services.	I'm involved in social dialogue at sectoral/ local level in my union.

True or false

Aim The activity will enable the participants:
- to integrate into the group through exchanging personal profile details.

Description The participants are asked to write down 3 personal aspects (2 true and 1 false) that may be less known to group members. After each participant's presentation thereof, the other participants are asked to use numbered cards (1, 2 and 3) to indicate which information they consider false. The activity is strongly recommended for groups of participants who already know each other and for whom personal presentations in terms of name, position and experience are not relevant. Additionally, after the plenary presentation, participants are asked to write one word on the flipchart expressing their expectation for the course/workshop.

Time 2 mins per participant for individual presentations.

Resources 3 numbered cards for each participant.

1	2	3
---	---	---

Pedagogical design of the sessions

In the following, we propose a pedagogical design of 5 training sessions (excluding opening and closing activities, presented separately) which can serve as individual units, including the corresponding theoretical chapters. The methodology used, in line with the adult education and active learning principles, is structured through three key dimensions to be applied in each delivered session.

Start by: Stir up interest in the group

Activities meant to introduce the participants to the context and mind-set of the session they are about to start and to bring out any knowledge and experience they already have (anchor information), in order to establish the premises for the integration and acceptance of new input. The time dedicated to this should not be more than 30 mins, and the dynamics centered on participants' contributions.

Continue with: Adding information input

The theoretical chapters provided in the first part of this guide can be used to design presentations in any format that suits your preferred practice or target group's needs. The recommendation is to keep presentations concise, accessible and time-limited (30-40 mins for expert presentation), aiming to provide the key knowledge for understanding the topic and necessary for the next steps of the learning process.

Finish by: Transferring knowledge

This should be most consistent part of the training session, giving participants the opportunity to work with the information received and to structure it according to their specific trade union work needs. The activities to deliver in this part of the session can answer to 3 types of objectives:

Provide information - Reinforce knowledge

Develop skills and competences

Raise awareness - Promote attitudes

As a trainer, you can choose between categories (marked with different colours), aware of the different level of involvement for participants and also the time required (while a debate can last up to 30 mins, a group work may require 1 – 1.5 hours).

We suggest you vary your personalized pedagogical structure by choosing either “reinforce knowledge”, “develop skills and competences” or “raise awareness” activities in each session. We include all three options in the last part of each model proposed, but you should select the one you consider most suitable, always keeping in mind a balanced and diverse learning experience for your participants.

The time available for your training activity is a considerable limitation, conditioning the pedagogical choice of one activity or another and the overall aim you set is also a reference when making such decision. Nevertheless, the examples we provide are adaptable to a wide range of training conditions and resources available at national level in the trade union organizations.

Session 1 – The diversity of digital labour platforms

Stir up interest in the group

Brainstorming
“Platform work environment”

Adding information input

Presentation
Types of digital labour platforms

Transferring knowledge

Debate
What most digital labour platforms have in common

Transferring knowledge

Group activity
Digital labour platform similarities (comparing cases)

Transferring knowledge

Pairs exchange
What kinds of digital labour platforms exist in your sector

Session 2 – Workers, work, benefits and problems

Q&A

“Types of work done via platforms”

Presentation

Platform work activities. Profiles of platform users: workers and clients

Sharing experience

Problems faced in a platform work environment

1-2-All

What kind of problems arise in a platform work environment

Challenge list

Main problems arising in a platform work environment

Session 3 – How can the problems be addressed?

Comparative list

"Employee status vs self-employed status"

Presentation

The current regulatory framework (EU legislation and specific national regulations)

Exchange of practices

Platform work, a topic for social dialogue

Case study

How can the problems be addressed?

SWOT analysis

Formal social dialogue for platform work

Session 4 – Organizing platform workers

Sociogram

"Digitally employed" (sharing cases/examples)

Presentation

Organizing local-based/online workers

Debate

Trade union challenge: organizing in platform labour world

Expo-stand

Recruiting and organizing local-based / online workers

World café

Organizing local-based/online workers

Session 5 – The future of platform work regulation

Media Gallery

Trade union actions for platform workers' rights

Presentation

EU and national policy trends: ETUC recommendations

Roundtable

Trade union strategy for the future of platform work regulation

Group activity

Trade union strategy for platform workers' rights

Scenario session

A look to the future of work in the digital era

Stir up interest in the group

A successful training session is determined by the active involvement of participants in their own learning process. For this reason, the initial moment is key to establishing the necessary motivation to support the planned activities in the group.

Stirring up the interest of participants and gaining their attention for the knowledge we want to transfer can be done through interactive methods and techniques. The first part of each session must be used to review participants' knowledge and experience, using this as a basis for the new content. Such interactive activities also have an icebreaking role after each shorter or longer break, establishing the emotional environment for learning.

The advantage of adult education – and of trade union education in particular – is that all participants have a certain level of familiarity with the training topics. Even if the information input of the course is new for the group, we can still find “knowledge anchors” to raise awareness of the importance of what we are about to learn. Familiarity with a topic is what ensures the integration of new knowledge in existing mental structures: so never forget to stir up interest for a new session.

Next, we propose interactive activities to kick-off each training session. Some come in different versions adaptable to specific training conditions (time or space limitations, group characteristics, preferred training approach, etc). Each activity is designed to fit into the session's structure and contribute to achieving the overall objective.

The examples are defined in terms of:

- aim of activity;
- description of the delivery process;
- time required for each action;
- resources necessary, demonstrative and/or distributive.

Using the following interactive techniques will help you:

- guide your group to discover what they already know about each topic;
- rely on their experience to connect with the information input; and
- create the safe learning environment for exchanging experience.

The pedagogical choice must always be focused on participants' profiles, so use the pre-course information as well as any information gained during the initial personal presentations to decide which type of method and technique best suit the group and is more likely to boost their motivation.

Session 1 – The diversity of digital labour platforms

Brainstorming: “Platform work environment”

Version 1: Roundtable

Aim	The activity will enable the participants: - to identify the various perceptions of platform work.
Description	<p>Participants are asked to take 10 mins to think individually about a definition of platform work and write it down on the post-its provided. It should be mentioned that definitions should not be “dictionary-type” but the result of personal experience and knowledge on the topic.</p> <p>After the individual reflection, the results are then collected in a roundtable session, with keywords highlighted on the flipchart. No analysis is done at this stage.</p> <p>The variety of definitions resulting from the collection of individual contributions should express the complexity of the topic and the current difficulty of experts to agree on just one perspective.</p> <p>Various examples of definitions provided by different sources can be used to exemplify the broad concept.</p>
Time	10 mins per individual reflection, 1 min per participant plenary contribution
Resources	Flipchart, coloured post-its, colour markers.

Brainstorming: “Platform work environment”

Version 2: Two groups' experiences

Aim	The activity will enable the participants: - to identify the various perceptions of platform work.
Description	<p>Participants are divided into 2 groups, each in a separate room. The first group (silent brainstorming) is asked to pass around the table a paper on which each participant writes down a definition of platform work. No verbal communication is required.</p> <p>The second group (collaborative brainstorming) is asked to collect the definitions of platform work by performing a table tour and writing the results on the flipchart.</p>

It should be mentioned that the definitions should be the result of personal experience and knowledge on the topic. No analysis of the content of individual contributions will be done in either of the 2 groups.

The results are then presented in plenary.

The different definitions collected by individual contributions should highlight the complexity of the topic and the current difficulty of experts to agree on just one perspective (various published versions can be provided as examples).

A short group reflection can take place to analyse the experience, with the following questions used for debriefing:

- How difficult was it to come up with a single definition?
- What was the experience in group 1? In group 2?

Time 20 mins for the group work, 10 mins for the debriefing.

Resources Flipchart, blank flipchart paper, coloured post-its, colour markers.

Brainstorming: “Platform work environment”

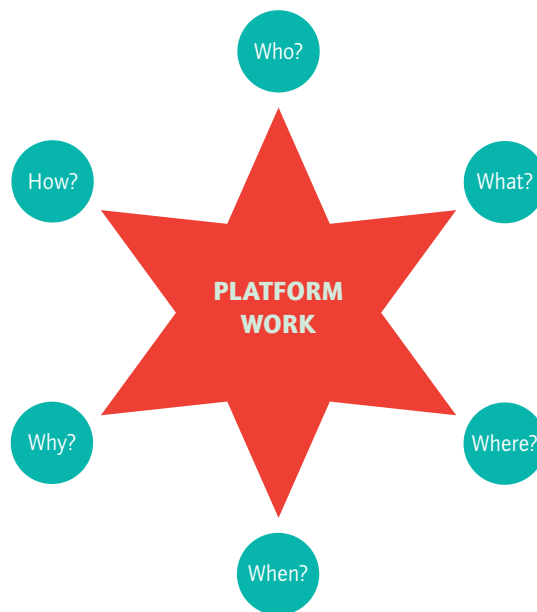
Version 3: Mind-map busting

Aim The activity will enable the participants:
- to identify the various perceptions of platform work.

Description As an introduction, a six-pointed figure is presented to the group: the key word at the center is “platform work”, with satellite questions asking “who, what, where, when, why, how”. Participants are asked to come up with definitions supported by the graphic mind-map suggested.
The individual contributions are collected on a separate flipchart. The aim of the variety of definitions collected is to express the complexity of the topic and the current difficulty of experts to agree on just one perspective (various published versions can be provided as examples).

Time 5 mins per individual reflection, 1 min per participant in plenary.

Resources Mind-map, blank flipchart paper, coloured post-its, colour markers.



Peer exchange: platforms and work

Aim	The activity will enable the participants: - to identify the various perceptions of platform work.
Description	Working in pairs, participants are asked to discuss how platforms might influence their professional area (of trade union or sector of activity). The conclusions of each pair are presented in plenary using a crossed-interview model (each participant presents his/her partner's perspective). Time 10 mins discussion per pair, 1 min per participant for plenary contribution.
Time	10 mins discussion per pair, 1 min per participant for plenary contribution.
Resources	Blank paper or coloured post-its.

Session 2 – Workers, work, benefits and problems

Questions and answers: “Types of work done via platforms”

Version 1: Plenary discussion

- Aim** The activity will enable the participants:
- to list the different types of work done via platform, based on personal knowledge and previous experience.
- Description** A plenary discussion, supported by suggested questions (see below), aims to reveal the various types of work done via platforms. Key words related to these types are listed on the flipchart during the plenary interventions.
- How familiar are you with platforms in general?
 - In your experience, what kind of activities are performed in these environments?
 - Have you ever used any service provided by a platform?
 - Have you or someone you know performed work on a digital labour platform? If yes, for how long?
- Time** 30 mins for plenary discussion.
- Resources** List of questions, flipchart, colour markers.

Questions and answers: “Types of work done via platforms”

Version 2: Pair discussion

- Aim** The activity will enable the participants:
- to list the different types of work done via platform, based on personal knowledge and previous experience.
- Description** Working in pairs, participants are asked to hold discussions based on the questions provided (projected on screen).
- How familiar are you with platforms in general?
 - In your experience, what kind of activities are performed in these environments?
 - Have you ever used any service provided by a platform?
 - Have you or someone you know performed work on a digital labour platform? If yes, for how long?
- After the pair exchanges, participants are invited to share their answers, with the key words related to different types of platform work listed on the flipchart during the plenary interventions.
- Time** 20 mins for the pair discussions; 15 mins for feedback.
- Resources** List of questions, flipchart, colour markers.

Session 3 – How can the problems be addressed?

Comparative list: “Employee status vs self-employed status”

Version 1: Double list

Aim The activity will enable the participants:
- to compare the situations of employees vs the self-employed, from a worker’s rights and trade union perspective.

Description Divided into groups of 4 – 6 members (depending of the number of participants) to create productive exchange conditions, participants are asked to complete a comparative “employee status vs self-employed status” list, identifying the benefits and limitations of both employment situations, taking account the worker’s rights perspective and trade union experience. A support matrix may be provided to facilitate the group work. Each group will assign a spokesperson to present the results in plenary. Clarifying questions may be asked during the plenary feedback, though no content analysis of group results will be performed, with the approach considered as a perspective and not a right-wrong exercise.

Employee status		Self-employed status	
Benefits	Limitations	Benefits	Limitations

Time 20 mins for group work; 5 mins per group for plenary feedback.

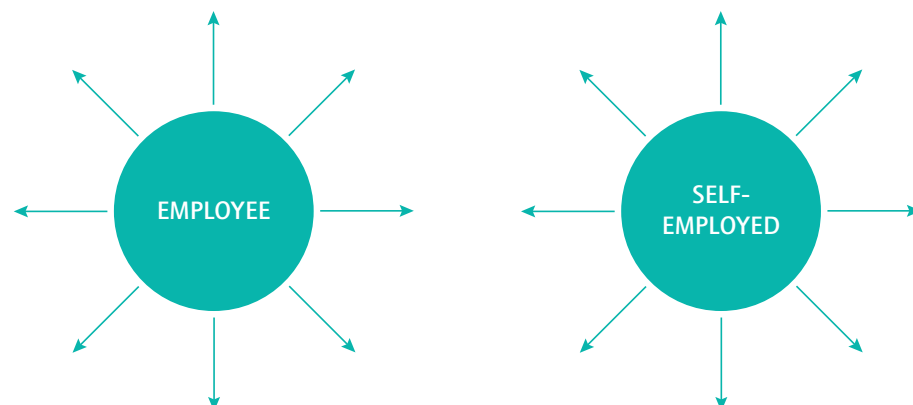
Resources Support matrix, flipchart, colour markers.

Comparative list: "Employee status vs self-employed status"

Version 2: Group mind-mapping

Aim The activity will enable the participants:
- to compare the situations of employees vs the self-employed from a worker's rights and trade union perspective.

Description Divided into 2 groups, participants are asked to mind-map "employee" (group 1) and "self-employed" (group 2) by identifying the benefits and limitations of both employment situations, considering the worker's rights perspective and the trade union experience.
Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback, but no content analysis of the group results will be performed, considering the approach in perspective and not as a right-wrong exercise.



Time 20 mins for group work; 5 mins per group for plenary feedback.

Resources Mind-map graphic, flipchart, colour markers.

Session 4 – Organizing platform workers

Sociogram: “Digitally employed”

Version 1: Experience target

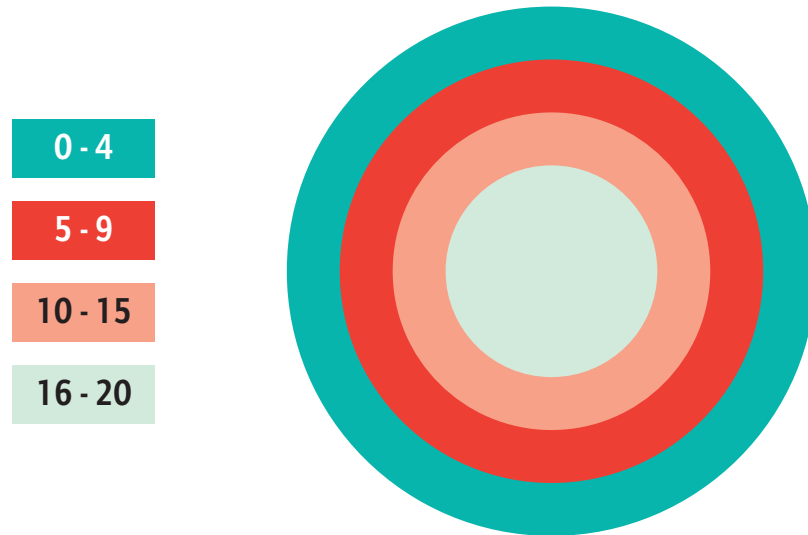
Aim The activity will enable the participants:
- to share their experience in recruiting and organizing platform workers in their trade union organizations/sectors.

Description Each of the room’s 4 corners has a poster (title and a relevant image) referring to different situations. The participants are asked to visit all corners and write their names by topics they have experience with.
After the allotted “sign in” time, the names on each poster are added up and the results presented in plenary using “a target” type of graphic, indicating the most experienced and less experienced areas (by number of names on each of 4 posters).
Participants who signed in are then invited to briefly share their experiences in plenary.

 <p>I have knowledge of local-based/online workers employed in my sector, but no recruiting/organizing actions have been initiated by my union</p>	 <p>In my union/sector, we are involved in organizational/transnational projects regarding local-based/online workers</p>	 <p>My organization (national, sectoral or local) currently runs recruiting actions for local-based/online workers</p>	 <p>In my organization (national, sectoral or local) trade union assistance/organizing is currently provided for local-based/online workers</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Time 15 mins for corner visit; 5 mins plenary feedback; 15-20 mins for sharing experiences.

Resources Posters, target graphic, colour markers.



Sociogram: “Digitally employed”

Version 2: Experience line-up

Aim	The activity will enable the participants: - to share the experience in recruiting and organizing platform workers in their trade union organizations/sectors.
Description	Two areas separated by a visible line are created in the room. Participants are asked to stand in one of the two areas according to their level of experience/involvement in recruiting and organizing local-based / online workers. The line delimits “experienced – not experienced”, while the positioning within the “experienced” area marks the degree (closer to the line = little experience). Debriefing involves voluntary accounts by participants standing in the “experienced” area, sharing their relevant examples.
Time	5 mins for line-up; 15-20 mins for sharing experiences.
Resources	Sticker line.

Stir up interest in the group

Session 5 – The future of platform work regulation

Media Gallery: Trade union actions for platform workers' rights

Aim	The activity will enable the participants: - to become aware of the trade union actions at national and EU level for support of platform workers' rights.
Description	A video session shows relevant examples of national and European trade union actions organized to support the rights of platform workers. Material may include: campaign videos, project promotion pages, information platforms and webpages, articles, photos etc.
Time	15-20 mins for video presentation.
Resources	video resources in various formats (PPT, movies, slideshows).

Information input

The active training methodology promoted by ETUI prioritizes methods and techniques that directly involve participants in the learning process, rather than passive, listening behaviour. Nevertheless, the provision of information maintains its role and importance in the course structure, being integrated into the training concept as both a content message and a catalyst for activities.

The training sessions' design includes specific moments for information input, focusing on transmitting the essential knowledge for each topic approached. Experts (when available) or trainers deliver input in the form of theoretical presentations.

The theoretical chapters in this guide represent the recommended amount of information to be provided to participants, ensuring the required input for increasing their competence on the topic. Summarized and structured, the contents aim to maintain the practical and transferable character of the information selected. For this reason, each chapter includes relevant examples and cases illustrating the expert statements.

The fast-changing and heatedly debated nature of the digital economy and in particular its new challenges for the world of work, as well as the different trade union experiences among ETUC's affiliated organizations, determine the choice of contents made by the team of experts.

The general European perspective and the company cases presented in the theoretical chapters aim to ensure the EU dimension of training, in support of transnational trade union cooperation and unified action within the EU. National adaptation and pedagogical processing are required in the course's preparation phase, aligning course content with participants' knowledge needs and establishing the correct level and amount of information to be provided.

Content adaptation may require adding data on:

- national legal frameworks applying to platform workers;
- relevant cases (other than the ones included in the guide) from sectoral/local environment of participants;
- national/sectoral/local trade union actions for platform workers' rights;
- organizational projects related to the digital economy and online workers' rights;
- the positions of social partners (government, employers and trade unions organizations), as well as public opinion or media actions, where appropriate.

The content of the theoretical presentations should meet a series of **requirements** in order to ensure the maximum efficacy and the successful integration in the training process:

- to be clear (use of concepts corresponding to participants' profiles and experiences);
- to be structured (following the logical breakdown of ideas communicated);
- to be concise (slides reduced in density and visually organized);
- to be relevant (selection of information adapted to participants' profiles and designated activities);
- to be transferable (allowing integration into participants' current experience and daily tasks).

The chapters' structure and division into sub-chapters indicate the logical units to be taken up in the theoretical presentations, as well as the key concepts to be addressed in each of the course's sessions.

The recommended **duration** for a presentation is 20-30 minutes, but can extend to 40-50 minutes if alternated with animating techniques. There is psychological evidence that attention levels are not maintainable solely through a speaker's communication skills. Active participation from the group is required after a certain time to maintain interest and ensure the complete transfer of the content message.

Examples of animation techniques to be integrated in the presentations:

- questions & answers ("do you know other examples...?");
- clarification questions ("what do you think it means...?");
- quick survey ("those of you who..., please raise their hands").

As regards the **format** of the information input, the presenter has the responsibility of choosing the technological support best suiting his/her personal communication style, participants' profiles and available resources.

Considering this, theoretical presentations can go from free speech possibly backed up by a flipchart to animated slides or even video-edited materials. Special attention has to be paid to slide design in terms of:

- software compatibility with the support computer;
- font and background colour in accordance with the room's lighting and size;
- text distribution by slide and integration of images.

Independent of the choice of format or technical medium, the key factor for raising the impact of the information input lies in the communication and pedagogical skills of the expert/trainer as well as their experience in trade union education. Make sure you know not only the contents of presentation but also participants' expectations, and always be flexible and adaptable when presenting information, ensuring a two-way flow of communication.

Transferring knowledge

The active learning methodology we propose in this guide places participants at the center of the training process – as the protagonists of their own competence development. To achieve this core aim of individual involvement and active participation, the following application activities have been designed and adapted specially for our topic.

These application activities provide the opportunity to transfer the newly assimilated information into existing knowledge, enriching participants' learning experience and improving group dynamics. Using acquired knowledge and exercising skills are key to competence development.

In support of unity and coherence of actions, trade union education is by definition cooperative. Training sessions aim to create the conditions for collaborative work, peer learning and sharing experiences in a group.

Though the active-participative approach to training can take various forms, generally speaking, the activities can be integrated into one of the categories:

- Provide information - Reinforce knowledge
- Develop skills and competences
- Raise awareness - Promote attitudes

The training sessions should consist of a mix of the three categories, providing participants with different learning opportunities. All three must be included in the course design as none is less important than the others. Their proportion defines the scope of the training process.

According to your general training aim and the training needs of your group, make sure you include in the sessions the type of activities that support its achievement. For example if participants have little or no experience of the subject of the digital economy and their organizations have not (yet) made it a strategic priority, course sessions should include more activities for providing information/reinforcing knowledge and raising awareness/promoting attitudes. On the other hand, participants have experience and are actively involved in the topic within their organizations, the recommended approach is to focus on developing their skills and competences, integrating more of this type of activities.

In the following, we propose for each training session various activities designed to respond to different training needs, learning profiles and levels of experience. From all the options, choose the ones best suited to your group, training location and logistics, and the time allotted for the course.

Session 1 – The diversity of digital labour platforms

Debate:

What do most digital labour platforms have in common?

Aim

The activity will enable the participants:

- to identify similarities among the general characteristics of the digital labour platforms.

Description

After the information input provided on the identification and characteristics of digital labour platforms, participants are invited to a plenary debate on their similarities.

Ensuring as many individual interventions as possible, the trainer will lead the debate. The following questions may be used to guide discussions:

- Considering the previous presentation, what do you think most digital labour platforms have in common?
- Can you spot any differences?
- Can you provide any examples from your personal/trade union experience?
- In which way may these aspects be relevant for the trade unions?

Time

30 mins.

Resources

Previous expert presentation, participants' experience.

Group activity:

Digital labour platform similarities (comparing cases)

Aim

The activity will enable the participants:

- to compare the characteristics of digital labour platforms, from the workers and trade union perspective.

Description

Divided into groups of 4 – 6 members (depending on the numbers of participants, but with a mind to encouraging productive exchanges), participants are asked to identify similarities and differences among digital labour platforms, discussing and listing the most relevant aspects from a worker's perspective and from trade union experience.

A support matrix may be provided to facilitate group work.

Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate may be held after all presentations.

Digital labour platforms	
Similarities	Differences

Time 30 mins for group work; 5 mins per group for plenary feedback.

Resources Support matrix, flipchart, colour markers.

Pair exchange: What kinds of digital labour platforms exist in your sector

Aim The activity will enable the participants:
- to reflect on the presence of digital labour platforms in their sectors.

Description Organized in pairs, participants are asked to discuss and exchange reflections on the presence of digital labour platforms in their sector of activity.
After the pair exchanges, participants are invited to share their findings (each presenting the answer of their partner) in plenary, with the key words related to different types of digital labour platforms/sector being listed on the flipchart during the plenary interventions.

Time 20 mins for pair discussions; 20 mins for feedback.

Resources List of questions, flipchart, colour markers.

Session 2 – Workers, work, benefits and problems

Sharing experience (plenary activity): Problems faced in a platform work environment

Aim	<p>The activity will enable the participants:</p> <ul style="list-style-type: none"> - to identify the main problems faced by workers when working for a digital labour platform, by sharing experiences gained in a sectoral/local environment.
Description	<p>A smaller circle of seats is made in the center of the room. Participants with relevant experience from their professional sector or local work environment are invited to sit in the inside circle.</p> <p>The exchange starts with participants sitting in the center taking the floor one by one and presenting the main problems faced by workers in their sector when dealing with digital labour platforms.</p> <p>Participants outside the inner circle may ask questions, request clarifications or comment on the individual accounts, eventually adding other relevant examples.</p> <p>The trainer will play an observer and, if necessary, moderator role, following the sharing of experience and listing the problems identified by the group on the flipchart.</p>
Time	30 mins.
Resources	Previous expert presentation, participants' experiences.

1-2-4-All: What kind of problems arise in a platform work environment

Aim	<p>The activity will enable the participants:</p> <ul style="list-style-type: none"> - to analyse the main problems arising in a platform work environment, listing aspects relevant for their sector/organization, prioritising them and identifying their causes.
Description	<p>The activity has 3 phases. In the first phase, participants are asked to reflect individually and write down a list of at least 3 problems encountered in a platform work environment.</p> <p>The next step is to form pairs which then compare the individual lists. Each pair should come up with a consolidated list, prioritising the problems identified.</p> <p>In the third phase, pairs join up to form working groups (the composition of the working groups can be maintained throughout group activities or (at the trainer's discretion) be changed for each group work, if the extended interaction of participants with each other is considered important for the group dynamics).</p>

Each group is tasked with reviewing the prioritised lists of problems and identifying possible causes for the problems mentioned.

A support matrix may be provided to facilitate the group work. Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate held after all presentations.

What kind of problems arise in a platform work environment	
Problems	Causes

Time 10 mins for individual work, 15 mins for work in pairs, 30 mins for group work; 5 mins per group for plenary feedback.

Resources Support matrix, flipchart, colour markers.

Challenge list:

Main problems arising in a platform work environment

Aim The activity will enable the participants:
- to reflect on the main problems arising in a platform work environment, identifying the causes of aspects relevant for the sector/organization.

Description Divided into groups (same or different composition), participants are asked to list the main problems arising in digital labour environments and to formulate the challenges from a trade union perspective.
A support matrix may be provided to facilitate the group work. Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate held after all presentations.

Main problems arising in a platform work environment	
Workers' problems	Trade union challenges

Time 60 mins for group work; 5 mins per group for plenary feedback.

Resources Support matrix, flipchart, colour markers.

Session 3 – How can the problems be addressed?

Exchange of practices: platform work, a topic for social dialogue

- Aim** The activity will enable the participants:
- to define the trade union position on platform work as a topic for social dialogue.
- Description** Working in groups of 4 - 6 members (depending on the number of participants, with members preferably from different organizations/sectors), participants are asked to discuss the inclusion of platform work topic in the social dialogue strategy of their organizations. Individual pre-course activity serves as input for this group activity.
- The conclusions of the group discussion can be noted in any format available (Word, PPT, flipchart).
- Each group assigns a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate held after all presentations.
- Time** 60 mins for group work; 5 mins per group for plenary feedback.
- Resources** Pre-course activity, computer, flipchart, colour markers.

Case study: How can the problems be addressed?

- Aim** The activity will enable the participants:
- to analyse the cases indicated and propose strategies for addressing the problems identified.
- Description** Divided into 5 groups, participants are assigned a case (each group a different one) and asked to discuss and propose possible strategies for addressing the problems presented. Support questions are provided to facilitate and guide the group discussions.
- Questions regarding the platform:
- What kind of work is provided by the platform?
 - How many workers are involved (an estimate)?
 - What (employment) status do the workers have?
- Questions regarding the case:
- How do you intend to solve this problem?
 - What challenges do you expect to encounter?
 - What did your scenario reveal about the distribution of power between workers, clients and the platform operator? Who seems to have ultimate responsibility?

As additional information to the tasks, the groups may access the platforms indicated in their case descriptions, with a view to familiarizing themselves with the context of the situation presented.

The conclusions of the group discussions can be noted in any format available (Word, PPT, flipchart).

Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a debate held after all presentations.

UBER			
Wages	Client dispute	OSH	Deactivation
Even working 40 hours a week, you are having great difficulty earning enough to support yourself and pay back the loan for your shiny black Mercedes Benz. You do the maths, but can't make ends meet on these wages. You need to earn more!	You have an upset passenger who gave you a poor rating! There was a lot of traffic and you were feeling very pressured, so you decided to take a less busy (but longer) route. The passenger called you a cheat and complained to Uber. Your average rating drops significantly with their 1 star review!	You stay up late on Friday to earn extra fares. You nod off at the wheel and drive into a ditch. Though the car isn't damaged and you drove off without further ado, you feel significant neck pain in the following days.	Average rating was below 4.6 stars for two weeks. You receive an email that you've been deactivated and can no longer drive for Uber.

DELIVEROO			
Wages	Client dispute	OSH	Deactivation
At first you received 8 pounds per hour you work. But this month, Deliveroo decided to pay you by task, claiming this would result in higher earnings. But you've noticed a sharp drop in your take-home pay. Other workers say the same - you also get the feeling that there are more workers than ever before.	You received an order from a restaurant where the chef has a history of sexual harassment. You have previously sent emails to Deliveroo asking not to receive orders from the restaurant, but they have sent you back the restaurant anyway. You don't show up to pick up your order and end your shift early. The client never got his food, stayed hungry, and gives you a bad review.	Your Friday shift turns out to be in heavy rain, but you have just as many orders as ever. You make a turn too fast and fall hard, breaking your collar bone. You somehow make it to the emergency room and are treated. Your bill and subsequent treatments run into thousands of pounds.	Your shift leader tells you that they have too many people, and you are one of the slowest riders. They won't let you schedule any more shifts.

UPWORK			
Wages	Client dispute	OSH	Deactivation
You've proven yourself to be a programming whiz, and now you're ready to enter the big leagues. With your new badges, 4.99-star rating and positive comments, you think you should earn much more than you currently are.	You were a bit cranky, so you spoke rather unprofessionally to a client. Your client said it was difficult to communicate with you and left a scathing review, which is now at the top of your profile page. Your reputation is ruined!	You begin to feel significant back and shoulder pain from sitting all day. You think a standing desk might help, but they are prohibitively expensive at the moment.	Upwork emails you that they received a complaint, and it appears you have violated the terms of service. You have been indefinitely suspended from the platform.

STOCKSY			
Wages	Client dispute	OSH	Deactivation
Half of your photos have been purchased with the "market freeze" license. Over the past 6 months, you've noticed a decline in earnings and are feeling unsatisfied with these rates. Your photos are great, and you want to be able to earn more somehow!	A friend of yours in Mexico City just emailed you the front page of La Jornada. It featured a photo of yours that you had posted on Stocksy, but the artist was listed as someone else! You received no pay and no publicity for your intellectual property.	While out photographing a political demonstration, you are knocked to the ground. After going to the hospital, the doctor confirms you have a contusion.	You were dating Stocksy's IT administrator happily, but after disagreeing about the best movie of the year, had a nasty fight and broke up last week. You just tried to log in to your Stocksy account, and somehow it seems you've lost access to it. Seems a little fishy.

TESTBIRDS			
Wages	Client dispute	OSH	Deactivation
You put on your headphones, jam to some hard techno, and fix software bugs all day. You're great at it, but after a few weeks you realize you're barely making the minimum wage! That can't be right - you should be earning way more!	Your response was rejected! The question was 2 + 2 and you know the answer is 4. There is no way you could have been wrong! You suspect that the requester used an automated algorithm that selected the most common response as correct, and paid only those people. You receive no payment for your brilliant programming solution, which took hours to complete.	You begin to feel significant back and shoulder pain from sitting all day. You think a standing desk might help, but they are prohibitively expensive at the moment.	Testbirds emails you that they received a complaint from a client, and it appears you have violated the terms of service. You have been indefinitely suspended from the platform.

Time 75 mins for group work; 5 mins per group for plenary feedback.

Resources Case description, computer, flipchart, colour markers.

With thanks to Zak Kilhoffer for his help in developing this exercise.

SWOT analysis: Formal social dialogue for platform work

Aim The activity will enable the participants:
- to reflect on the current situation of social dialogue for platform work.

Description Divided into groups of 4 - 6 members (depending on the number of participants and preferably from the same organizations/sectors), participants are asked to analyse the current situation of social dialogue for platform work in their organization/sector, considering the 4 aspects indicated in the support matrix. Individual pre-course activity serves as input for this group activity.
The conclusions of the group discussion can be noted in any format available (Word, PPT, flipchart).
Each group will assign another spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate held after all presentations.

Strengths	Weaknesses
Opportunities	Threats

Time 60 mins for group work; 5 mins per group for plenary feedback.

Resources Pre-course activity, support matrix, computer, flipchart, colour markers.

Session 4 – Organizing platform workers

Debate:

Trade union challenge: organizing in a platform labour world

Aim

The activity will enable the participants:

- to identify the challenges of organizing faced by the trade unions in the platform labour world.

Description

After the information input provided in the theoretical presentation, participants are invited to take part in a plenary debate about their similar experiences.

Ensuring as much individual involvement as possible, the trainer will lead the debate.

The following questions are suggested to guide discussions:

- Considering the previous presentation and your trade union experience, what are the main challenges faced in organizing platform workers?
- Do you think your organization is ready for taking action in the platform labour world?
- What must be changed/adapted in the functioning of trade unions to better organize this category of workers?
- Do you have any examples from your trade union experience?

Time

30 mins.

Resources

Previous expert presentation, participants' experience.

Expo-stand:

Recruiting and organizing local-based/online workers

Aim

The activity will enable the participants:

- to organize an expo-stand for recruiting and organizing local-based/online workers.

Description

Divided into 4 groups, each assigned to a corner of the meeting room, participants are asked to arrange it as an expo-stand for the purpose of recruiting and organizing local-based / online workers.

The groups are provided with all necessary resources for elaboration of materials and may use any format available (paper, PPT, media resources etc.).

The following aspects may be highlighted to guide the group preparation:

- Whose interests do you represent?
- What are your main concerns?

- What is your outreach strategy to build support among different stakeholder groups?
- What outcomes are you seeking?
- How can you ensure that they are enforceable?

Time 60 mins for preparation in groups, 10 mins per group for stand presentation.

Resources Flipchart, blank/colour paper, markers, computer and editing software, participants' experience.

World café: Organizing local-based/online workers

Aim The activity will enable the participants:
- to reflect on the main aspects of organizing local-based/online workers.

Description Before starting the activity, the meeting room is divided into four separate spaces (tables), each with a flipchart paper and colour markers. Each table has a moderator (host) who will stay at the same table until the end of activity with the task of leading the discussions and appointing the main conclusions (select 4 participants as moderators and brief them on the World café methodology using the matrix below).

The World café involves the four steps:

1. Setting	Create the appropriate environment, resembling as far as possible a café (small round tables covered with a checkered or white tablecloth, flipchart paper, colour markers, optionally a vase of flowers). There should be chairs at each table corresponding to the number of group members. The topic must be visible (place it on a flipchart next to each table or on a poster or table card).
2. Welcome	The hosts welcome the groups, introducing the World café process, setting the context, sharing the table's topic, and putting participants at ease.
3. Rounds	The activity starts with the first of the four 15-minute rounds of discussions in groups. At the end of the 15 minutes, each group moves to a different new table. The host welcomes the next group and briefly summarizes what happened in the previous round and which ideas were discussed.
4. Harvest	After the 4 group rounds, the hosts are invited to share insights or other results from their table discussions in plenary. These results are reflected visually by the paper/s filled in by all groups. The other participants may add other comments or conclusions.

Time 10 mins for introducing the activity, 60 mins for rounds, 20 mins for feedback.

Resources World café grid, decorations, flipchart, colour markers.

Session 5 – The future of platform work regulation

Roundtable: Trade union strategy for the future of platform work regulation

Aim	The activity will enable the participants: <ul style="list-style-type: none">- to analyse the perspective of trade union strategy for the future of platform work regulation.
Description	<p>The information input provided in the theoretical presentation is to be enriched by individual accounts from participants, presenting their organizational strategy in the form of actions, projects or campaigns (at local, national or EU level) aimed at raising awareness about the future of platform work regulation and in support of platform workers' rights.</p> <p>Participants' accounts are organized as a panel and can be in any format (PPT, speech, video etc). The individual pre-course activity serves as input for this group activity.</p> <p>The trainer plays a moderator role, introducing the panel speakers and animating (if necessary) the debate. The following questions are suggested for the discussion:</p> <ul style="list-style-type: none">- What is the planned impact of this strategy? Did you have any feedback from your members and non-members?- What is the main difficulty in implementing this strategic plan?- What is the level of involvement at local/national level? Any partnerships?
Time	60 mins.
Resources	Previous expert presentation, participants' experience, pre-course activity.

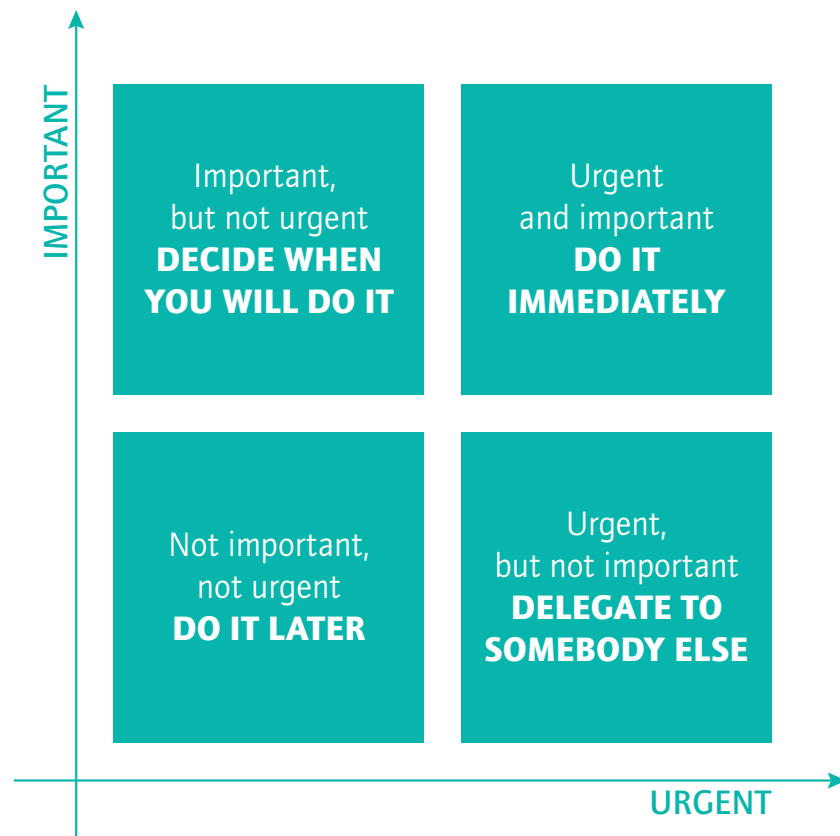
Group activity: Trade union strategy for platform workers' rights

Aim	The activity will enable the participants: <ul style="list-style-type: none">- to synthesize a trade union strategy for promoting the platform workers' rights using the Eisenhower Matrix.
Description	<p>Divided into groups of 4 - 6 members (depending on the number of participants) from the same organizations/sectors, participants have the task of defining a trade union strategy in support of decent platform work, prioritizing their actions as in the Eisenhower Matrix (see below).</p> <p>The conclusions of each group discussion can be noted down in any format available (Word, PPT, flipchart paper).</p>

Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate may take place after all presentations.

Time 60 mins for group work; 5 mins per group for plenary feedback.

Resources Appended matrix, computer, flipchart, colour markers.



Scenario session: A look into the future of work in the digital era

Aim The activity will enable the participants:
- to reflect on the future of work in the digital era from a trade union strategic perspective.

Description Divided into groups of 4 – 6 members (depending on the number of participants) from the same organizations/sectors, the participants are asked to describe alternative scenarios for the future development of the world of work in the digital era following the guidelines indicated. The group breakout spaces may be decorated with suggestive images corresponding to the specific scenario assigned to the group.

Group 1: scenario 1 Slowly but steady

Group 2: scenario 2 Euro-Net

Group 3: scenario 3 One for one

Group 4: scenario 4 Go with the flow

The conclusions of each group discussion can be noted down in any format available (Word, PPT, flipchart paper).

Each group will assign a spokesperson to present the results in plenary. Clarification questions may be asked during plenary feedback and a short debate may take place after all presentations.

Time 60 mins for group work; 5 mins per group for plenary feedback.

Resources Images, scenario description, computer, flipchart, colour markers.



Euro-Net



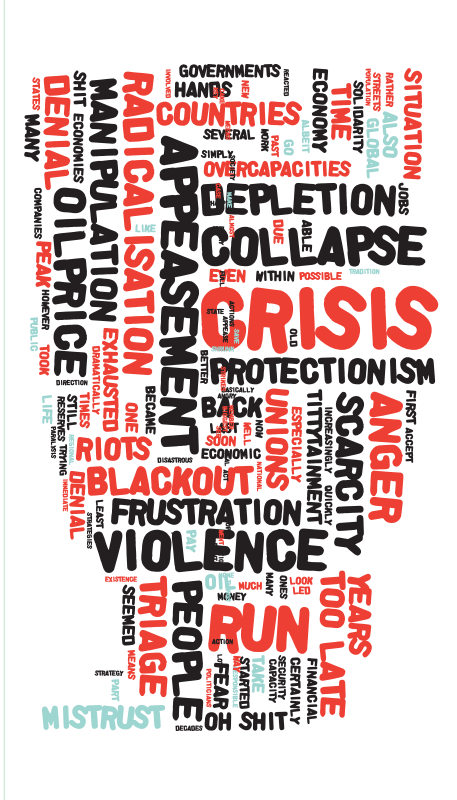
- Institutional changes transform Europe, especially as a consequence of Brexit
- A new series of European regulations has been adopted on close cooperation between member states with a view to achieving a balance between social, economic and environmental measures
- The increased pressure and interdependency of socio-economic relations lead to long-term solutions to diverging national interests.
- Greater constraints on companies reduce outsourcing
- In a transparent and regulated environment, the EU institutions involve the social actors based on mutual responsibilities in and between industrialized and developing economies
- A mechanism for the fair allocation of resources, emission budgets and financial transfers is the responsibility of transnational regimes, governments, NGOs, trade unions and corporations
- Just transition is strongly supported by trade unions and works councils, together with fair compensation for workers in restructured or eliminated branches through up skilling and reskilling programs for digital work
- The urgent renewal has led trade unions to develop into key actors, proactively promoting the necessary change as pillars of a new EU governance
- Connecting workers and professionals in and between sectors and bringing stakeholders together are functions which have been transferred from governments to worker representation bodies

One for one



- An inhomogeneous growing number of workers are leaving the traditional paths and paradigms of the 'working society'
- Trade unions have not been part of workforce transformation
- Professional networks connect the workers involved in the new forms of work, creating new types of interaction and new communities trying to find solutions to their problems
- Different forms and practices of participation are emerging, co-existing with the old framework
- Less common regulations create more opportunities easier for workers to join
- Trade unions are becoming less and less involved, fading out of the socio-political environment
- Ongoing job losses in traditional union sectors and the lack of inclusive strategies for the new emerged categories of workers are increasingly leading to individual work relations

Go with the flow



- The economic crisis returns after a few years of relative recovery, caused by insufficient reforms and institutional gaps after many socio-political changes at EU level
- Poverty and social exclusion are rising, affecting even the former middle class
- A lack of trust in the EU project, institutions and labour market systems pervades society
- Social movements and highly charged debates generate greater insecurity in the socio-economic environment
- A fast profit approach is common to both business and workers, with no social trust/support for long-term strategies or common policies. This has reduced the role of the social partners
- Dealing with scarcity and discontinuity is the main challenge for workers and their representative bodies
- Trade unions implement actions to tackle the immediate consequences, struggling to organize solidarity through concrete projects for the most vulnerable
- The socio-political situation leads to a radicalized work environment

Closing session

The final session has the purpose of summarizing the key elements of the course topic, but also of providing a possible follow-up. The final moment should include an evaluation, an opportunity for participants to assess the course and provide feedback on the training process they've been involved in.

Dependent on the time available, the traditional feedback form filled in by the participants can be complemented by a plenary exchange (table tour or voluntary contributions), whereby individual suggestions and impressions will be directly expressed.

It is essential to provide this closing session, not only from a pedagogical point of view (ensure the two assessment dimensions described in the initial planning), but also from the perspective of organizational impact and group development.

An example of a feedback form by participants is appended (the name line can be deleted if anonymity is preferred).

The information collected from the plenary winding-up session and the feedback forms constitutes, together with the trainer's course report, an integrative evaluation from the perspective of the main actors involved in the process: participants and trainers.

Time 30 - 60 mins

Resources Feedback form

Appendix

Example of Programme 1

Aim to raise awareness on the development of platform work and its effects on the labour market.

TIME	DAY 1	DAY 2
9:00	Opening session <ul style="list-style-type: none"> • Introduction, aims and programme • Presentation of participants 	Organizing platform workers <ul style="list-style-type: none"> • Sociogram • Presentation: Organizing local-based/online workers • Debate: Trade union challenge: organizing in platform labour world
10:30	Coffee break	Coffee break
11:00	The diversity of digital labour platforms <ul style="list-style-type: none"> • Brainstorming • Presentation: types of digital labour platforms • Debate: What most digital labour platforms have in common 	The future of platform work regulation <ul style="list-style-type: none"> • Media Gallery • Presentation • EU and national policy trends: ETUC recommendations • Roundtable: Trade union strategy for the future of platform work regulation
12:30	Lunch break	Lunch break
14:00	Workers, work, benefits and problems <ul style="list-style-type: none"> • Q&A • Presentation: Platform work activities. Profiles of platform users: workers and clients • Sharing experience (plenary activity): Problems faced in a platform work environment 	Closing session <ul style="list-style-type: none"> • Evaluation and conclusions
15:30	Coffee break	
16:00	How can the problems be addressed? <ul style="list-style-type: none"> • Comparative list • Presentation: The current regulatory framework (EU legislation and specific national regulations) • Exchange of practices - group activity • Platform work, a topic for social dialogue 	
17:30	End of day	

Example of Programme 2 (introductory level)

Aim to analyse the challenges of platform work for trade union strategic action.

TIME	DAY 1	DAY 2	DAY 3
9:00	Opening session <ul style="list-style-type: none"> • Introduction, aims and programme • Presentation of participants 	How can the problems be addressed? <ul style="list-style-type: none"> • Comparative list: "employee status vs self-employed status" • Presentation: the current regulatory framework (EU legislation and specific national regulations) 	The future of platform work regulation <ul style="list-style-type: none"> • Media Gallery • Presentation: EU and national policy trends: ETUC recommendations
10:30	Coffee break	Coffee break	Coffee break
11:00	The diversity of digital labour platforms <ul style="list-style-type: none"> • Brainstorming • Presentation: types of digital labour platforms • Pairs exchange: What kinds of digital labour platforms exist in your sector 	How can the problems be addressed? <ul style="list-style-type: none"> • SWOT analysis: Formal social dialogue for platform work 	The future of platform work regulation <ul style="list-style-type: none"> • Scenario session: A look into the future of work in the digital era
12:30	Lunch break	Lunch break	Lunch break
14:00	Workers, work, benefits and problems <ul style="list-style-type: none"> • Q&A • Presentation: Platform work activities. Profiles of platform users: workers and clients • Challenge list: Main problems arising in a platform work environment 	Organizing platform workers <ul style="list-style-type: none"> • Sociogram • Presentation: Organizing local-based/online workers • World café: Organize local based/online workers 	Closing session <ul style="list-style-type: none"> • Evaluation and conclusions
15:30	Coffee break	Coffee break	
16:00	Workers, work, benefits and problems <ul style="list-style-type: none"> • Challenge list: Main problems arising in a platform work environment • Sharing experience (plenary activity): Problems faced in platform work environment 	Organizing platform workers <ul style="list-style-type: none"> • World café: Organize local based/online workers 	
17:30	End of day	End of day	

Example of Programme 3 (intermediate level)

Aim to strengthen the trade union position in the framework of social dialogue for platform workers' rights.

TIME	DAY 1	DAY 2	DAY 3
9:00	Opening session <ul style="list-style-type: none"> • Introduction, aims and programme • Presentation of participants 	How can the problems be addressed? <ul style="list-style-type: none"> • Comparative list: "employee status vs self-employed status" • Presentation: The current regulatory framework (EU legislation and specific national regulations) • Case study: How can the problems be addressed? 	The future of platform work regulation <ul style="list-style-type: none"> • Scenario session: A look into the future of work in the digital era • Presentation: EU and national policy trends: ETUC recommendations
10:30	Coffee break	Coffee break	Coffee break
11:00	The diversity of digital labour platforms <ul style="list-style-type: none"> • Pairs exchange: What kinds of digital labour platforms exist in your sector • Presentation: types of digital labour platforms • Group activity: digital labour platform similarities (comparing cases) 	How can the problems be addressed? <ul style="list-style-type: none"> • Case study: How can the problems be addressed? 	The future of platform work regulation <ul style="list-style-type: none"> • Group activity: Trade union strategy for platform workers' rights
12:30	Lunch break	Lunch break	Lunch break
14:00	Workers, work, benefits and problems <ul style="list-style-type: none"> • Challenge list: main problems arising in a platform work environment • Presentation: Platform work activities. Profiles of platform users: workers and clients 	Organizing platform workers <ul style="list-style-type: none"> • Sociogram • Presentation: Organizing local-based/online workers • Expo-stand: Recruiting and organizing local-based/online workers 	Closing session <ul style="list-style-type: none"> • Evaluation and conclusions
15:30	Coffee break	Coffee break	
16:00	Workers, work, benefits and problems <ul style="list-style-type: none"> • 1-2-All: What kind of problems arise in a platform environment 	Organizing platform workers <ul style="list-style-type: none"> • Expo-stand: Recruiting and organizing local-based/online workers 	
17:30	End of day	End of day	

Example of participants' feedback form

Participants' evaluation sheet

Please indicate your degree of satisfaction with the course (min 0 – max 100).
If you give a low score, please give reasons for this.

		0%	25%	50%	75%	100%
1.	Were your general expectations for the activity met?					
2.	How clear were the objectives?					
3.	Did you receive sufficient previous information?	YES		or	NO	
4.	<i>Please score the added value of this activity in terms of:</i>					
4.1	- content					
4.2	- transnational perspective					
4.3	- intercultural exchanges (formal)					
4.4	- intercultural exchanges (informal)					
5.	<i>Working methods:</i>					
5.1	- plenary sessions					
5.2	- working groups					
5.3	- presentations					
6.	Division of time					
7.	How useful did you find this type of activity for you and your trade union?					
8.	<i>Language support, if any:</i>					
8.1	- interpretation					
8.2	- written translations					
9.	Work carried out by the trainers					
10.	The training venue					
11.	The organisation of the activity					
12.	General impression of the activity					
13.	Do you have any comments or suggestions to make regarding the organisation and contents of a future similar activity?					
14.	Other comments:					

Name:

Please hand in to the trainers. Thank you!

References

- Adecco (n.d.) Using technology to bolster participation in social protection: lessons from Uruguay and Chile. <https://gig-economy.adeccogroup.com/case-studies/case-study-2>
- Aleksynska M., Bastrakova A. and Kharchenko N. (2019) Working conditions on digital labour platforms: evidence from a leading labour supply economy, IZA Discussion Papers No. 12245, Bonn, Institute of Labour Economics.
- Behrendt C. and Nguyen Q. A. (2018) Innovative approaches for ensuring universal social protection for the future of work, ILO Future of Work Research Paper Series No. 1, Geneva, ILO. https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_629864.pdf.
- Berg J., Furrer M., Harmon E., Rani U. and Silberman S. (2018) Digital labour platforms and the future of work: towards decent work in the online world, Geneva, ILO.
- Berg J. and Johnston H. (2019) Too good to be true? A comment on Hall and Krueger's analysis of the labor market for Uber's driver-partners, ILR Review, 72 (1), 39–68.
- Berg J., Rani U. and Gobel N. (Forthcoming) From outsourcing to crowdsourcing: The shifting economic prospects of Indian platform workers, in Vandaele K. and Drahokoupil J. (eds.) A modern guide to labour and the platform economy, Edward Elgar Publishing and European Trade Union Institute.
- Berger T., Frey C. B., Levin G. and Danda S. R. (2019) Uber happy? Work and well-being in the 'gig economy, Economic Policy, 34 (99) 429-477.
- Brooks C. (2018) Meet the militant taxi drivers union that just defeated Uber and Lyft, In These Times, 15 August 2018. http://inthesetimes.com/working/entry/21386/militant_taxi_drivers_union_uber_lyft_alliance_new_york_city
- Butler S. (2018) Uber loses appeal over driver employment rights, The Guardian, 20 December 2018. <https://www.theguardian.com/technology/2018/dec/19/uber-loses-appeal-over-driver-employment-rights>
- Cant C. (2018) The wave of worker resistance in European food platforms 2016-17, Notes From Below, 29 January 2018. <https://notesfrombelow.org/article/european-food-platform-strike-wave>
- Chauhan V. (2018a) What was your first salary on Upwork, and what is it now? When did you start freelancing?, Quora, 5 May 2018. <https://www.quora.com/What-was-your-first-salary-on-Upwork-and-what-is-it-now-When-did-you-start-freelancing/answer/Vrindavani-Chauhan>
- Chauhan V. (2018b) Is selecting site like 'Upwork' as a platform recommendable? <https://www.quora.com/Is-selecting-site-like-Upwork-as-work-platform-recommendable>
- Chauhan V. (2018c) Vrindavani Chauhan: Bharatnatyam Dancer & Day Trader. <https://www.quora.com/profile/Vrindavani-Chauhan/answers>.
- Cherry M. A. (2019) Regulatory options for conflicts of law and jurisdictional issues in the on-demand economy, Conditions of Work and Employment Series No. 106, Geneva, ILO.
- Cherry M. A. and Aloisi A. (2016) "Dependent contractors" in the gig economy: a comparative approach, American University Law Review, 66 (3), 635-689.

References

- de Blasio B. and Salas L. (2018) Demanding rights in an on-demand economy: key findings from year one of NYC's freelance isn't free act, New York, Department of Consumer Affairs. <https://www1.nyc.gov/assets/dca/downloads/pdf/workers/Demanding-Rights-in-an-On-Demand-Economy.pdf>
- De Stefano V. (2015) The rise of the just-in-time workforce: On-demand work, crowdwork, and labor protection in the gig-economy, *Comparative Labour Law & Policy Journal*, 37(3), 471-503.
- Drahokoupil J. and Piasna A. (2017) Work in the platform economy: beyond lower transaction costs, *Intereconomics: Review of European Economic Policy*, 52 (6), 335-340.
- Drahokoupil J. and Piasna A. (2019) Work in the platform economy: Deliveroo riders in Belgium and the SMart arrangement, Working Paper 2019.01, Brussels, ETUI.
- Dzieza J. (2015) The rating game: how Uber and its peers turned us into horrible bosses, *The Verge*, 28 October 2015. <http://www.theverge.com/2015/10/28/9625968/rating-system-on-demand-economy-uber-olive-garden>
- Eurofound (2018) Platform Economy Repository, 6 September 2018. <https://www.eurofound.europa.eu/data/platform-economy/initiatives>
- European Parliament (2016) Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), *Official Journal of the European Union*, L 199, 4 May 2016.
- European Parliament (2019a) Directive (EU) 2019/1152 of the European Parliament and of the Council of 20 June 2019 on transparent and predictable working conditions in the European Union, *Official Journal of the European Union*, L 186, 11 July 2019. https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32019L1152#ntr5-L_2019186EN.01010501-E0005
- European Parliament (2019b) Regulation (EU) 2019/1150 of the European Parliament and of the Council of 20 June 2019 on promoting fairness and transparency for business users of online intermediation services, *Official Journal of the European Union*, L 186, 11 July 2019.
- Fulton L. (2018) Trade unions protecting self-employed workers, Brussels, ETUC. https://www.etuc.org/sites/default/files/publication/file/2018-10/Trade%20unions%20protecting%20self-employed%20workers_EN.pdf
- Graham M. and Woodcock J. (2018) Towards a fairer platform economy: introducing the Fairwork Foundation, *Alternate Routes: A Journal of Critical Social Research*, 29, 242-253.
- Harrison B. and Kelley M. R. (1993) Outsourcing and the search for flexibility, *Work, Employment and Society*, 7 (2), 213-235.
- Hayns J. (2016) A sharing economy strike, *Jacobin*, 16 August 2016. <https://jacobinmag.com/2016/08/deliveroo-strike-sharing-economy-living-wage>
- Horan H. (2017) Will the growth of Uber increase economic welfare, *Transportation Law Journal*, 44 (1), 33-105.
- Katta S., Howson K. and Graham M. (2020) The Fairwork Foundation: action research on the gig economy, *Global Dialogue*, 10 (1), 44-46.
- iLabour Project (2020) The Online Labour Index. <http://ilabour.oii.ox.ac.uk/online-labour-index/>
- Jamil R. and Noiseux Y. (2018) Shake that moneymaker: insights from Montreal's Uber drivers, *Revue Interventions Économiques. Papers in Political Economy*, 60, 1-30.
- Jesnes K., Ilsøe A. and Hotvedt M.J. (2019) Collective agreements for platform workers? Examples from the Nordic countries. *Nordic Future of Work, Brief*, 3. <https://fafo.no/images/pub/2019/Nfow-brief3.pdf>

- Johnston H. (2020) Labour geographies of the platform economy: understanding collective organizing strategies in the context of digitally mediated work, *International Labour Review*, 159 (1), 25-45.
- Kamdar A. (2016) Portable benefits and the gig economy: a backgrounder, *On Labor*, 8 April 2016. <https://onlabor.org/2016/04/08/portable-benefits-and-the-gig-economy-a-backgrounder/>
- Kilhoffer Z., De Groen W. P., Lenaerts K., Smits I., Hauben H., Giacumacatos E., Waeyaert W., Lhernould J.-P. and Robin-Olivier S. (2019) Study to gather evidence on the working conditions of platform workers, Brussels, Centre for European Policy Studies. <https://www.ceps.eu/ceps-publications/study-to-gather-evidence-on-the-working-conditions-of-platform-workers/>
- LabourNet Germany (2018) Kölner Lieferdienst Deliveroo Unterläuft Mitbestimmung, LabourNet Germany, 12 September 2018. <https://www.labournet.de/politik/gw/mitbestimmung/betriebsrat/kapital/koelner-lieferdienst-deliveroo-unterlaeuft-mitbestimmung/>
- Lieferrn am Limit (2018) Lieferrn am Limit Deliveroo Post. <https://www.facebook.com/lieferrnamlimit/posts/189982811609628/>
- Marrone M. (2020) Rights against the machines: organizing food courier work Toronto and Bologna, Socialist Project, 1 March 2020. <https://socialistproject.ca/leftstreamed-video/rights-against-the-machines/>
- National Domestic Workers Alliance (n.d.) Good work code: our vision. <http://www.goodworkcode.org/about/>
- O'Donovan C. (2017) That four-star rating you left could cost your Uber driver her job, *Buzzfeed News*, 11 April 2017. <https://www.buzzfeednews.com/article/carolineodonovan/the-fault-in-five-stars>
- Opfer C. (2019) Uber hit with \$650 million employment tax bill in New Jersey, *Bloomberg Law*, 14 November 2019. <https://news.bloomberglaw.com/daily-labor-report/uber-hit-with-650-million-employment-tax-bill-in-new-jersey>
- Pesole A., Urzi Brancati M. C., Fernandez Macias E., Biagi F. and Gonzalez Vazquez I. (2018) Platform workers in Europe: evidence from the COLLEEM survey, Luxembourg, Publications Office of the European Union.
- Piasna A. and Drahokoupil J. (2019) Digital labour in central and eastern Europe: evidence from the ETUI Internet and Platform Work Survey, Working Paper 2019.12, Brussels, ETUI.
- Rechtspraak (2019) Bezorgers Deliveroo vallen onder arbeidsovereenkomst, *Rechtspraak*, 15 January 2019. <https://www.rechtspraak.nl/Organisatie-en-contact/Organisatie/Rechtbanken/Rechtbank-Amsterdam/Nieuws/Paginas/Bezorgers-Deliveroo-vallen-onder-arbeidsovereenkomst.aspx>
- Rev Customer (2019) Support from customers for fair wages for Rev.Com Workers, *Coworker.org*. <https://www.coworker.org/petitions/support-from-customers-for-fair-wages-for-rev-com-workers>
- Rosenblat A. (2018) *Uberland: how algorithms are rewriting the rules of work*, Oakland, CA, University of California Press.
- Rosenblat A. and Stark L. (2016) Algorithmic labor and information asymmetries: a case study of Uber's drivers, *International Journal of Communication*, 10, 3758-3784.
- Ross J., Irani L., Six Silberman M., Zaldivar A. and Tomlinson B. (2010) Who are the crowdworkers?: shifting demographics in mechanical turk, In *Proceedings of the 28th of the International Conference Extended Abstracts on Human Factors in Computing Systems*, Atlanta, GA, ACM Press, 2863-2872. <https://doi.org/10.1145/1753846.1753873>

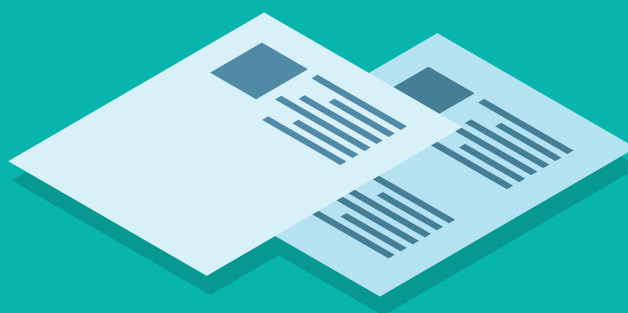
References

- Salehi N., Irani L. C., Bernstein M. S., Alkhatib A., Ogbe E. and Milland K. (2015) We are dynamo: overcoming stalling and friction in collective action for crowd workers, in Proceedings of the 33rd Annual ACM Conference on Human Factors in Computing Systems, Atlanta, GA, ACM Press, 1621–1630. <https://dl.acm.org/doi/10.1145/2702123.2702508>.
- Schmidt F. A. (2019) Crowdsourced production of AI training data: how human workers teach self-driving cars how to see, Working paper No. 155, Düsseldorf, Hans-Böckler-Stiftung. https://www.boeckler.de/pdf/p_fofoe_WP_155_2019.pdf.
- Schor J. B. (2017) Does the sharing economy increase inequality within the eighty percent?: findings from a qualitative study of platform providers, Cambridge Journal of Regions, Economy and Society, 10 (2), 263–79.
- SEIU 775 and DSHS (2018) 2019–2021 SEIU 775 home care tentative agreement SEIU 775, Seattle, WA, Department of Social and Health Services. <http://seiu775.org/files/2018/08/Complete-TA.pdf>
- Speck A. (2019) Das eigentliche Ziel von Feedback-Systemen, Springer Professional, 12 December 2019. <https://www.springerprofessional.de/en/personalentwicklung/talentmanagement/das-eigentliche-ziel-von-feedback-systemen-/17481794>
- Srnicek N. (2017) The challenges of platform capitalism: understanding the logic of a new business model, Juncture, 23 (4), 254–257.
- Staab P. (2019) Bewertungssystem 'Zonar' - Zalando-Mitarbeiter klagen über 'Klima der Angst', Deutschlandfunk Kultur, 20 November 2019. https://www.deutschlandfunkkultur.de/bewertungssystem-zonar-zalando-mitarbeiter-klagen-ueber.2165.de.html?dram:article_id=463914.
- TurkerView (2020) TurkerView launches MTurk Bridge | Rejection Disputes, TurkerView, 5 February 2020. <https://blog.turkerview.com/building-bridges-turkerview-launches-bridge-rejections/>
- Vallas S. P. (2019) Platform capitalism: what's at stake for workers?, New Labor Forum, 28 (1), 48–59.
- Vandaele K. (2018) Will trade unions survive in the platform economy? Emerging patterns of platform workers' collective voice and representation in Europe, Working Paper 2018.5, Brussels, ETUI.
- Vandaele K., Piasna A. and Drahokoupil J. (2019) Algorithm breakers' are not a different 'species': attitudes towards trade unions of Deliveroo riders in Belgium, Working Paper 2019.06, Brussels, ETUI.
- Varghese S. (2020) Gig economy workers have a new weapon in the fight against Uber, Wired, 17 February 2020. <https://www.wired.co.uk/article/gig-economy-uber-unions>
- We Are Dynamo (2014) Guidelines for academic requesters, We Are Dynamo, 21 August 2014. https://wearedynamo.fandom.com/wiki/Guidelines_for_Academic_Requesters
- Weber E. (2018) Setting out for digital social security, Working Paper No. 34. Geneva, ILO. http://ilo.org/wcmsp5/groups/public/---dgreports/---inst/documents/publication/wcms_645871.pdf
- Wood A. J., Lehdonvirta V. and Graham M. (2018) Workers of the Internet Unite? Online freelancer organisation among remote gig economy workers in six Asian and African countries, New Technology, Work and Employment, 33 (2), 95–112.
- Wundersee P. (2019) Abbestellt, Tagesschau, 13 August 2019. <https://www.tagesschau.de/wirtschaft/lieferdienst-deliveroo-101.html>
- Zamponi L. (2018) Bargaining with the algorithm, Jacobin, 9 June 2018. <https://jacobinmag.com/2018/06/deliveroo-riders-strike-italy-labor-organizing>

**European
Trade Union Institute**

Bd du Roi Albert II, 5
1210 Brussels
Belgium

+32 (0)2 224 04 70
etui@etui.org
www.etui.org



D/2020/10.574/29

ISBN : 978-2-87452-581-0 (print version)

ISBN : 978-2-87452-582-7 (electronic version)



9 782874 525810

etui.