Online work exchanges and the 'crowdsourcing' labour

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Sevilla
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Technology and Work

Paid Work

/= /=

A Job
Get the right freelancer. Get the job done.

Post a job. It's free!

Want a job? Sign up!

hire on demand
Build a flexible workforce based on skills, ratings, and reviews.

manage the work
See work-in-progress screenshots, time sheets, and daily logs.

pay with ease
Rest assured with safe global payments and the oDesk Guarantee.

10/9/2013
Reviews of Aerial / Network Specialists

Bowdon, WA14
14 February 2013

- **Budget**: Under £250
- **Job**: To put second TV in the upstairs study room with Sky multiviewing.
- **Rating**: ★★★★★
- **Comment**: Very pleased with Steve's job. I would recommend to anyone.
- **Tradesman**: Trans-Am Aerial, Satellite & CCTV Solutions
  Also specialises in **security**, **specialist services** and **electrical work**.

Ashton upon Mersey, M33
17 July 2012

- **Budget**: Under £100
- **Job**: Ariel not working in bedroom no reception on digital box
- **Rating**: ★★★★★
- **Comment**: Came same day as posted request, very friendly, honest, fairly priced & quick. Wld defo use again!
  Donna
- **Tradesman**: ESBP SPECIALISTS
  Also specialises in **heating**, **plumbing**, **windows & conservatories** and **electrical work**.

Pollokshields, G41
28 May 2012

- **Budget**: Under £100
- **Job**: Install Aerial Points in two or three rooms in Ground Floor Flat
- **Rating**: ★★★★★
- **Comment**: Came at very short notice to do the job quickly and efficiently.
The World's Largest Workforce

Instantly hire millions of people to collect, filter, and enhance your data.

Business Data
Data collected at scale
The accuracy of in-house teams, the cost advantage of the crowd

Senti
Sentiment Analysis
Fast, accurate human review of user-generated social media content.

 Contributors & Channels
Interested in completing microtasks or displaying a task wall to your user base?

Real-time Crowd Labor

5 judgments/sec current velocity
951,933,538 total judgments

On-Demand
Pay for only what you need when you need it.

Accurate
Guaranteed quality with rich analytics.

Fast
100x faster than traditional methods.

Experienced
Creating crowdsourcing solutions since 2007.

CrowdFlower gives us the on-demand scalability, flexibility, and speed of the crowd that we need to improve eBay products.”

— James Rubinstein, eBay

Custom solutions
Big-data services

Builder
Create your own crowdsourcing jobs
Get set to be an oDesk Success!

What kind of job are you looking for?

Sign up. It's Free!

Over 770,000 jobs were posted in the first half of 2012

- Web Development
- Design & Multimedia
- Software Development
- Customer Service

In an independent survey, 85% of our freelancers said they LOVE oDesk.
Projects waiting to be fed with ideas

We've found 118 projects

<table>
<thead>
<tr>
<th>Project name</th>
<th>Category</th>
<th>Designs (Designer)</th>
<th>Duration</th>
<th>Prize:</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Photo+Adventure Logo</td>
<td>Logo</td>
<td>15 (8)</td>
<td>18 Tage 18.06.13, 18:26</td>
<td>500,- € Prepaid!</td>
<td>✫</td>
</tr>
<tr>
<td>Industry: Messeveranstalter</td>
<td></td>
<td></td>
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<tr>
<td>Logo</td>
<td>CD</td>
<td>Logo</td>
<td>31 (15)</td>
<td>18 Tage 18.06.13, 20:06</td>
<td>300,- € Prepaid guaranteed!</td>
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<tr>
<td>Industry: Technologie/Engineering, Brief also in English</td>
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<tr>
<td>Einhand Pulverstreuer als Coffee-art &amp; Gastro Garniertool</td>
<td>Illustration</td>
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<td>✫</td>
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<tr>
<td>Industry: Produktenwicklung</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hourlies

1. I can design creative & professional logo design with unlimited revisions for £49
   - Thomas
   - 4 days
   - 3

2. I can design/develop website with the help of custom/premium wordpress theme for £120
   - Mohammed
   - 4 days
   - 1

3. I can complete and file your year end accounts for £157
   - Steve
   - 100%
   - 5 days
   - 0

4. I can create a glowing 3d logo animated video for £13
   - Tamas
   - 97%
   - 61
   - 2 days
   - 57

5. I can design a professional logo with unlimited revisions for £50
   - Joes
   - 61
   - 2 days
   - 57
## Work history

<table>
<thead>
<tr>
<th>Workitem#</th>
<th>Title</th>
<th>Trend</th>
<th>Submitted</th>
<th>Status</th>
<th>Comment</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>22584306</td>
<td>General Survey on Motivation</td>
<td></td>
<td>21 May 13, 10:29</td>
<td>Completed</td>
<td></td>
<td>EUR 0.00</td>
</tr>
<tr>
<td>22513564</td>
<td>How did you hear about us?</td>
<td></td>
<td>18 May 13, 10:56</td>
<td>Completed</td>
<td></td>
<td>EUR 0.10</td>
</tr>
</tbody>
</table>

per page: 20
Welcome!
Now you can multiply your earnings just by viewing advertisements.
At NeoBux you get paid just for browsing our advertisers' websites.

more info  register now
<table>
<thead>
<tr>
<th>Requester</th>
<th>HIT Expiration Date</th>
<th>Reward</th>
<th>Hits Available</th>
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<tbody>
<tr>
<td>Chris Callison-Burch</td>
<td>Aug 4, 2013</td>
<td>$0.00</td>
<td>23531</td>
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<tr>
<td>InterestProfiler</td>
<td>Jun 21, 2013</td>
<td>$0.01</td>
<td>15981</td>
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<tr>
<td>CrowdSource</td>
<td>May 31, 2014</td>
<td>$0.08</td>
<td>14975</td>
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<tr>
<td>roh2007</td>
<td>Jun 21, 2013</td>
<td>$0.00</td>
<td>14002</td>
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<tr>
<td>CrowdSource</td>
<td>May 31, 2014</td>
<td>$0.12</td>
<td>12669</td>
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</tbody>
</table>
ProZ.com overview » Jobs & directories

A summary of the job systems and directories at ProZ.com

Directories

With over 375,000 registered users, ProZ.com is home to the largest community of translators and interpreters. Other directories include translation companies, language job outsourcing (with feedback from translators,) students, and more.

View all directories at ProZ.com

Job posting system

A job posting system for outsourcers seeking quotes from language professionals. Receive emails when jobs of your interest are posted. The job system is closely related to the Blue Board which is a database of language job outsourcing with feedback from service providers.

Learn more

Browse job postings - Post a job
### Ofertas de trabajo en Sevilla, Limpieza - Cuidado de personas

**466 ofertas de trabajo en Sevilla, Limpieza - Cuidado de personas**

**últimos anuncios de ofertas de trabajo en Sevilla, Limpieza - Cuidado de personas solo en secondamano.es**

<table>
<thead>
<tr>
<th>Fecha</th>
<th>Hora</th>
<th>Oferta</th>
<th>Salario</th>
<th>Localidad</th>
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<tbody>
<tr>
<td>Hoy</td>
<td>14:11</td>
<td><strong>Se necesitan CUIDADORAS DE NIÑOS</strong></td>
<td>850€</td>
<td><strong>Limpieza - Cuidado de personas</strong></td>
</tr>
<tr>
<td>Hoy</td>
<td>13:10</td>
<td><strong>Cuidadores de mayores, se necesitan</strong></td>
<td>850€</td>
<td><strong>Limpieza - Cuidado de personas</strong></td>
</tr>
<tr>
<td>Ayer</td>
<td>14:00</td>
<td><strong>Empleadas de hogar</strong></td>
<td>900€</td>
<td><strong>Limpieza - Cuidado de personas</strong></td>
</tr>
<tr>
<td>Ayer</td>
<td>08:24</td>
<td><strong>Enfermera para cuidado de niños y personas mayores</strong></td>
<td></td>
<td><strong>Limpieza - Cuidado de personas</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Necesito trabajar cuidando a niños</strong></td>
<td></td>
<td><strong>Limpieza - Cuidado de personas</strong></td>
</tr>
</tbody>
</table>
Easy dumpsters rental/10 yard box. $315.00...

Moving Cross Town or Cross Country? Use "Moving"

Ready To Move/Movers helper - (Sonoma/Napa)

WOW MOVERS AND TRUCK AMAZING PRICES...

moving specials --- you save! licensed and insured...

Skilled moving labor, highly referenced. - (napa county)

====$65 PER HOUR MOVING IN THE BAYAREA==== (LICENSED AND INSURED) - (fremont/union city/newark)

Develop quality...

HAVING PROBLEMS WITH YOUR AIR CONDITIONER? FREE SERVICE CALLS - (concord/pleasant hill/martinez)

Sanyuan moving 408-596-6673 - (fremont/union city/newark) img

★_________ PROFESSIONAL HOUSECLEANING-MOVE OUT/ LOW $$$ ★_________ - (noe valley) img

SAVE with our $70 PLUMBING OR DRAIN SPECIAL - LICENSED - (saratoga) pic map
Why should we be interested?

"60% of people will do some work this way in the future"

Maturity: 15 years of early development and growth

Online work exchanges reporting millions of users and growth figures in 100s of percent
In the digital economy, we'll soon all be working for free – and I refuse

Guardian 09 06 2013

¡No ahoguéis más a los autónomos!

Change.org 09 06 2013
10+ years on

Bates and Huws 2002 'eworker' estimates for 2000 in Europe (EMERGENCE Project)

• 9 million eWorkers
  • 3.7m multi-locational eWorkers
  • 810,000 teleworkers
  • 1.45m eLancers
  • 3m+ e Enabled self employed
Major trends

Digital Economy

Globalisation of the economy

Growth of ‘atypical’ work patterns and policy

The Crisis
Research approach
Method

Literature

Practitioner Interviews

Short Cases

Inductive

Clickworker
Trada
Microwork
Elance
Proz

Transfluent
99designs
Jovoto
Topcoder
Testhub
Rated People

10/9/2013
Social-technical (SST-SL) approach

Innovation Process

Focus on Entrepreneurial activity

Role and agency of Users
HISTORY AND INFLUENCE OF IDEAS
Freelance and casual labour job boards

(Distributed) Collective Intelligence

1998 Malone and Laubacher 'elancing'

Human computation and 'cognitive intelligence' tasks

Online Community or 'Peer' production and support

2006 Jeff Howe 'crowdsourcing'

2006 Tapscott +Williams Wikinomics

Open Online markets and ecommerce

Freelance and casual labour job boards
Timeline

1998 'elancing'

Guru 1998

Elance v1 1998

Proz 1999

Innocentive 2001

Topcoder 2001

oDesk 2003

mTurk 2001

(NASA clickworker 2000)

Humangrid (Clickworker) 2005

Castingwords 2005

mTurk 2009/10

Samasource 2008

2006 Crowdsourcing

99designs 2006

Trada 2008

People per hour 2007

Elance v2 2008

10/9/2013
BUSINESS MODELS
Business models – many frameworks
Brabham – Classes of Crowdsourcing

1. The Knowledge Discovery and Management Approach
2. The Broadcast Search Approach
3. The Peer-Vetted Creative Production Approach
4. Distributed Human Intelligence Tasking
Saxton et al – types of 'crowdsourcing'

1. Intermediary - Find finish and earn model (mTurk, innocentive)
2. Citizen media - collective media production
3. Collaborative software development - Topcoder
4. Digital goods sales – istockphoto
5. Product design – Threadless
6. Peer-to-peer financing – Kiva
7. Consumer report model – users share product reviews
8. Knowledge base building – wiki, trendwatching
9. Collaborative science projects Foldit, Captcha etc
Crowdsourcing?

An on-demand, online, distributed problem-solving, financing and production model

combining top-down (control)

and bottom-up elements (voluntarism, choice, ‘social’),

with a software-based intermediary coordinating tasks and facilitating a market

Crowd-sourcing <- Out-sourcing
# Types of tasks (after Frei)

<table>
<thead>
<tr>
<th></th>
<th>Size, org, pay</th>
<th>example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microtasks</td>
<td>High volume; low pay per task; automated</td>
<td>Transcription, classifying, price search, find simple info</td>
</tr>
<tr>
<td>'Macro'-tasks</td>
<td>High volume, low pay, automated</td>
<td>Product review, simple testing, simple info collecting (e.g marketing)</td>
</tr>
<tr>
<td>Simple projects</td>
<td>Low volume, single tasks, with skill and moderate pay. Direct contact</td>
<td>Design a website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Do accounts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Write a presentation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Design a logo</td>
</tr>
<tr>
<td>Complex projects</td>
<td>Single projects, high pay, often multiple people, direct contact</td>
<td>Scientific challenges</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Algorithm design</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complex research</td>
</tr>
</tbody>
</table>

10/9/2013
TWO MODELS (OF MANY)
Microwork model

Clients (ad hoc) → Task Managers and Resellers → Crowd Platforms

Clients (direct integration) → APIs

Microwork design
Workflow integration
Quality

Recruitment
Worker interface (motivation, quality, payment), APIs,

Crowd self-organising
Local intermediaries

Crowd

BPO workforce
Marketplace model

**Clients**
- Access to Contractors
- Value added services
- Competitions
- Contracts
- Rent-a-crowds

**Intermediaries and market makers**
- Matching
- Payments
- Quality
- Dispute management
- Support
- Work platforms

**Contractors**
- Access to clients
- Support and training
- Value added services
- Tax
- Training
- Mentors
- Resources

**Teams**

**Large clients**

Trust
Efficiency
Transparency

10/9/2013
# Note on terminology

## Those who do work
- Contractors
- Freelancers
- Volunteers
- Workers
- Contributors
- Sellers
- Customers

## Those who pay for work
- Employers
- Clients
- Requesters
- Buyers
- Customers

### Intermediaries
- Platform
- Marketplace
- Service Provider
- Crowd Manager
- Vendor

### Brand terms
- Clickworkers
- Turkers
- Elancer

### Specialist names
- Optimisers, translators, transcribers, authors etc

NOT Agency?
BIG NUMBERS
How Many, How Much

Numbers of users
Number and size of transactions
Income of users
Growth rates
Types of work/sector
Profiles of workers
Relative importance of platforms
Comparison figures
Relative importance

Approx 220 million working people in EU

No independent data
Self- Reported Platform data (to clients and investors)

Registration on multiple platforms
% of active users (Brabham 17%)
Degree of activity
Importance of activity to individual

10/9/2013
Online freelance sites:
12m worldwide (World Bank estimates from adding top 3 elancer sites)

Elance
2.3+ million registered users
715k in US, 359k India, 80k UK
$200m elancer earnings.
48% say main source of income

Freelancer
claims 7m registered workers,
4.5m completed projects
Staffing industry Analysts estimate $1bn value in 2012
($2bn 2014)

Odesk
Matched 35m hours of work in 2012
workers in 179 countries $360m earned.
2/3 workers >50% of family income

Proz
600 000 registered translators,
20 000 paying members

Trada
10000s of users
300 regular workers
Microwork Numbers

**Clickworker**
300,000 Clickworkers
1/3 Germany, 1/3 rest of Europe
1/3 North America

**Crowdflower**
Claim a crowd of over 2 million
4m *human judgments* per day
959,582,877 judgements
(8/6/2013)

**Amazon Mechanical Turk**
“The only numbers that we share regarding our Worker population are these two: Over 500K registered Workers from over 190 countries worldwide.” Jan 2011
Jobs 1cent-$10

Iperitos, using 2008 data
Turkers are younger.
Turkers are mainly female.
Turkers have lower income. of the general
mTurk globalisation

*Shifting demographics as increase in workers from India.*

*Iperitos 2010*

46% US 34% India  
US: female 65% male 35%  
India: female 30% male 70%

*Ross et al 2010*

Broad distribution of household incomes, from <$10k to over $70k, growing strongly in >$70k (2009)  
Indian workers 40% graduates  
Younger workers 18-34 dominate,
In Europe

There are microworkers (culturally specific microtasks)

There are online freelancers etc

How many?

Millions
TRENDS
Trends in online work exchanges

Globalisation
- Digital economy work
- Prices dropping
- Black Microwork
- Growth in numbers of users and value
- Diversification of tasks
- Awareness raising – client confidence
- English Speaking

Specialisation
- Generalist
- Maturity of ideas and platforms
- Innovation in business models

Learning by doing
- Growth Investment Stage
- US focus

Investment Stage
- Growth

Innovation
- English Speaking
- Black Microwork
- Prices dropping
What shapes these trends:

1) Demand for work, and demand for skills.
   - The Crisis, Globalisation
   - Outsourcing, Open innovation etc
   - Creation of new types of work by clients and intermediaries

2) The fees paid

3) Language

4) Business investment, choices, and chance of intermediaries

5) Marketing and support from the intermediaries
VALUE AND RISKS
Value and risk for clients/work providers

New Value
On demand
Speed
Exploit crowd effects
Analytics
Assured service
High service quality for specific work

HR
Lower HR search costs
No/low employment costs or obligations
Greater selection of workers
Access to global pool of talent+ global wage rates

Risks
Low control
Lower quality
Disadvantages of non-permanent staff
Privacy and confidentiality
Complexity of some microwork
Value and risks for workers

‘Free’, ‘Cheap’, 'exploitation' 'insecurity'

‘Flexible’, 'freedom', 'opportunity'

Access to (global) clients
Makes independent work more feasible
Flexibility
Work-life balance
Specialisation
Access to work for excluded
Transparency of markets
Tools for productivity
Trust in market

‘Extra cash’
Supplement main income
Try out, and learn new skills
Rates of Pay

Clickworker 8-9 euros/hour
Elance – minimum $3/hour
Mturk $0.10 1-2 min HIT
   Penny HITS - for the desperate, adjusted to local (low wage) labour rates.

X Time worked

Clickworker most people earn less than $300/month
Trada – top earners on >$5 000 month full time
Odesk – 2/3 earn over 50% of family income.
Proz – full time professional occupation
DRIVERS AND SOLUTIONS
Intermediaries need to attract and keep customers in a sceptical and competitive market

Deliver value: Trust and Quality

Multiple Quality Systems
- Assuring work and worker reliability
- Standardisation
- Crowd techniques
- Assuring Quality Work conditions

Market management
- Matching work to workers (Algorithmic)
- Reputation systems
- Qualification systems
- Support and motivate their crowd
  - Centralised <--> co-production
  - Curation of the crowd v. self organising market
E-REPUTATION, RATINGS AND QUALIFICATIONS
Level 3 Worker

*****
I can manage your payroll (up to 5 employees or subcontractors) per payroll period for £25

Buy Now (£25)

Kim P.
Freelance Bookkeeper (....)

Rating 100%
Level Rising Star

Portfolio (1)
Reputation in the marketplace

Markets work through ratings and pricing according to established and understood qualities of service and products (e.g. Callon)

**Workers**
- Numerated */% rating
- Multiple factors can be rated by purchaser
- Failure can be fatal
  - Dispute resolution

Written Feedback

**Clients**
- Rating by supplier
- Bluebook comments

No rating
- Off-platform fora

*Algorithmic 'Level' calculation*
Proprietary to the platform
Completed jobs, 'qualifications' feedback, number of jobs, size of jobs, premium member etc

Depends on the business model of intermediary, and the balance of the market.
Qualifications and Validated workers

- Real-life Qualifications
- Virtual Qualification
- 'Gold' tests
- Access to good work (promotion)

Private marketplaces – privatised reputation scores
Key to business model – keep workers on the platform
Non-Transferable

BUT
User-driven portability
Posting reputation scores outside the site (linkedin)
Requires clients to recognise and understand
The Qualifications you have obtained determine which HITs are available to you. Each Qualification has a value associated with it. You can complete HITs for which you have the required Qualifications and a sufficiently high value. You cannot retake all qualifications at once. Look at the retake delay specified by the Requester to understand when you can retake a qualification test.

Qualifications
1-7 of 7 Results

<table>
<thead>
<tr>
<th>Qualification</th>
<th>HIT abandonment rate (%)</th>
<th>Author: Amazon Mechanical Turk</th>
<th>Qualification Value: 0</th>
<th>Cannot request this qualification</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Qualified Users: Everyone</td>
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<tr>
<td></td>
<td></td>
<td>Qualified Users: Everyone</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Find  Qualifications  containing  Show all details  Hide all details
THE CROWD: INDIVIDUALIST OR COLLECTIVIST?
Worker Support and networking

A community from a crowd
<table>
<thead>
<tr>
<th>Forum</th>
<th>Last Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>mTurk Forum</td>
<td>Threads: 3,661 Posts: 28,501</td>
</tr>
<tr>
<td></td>
<td>How to make a HIT that makes...</td>
</tr>
<tr>
<td></td>
<td>by tory                      Today, 10:25 AM</td>
</tr>
<tr>
<td>Great HITS</td>
<td>Threads: 729 Posts: 223,984</td>
</tr>
<tr>
<td></td>
<td>Can't Find Great HITs?</td>
</tr>
<tr>
<td></td>
<td>by cutbackdroptum            Today, 12:55 PM</td>
</tr>
<tr>
<td>Requesters</td>
<td>Threads: 824 Posts: 14,221</td>
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<tr>
<td></td>
<td>Justin Coombs</td>
</tr>
<tr>
<td></td>
<td>by shalo                     Today, 12:23 PM</td>
</tr>
<tr>
<td>Statistics</td>
<td>Threads: 150 Posts: 3,190</td>
</tr>
<tr>
<td></td>
<td>;:a My monthly earnings...</td>
</tr>
<tr>
<td></td>
<td>by vaas                      Today, 07:02 AM</td>
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<tr>
<td>Goals</td>
<td>Threads: 11 Posts: 87</td>
</tr>
<tr>
<td></td>
<td>Smart Deco Furniture</td>
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<tr>
<td></td>
<td>by lunaroverse               Today, 12:52 AM</td>
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<tr>
<td>Do My HIT!</td>
<td>Threads: 55 Posts: 497</td>
</tr>
<tr>
<td></td>
<td>$50 USD reward for helping...</td>
</tr>
<tr>
<td></td>
<td>by Musical_life              05-28-2013, 08:57 AM</td>
</tr>
</tbody>
</table>
INDEPENDENT WORKERS IN THE NETWORK ECONOMY
Skilled and unskilled self-employed, contractor, Freelancer, homeworker. Independent worker, free professional, entrepreneur, craft workers, farmers....

Full time, part time, casual, temporary

"increasing importance of skills, flexibility and autonomy in organisational settings” (eurofound)
Who our ‘our’ workers, and how many are there?

**Existing Independent workers**
Contract of limited duration EU-27 13-14%, varies from 2% to 27% (2010, Eurostat)
Self-employed or employers (EU-27, 14.5%; 7-30% 2011 Eurostat)
No official definition of service sector self-employed workers

**I-Prois (Stéphane Rapelli)**
'Self-employed person who does not belong to the farming, craft or retail sectors
8.5m in 2011 (Based on Eurostat 2011)
Ignores 'low-skilled' workers

How many could there be?
Welfare issues

Self-employed: low earnings, discontinuous work, low skills, long and non-standard working hours, the high incidence of industrial accidents and work-related health problems

Do we want to encourage this?

Or do we just have to cope with this reality?
Transformation of work?
Revisit decades of predictions and trends

Modernisation of freelancing
New freelancing
‘Virtual’ reputation

Mixed work, portfolio work

Specialisation in a global market

New pathways through work-life transitions

New mixes of paid and unpaid work
Work in a broken economy
Some Issues for research

- Numbers numbers

- Standardisation of work processes and quality control.
- Presentation of professional self, reputation
- Organisation of users/workers – support + representation?

- Exploitation and *commodification* of workers?
- Undermining existing employment?
- Low quality work or high quality work?

- Exclusionary/inclusionary for vulnerable/at risk people?
- New barriers or pathways to entering quality work

- Outsourcing to non-EC countries v. development potential
Potential policy interest

Proactive

1. Model and ideas for social innovation: Public services
   - PES
   - Social inclusion/employability services
   - Public service ‘delivery’
   - Microfinance

2. Active promotion of work these working patterns: opportunities for
   - New jobs
   - Entrepreneurs
   - SMEs
   - Digital economy
   - Excluded citizens
   - Employment transitions

Reactive

Training and skills
Constraints on autonomous workers in Europe
Protection of workers
Flexibility in hiring freelancers

Long term Welfare and Economic issues

10/9/2013
Conclusions

• Everyday reality for minority
• Interesting trends
• New sorts of digital work
• Risks of mass outsourcing
• Potential for ‘network economy’ of small and micro business
• Maturing sector – investing heavily in growth
• Coincides with many policy areas
• Lack of knowledge
Help!
Relevance to policy:

- Models of **social innovation** in employment markets
- Access to work: **match demand and supply** – lessons for PES?
- **New jobs**: On-demand and flexible offer and demand for independent workers and SMES.
- **European/Global labour market**: new network, flexible economy organisation.
- New ways of working/work: **new skills requirements**
- New ways of learning skills and demonstrating them
- New support networks
- Services that have most use in *Transitions in working life*.
- Support for **Entrepreneurship and social entrepreneurship**
- Work to suit **vulnerable citizens**? Support **reconciliation**?
Sector transformations and risks

Undermining value of work
Off-shoring of work

Increased Productivity
Oppor
Organisation of the online work industry

Trade Associations (USA, Germany)
Conferences
2-3 consultancy firms

Concerns:
- Workers bill of rights
- Meeting tax
- Employment law

Single market