

The digital labour market under debate

Platforms,
Workers,
Rights and
WorkerTech





This paper has been created by **Ouishare** (Albert Cañigueral) with the support of **Malt**.

The complete document of the study is only available in Spanish. **This is an executive summary in English.**

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EXECUTIVE SUMMARY

For a while, we have seen how digitalization and the internet impact more and more areas of our society and economy: from the music industry and the media, to the banking system, transport, tourism and commerce.

The effects of digitalization do not end there. In recent years, in a more discrete way, **the technological revolution is also transforming labour relations within the labour market.** Experiences from other areas show that the speed, scope and systemic impact of digitalization often exceed previous expectations. BlaBlaCar did not invent ridesharing, but digitized the experience. Wallapop did not invent the second-hand market, but digitized the experience. How are digital platforms impacting the labour market?

This study has been developed to help unravel (and to better understand) the future of work and, specifically, the **future of workers, their rights and needs.** This document should therefore be interpreted as a map or as a guide. We have analyzed and organized the different labour market signals produced by this transformation and the changes that it implies in the economic, and social relations around employment.

One of the main findings show that the organization of labour is moving away from the prevailing model in our collective imagination of a permanent 9 to 5 job carried out at the same physical space everyday. Various findings support this statement:

- **An increase on non standard forms of employment.** Thinking only in traditional terms of employment ignores millions of people who combine different sources of income and shape their lives through a wide variety of unconventional work relationships: freelancers, teleworking, work through on-demand economy platforms (gig economy), etc.
- **A strong tendency for outsourcing by companies.** Accessing talent on demand is easier today than hiring and incorporating it permanently into an organization. Similar to companies that have already outsourced services such as cleaning, security and IT systems, now they can also do so in functions such as design, support or customer service, financial planning and even project management.

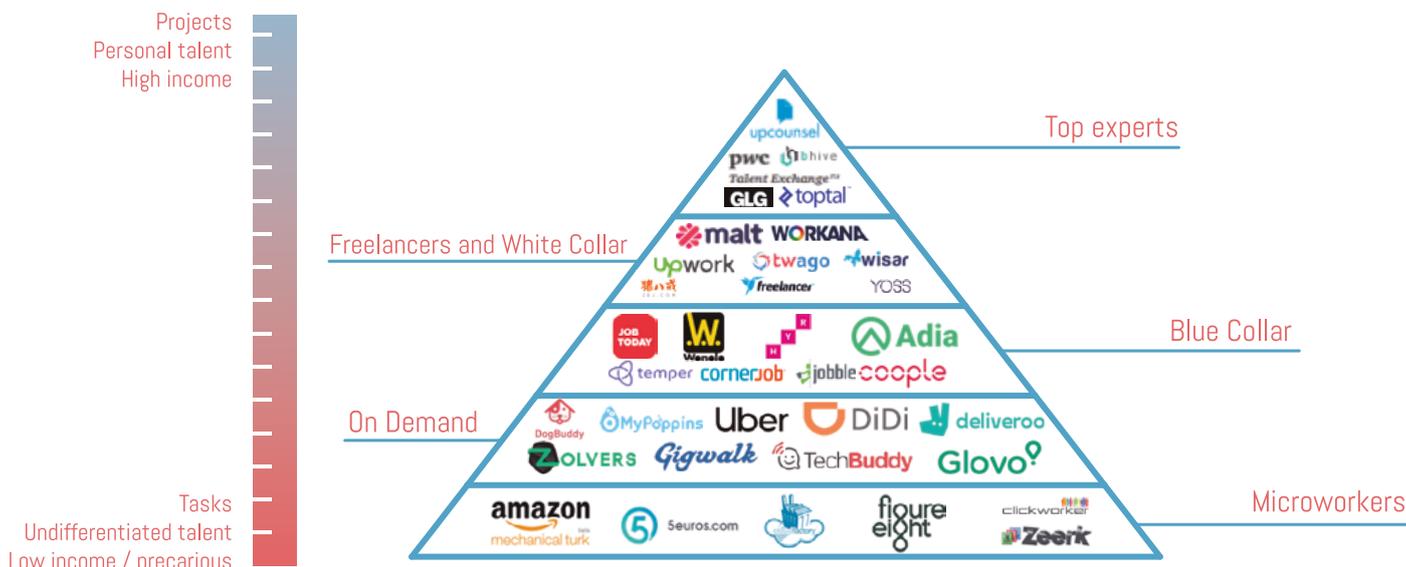
- **The emergence of digital platforms designed to efficiently intermediate between supply and demand of talent for any type of work.** Technology allows to digitize and increase the volume and scale of exchanges and services associated with any type of contracting (search and evaluation of profiles, reputation systems, payments, etc.). Although its use in the labour market is still minimal (between 1% and 3% of the workforce generates most of its income through digital platforms according to various studies) the platforms have a great potential for disruption of the labour market.

The future we are talking about is already present. Today there are platforms to easily access all kinds of talent and needs. From microworkers on platforms such as [Amazon Mechanical Turk](#), on demand workers or gig workers through platforms like [Glovo](#), [Uber](#), [MyPoppins](#) or [TechBuddy](#). There are also platforms focused on blue collar workers like [CornerJob](#) or [JobToday](#), that offer a digital alternative to traditional temporary employment agencies.

The supply is complete with digital solutions for hiring freelancers and white-collar workers (designers, translators, programmers, project managers, cybersecurity experts, etc.) such as [UpWork](#), [Freelancer](#) or [Malt](#). One can even find highly specialized profiles on platforms such as [TopTal](#), [Up Counsel](#) or [GLG](#), designed specifically for this type of workers. It is a fast growing global phenomenon.

This opens up a labour market scenario characterized by intermittent relationships, mediated by digital platforms, between workers and their employers. This type of workers will have several sources of fluctuating income instead of a single job and a single payment. The bargaining power will be very different for each person depending on whether he or she offers abundant and/or standardized talent (base of the pyramid) or a more specialized and/or scarce one (top of the pyramid).

To summarize, with the simplification that entails, we could say that **we shifted from the factory to the digital labour platforms.** This implies both a pronounced learning curve for self-employed workers, who must learn to deal more and better with risk and uncertainty, as well as a deep restructuring of the support structures they have. On the one hand, this new organization of work exposes professional profiles to contingencies traditionally assumed by the employer. On



the other hand, it also opens a new market for a whole generation of support services and organization of workers designed to guarantee their rights and meet their needs in the face of new digital intermediaries.

WorkerTech: digital service offerings that harness the power and convenience of technology to provide independent and flexible workers with personalised benefits and greater access to protections and rights²

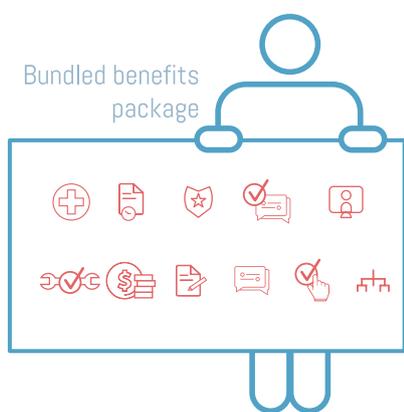
Among this new collection of solutions there are services designed to enable collective representation and action of independent workers ([Organise](#)), to provide insurance for sick leave or temporary disability ([Vital Seguro](#)), to offer on demand insurance ([Zego](#)), to simplify access to work tools

and spaces ([LiquidSpace](#)), to support the creation and maintenance of communities ([DNX Hub](#)), to personalize financial support services ([Hurdlr](#)), to improve the access to social benefits when there are multiple employers ([Alia](#)), to manage reputation and credentials ([Credly](#)), etc.

These are individual-facing services that use existing and emerging technology for a more dynamic, flexible and responsive offering in order to guarantee workers rights and to fulfill their specific needs. Many services are designed so that workers can access and benefit from them regardless of the number of companies, platforms and customers they are working with.

At the moment these types of solutions come from two different fronts. The first one, new startups that bet on the development

THE EMERGENCE OF WORKERTECH



Employed

VS.



Self-employed and independent workers

of products and services to support independent workers both individually and collectively. Secondly, traditional companies (insurance, finance, training, etc.) that have identified an opportunity and that are starting to adapt their service offering to the emerging conjuncture.

The objective on the horizon is to combine the flexibility and freedom of independent or self-employment with the protections and benefits traditionally associated with salaried employees. In other words, to overcome the false dichotomy inherited from the industrial era that differentiated between the highly protected employee and the self-employed worker with virtually no right to anything.

From a broader perspective - with or without digital platforms that mediate between workers and employers - WorkerTech solutions can provide valuable services to the entire workforce. In countries with a high percentage of informal economy, these services can also promote the formalization of labour relationships. In the same way, WorkerTech services can be also useful for salaried employees in areas such as training or conflict resolution.

To the mapping we are starting to sketch, we must add other signals that make it even more complex: automation, which reduces the human work factor in production; a greater life expectancy, which impacts on the pension system and on the concept of retirement; the emergence of solutions based on Blockchain, which decentralize digital intermediaries; the criticism of the concentration of power in the hands of a few technology companies (techlash³), which promotes the creation of more socially responsible digital companies; the emergence of platforms with cooperative values that encourages the grouping of independent workers into small professional groups as a form of defense and mutual support, etc.

We must recognize and be humble that it will still take a while to have a complete and detailed map of the future of the work, the workers and the real impact of the WorkerTech proposals. We need to gather more and better data about the phenomenon in Spain (and elsewhere) to understand and classify the new digital labour platforms, as well as the related WorkerTech services. This is a crucial issue, as the European Group of Ethics in Science and New Technologies states: "to think about the future of work is to think about the future of our societies"⁴. That is why we must ensure that technological progress

translates into social progress. We must act with boldness, but above all with purpose, determination and willingness to innovate and find new regulatory and organizational frameworks. Under no circumstances can all this progress leave behind the companies, SMEs, unions and workers that were born, grew and consolidated in the prevailing labour market model until now.

We should not fear the future. On the contrary, we must actively participate in shaping it; get involved and work to make the future as desirable as possible. As the International Labour Organization (ILO) recalls for its centenary, "the future of work does not depend on technology, it depends on us being able to agree on a new social contract."⁵.

SHAPING THE FUTURE OF WORKERS.

CONCLUSIONS

Nobody challenges the idea that the world of employment is changing. Digital platforms are “atomising jobs”⁶ while new technologies are automating large parts of available jobs and tasks. We are therefore faced with an unknown labour market scenario. We are pioneers, we are explorers. There are no precedents, there are no references.

“We have entered postnormal times, the inbetween period where old orthodoxies are dying, new ones have not yet emerged, and nothing really makes sense. To have any notion of a viable future, we must grasp the significance of this period of transition which is characterised by three c’s: complexity, chaos and contradictions.” writes Ziauddin Sardar⁷.

These are times of opportunity, but also of fear. It is natural to fear that all these trends could further increase the economic insecurity and inequality that already exists.

Throughout the document we have studied actors, trends, barriers and solutions. We have analyzed and proposed how we can guide and build a new labour market and how to take advantage of the benefits of new technologies for both companies and workers. We need to create a future of work that opts for positive flexibility, one that guarantees rights and safety for workers. Technology can be a very good ally for all these objectives -- the tool that helps us design and deliver desirable futures.

Yet to achieve this, it is essential to change our mindset. Without new perspectives, definitions and questions it will be very difficult to progress and innovate. The aim for this document was to contribute with evidence-based examples and analysis to inform this new labour framework. The map that we are beginning to explore is undoubtedly incomplete, with errors and omissions, but it also offers a fresh perspective capable of opening new dimensions for reflection.

Available data shows that the trend towards a labour market with more independent workers is now a reality. However, the same data indicates that the percentage of people who find work today through online platforms

is still low (between 1% and 3% of the workforce). The limited penetration of these solutions should be seen as an advantage. As this labour market transition evolves, it is the right time to approach and manage the possible impacts that these platforms will have on the labour market. Taking advantage of this window of opportunity is fundamental.

This research also highlights that the majority of WorkerTech projects are still in their infancy and with limited or no activity in Spain. In addition, in many cases, there are doubts about their economic viability. Will these projects be able to develop viable business models that allow them to achieve sustainability through the sale of services or the collection of membership fees / subscriptions instead of relying on subsidies and injections of venture capital? In the case of projects aimed at precarious workers groups, the difficulty will be even twofold, since their potential users do not have the money to pay for those support services they so badly need.

To attain the desirable future we are seeking for independent workers, it will be necessary to combine ambitious public policies⁸ with the support for worker led innovations in the form of WorkerTech or other solutions

Likewise, the concept and definition of WorkerTech will also evolve. That is why it is important to include high technology solutions (e.g. artificial intelligence and blockchain), intermediate technology solutions (e.g. discussion forums and websites with training content) and also very low or no technology solutions (for instance, agreements between unions and labour platforms). While moving forward the key element to keep in mind is to always have people and workers at the center of the debate.

This study reminds us of the complexity of anticipating any scenario in the medium term. There are a lot of moving parts in this story. We have to learn to think and act “in beta”⁹, but also to teach and help others to do it too. From Ouishare we will continue “exploring the edges”¹⁰ and boundaries, and looking for those desirable futures; we will continue to support groups, projects and people with an interest in the future of labour platforms, the future of workers, their rights and needs.

RECOMMENDATIONS

After acknowledging that the labour market change is structural and that the WorkerTech projects open interesting new horizons, we share some recommendations which are always open to debate and improvement.

a) To gain a better understanding of digital platforms, founders, and those who work with them

Digital platforms are the organizational model that is defining the 21st century and represent unprecedented tools for social change. In order to face its impacts on society and its regulation, it is necessary to understand in detail the design, governance and functioning mechanisms.

On the one hand, we recommend published studies such as: “The architecture of digital labour platforms: Policy recommendations on platform design for worker well-being”¹¹ (ILO), “Unlocking the value of the platform economy”¹² (KPMG) or Platform Design Toolkit¹³ (Boundaryless) which are excellent starting points.

Additionally, we recommend meeting with the founders and managers of international and local digital labour platforms to understand their motivations and the challenges they face.

We also suggest holding face-to-face meetings with platform workers and the collective of independent and intermittent workers. Three other suitable books about workers’ experiences are: “Gigged: The End of the Job and the Future of Work”¹⁴, “Uberland: How Algorithms Are Rewriting the Rules of Work”¹⁵ and “Ghost Work”¹⁶.

Finally, the best way to learn is to experience first hand the use of these platforms, both as a user and as a producer. Remember nobody learns how to ride a bicycle by just reading a book on how to ride a bicycle.

b) To collect data about the phenomenon of independent and intermittent work

The reality is that we just do not have enough data about the current transformation of the labour market. We continue to measure the world following an outdated map. Incorporating these data for both official employment statistics and research is

crucial. The ideal would be to have open data with this type of information encompassing guaranteed privacy rights (anonymized, aggregated, etc.) so that research staff and government entities can better characterize and study the phenomenon. Until then, much of the independent work on demand, with platforms and without them, will remain off the radar.

Finding a solution, however, is not easy either. One of the most obvious difficulties is not only that much data is only considered the private property of technology platforms, but also often considered as an element of their business and public relations strategy.

The other major obstacle may be to reach a consensus on definition(s) and/or characteristics of these new forms of work¹⁷. Even if an agreement was to be reached, there would still be another common challenge to face: knowing what is really relevant in order to know what to measure.

Beyond digital platforms, WorkerTech actors especially those related to finance, administration and collective representation, can also be a good alternative to obtain data. JP Morgan, for example, has carried out studies on the on demand economy¹⁸ based on the analysis of transactions between digital platforms and client bank accounts.

The following examples can also serve as inspiration and references:

- Aspen Institute’s Future Work initiative has partnered with Cornell University to launch the “Gig Economy Data Center” - <https://www.gigeconomydata.org/>
- The Online Labour Index, an initiative of the Internet Institute of the University of Oxford, is the first economic indicator of online gig economy equivalent to the usual statistics of the traditional labour market. It measures, in real time, the supply and demand of independent labour through the Internet in all countries and occupations thanks to the monitoring of the number of projects and tasks offered and contracted on digital platforms. - <http://ilabour.oii.ox.ac.uk/online-labour-index/>
- The Government of the United Kingdom has a dedicated section on its website to study the volume of the gig economy, including characteristics and experiences of its participants <https://www.gov.uk/government/publications/gig-economy-research>

- From the US Bureau of Labor Statistics (BLS) some initial studies¹⁹ about work mediated by digital platforms have also been published.
- Cities such as San Francisco conducted research (2016) on the expansion and implications of the gig economy in the city²⁰. New York, in collaboration with the New York University, will carry out similar studies.
- Develop communication plans to raise awareness and disseminate the available knowledge about the transformation of the labour market. This recommendation includes the support to content creation focused on explaining the phenomenon (radio/podcast, webseries, etc.) as well as the development of communication campaigns for the independent workers about their rights and the available support²¹

c) To support the organization of labour platforms and the WorkerTech startup ecosystem

There are a number of digital labour platforms based in Spain, especially in the on demand economy (Glovo, Cabify, MyPoppins, Clintu, etc.) and the hiring of blue collar workers (CornerJob). Other international platforms already have a considerable user base in Spain. This is the case of Uber, Deliveroo, JobToday, DogBuddy, Care.com or MALT to name a few. Some of them even have local offices and teams in Spain.

We consider it fundamental to formally coordinate these actors, probably in different related subgroups, in order to facilitate dialogue with the public administration, share experiences and challenges, and lastly to collect and analyze data, etc.

In the specific case of WorkerTech, the presence of startups, both local and international, in Spain is still very limited. The most relevant actors are those linked with fintech and Insurtech areas.

We recommend the following actions as support initiatives for the sector:

- Sector monitoring. Research activities to better understand its actors, initiatives and implications for the labour market. This report by Ouishare and Fundación Cotec is only a first step in that direction.
- Promote and encourage initiatives that facilitate the meeting of digital labour platforms and WorkerTech projects: [meetup groups](#), [sectorial events](#), [hackathons / design jams](#), [Future of Work Awards](#), etc. The United Kingdom is undoubtedly the greatest source of inspiration for this.
- Incorporate the WorkerTech as a vertical into calls for incubation and acceleration of startups, especially those aimed at TechForGood.

d) To think about future work scenarios with new and innovative proposals

The structural change of labour markets requires that the proposals to be considered should not be temporary short-term fixes but rather from a long-term perspective and with an eye toward future scenarios. Some specific proposals that we recommend considering:

- Dissociate labour protection and social benefits from the traditional employment contract. The focus must be on the workers so that their protection and guarantees are independent of their legal status at a contractual level. It is necessary to overcome the false “employee vs. independent worker” dichotomy²² and to begin to use new schemes centered, on the contrary, on the economic security and work experience of people. The European Pillar of Social Rights, the United Kingdom²³, France²⁴ and Singapore²⁵ already have proposals aligned with the idea of universal protection. The current media attention around digital labour platforms should be seen as an opportunity to address more general and ambitious challenges in the future of work and the labour market.
- Regulate around data as a 21st century labour right. Data is at the center of the platform economy. Opting for a regulation that guarantees worker’s ownership of their data while also simplifying the portability of identity and reputation²⁶ will create a fairer labour market. This approach will also increase competition between platforms, which should offer better working conditions to potential suppliers. In addition, putting data in the hands of workers would be a way to obtain more and better insights about the new labour market scenarios. The European General Data Protection Regulation (GDPR) and citizen initiatives such as MyData²⁷ already point towards this direction.

- Positive discrimination of socially responsible work platforms. On the platform economy as a whole (tourism, mobility, finances, etc.) several cities have taken steps to differentiate between platforms and positively discriminate²⁸, for example in public contest or regulations, the most socially responsible ones. It is important to follow that same path in the labour platforms.
- Foster the emergence of competitors, both on the side of labour platforms as well as on WorkerTech services, around the same sector of activity or niche. With more competition users can choose the option that best suits them while regulators minimize the problems derived from large digital oligopolies²⁹.
- Shared regulation³³ that, while allowing many of the actors involved to be part of the regulatory process, also explores the self-regulation of digital platforms and the delegation of responsibilities in them³⁴.
- Algorithmic control and regulation to know the working conditions of the suppliers in digital platforms. The digitization of the whole process enables traceability of the late payments to platform providers, to detect situations of gender or race discrimination or other type of labour abuses. Eg: Uber, in the United Kingdom, for security reasons, limited the number of hours the drivers can use the application³⁵.

e) To advance regulatory innovation for the future of work and workers

In front of such a profound structural change and with a plethora of emerging practices, it is essential to open spaces for debate and experimentation on labour relations and social security mechanisms for the 21st century.

A first step is to overcome the limited legislative activity that the Government of Spain have had with this issue so far. Addressing the digital labour platforms issues in court instead of in the parliament has created legal chaos³⁰ in the country, especially around Deliveroo and Glovo cases.

There are several concepts such as: part-time self-employment, social benefits linked to a person instead of a contract, new schemes to finance social benefits, experimentation around platform suppliers and companies relationship so that the latter can train and care for their suppliers without automatically entering into a traditional employment relationship, etc. These are just some of the measures and legislative changes that could be studied.

In order to experiment with legal certainty it will be necessary to have instruments and measures for regulatory innovation³¹, some of which have already been used and promoted in recent years:

- Regulatory sandbox that has been used successfully in the field of fintech in several countries and has recently received support from the Spanish public sector³².

f) Participate in debates around the future of work at an international level

Each national labour market is a unique and fairly isolated world. One can learn a lot and faster by taking international references on both good and bad practices.

Inspiring examples abound to improve our capacity to think and take action: The United Kingdom's promotion of "Good Work"³⁶, debates around "Portable Benefits"³⁷ in the United States, quality seals such as "Crowdsourcing Code of Conduct"³⁸ in Germany, the Fair Work Foundation³⁹ from Oxford University, Scandinavian flexicurity⁴⁰ policies and the French Auto-Entrepreneur legislation⁴¹ are just some of the most relevant examples.

We therefore recommend the direct participation of Spanish representatives in some of the numerous working groups and events dedicated to the "Future of Work" debate. Several organizations such as the OECD, International Labour Organisation, Inter-American Development Bank, World Bank, World Economic Forum, G20, etc. are already working on this topic.

g) To support traditional actors to adopt these new labour scenarios

Changes and transitions are never easy. It will be necessary to develop specific support actions for traditional actors.

Large companies, and especially SMEs because of their relevance in the Spanish economy, should learn to **integrate flexible talent systems** to remain competitive in the local and global market. The management of this talent involves numerous cultural, legal and technical challenges.

Traditional trade unions face the challenge of **finding their new role** in an environment characterized by intermittent work, independent workers and less centralized work centers. In other words, trade unions should look for ways **to adapt their organizations and redefine the services offered to their members and to society as a whole.**

Independent workers must learn to **offer their talent through digital platforms** and seek mechanisms to **guarantee their rights and needs individually and collectively.** They will also have to get used to lifelong learning of specific technical skills, as well as soft skills (social relations, teamwork, curiosity, etc. **Workers training related policies**, normally focused on traditional companies, should be extended to encompass digital labour platforms as well as **individual self-employed workers.**The French Mon Compte Activité⁴² project is an initial reference to study.



To end, let's reiterate that in the face of technological progress, it is important to remember that we always have an option and agency. Technology and digital platforms are not binary gods that exercise absolute power over us. As Tim O'Reilly writes in "WTF: What's the Future and Why It's Up to Us" (2017): *"The way things go it is not inevitable, we shape the future. We have built these tools and it is up to us to use them correctly"*⁴³.

A

ANNEX

LIST OF DIGITAL LABOUR PLATFORMS AND WORKERTECH SERVICES

As a complement to this text the document <http://bit.ly/COTECPlataformasWorkerTech> is available as a living directory to be regularly updated.

1	Rights & needs of the independent workers	Name	URL	Type of independent worker targeted	Additional Comments
15	Collective representation & Collective action				
16	Collective representation	Riders x Derechos	https://twitter.com/ridersxderechos	Riders	España
17		Sindicato Riders	https://twitter.com/SindicatoRiders	Riders / Ciclomensajeros	Sindicato de Ciclomensajeros
18		Federación Transnacional de Repartidores	https://twitter.com/hashtag/riders-rights	Riders	http://www.altosuramit.eu/a/accu
19		App Sindical	https://twitter.com/appesindical	Riders	Argentina
20		Justice 4 Couriers	https://www.justice4couriers.fi/	Riders	Finlandia
21					
22		United Private Hire Drivers	http://www.uphd.org/	Drivers	UK's largest trade body for private hire drivers
23		Independent Drivers Guild	https://idriguild.org/	Drivers	USA. (We are Uber, Lyft, Juno, Vi)
24					
25		Independent Workers Union of UK	https://iwgb.org.uk/	Independent Workers	RSA Awards. UK. Independent Workers Union of Great Britain
26		Indy Worker Guild	https://twitter.com/indyworkerguild	Independent Workers	USA. Inactive since 2018 (prior to 2018)
27		Indy Cuba	https://twitter.com/indycuba	Independent Workers	RSA Awards. #Coop on side of #Coworking Membership Benefit

The list contains references to digital labour platforms and WorkerTech services that have been identified so far. The hope is that this directory will encourage researchers, journalists, policy makers and investors to support these pioneers.

It is a living document and open to external contributions to keep it up to date and relevant.

B

ANNEX ENDNOTES

EXECUTIVE SUMMARY

1. Statistics taken from New report shows that digital employment platforms are gaining a foothold in Europe's labour markets <https://ec.europa.eu/social/main.jsp?langId=en&-catId=89&newsId=9146&furtherNews=yes>. Visit Eurofund Platform economy repository for updated statistics <https://www.eurofound.europa.eu/data/platform-economy>
2. Definition from How WorkerTech is meeting the need for flexible support for the self-employed <https://www.inlinepolicy.com/blog/how-workertech-is-meeting-the-need-for-flexible-support-for-the-self-employed>
3. Visit Year in a Word: Techlash <https://www.ft.com/content/76578fba-fca1-11e8-ac00-57a2a826423e>
4. Publication "Future of Work, Future of Society" available at https://ec.europa.eu/info/publications/future-work-future-society_en
5. "El futuro del trabajo no depende de la tecnología, depende de nosotros, de poder consensuar un nuevo contrato social" (OIT 100 years) - <https://twitter.com/OITnoticias/status/1096093006690746370>

SHAPING THE FUTURE OF WORKERS. CONCLUSIONS AND RECOMMENDATIONS

6. Visit We should be worried about job atomization, not job automation <https://techcrunch.com/2016/04/16/come-on-baby-dont-fear-the-automator/>
7. Visit Welcome to postnormal times <https://ziauddinsardar.com/articles/welcome-postnormal-times>
8. Visit State Policy Agenda Aspen Institute Future of Work Initiative https://assets.aspeninstitute.org/content/uploads/2019/02/Future-of-Work-Initiative-State-Policy-Agenda_February-2019.pdf

9. Visit Sociedad en Beta <https://medium.com/ouishare-connecting-the-collaborative-economy/ouishare-fest-barcelona-2017-sociedad-en-beta-e0a800a22a54>
10. “Exploring the edges” is the current tagline of <https://www.ouishare.net/> organization
11. Visit The architecture of digital labour platforms: Policy recommendations on platform design for worker well-being https://www.ilo.org/global/topics/future-of-work/publications/research-papers/WCMS_630603/lang--en/index.htm
12. Visit Unlocking the value of the platform economy <https://home.kpmg/nl/nl/home/topics/platform-economy.html>
13. Visit Platform Design Toolkit <https://platformdesigntoolkit.com/>
14. ISBN 9781250097897 - Gigged: The End of the Job and the Future of Work <https://us.macmillan.com/books/9781250097897>
15. ISBN 9780520298576 - Uberland: How Algorithms Are Rewriting the Rules of Work <https://www.ucpress.edu/book/9780520298576/uberland>
16. ISBN 9781328566249 - <https://ghostwork.info/>
17. Visit Definitions of Independent Work <https://www.gigeconomydata.org/research/definitions-independent-work>
18. Visit The Online Platform Economy in 2018 <https://www.jpmorganchase.com/corporate/institute/report-ope-2018.htm>
19. Visit Electronically mediated work: new questions in the Contingent Worker Supplement <https://www.bls.gov/opub/mlr/2018/article/electronically-mediated-work-new-questions-in-the-contingent-worker-supplement.htm>
20. Visit The Gig Economy in San Francisco: Prevalence, Growth, and Implications <http://open-book.sfgov.org/webreports/details3.aspx?id=2326>
21. Visit Guia per als treballadors i les treballadores de les plataformes digitals https://bcnroc.ajuntament.barcelona.cat/jspui/bitstream/11703/113842/5/Guia_treballadores.pdf
22. Visit ¿Trabajadores o ‘freelancers’? Apuntes sobre el trabajo en las plataformas digitales https://www.infolibre.es/noticias/luces_rojas/2017/12/06/trabajadores_freelancers_apuntes_sobre_trabajo_las_plataformas_digitales_72746_1121.html
23. Visit Gig economy: Workers’ rights to be strictly enforced <https://www.bbc.com/news/business-42959756>
24. Visit Autoentrepreneurs : ce qui change en 2019 <https://www.lesechos.fr/economie-france/social/0600418913496-ce-qui-change-pour-les-micro-entrepreneurs-en-2019-2233430.php>
25. Visit Singapore to Offer Better Protections for Gig Economy Workers <https://www.jdsupra.com/legalnews/singapore-to-offer-better-protections-40289/>
26. Visit Give me my reputation back <https://gavinkellyblog.com/give-me-my-reputation-back-c1fa5daca78c> and <https://workerinfoexchange.org/>
27. Visit My Data <https://twitter.com/mydataorg>
28. Visit Common Declaration of principles and commitments for Sharing Cities <http://www.share.barcelona/declaration/>

29. Visit Competition: The next capitalist revolution <https://www.economist.com/leaders/2018/11/15/the-next-capitalist-revolution>
30. Visit Los jueces provocan un caos jurídico sobre los ‘riders’ de Deliveroo y Glovo <https://www.lainformacion.com/empresas/jueces-crean-caos-juridico-riders-deliveroo-glovo/6492502/>
31. Visit The future of regulation <https://www2.deloitte.com/insights/us/en/industry/public-sector/future-of-regulation/regulating-emerging-technology.html>
32. Visit COTEC - Promover la cultura del SandBox en la administración pública <http://cotec.es/promover-la-cultura-del-sandbox-en-la-administracion-publica/>
33. Visit How do we collaboratively regulate the sharing economy <https://www.thersa.org/discover/publications-and-articles/rsa-blogs/2016/07/how-do-we-collaboratively-regulate-the-sharing-economy>
34. Visit Self-Regulation and Innovation in the Peer-to-Peer Sharing Economy https://chicagounbound.uchicago.edu/uclrev_online/vol82/iss1/8/
35. Visit Uber announces “safety” cap on UK driver hours <https://techcrunch.com/2018/01/16/uber-announces-safety-cap-on-uk-driver-hours/>
36. Visit Good Work Plan <https://www.gov.uk/government/publications/good-work-plan>
37. Visit Portable Benefits <https://www.aspeninstitute.org/programs/future-of-work/portable-benefits/>
38. Visit Paid Crowdsourcing for the Better <http://crowdsourcing-code.com/>
39. A Fairwork Foundation: Towards fair work in the platform economy <https://www.oii.ox.ac.uk/research/projects/a-fairwork-foundation-towards-fair-work-in-the-platform-economy/>
40. Visit Hiring, employment, and health in Scandinavia: the Danish ‘flexicurity’ model in comparative perspective <https://www.tandfonline.com/doi/abs/10.1080/14616696.2016.1207794>
41. Same as note 23. Visit Nouveautés 2019 : ce qui change (et ce qui ne change pas) pour les auto-entrepreneurs <https://www.autoentrepreneur.urssaf.fr/portail/accueil/sinformer-sur-le-statut/toutes-les-actualites/nouveautes-2019--ce-qui-change-e.html>
42. Visit Mon Compte Activité <https://www.moncompteactivite.gouv.fr>
43. Watch Next:Economy 2015 - San Francisco, California: Video Compilation <https://player.oreilly.com/videos/9781491944547>

