Wednesday, 20th February 2019

Ms Natalie James
Chair, Inquiry into the Victorian On-demand Workforce
Department of Economic Development, Jobs, Transport and Resources
GPO Box 4509, Melbourne, VIC 3001

OnDemandInquiry@ecodev.vic.gov.au

Dear Ms James,

RE: Inquiry into the Victorian On-demand Workforce

RCSA is the peak industry body for the recruitment, staffing and workforce solutions industry in Australia and New Zealand, representing some 3000 corporate and individual members.

We welcome the opportunity to contribute to this inquiry, which considers important issues relating to the on-demand workforce and how we respond effectively to a rapidly evolving labour market.

Attached is our submission to the inquiry. Should you have any question, please do not hesitate to contact either myself or Brooke Lord, RCSA Head of Policy and Advocacy, at advocacy@rcsa.com.au or on [text removed].

Yours sincerely,

Charles Cameron
Chief Executive Officer
RCSA Submission into the Victorian On-demand Workforce.

Australia’s labour market has changed dramatically in recent years and continues to evolve at a rapid pace. Labour markets have become multiple. The diversity of labour markets has increased to accommodate a variety of different working arrangements: traditional wage earners, self-employment, family work, remote or teleworking and informal work. Contributing to the diversification of the work relationship is the rise of the number of people who derive income from multiple sources either because they work part time or because they have a second income from self-employment. Younger workers particularly tend to be more likely to combine several professional activities at the same time, which is resulting in a growing number of ‘portfolio’ workers.

Today’s work laws and structures must cover more than traditional ‘non-standard work’ such as fixed-term, part-time contractors, seasonal or agency work. They must cover situations such as on-demand, on-call, causal, intermittent, project contracts, job-sharing, gig-work, pooling of workers and crowd-sourcing.

These shifts are driven by changing technologies and by demand from markets and consumers. They are not something which has resulted from regulation, law or external design.

The reality is that permanent, fixed, full-time employment, as the standard work relationship for most Australians, has been disrupted from both the desires of workers and the changing patterns of consumers. The future will increasingly be founded upon on flexible work arrangements to meet new forms of consumption, variable economic conditions, innovative business models and altered ways of living. Whilst it will be important to maintain employment protections for genuinely vulnerable workers it is futile to attempt to engineer, via regulation, the retention of permanent full time employment as the default work-type.

Australia’s capacity to continue to grow its job market and create employment opportunities for people in the future will be determined by our ability to create a labour market environment that is flexible and responsive to market demands. The rapidly growing diversity of the workforce means the old standard ‘one size fits all’ approach is no longer relevant.

That said however, the sustainability and success of the labour market we create will rely heavily on our capacity to ensure we have robust policy frameworks that ensure our most vulnerable workers are protected yet those workers who are empowered and confident are free to achieve new opportunity and success. We must all work to build an inclusive and sustainable job market that enables everyone who works within it.

Indeed, how we continue to ensure we protect workers’ fundamental expectations and rights in relation to conditions, fair pay and benefits within this context is one of the most important challenges we face.
How do we effectively classify new forms of work relationships? How do we protect our most vulnerable workers? How do we ensure workers have a safe and healthy work environment? How do we support workers in managing their superannuation and taxation obligations? How can we avoid unfair competition and ensure selective regulation doesn’t have a market impact by actively causing movement between different forms of work? How do we provide life-long learning and career support for workers?

The rapid growth of the online freelance platform work environment has presented a new level of challenge and consideration when responding to these types questions.

The rise of the platform or ‘gig’ economy has reignited the age old debate around the role, protections and obligations of freelancers. By creating new and growing opportunities for freelancers it has further complicated the distinction between freelancing and employment.

Like all of the evolution in our labour markets, the emergence of online work and consumer platforms has not been driven by regulatory or policy construct. Their popularity is a response to changing consumer behaviours, especially with respect to the eating habits, shopping habits, lifestyle and leisure activities, along with increasingly volatile business conditions.

But on-demand platform based work has had a significant impact on work, especially with respect to the way in which workers are sought and engaged.

In public dialogue this confusion around definitions has caused many to lump a wide variety of flexible work arrangements such as on-hire agency work, contracting work and platform based work together as a single consideration under umbrella terms such as ‘gig work’ or the politically inspired term ‘insecure’ work.

Unfortunately, this broad terminology fails to identify recognise the significant differences between the many forms of work that it represents. Even simply referring to ‘online staffing’ encompasses multiple forms of work and engagement model.

But in operation, the difference between online staffing firms and online freelance platforms is very distinct.

In considering the impact and challenge of change caused by the growth of the gig economy we first need to be clear on what we are talking about.

Online staffing firms employ workers under the Fair Work Act and on-hire them to work for clients. A number of RCSA members offer online platforms which operate as online staffing firms. These arrangements maintain an employment relationship within a tripartite structure - workers are on-hired to a host and are granted NES and modern award obligations as well as any applicable obligations under law.

Online freelance platforms on the other hand, simply match independent contractors to work. That work has traditionally involved predominantly low-skilled activity but can include all forms of work, both high and low skilled, and blue and white collar.
Despite the distinct difference in approach and construct, the evolution of technology and the labour market has blurred the lines between the two forms of engagement and resulted in a lack of understanding of the difference for many people sourcing labour.

For many users of workplace services, online freelance platforms exist in a very similar space to online staffing firms within the marketplace. The conditions under which they operate however, and the protections which exist for workers under the two models are miles apart.

Whilst on-demand work has had a positive impact for some skilled workers in industries with high levels of human capital and professionalism, it exposes many vulnerable workers engaged in low-skilled work to significant risk.

Online platforms operators define themselves as little more than a marketplace which matches workers and particular tasks, and argue they have no employment relationship with the workers who perform those tasks. This relationship is not always clear to the end user however, who often engage platform matching services without considering the employment relationship they are engaging in or assuming a relationship that doesn’t exist.

The grey nature of the relationship makes it difficult to determine responsibilities of the parties with respect to major issues such as worker health and safety and NES obligations. It also makes it very difficult for parties themselves to undertake a fair and accurate assessment of risk in terms of a work assignment at hand.

Under these arrangements, workers, especially vulnerable ones, may be more exposed to accepting and carrying out work that is poorly rewarded or may pose a hazard to themselves and others.

It is these environments that pose a growing risk to vulnerable workers who don’t have any assistance to the social protections and employment protections that exist in an employment relationship.

It is in this capacity that the role of the human intermediary, over the technological intermediary (platform) will become increasingly important for workers as the labour market evolves.

Online platforms view themselves as disrupters of established supply chains, akin to social media platforms that have disrupted and transformed the media and advertising industry. In the labour market, these platforms have certainly succeeded in disrupting many of the regulatory and policy frameworks designed to protect our most vulnerable workers.

This distortion has created an uneven playing field in the marketplace, making labour sourced through these platforms cheaper than that sourced through staffing agencies, who meet worker protections and standards under the NES and modern awards.
Platform workers are, irrespective of skill level and market bargaining power, deemed to be independent contractors and therefore not required to be protected in the same manner. These workers are left to their own devices, to cope with negotiating the terms of their pay and conditions through to managing workplace disputes and meeting health and safety, tax and superannuation obligation. This exposes many workers to significant risk and personal exposure in the work they undertake. Evidence of cohorts of underinsured freelancers operating in certain industries has the potential for devastating impact for those workers should their engagement not run smoothly.

Indeed, the growth of the independent contractor workforce, especially in low skilled occupations where the worker has little power to negotiate fair terms, is creating a significant degree of risk throughout the labour market.

There are examples in the insurance area, where a freelance platform worker operating in the food delivery space or in the ride share space may inaccurately assess his or her current vehicle insurance policy limited for private use by the insurer as adequate for the purpose of work accepted via a platform, when in reality the insurer may consider such activities as commercial purposes and hence exclude liability, leaving the worker exposed to an unanticipated degree of risk.

On the other hand, an employer who engages a worker via a freelance platform may fail to understand the due diligence requirements for safety of that worker at their premise. If that worker is subsequently found not to be a genuine contractor, the liability may sit with an unsuspecting employer whose premises may not be adequately covered by an insurance policy. Whilst insurance markets may eventually adjust to changing risk dynamics, it leaves workers and society at large open to an additional layer of risk in the interim.

Both staffing agencies and online staffing firms, a sizable proportion of which are RCSA members, have been providing responsible people procurement services to all Australian industries in all states and territories well before the emergency of freelance platforms. In provision of those services, these firms adhere to the full range of social protections (WH&S, NES and Award) offered to Australian workers whilst also adhering to all laws and regulations.

The complexity of workplace law only exacerbates the conditions that drive demand for the on-demand workforce. The sheer complexity of Australian industrial relations framework carries a significant compliance and risk burden to business. In order to relieve themselves of such administrative and risk burden, businesses have increasing resorted to outsourcing such risk by engaging with platform workers.

Greater uncertainly and competition for business also drives demand in to these types of platforms and services. Increasingly dynamic business environments are leading to some organisations to explore platform-based job matching sites find workers to cover fluctuations in demand as a less expensive and less heavily regulated alternative to conventional on-hire workers.
These businesses and consumers are possibly unaware of the legal relationship that exists between the platform and the workers, or the worker and the business. Hence, the false-perception of a legally grounded relationship between worker and the platform could be major driver of businesses and consumers seeking services from workers on platforms.

Moreover, the lower transaction costs and the perceived removal of employer obligations combine to make platform based work solutions increasingly appealing business, especially in an uncertain economic climate. Traditionally, these employment gaps in the business cycle were filled by staffing agencies that maintain obligations and responsibilities to workers, not only as specified in the NES and on modern awards, but also in relation to taxation, worker health and safety and other obligations under law.

Although the impact of this skewed playing field may be negligible, as far as high skilled workers are concerned, low skilled workers have the capacity to be significantly exposed in this platform environment.

Policy makers must avoid creating two separate systems of dependant worker. RCSA believes all lower skilled workers in dependent relationships must be protected under law in line with the regulatory framework that staffing agencies and online staffing agencies adhere to placing workers.

To require different regulatory obligations for online platforms and staffing agencies – particularly in lower skilled job environments – actively impacts the market’s competitive environment whilst exposing many workers to greater risk and less protection. RCSA encourages the government to explore opportunities to replicate the regulatory obligations for workers’ social protection across both forms of engagement.

In addition to the commentary above, we attach a number of documents as additional information and guiding content we support relevant to the inquiry. As a member of the World Employment Confederation we include the recently released Manifesto No Future of Work Without Social Innovation which illustrates the commitment of the World Employment Confederation, RCSA and our fellow global members, to the leadership role we will take in building futureproof labour markets.

RCSA is available to provide further comment and input to the inquiry on request.

APPENDICES AND SUPPORTING DOCUMENTATION

The following documents are included as additional information to support this submission.

Appendix 1: WEC Manifesto: No future of work without social innovation
Appendix 2: Summary of some of the differences between agency and gig work, compiled by RCSA in conjunction with the Association of Nursing Recruitment Agencies (ANRA)
Appendix 3: Position paper from the Adecco Group (and RCSA member) on Work and security in the age of platforms.
About RCSA

RCSA is the peak industry body for recruitment, staffing and workforce solutions in Australia and New Zealand representing over 3,000 Corporate and Individual Members.

RCSA promotes and facilitates professional practice within the recruitment and staffing industry. It sets the benchmark for industry standards through representation, education, research and business advisory support to our member organisations and accredited professionals who are bound by the ACCC authorised RCSA Code for Professional Conduct through membership.

RCSA is a proud member of the World Employment Confederation, the voice of the employment industry at global level, representing labour market enablers in 50 countries and 7 of the largest international workforce solutions companies.
NO FUTURE OF WORK WITHOUT Social Innovation!
How to build open, inclusive, sustainable and enabling labour markets
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FOREWORD

In the last decade labour markets have undergone significant change and the employment industry is convinced this trend will continue to accelerate in the coming years. This Manifesto illustrates the commitment of the World Employment Confederation and its members and demonstrates the leadership role they will take in building futureproof labour markets.

As the authoritative professional global body for the employment industry, the World Employment Confederation calls upon policymakers and relevant stakeholders to work in partnership to build open, inclusive and sustainable labour markets that enable everyone - individuals, businesses and society at large.

In order to cope with the increasing volatility in labour markets, it is essential to promote and implement social innovation as well as introduce new security schemes. To tackle challenges linked to the increasing diversity of forms of work, the following solutions should be considered: portable social benefits and rights, new types of collective representation and access to lifelong learning. With regard to the business sector, embracing social innovation is essential if organisations hope to secure skilled and talented workers and remain competitive and agile.

For any country, having an efficient labour market is a prerequisite for economic growth and competitiveness. Countries with forward-thinking labour policies and effective labour markets will be more resilient and more likely to prosper. As such, the biodiversity of labour markets must be nurtured and protected in order to secure an open, inclusive, sustainable and enabling working environment.
THE TRENDS SHAPING A NEW WORLD OF WORK

Volatile and complex economic environments are challenging traditional business models
• Mass-customisation has replaced mass-production
• Platformisation of businesses in response to the rise of the on-demand economy
• Lean start-up revolution and renewed appetite for entrepreneurship challenging wage employment
• Blurring lines between services and industry (servicification)
• Consumers becoming prosumers, reflecting hybridisation between production and consumption

New work organisations based on global talent supply chain management
• Globalisation with economic development transferring to the South & East (from OECD countries to BRICS & VISTA)
• Outsourcing of business activities leading to new extended companies
• Project-based firms organised as a ‘loosely coupled’ network of suppliers and partners
• Use of online work (crowdworking) and small-scale workshops offering digital fabrication (Fablabs & 3D Printing)

New attitudes vis-à-vis work, question the relationships to the corporate world
• Strong demand for individualisation of the work relationship
• Fulfilment & satisfaction at work as a way to drive employee engagement
• Portfolio workers & slasher generation holding multiple jobs simultaneously
• Collaborative management and flat hierarchies (Holacracy) in order to boost business competitiveness
The challenges arising from a changing world of work

While the changing world of work creates many new opportunities, it also generates challenges that need solutions:

1. How to classify new forms of work relationships (Employee vs Self-employed)?
2. How to protect the most vulnerable workers (young people, ethnic minorities, disabled people, older workers)?
3. How to secure safe & healthy working conditions for nomad and remote workers?
4. How to support workers in managing their risks in terms of inactivity, sickness or pension?
5. How to organise & represent dispersed and online workers?
6. How to avoid unfair competition and social dumping between different forms of work?
7. How to preserve data privacy for workers?
8. How to provide life-long learning & career support alongside protean careers?
### Call for Action: Policy Recommendations

#### 1. Access for all: secure equal and full access to labour markets through diverse forms of work
- Match a variety of workers’ expectations and companies’ needs with diversity and flexibility in labour contractual arrangements (securing diversity and inclusion of all workers, including those most vulnerable)
- Secure appropriate regulation to ensure fair competition between diverse forms of work
- Prioritise labour market policies for individuals who require the most consideration and protection i.e. young people, (long term) unemployed and informal workers
- Stimulate job creation by stable business friendly labour laws, which can be followed by all

#### 2. A fair job for all: guarantee meaningful & decent working conditions regardless of an individual’s work contract, while also considering workers preferences
- The ability to secure decent work regardless of an individual’s work contract
- Ensure that working conditions respect fundamental principles and rights at work
- Secure adequate earnings, via collective bargaining when relevant
- Ease access to information regarding workers’ rights
- Consider the diversity of individuals in labour markets with respect to collective worker representation
- Uphold and improve health & safety conditions for all workers, including nomad and remote workers

#### 3. Towards a new Social Deal: implement modernised social protection schemes to reflect new workplaces
- Organise social benefits (health, pension, sick leave, paid holidays etc.) in a portable, easily transferable way, ensuring individual security and workers’ rights when a labour contract cesses
- Rethink funding of social protection to reduce non-wage labour costs
- Avoid inequality between different forms of work with regard to labour costs and social contributions
- Favour labour market security over job security

#### 4. Skills for jobs: equip all workers with the skills they need to succeed in the labour market
- Implement a strategic approach that develops cognitive skills (including literacy, numeracy and problem solving), “soft” skills (communicating, influencing, negotiating), as well as the readiness to learn
- Remove barriers to skill development and ensure lifelong learning policies become a reality i.e. improve access to formal education for adults, develop flexible on-the-job training opportunities and provide workers the flexibility to combine work and training (especially via apprenticeship contracts)
- Use periods of unemployment as opportunities to upskill and/or reskill workers
- Set up individual training portfolios for workers so they can capitalise on their training entitlements (regardless of their work relationship)

#### 5. Responsible intermediation: enforce a level-playing field between labour market intermediaries
- Support three-party work relationships (such as agency work or umbrella companies) as a way to reconcile flexibility and security
- Public & private employment services working hand-in-hand to assist support workers build their career
- Implement quality standards for cross-border recruitment practices and ensure that existing regulation is enforced
THE CONTRIBUTION OF THE EMPLOYMENT INDUSTRY AS LABOUR MARKET ENABLERS

The employment industry plays a key role in providing innovative solutions to address challenges that arise through the ever-changing world of work. As labour market enablers, members of the World Employment Confederation contribute to a better labour market by providing work opportunities, adaptation, security, and prosperity. By doing so, they provide a unique proposition to individuals, businesses and society at large. Our members build trust in the market, develop confidence in individuals and provide a sustainable future for the industry.

- Enables 50 million people in finding work
- Helps 5 million companies in securing access to the right talent
- Supports 3 million people during their career transition or professional development
- Helps 14.7 million young people to enter the labour market
ABOUT THE WORLD EMPLOYMENT CONFEDERATION

The World Employment Confederation is the authoritative voice for the employment industry at a global level, representing labour market enablers in 50 countries as well as 7 of the largest international workforce solutions companies.

The World Employment Confederation brings unique access to and engagement with international policymakers (ILO, OECD, World Bank, IMF, IOM, EU) and stakeholders (social partners, academic world, think tanks, NGOs). It is striving for recognition for the positive economic and social role played by the employment industry in enabling work, adaptation, security and prosperity. Its members provide access to the labour market and meaningful work for more than 50 million people around the world and service to around 5 million organisations on an annual basis.
# Agency Work v Gig Work

## Know the Difference, Know the Risks

Gig Work is the name given to work sourced via an online platform where a nurse, personal carer or other health worker is matched with a client via an algorithm. More and more ‘tech companies’ are offering Gig Work in the health care sector but it has loads of risks for workers who think it’s the same as agency work. Gig Workers are also known as ‘online freelancers’ and ‘independent workers’.

This guide has been prepared to provide you, as a health worker, with an understanding of the huge difference between agency work and gig work.

Gig Work might sound good... but it's not. Gig Work platforms typically offer no minimum employment entitlements and take no responsibility for a workers health and safety.

Here’s a summary of the key difference and why agency work is clearly a better way to work. This guide has been prepared by RCSA, the peak industry body for recruitment and workforce solutions in Australia and New Zealand, in conjunction with the Association of Nursing Recruitment Agencies (ANRA) to ensure you, as the health worker, know the significant difference between working with an agency and working with an algorithm.

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<th>Agency Work/Labour Hire</th>
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<tr>
<td>» Agency workers are employees and receive employment entitlements</td>
<td>» Receive no employment entitlements because they are engaged as independent contractors</td>
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<tr>
<td>» Agency workers receive pay that is underpinned by the National Employment Standard, Awards and Enterprise Agreements</td>
<td>» Receive ‘fees’ for which there is no minimum, and many are based on a cost-down auction system</td>
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<td>» Agency workers receive penalty rates, shift loadings and weekend loadings under awards and Enterprise Agreements</td>
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<td>» Agencies take legal responsibility for workers and how they work on an assignment.</td>
<td>» Freelance Platforms simply ‘introduce’ workers</td>
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<td>» Receive superannuation</td>
<td>» No superannuation unless the ‘client’ pays it</td>
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<tr>
<td>» Covered by workers compensation insurance</td>
<td>» Not covered by workers compensation insurance</td>
</tr>
<tr>
<td>» Agencies are responsible for work safety and employment law compliance</td>
<td>» Online platforms are not responsible for work safety or employment law compliance</td>
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<td>» Are protected by unfair dismissal laws</td>
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For more information contact RCSA on +61 (0)3 9663 0555 or 1300 727 504
Email: info@rcsa.com.au or visit www.rcsa.com.au
Work and security in the age of platforms

The Adecco Group position paper
Work and security in the age of platforms
The Adecco Group position paper

Introduction

The ‘gig’ economy is changing how we think about the future of work. It has raised questions about the role of freelancers or the self-employed, and the (perceived) displacement of salaried workers in favour of freelancers. It has also raised the need for necessary reform of social benefits and protection to better reflect the new labour market.

This is not a new discussion, as freelancers have been around for a long time. But both of these topics have been linked and have received a new impetus from the rise of the platform economy, which offers new opportunities for freelancers and which, in some cases, further complicates the distinction between freelancing and employment.

This paper sets out the basic principles that the Adecco Group adheres to with regard to these issues.

Executive summary

- Governments, employers and social partners should (re)-design any out-dated regulations or policies to ensure that various work opportunities, including freelancing, are secure and sustainable for workers and businesses alike.

- If/when there is a de facto employment relationship between a platform and a worker, it should be classified as such, and workers should receive the appropriate benefits and security. If the worker is not employed but working as freelancer, all relevant rights and obligations should apply, including taxation, certification, accountability, etc.

- We are committed to providing freelancers with fair remuneration and the benefits they need, in some cases going beyond the legal minimum.

- One-size-fit-all solutions for platform work are not the answer.

- The Adecco Group believes that situations could arise where vulnerable workers, including vulnerable freelancers, should be offered additional protection by government.

- The build-up of social protection should be individual, portable and transferable.
Work and security in the age of platforms
The Adecco Group position paper

Our view on the world of work

The future of social benefits

Social protection is traditionally offered via or bound to specific employers or sectors.

A job for life is no longer the reality for many. People increasingly move between employers, sectors, and even forms of work at various stages in their lives, such as full time open-ended, part-time, temporary, agency work, (on or offline) freelancing to name a few. Some even hold various sources of income simultaneously.

This means an increasing number of workers face difficulties to effectively use the rights they have built up over the years, if any.

To solve this, governments, employers and social partners should evaluate any out-dated regulations or policies to ensure that various work opportunities, including freelancing, are secure and sustainable for workers and businesses alike. Reforms should make work rewarding for all, regardless of the form of work.

Employers and social partners should jointly work to achieve a gradual shift towards the individual, portable and transferable build-up of social protection – with respect for national specificities and preferences. Where there is a national system of building up social rights, workers should not lose these as they move between forms of work or economic sectors.

Freelancing and social protection

Working independently offers a lot of flexibility and freedom to workers.

In principle, freelancers have the freedom (but also bear the responsibility) to organise their own safety nets. In some countries, schemes are in place for the self-employed, but generally these are less comprehensive and favourable than those for salaried workers. On the other hand, the self-employed often enjoy more favourable tax regimes that support them in organising safety nets.

There is increasing evidence that a certain group of freelancers are underinsured. In case of even moderate setbacks in their business, this could lead them into a poverty trap. This might especially happen:

• In lower paid professions;
• Where self-employment was a negative choice (e.g. as the only alternative to unemployment);

While the specific situation will depend on the national context, the Adecco Group believes that situations could arise where vulnerable workers, including vulnerable freelancers, should be offered additional protection by government. This could vary from guidance or support services to mitigate risks to specific obligatory social insurances for (certain groups of) freelancers; for example, below a certain rate threshold, or those with only a limited number of clients.

The Adecco Group stands for decent work. We look to marry both the interests of our clients, providing tailored workforce solutions, and our candidates and associates, honoring workers’ rights. This also means that both as a service provider and as an employer, we are committed to providing freelancers with fair remuneration and the benefits they need, in some cases going beyond the legal minimum.

Online platform classification of workers

Diverse platforms offer diverse forms of work. In that sense, working for a platform is not fundamentally different from working in the offline world, where one can also be either self-employed, an agency worker, or directly employed by the client. One-size-fit-all solutions for platform work, as proposed by some labour unions, are not the answer.

It is important to assess the daily practice of a platform when determining the form of work. Some platforms might claim that they offer a service to freelancers, but several court cases have shown that this claim might not always hold up under scrutiny. If/when there is a de facto employment relationship, it should be classified as such, and workers should receive the appropriate benefits and security. Otherwise it is to the detriment of workers who do not receive the freedom of freelancing nor the benefits of employment, while it also constitutes unfair competition to providers of agency work and other decent forms of work.

If the worker is not employed but working as freelancer, all relevant rights and obligations should apply, including taxation, certification, accountability, etc.
Relevant definitions

- **Online platform**: there is a large diversity of platforms. We identify three main categories:
  1. **Service platform**: Provide a single service by independent contractors. Independent contractors are highly dependent on the platform (often close to employment).
  2. **Crowd sourcing platform**: micro projects delivered by lots of people.
  3. **Workforce or talent platform**: On demand services, business partner to manage a worker’s accounting and give them the expertise (legal - social) that they do not have. Even among these talent platforms, online platforms are incredibly diverse:
     a. Some clearly cater for the self-employed, mostly to match supply & demand (including the Adecco Group’s VOSS)
     b. Some clearly cater for employees of the platform who are effectively agency workers (including the Adecco Group’s Adia)
     c. But there’s also a large grey area in between.

- **Freelancer/self-employed/iPro**: A freelancer is an entrepreneur. While national practices differ, key elements to define self-employment include the freedom to organise their own work when and how they see fit, to set their own pricing, but also the responsibility to organise their own social security and benefits. Self-employed people can be low or high skilled, in any type of job from manual work (plumber) to creative industries (designer).

- **Agency workers** are employed by an (on- or offline) agency, and work under the supervision of the client in a triangular relationship. This often happens on-site at the client, but could also take place remotely. The client’s supervision is key to setting agency workers apart from freelancers working via an (on- or offline) intermediary or payroll service.

- **Social protection/benefits**: For the purpose of this paper, benefits or protection are considered to be the rights that workers build up during their working life: protection against loss of income/unemployment, disability and old age pensions, and rights to (re-)training.

About Us

The Adecco Group is the world’s leading HR solutions partner. We provide more than 700,000 people with permanent and flexible employment every day. With more than 34,000 employees in 60 countries, we transform the world of work one job at a time. Our colleagues serve more than 100,000 organisations with the talent, HR services and cutting-edge technology they need to succeed in an ever-changing global economy. As a Fortune Global 500 company, we lead by example, creating shared value that meets social needs while driving business innovation. Our culture of inclusivity, fairness and teamwork empowers individuals and organisations, fuels economies, and builds better societies. These values resonate with our employees, who voted us number 2 on the Great Place to Work® - World’s Best Workplaces 2017 list. We make the future work for everyone.

The Adecco Group is a proud member of the World Employment Confederation, BusinessEurope and the International Organisation of Employers. We contribute to the debate on the Future of Work via the ILO’s Global Commission on the Future of Work, Business at OECD, and the B20 process.

We would love to hear what you think about work and security in the age of platforms! Please reach out to us via GroupPublicAffairs@adeccogroup.com.

May 2018