



Fairwork



OPPORTUNITIES AND CHALLENGES
IN A CONTEXT OF DEREGULATION

ARGENTINA
2025



Internet Society
Foundation



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Executive Summary

This report presents the second evaluation of platform companies by the Fairwork project in Argentina, led by the Research Unit “Public Policies for the Future of Work” of the Centre for Research in Public Administration, University of Buenos Aires. This edition analyses working conditions across seven digital labour platforms according to the Fairwork Principles: PedidosYa, Rappi, Uber, Cabify, DiDi, Zolvers, and QxM.

The study is conducted in an economic context characterised by high levels of informality, a sustained loss of purchasing power, persistent inflation, and the expansion of multiple job-holding; factors that have consolidated platforms as a central—and in many cases indispensable—source of income for large segments of the population. This scenario is further shaped by ongoing discussions around a potential labour reform promoted by the national government, which introduces additional uncertainty regarding the future of platform work and raises the risk of increased flexibility without sufficient guarantees for platform workers.

Compared to the first report in 2022, this second edition broadens its scope by incorporating the domestic and care services sector, allowing for a more comprehensive view of the platform ecosystem in Argentina.¹ Some progress can be observed in certain companies, mainly driven by their own initiatives and dialogue processes with the Fairwork team, particularly in the areas of transparency, communication channels, and partial recognition of the local regulatory framework. However, these advances remain uneven and insufficient to offset the structural gaps that persist in terms of adequate income, stability, protection from risks, and collective participation.

The evaluation shows that most platforms fail to demonstrate earning levels and working hours compatible with the cost of living, even when considering the intensive work strategies adopted by interviewees. The applied methodology accounted for all active hours and the costs associated with each activity—fuel, vehicle maintenance, equipment, and insurance—revealing that real incomes remain unstable and, in many cases, insufficient to cover basic needs. These conditions are compounded by urban insecurity, exposure to accidents, the use of potentially harmful materials, and the absence of comprehensive coverage capable of effectively mitigating these risks.

The 44 interviews with workers conducted in the Metropolitan Area of Buenos Aires reveal experiences shaped by dependence on ranking systems, opacity in task allocation, and arbitrariness in sanctions and account deactivations, with communication channels perceived as poorly responsive. Women workers face additional and differentiated vulnerabilities, particularly related to situations of violence and harassment, in the absence of specific protocols to adequately recognise and address these issues. At the same time, worker testimonies express a clear



demand for regulations that provide greater predictability and basic rights without entirely eliminating the flexibility valued by some workers, as well as for alternative models that strengthen technological sovereignty and collective participation.

The analysis also highlights the tensions between structural informality and technological dependence. The growing presence of multinational platforms such as Uber or Cabify—whose strategic decisions are taken outside the country—poses significant challenges in terms of oversight, enforcement, and data governance, limiting the state’s capacity to influence the design of technologies that structure access to work. In contrast, platforms with stronger local roots show relative potential to develop practices more closely aligned with Argentine regulations, although they are not exempt from reproducing precarious labour dynamics.

Alongside its research work, Fairwork Argentina developed an active advocacy and engagement agenda, participating in national and international forums, promoting dialogue spaces with platforms, and endorsing the statements of Privacy International (PI) and the Global Platform Workers Solidarity Project (GPWSP) on the ILO Brown Report, with the aim of strengthening more robust standards on labour rights and algorithmic transparency.² These actions seek to contribute to a more solid regulatory framework and to the construction of a fairer and more responsible future of work.

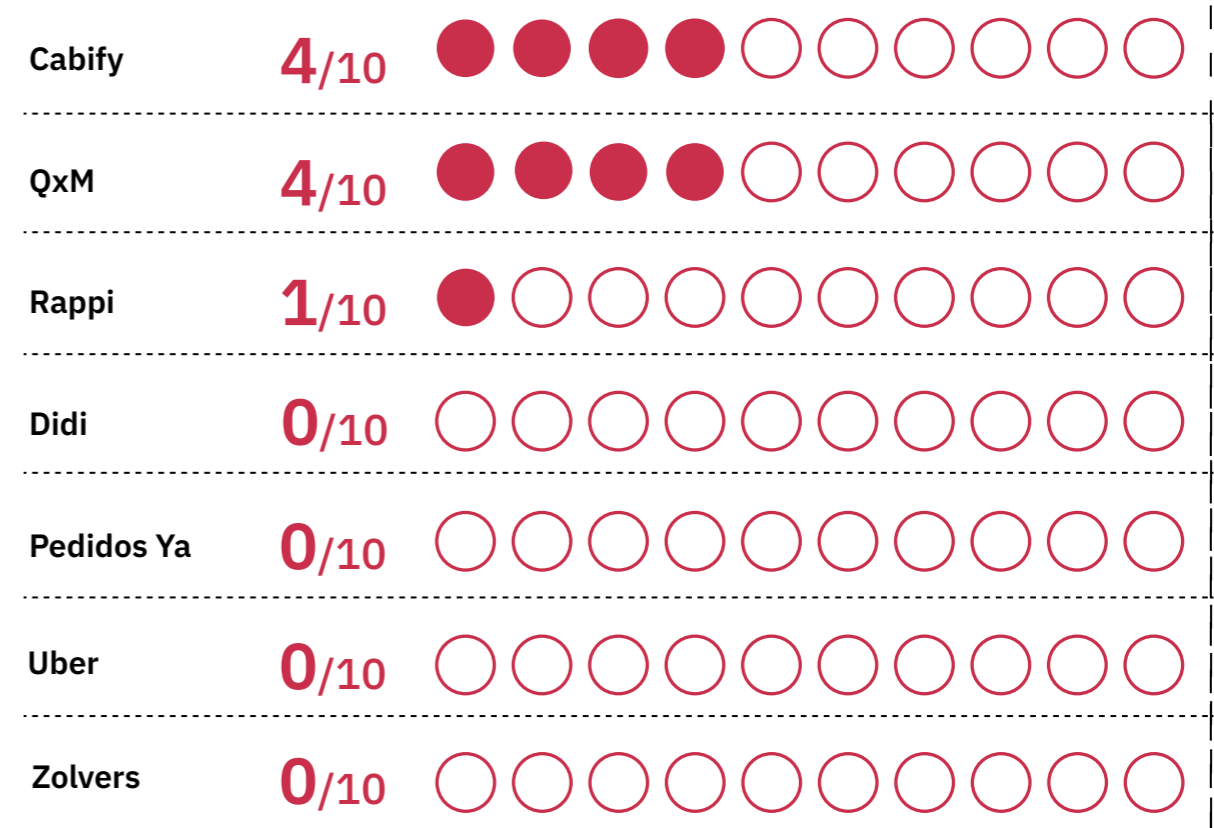
Overall, the findings show that while there have been isolated improvements, the prevailing model of platform work in Argentina does not break with structural patterns of the labour market, but rather reproduces existing inequalities, characterised by a high asymmetry of power, lack of structural guarantees, and limited participation of workers in defining their own working conditions. The gap between fair work standards and everyday realities remains significant, making it essential to strengthen public policies, regulatory mechanisms, and forms of collective organisation that promote a more just, transparent, and inclusive platform ecosystem, oriented towards the effective protection of labour rights and the well-being of those who sustain these services on a daily basis.



Scores FAIRWORK ARGENTINA 2025



Minimum standards of fair work



The breakdown of scores for individual platforms is available at: [FAIR.WORK/ARGENTINA](https://fair.work/argentina)

Key findings



Fair Pay

To score on this principle, platforms must show that workers earn above a basic threshold after deducting work-related costs. In Argentina, only Cabify and QxM met the first threshold, as both provided sufficient evidence that workers earn an hourly rate compatible with minimum sectoral benchmarks or adjusted living-cost measures. No platform met the second threshold, which requires evidence that workers earn at least the equivalent of the locally adjusted living wage after costs. Across the sector, earnings remained highly unstable and often insufficient relative to the rising cost of living.

Fair Conditions

To meet this principle, platforms must identify work-related risks and implement basic measures to prevent illness or injury. However, no platform provided sufficient evidence to score on either threshold. The lack of evidence on the existence of policies and measures to mitigate work-related risks points to a potential failure in ensuring basic safety standards and providing a social safety net, with risks largely shifted onto workers. Existing measures—such as insurance schemes or emergency features—are often shown to be inadequate or difficult to access, while productivity-driven mechanisms can be shown to heighten workers' exposure to harm.

Fair Contracts

To meet the first threshold, platforms must provide accessible, comprehensible terms and conditions that align with local legislation, including data protection rules. Only Rappi, Cabify, and QxM provided evidence of contracts or policies meeting the basic accessibility and regulatory-recognition requirements. However, no platform met the second threshold, as no contract could be shown to not contain clauses that allowed unilateral changes, limited platform liability, or lacked clear processes for notifying workers of modifications. These gaps prevent full compliance with the third Fairwork principle.

Fair Management

To score on this principle, platforms must demonstrate accessible communication channels and meaningful avenues to contest decisions. While several platforms could be evidenced to have expanded their support channels compared to the previous assessment, only Cabify and QxM met the first threshold by showing that they provide clear, documented mechanisms for appealing automated or disciplinary decisions. For the second threshold, which requires the



implementation of anti-discrimination policies and proactive inclusion measures, Cabify and QxM provided sufficient evidence—Cabify through gender-inclusive initiatives in Mendoza, and QxM through its published algorithmic transparency and anti-discrimination policies. No other platform provided enough evidence to meet the criteria.

Fair Representation

To meet this principle, platforms must allow workers to express their collective voice without adverse consequences, and for the second threshold, they must recognize and engage with workers' bodies in collective processes. No platform in Argentina could be shown to meet either threshold. While some platforms referenced worker surveys, focus groups, or internal consultations, none demonstrated recognition of worker organisations or mechanisms enabling collective negotiation on issues such as pay, algorithmic management, or working conditions. Decision-making remains unilateral, limiting workers' ability to influence the terms under which they work.



EDITORIAL

Autonomy Under Control: Labour Reform in the Face of Algorithmic Management

Pía Garavaglia, Fairwork Argentina

Following the advance of the Libertarian party in the parliamentary composition after the 2025 elections, Argentina is starting to debate various reform initiatives, including a labour reform that specifically addresses platform workers.³ However, analysis of the worker testimonies collected by Fairwork suggests that, as currently formulated, the proposal risks remaining a partial regulation that fails to address the structural dynamics organising everyday work on digital platforms.

One of the main objectives of the reform is to settle the debate over the existence of an employment relationship between digital platforms and those providing services. To this end, the proposal introduces the figure of the “independent service provider of technological platforms”, eliminating the classification of these individuals as workers. Yet the testimonies show that this supposed autonomy operates in a highly conditional manner: availability requirements, pressure to accept orders, and dependence on ranking systems configure a *de facto* relationship of subordination. In practice, rejecting orders or failing to connect during peak hours translates into lower income or loss of shifts, placing the notion of genuine independence under question.

The reform also rests on the principle of freedom of connection, stipulating that workers may connect, disconnect, and reject orders without any minimum requirements. While this could initially be interpreted as progress compared to more rigid work arrangements, in a context marked by high informality and declining purchasing power, such “flexibility” risks becoming an additional source of pressure for workers. It is also necessary to clarify that this regulation does not establish minimum fares in order to guarantee a decent wage, which aggravates the situation: the worker interviews reveal that in order to achieve “reasonable” income levels, workers feel compelled to remain constantly available, accept most orders, and adjust to platform-imposed schedules, under the threat of indirect sanctions.

Another key axis of the reform is the proposed minimum personal accident insurance. Although this represents an improvement over previous regulatory gaps, its scope remains limited, as it continues to frame workers as independent contractors and once again shifts primary responsibility onto the individual. Testimonies describe experiences of robbery, accidents, exposure to violence, and the absence of effective coverage, while platforms continue to externalise risks. Without mandatory mechanisms for prevention, effective coverage, and compensation, such measures risk being largely symbolic.

By contrasting the normative proposal with the everyday experiences of workers, this report highlights that any regulatory attempt that fails to incorporate the realities of algorithmic management, concrete labour risks, and contemporary forms of digital subordination may end up legitimising flexibility without rights.⁴ Rather than consolidating effective protection, there is a risk of institutionalising a model in which autonomy serves as a veil for a profoundly asymmetrical relationship.

In this sense, the Argentine case underscores the need for a comprehensive reform that recognises the specificities of platform work and guarantees substantive rights beyond mere administrative formalisation.



THE CONTEXT IN ARGENTINA

Argentina 2025: Work is no guarantee of a decent standard of living

Following a prolonged period of recurrent crises, Argentina now faces a labour market characterised by high levels of informality, erosion of real wages, and a rise in multiple job-holding, resulting in an increasingly prominent role for digital platforms as a source of income. This scenario is unfolding within a volatile macroeconomic context, marked by persistent inflation, changes in the productive structure, and regulatory tensions surrounding app-mediated work.

In the second quarter of 2025, the labour force participation rate stood at 48.1%, showing a slight decrease compared to the previous year (which was also a recessionary period), across the 31 urban agglomerations surveyed by INDEC. Within this population, the unemployment rate reached 7.6%.^{5,6} Regarding informality, the most recent data indicate an increase to 43.2% of the employed population.⁷ This figure is significantly higher among young people (around 63% for those aged 16–24) and women (with an incidence nearly two percentage points higher than that of men). Informality brings workers closer to poverty: according to the latest available data, 40% of informal workers earn below the poverty line, compared to 12% of formal workers.⁸ These figures clearly indicate that, today, having a job does not guarantee a decent standard of living.

Over the past years, Argentina has experienced one of the most severe inflationary cycles in its recent history, with price increases eroding purchasing power at a speed that has outpaced wage adjustments across all sectors. This sustained shock has reshaped household livelihoods, deepened labor precarity, and intensified reliance on multiple jobs and alternative income sources. Although recent signs of recovery have emerged following the 2023 crisis, average real wages have yet to reverse the cumulative decline observed since 2013, with losses being particularly severe in the public sector.⁹ The minimum living wage in Argentina has become increasingly insufficient in relation to the cost of living, with adjustments consistently lagging behind price increases between 2023 and 2025, reaching—in real terms—levels even lower than those recorded during the 2001 convertibility crisis.^{10,11} In this context, many individuals resort to multiple jobs or alternative sources of income—including work via digital platforms—as a household survival strategy.

Within this macro-economic context, the expansion of digital labour platforms occurs within an institutional context marked by structural gaps in labour rights coverage and ongoing productive transformations. This convergence creates both opportunities and challenges.

On the one hand, platforms provide an entry point (or combination of income sources) for individuals who would otherwise struggle to access formal employment or who require more flexible work arrangements. On the other, they reproduce and intensify precarious dynamics: informal contracts, income volatility, dependence on workload volume, limited visibility of

complaint or negotiation mechanisms, algorithmic opacity, and lack of collective representation. In this way, platforms are assuming an increasingly central role within the labour ecosystem, particularly among the most vulnerable segments.¹²

The debate around the labour reform promoted by the government of Javier Milei (2023–) introduces an additional layer of uncertainty in the Argentine labour market. The draft proposals, public versions, political discourse, debates, and positions that have circulated suggest an orientation towards flexibilizing hiring conditions, expanding the scope for firm-level agreements, reducing labour costs, and redefining contractual categories.¹³ While these measures are presented as mechanisms to stimulate formal job creation, there are concrete risks that they will deepen the already widespread lack of protection experienced by workers in highly informal sectors, including the platform economy. In a market where nearly half of the employed population is already outside registered employment, further flexibilization may reinforce the shift towards unstable forms of work, weaker bargaining power, and the transfer of economic risks onto workers themselves.

Within this scenario, digital platforms—already operating in a regulatory grey zone—stand to benefit particularly from a more lenient labour framework. The absence of clear definitions regarding the employment relationship could consolidate models based on the figure of the “independent collaborator”, further hindering the articulation of collective rights, access to social protection, and the existence of effective complaint mechanisms in the case of account blocks, suspensions, or algorithmic decisions. Likewise, the promotion of individual or firm-level agreements could enable heterogeneous and potentially regressive arrangements, in which each platform unilaterally defines income conditions, permanence criteria, and payment modalities. For the platform ecosystem analysed in this report, the emerging regulatory context could lead to greater dispersion of standards, increased discretionary power in internal policies, and further weakening of basic labour guarantees.

This environment constitutes the starting point for assessing how the selected platforms comply—or fail to comply—with the working conditions standards defined by the Fairwork project. The core challenge lies in how flexibility, digitalisation, and individual entrepreneurship can coexist with stability, social protection, transparency, and equality of opportunity for workers.

THE FAIRWORK PROJECT

Towards Fair Labour Standards in the Platform Economy

Fairwork evaluates and ranks the working conditions of digital platforms. Our ratings are based on five principles that digital labour platforms should ensure in order to be considered to be offering basic minimum standards of fairness.

We evaluate platforms annually against these principles to show not only what the platform economy is today, but also what it can be. The Fairwork ratings provide an independent perspective on labour conditions of platform work for policymakers, platform companies, workers, and consumers. Our goal is to show that better, fairer, jobs are possible in the platform economy.

The Fairwork project is coordinated by the Oxford Internet Institute, University of Oxford, and the WZB Berlin Social Science Center. Our network of researchers has rated platforms in 41 countries across five continents. In every country, Fairwork collaborates closely with workers, platforms, advocates and policymakers to promote a fairer future of platform work. In Argentina, this research is led by the Public Administration Research Centre (CIAP) from the University of Buenos Aires.

FAIRWORK COUNTRIES



Figure 1: Map of Fairwork countries

AFRICA:

Egypt, Ghana, Kenya, Morocco, Nigeria, South Africa, Tanzania, Uganda

ASIA:

Bangladesh, India, Indonesia, Jordan, Lebanon, Pakistan, Philippines, Singapore, Thailand, Vietnam

EUROPE:

Albania, Austria, Belgium, Bosnia and Herzegovina, Croatia, France, Georgia, Germany, Italy, Poland, Serbia, Spain, UK

SOUTH AMERICA:

Argentina, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay

NORTH AMERICA:

Mexico, US

THE FAIRWORK FRAMEWORK

Fairwork evaluates the working conditions of digital labour platforms and ranks them on how well they do. To do this, we use five principles that digital labour platforms should ensure to be considered as offering ‘fair work’.

The five Fairwork principles were developed through a multi-stakeholder workshop at the International Labour Organisation (ILO) and many more workshops in various countries. In the years since then, the principles and their operationalisation have been further fine-tuned. Further details on the thresholds for each principle, and the criteria used to assess the collected evidence to score platforms, can be found in the Appendix.

It is worth noting that the Fairwork principles were updated in 2024 through the collaboration of teams from participating countries. To enhance the analysis of companies in line with the guiding principles, the Fairwork principles were refined to provide greater clarity, while preserving the project’s core principles. The project also had a second round of updates, which took place at a meeting in Asunción, Paraguay, in April 2025. This meeting specifically discussed the Latin American context of platform work, highlighting the need for a methodology that captures local issues, such as technological sovereignty and precariousness, without affecting the general structure of the principles.

STEP 1



Fair Pay

Workers, irrespective of their employment classification, should earn a fair income in their home jurisdiction after taking account of work-related costs. We assess earnings according to the mandated minimum wage in the home jurisdiction, as well as the current living wage.



Fair Conditions

Platforms should have policies in place to protect workers from foundational risks arising from the processes of work and should take proactive measures to protect and promote the health and safety of workers.



Fair Contracts

Terms and conditions should be accessible, readable and comprehensible. The party contracting with the worker must be subject to local law and must be identified in the contract. Regardless of the workers’ employment status, the contract should be free of clauses which unreasonably exclude liability on the part of the service user and/ or the platform.



Fair Management

There should be a documented process through which workers can be heard, can appeal decisions affecting them, and be informed of the reasons behind those decisions. There must be a clear channel of communication to workers involving the ability to appeal management decisions or deactivation.

The use of algorithms should be transparent and result in equitable outcomes for workers. There should be an identifiable and documented policy that ensures equity in the way workers are managed on a platform (for example, in the hiring, disciplining, or firing of workers).



Fair Representation

Platforms should provide a documented process through which worker voice can be expressed. Irrespective of their employment classification, workers should have the right to organise in collective bodies, and platforms should be prepared to cooperate and negotiate with them.



STEP 2

Methodology Overview

The Fairwork project uses three approaches to effectively measure fairness of working conditions on digital labour platforms: desk research, approaching platforms for evidence, and worker interviews. Through these three methods, we seek evidence on whether platforms operate in accordance with the five Fairwork Principles.

Desk research

Each annual Fairwork ratings cycle starts with desk research to map the range of platforms to be scored, identify points of contact with management, develop suitable interview guides and survey instruments, and design recruitment strategies to access workers. For each platform, we gather and analyse a wide range of publicly available documents including contracts, terms and conditions, published policies and procedures, as well as digital interfaces.

Desk research also flags any publicly available information that could assist us in scoring different platforms: for instance, the provision of particular services to workers, or the existence of past or ongoing disputes. Once the list of platforms has been finalised, each platform is invited to participate in Fairwork's annual ranking study and provided with information about the process.

Platform evidence

The second method involves approaching platforms for evidence. Platform management is invited to submit evidence and discuss the platform's degree of compliance with each of the Fairwork principles. Evidence may include published policies and/or standard operating procedures, public commitments, and website/app functionality. This evidence provides insights into the operation and business model of the platform, while also opening up a dialogue through which the platform could agree to implement changes based on the principles. In cases where platform managements do not agree to participate in the research, we limit our scoring to evidence obtained through desk research and worker interviews.

Worker interviews

The third method is interviewing platform workers and their representatives directly. These interviews do not aim to be a statistically representative set of experiences. Rather, they are worker case-studies to examine platforms' policies and practices in the field as they pertain to the Fairwork principles. Specifically, they seek to gain insight into how work is carried out, and how work processes are managed and experienced, on platforms. The interviews situate platform work in the careers of workers by understanding their motivation for entry into a platform, how long they envision undertaking work on the current platform before seeking an alternative either on another platform or in a different sector, and how their experience of platform work is shaped by their interaction with fellow workers and the external labour market. These interviews also enable Fairwork researchers to see copies of the contracts issued to workers and to access the app interface, including payout and support screens. This method alerts the team to the presence of issues, but not the frequency or likelihood of their occurrence.

The worker interviews are semi-structured and make use of a series of questions relating to the 10 Fairwork thresholds. In order to qualify for the interviews, workers have to be over the age of 18 and have worked with the platform for at least three months. For this report, the interviews were conducted in Spanish. In this round, 43 interviews were conducted online in the Metropolitan Area of Buenos Aires.

Putting it all together

This threefold approach provides a way to cross-check the claims made by platforms, while also providing the opportunity to collect evidence from multiple sources. Final scores are collectively decided by the Fairwork team based on all three forms of evidence. Points are only awarded if sufficient evidence exists on each threshold.

STEP 3

How we score

Each of the five Fairwork principles is broken down into two points: a first point, and a second point that can only be awarded if the first point has been fulfilled. Every platform receives a score out of 10. Platforms are only given a point when they can satisfactorily demonstrate their implementation of the principles. Failing to achieve a point does not necessarily mean that a platform does not comply with the principle in question. It simply means that we are unable to evidence its compliance. The scoring involves a series of stages. First, the in-country team collates the evidence and assigns preliminary scores. The collated evidence is then sent to external reviewers for independent scoring. These reviewers are both members of the Fairwork teams in other countries, as well as members of the central Fairwork team. Once the external reviewers have assigned their scores, all reviewers meet to discuss the scores and decide the final scoring. Platforms are given the opportunity to submit further evidence to earn points that they were initially not awarded. These scores then form the final annual scoring that is published in the annual country Fairwork report. Before the publication of this report, companies rated were given the opportunity to review and comment on the findings of this report.






Country Context


Regulatory interest in addressing the realities of the platform economy extends to numerous Latin American countries, with some making significant progress in establishing national regulatory regimes (see Table 1).

As shown in the table, different regulations address the issue of platform work in various ways. Some resolve the debate over the dependency of workers on both delivery and ride-hailing platforms, while others officially codify the narrative of independent work by law. Additionally, some regulations clearly outline the need for platforms to establish a legal presence in the country, while others do not address this topic. Lastly, the table reveals a fragmented debate where workers' associations have different interpretations of what regulation of the platform economy should look like.


Initiative/ Law	Country	Approved?	Summary
Law No. 20,396 (2025)	 Uruguay	Yes	<p>Origin of the initiative: Ministry of Labour and Social Security.</p> <p>Dependency/autonomy of working people: It doesn't resolve the issue. It allows for dependent and independent contracts.</p> <p>Worker support: The trade union center (PIT-CNT) has expressed its rejection.</p> <p>Rights and obligations for the platform ecosystem:</p> <p><i>Common rights:</i> Transparency of algorithms and monitoring systems; the right to an explanation; the right to the intangibility of digital reputation and data portability; terms and conditions must be transparent, concise, and easily accessible.</p> <p><i>Platform obligations:</i> Risk assessment and preventive measures, as well as worker training. Companies are not required to establish a legal entity in the country. However, disputes between workers living in Uruguay and platforms must be submitted to national courts.</p> <p><i>Rights of dependent workers:</i> 48-hour weekly work limit; minimum wage.</p> <p><i>Rights of independent workers:</i> Occupational accidents and diseases; social security benefits (simplified tax regime); freedom of association and collective bargaining.</p>




Initiative/ Law	Country	Approved?	Summary
Bill "Labour Modernization Law" 35/2025	 Argentina	In process	<p>Origin of the initiative: Executive branch (Officialist bloc). Introduced in Congress as part of a broader labor reform bill.</p> <p>Dependence/autonomy of workers: It creates the category of "independent service provider", explicitly excluding these workers from any presumption of an employment relationship.</p> <p>Worker support: Trade unions reject the proposal while atomized workers' positions are mixed.</p> <p>Rights and obligations for the platform ecosystem:</p> <p><i>Workers' rights:</i> right to reject orders, connect without any minimum frequency, and freely choose their schedules, routes, and use of the app. They may exercise data portability rights, receive free training, and benefit from a personal accident insurance policy. They also receive full payment for their services and 100% of tips.</p> <p><i>Platform obligations:</i> Respect freedom of connection; offer safety information; facilitate access to safety equipment; maintain a digital complaints mechanism; and ensure access to human operators able to justify decisions affecting workers. Platforms must also disclose ranking criteria "in clear language," subject to commercial secrecy limits</p>


Bill "Regulating work in digital mobility and home delivery platform companies"	 Paraguay	In process	<p>Origin of the initiative: Legislative power</p> <p>Dependency/autonomy of workers: The employment relationship remains unresolved, resulting in a generic category of individuals providing mobility and delivery platform services.</p> <p>Worker support: Delivery and transportation workers participated in the debate, with split positions on the project, particularly on the job status discussions.</p> <p>Rights and obligations for the platform ecosystem:</p> <p><i>Workers' rights:</i> A Permanent Working Group is established where workers can participate, and guarantees are established against discrimination. It also establishes a guarantee that workers carry out their activities in working conditions that prevent occupational hazards and ensure health.</p> <p><i>Platform obligations:</i> A person must establish a legal entity in the country and a physical space to serve workers. It is mandatory to establish identity verification mechanisms for all individuals in the platform ecosystem. It is compulsory to develop anti-discrimination measures on the platform, as well as measures for protecting personal data.</p>
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Initiative/ Law	Country	Approved?	Summary
Law 2466 of 2025 Congress of the Republic of Colombia	 Colombia	Yes	<p>Origin of the initiative: Ministry of Labour (Executive) and Legislative Power.</p> <p>Dependence/autonomy of workers: It doesn't solve the problem. It allows workers to choose between being employees and independent contractors at their discretion. The reform refers to digital delivery platform workers. It doesn't include other sectors of the platform economy (such as transportation and cloud work although it includes a specific chapter for teleworking).</p> <p>Worker support: Mixed reactions. Acceptance from some unions that supported the project's development, and opposition from some delivery organisations.</p> <p>Rights and obligations for the platform ecosystem:</p> <p><i>Workers' rights:</i> Social Security: For dependent workers, payments are established according to the comprehensive social security system, in the proportions defined by current regulations. For independent workers, a shared contribution system is established between the company and the worker. The company must ensure coverage for occupational risk.</p> <p><i>Platform obligations:</i> Clearly inform employees about the scope of the work modality through the digital delivery platform or the technological tool to which they have access. Notice of contract modification prior to its entry into force, right to file complaints, and verification. Enterprise must register workers with the Ministry of Labor and report on the use of automated systems for managing and distributing tasks.</p>

Bill No. 018 "Law that recognizes labor benefits for workers who provide delivery, courier, and mobility services through digital platforms."	 Peru	In Process	<p>Origin of the initiative: Congress of the Republic</p> <p>Dependence/autonomy of workers: Establishes dependency for workers with a work day of no less than 4 hours per day or 20 hours per week.</p> <p>Worker support: The Trade Union Central (CATP by its Spanish acronym) showed its support.</p> <p>Rights and obligations for the platform ecosystem:</p> <p><i>Workers' rights:</i> A 48-hour work week with a 30-minute break is established. Overtime is considered if the established time is exceeded. Contracts are awarded, and accident, disability, and death insurance, as well as health insurance, is provided. Labor inspections are carried out by the SUNAFIL.</p> <p><i>Platform obligations:</i> Creation of a registry of workers on delivery, transportation, and logistics platforms. Delivery and periodic renewal of personal protective equipment. Establishment of a system for handling complaints and reporting of acts of sexual harassment and/or discrimination. Respect for freedom of association. Issuance of employment certificates.</p>
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Initiative/ Law	Country	Approved?	Summary
PLP 12/2024	 Brazil	In Process	<p>Origin of the initiative: Federal government.</p> <p>Dependence/autonomy of workers: Does not resolve. Allows for dependent and independent contracts.</p> <p>Worker support: The bill arose from a dispute with government, business, and labor representatives. Organizations such as the Brazilian Association of Labor Studies (ABET by its portuguese acronym) and the Public Ministry of Labor (MPT by its portuguese acronym) point to potential unconstitutionality and rights violations in the bill.</p> <p>Rights and obligations for the platform ecosystem: Although the PLP (Complementary Bill) recognizes the category of “self-employed platform worker,” which applies to app-based drivers. The bill does not establish an employment relationship along the lines of the CLT (Consolidation of Labor Laws) between drivers and platform companies. The proposal does not specify the requirement for the company to have its formal headquarters in Brazil in order to operate.</p> <p><i>Workers’ rights:</i> It limits the working day to 12 hours; it includes the definition of a minimum wage per kilometer traveled; it establishes Social Security contributions, with 8% of the minimum income being paid by the worker and 20% by the platform;</p> <p><i>Platform obligations:</i> It focuses exclusively on ride-hailing app drivers and does not cover delivery drivers or motorcyclists; it establishes mandatory union representation mechanisms for collective bargaining, reducing work-related risks, and eliminating all forms of discrimination, violence, and harassment at work.</p>

Law 21.431	 Chile	Yes	<p>Origin of the initiative: Legislative power</p> <p>Dependence/autonomy of workers: Allows contracts as dependent and independent.</p> <p>Worker support: The project emerged from various legislative initiatives presented by political parties and from rounds of negotiations and presentations by platform companies.</p> <p>Rights and obligations for the platform ecosystem: This law regulates the relationships between digital platform workers and digital platform companies providing services in the country.</p> <p><i>Workers’ rights:</i> The use of automated decision-making mechanisms for discrimination is prohibited. Workers must have access to training and protective equipment. Collective rights of workers are also established.</p> <p><i>Platform obligations:</i> The platform has a duty to protect workers, including regulating the length of the workday, ensuring fair compensation or fees, and guaranteeing access to the social security system. Workers have the right to disconnect and must receive prior notice of contract termination. The company is also required to provide information about the service offered. A basis for calculating legal severance pay in the event of dismissal is also established.</p>
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Initiative/ Law	Country	Approved?	Summary
Bill to Regulate the Employment Relationship of Workers with Digital Platform Companies	 Ecuador	In the legislative process (report for the second plenary debate)	<p>Origin of the initiative: Legislative power.</p> <p>Dependence/autonomy of workers: Recognises delivery work mediated by digital platforms as a form of dependent work recognised by the Labour Code.</p> <p>Worker support: T: In earlier stages of this bill, the platform workers’ collective FRENAPP expressed its opposition to the creation of two categories of workers—dependent and independent—and advocated for the general recognition of platform workers. The collective “Unión de trabajadores de plataformas Quito” also rejected the bill, arguing that it could “destroy jobs.”</p> <p>Rights and obligations for the platform ecosystem: The original initiative was merged with two other bills, modifying the initial proposal. The report for the committee’s second debate includes:</p> <p><i>Common rights:</i> establishment of a dependency relationship, right to disconnection, right to free association.</p> <p><i>Obligations of companies:</i> Designation of an official channel for worker complaints and objections, establishment of a physical office, maintenance of an updated worker database, provision of ongoing training for workers, user awareness, provision of work implements free of charge, and availability of information regarding evaluations by users and businesses.</p> <p><i>Workers’ rights:</i> social security and all rights recognised to employees.</p> <p>Use: In December 2024, a party introduced a bill titled “Organic Law for the Protection of Digital Service Platform Workers.” This bill proposes mandatory employment contracts between workers and companies, recognising the employment relationship. Additionally, it proposes the establishment of a physical office and a virtual channel, the provision of supplies and free internet access, as well as life insurance. The bill has not been assigned to any committee, so its public debate has not yet begun.</p>

As an effort to participate in the ongoing International Labour Organisation (ILO) debates towards a platform regulation, in April 2025, the Latin American countries involved in the Fairwork project launched the “Declaración de Asunción”, a collective statement issued by Fairwork Latin American researchers as well as civil society organisations in the region and globally, to defend the fundamental rights of workers on digital platforms in Latin America. It was developed collaboratively and focuses on ensuring occupational health and safety, algorithmic transparency, data protection, fair remuneration and dispute resolution mechanisms; all from a Latin American perspective.

Legal Context

Argentina has debated the need to regulate platform labour for nearly a decade, yet no legislative proposal has ever reached the Parliament. Several initiatives—focused on defining employment status, improving road safety, expanding insurance coverage, or incorporating platform workers into existing labour frameworks—have failed to gain political traction. As a result, the platform economy has evolved under a de facto regulatory vacuum in which platforms set the operational rules unilaterally. This absence of formal oversight has shaped a labour market characterized by algorithmic management, externalisation of risks, and an unstable, informal relationship between workers and companies.

The new Labour Modernisation Bill (35/2025) represents the first attempt to introduce platform work into national legislation.¹⁵ Rather than redefining the relationship between workers and platforms, the bill formalises the model already operating in practice. It creates the legal category of the independent platform provider, explicitly excluding any presumption of employment.

No country in the world has adopted a regulatory framework that classifies all platform workers as independent by default; if approved, Argentina would be the first—and a clear outlier against global regulatory trends and ILO standards.

Under this framework, the link between workers and platforms is governed by civil and commercial rules, not by labour law. The bill affirms “freedom of connection” and contractual flexibility, but does not regulate how these choices are conditioned by ranking systems, acceptance rates or algorithmic allocation of trips and orders. In this sense, the worker autonomy it proclaims largely remains formal rather than effective.

The rights it introduces—such as explanations for suspensions, data portability, access to training and an accident insurance policy—represent partial advances compared to the current situation, but they do not alter the structural asymmetry between workers and platforms. The insurance scheme does not amount to comprehensive occupational coverage, transparency obligations do not include algorithmic auditability, and communication channels are framed as auxiliary support rather than genuine mechanisms for appeal. At the same time, workers are required to register fiscally and make social security contributions, formalising obligations without an equivalent expansion of protections.

Ultimately, the bill legitimises the current business model instead of addressing the core challenges of platform work in Argentina. By codifying independence while omitting safeguards against algorithmic control, precarious earnings and unilateral decision-making, the proposal risks consolidating a model in which rights remain limited and responsibility is shifted onto workers. In a labour market undergoing profound change—marked by falling real wages, multiple job-holding and increasing dependence on digital platforms—the regulatory debate now centres on whether to formalise existing inequalities, or design a framework that genuinely protects those whose work sustains the platform economy.

FAIRWORK ARGENTINA SCORES 2025 BY PRINCIPLE

	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2	Total
Cabify	●	○	○	○	●	○	●	●	○	○	4
QxM	●	○	○	○	●	○	●	●	○	○	4
Rappi	○	○	○	○	●	○	○	○	○	○	1
Didi	○	○	○	○	○	○	○	○	○	○	0
PedidosYa	○	○	○	○	○	○	○	○	○	○	0
Uber	○	○	○	○	○	○	○	○	○	○	0
Zolvers	○	○	○	○	○	○	○	○	○	○	0

Compared to the first Fairwork Argentina report in 2022, this second assessment incorporates new elements that broaden and deepen the analysis. Most notably, it includes for the first time the domestic and care work sector, providing a more comprehensive view of the platform ecosystem. Improvements were also identified among previously evaluated platforms, largely driven by their own initiatives—a pattern similarly observed in other countries in the region. However, in some cases, it was not possible to award points that were awarded in the previous evaluation. The persistent gap between the scores obtained and the optimal standards indicates that there remains significant room for the adoption of better practices in Argentina.

Explaining the scores

Fair Pay

To score on this principle, platforms must show that workers earn above a basic threshold after deducting work-related costs. Assessing whether platforms ensure decent incomes is particularly relevant in a context of high economic instability, characterized by persistent inflation and the absence of effective institutional mechanisms for updating the minimum wage, which in real terms has fallen below the values observed during the 2001 convertibility crisis.¹⁵ For this evaluation, the 2025 Global Living Wage benchmark was used as a reference.¹⁶

As in the first report, all logged-in hours were considered (regardless of whether they generated income), along with the costs associated with the activity. For delivery work, these include vehicle maintenance, fuel, helmet and protective equipment, mobile phone and data. For ride-hailing, additional costs such as vehicle cleaning and, in some cases, vehicle rental were also accounted for. In the case of domestic work, commuting costs in-between jobs and work materials were included. As a result, most platforms failed to provide sufficient evidence to guarantee an hourly minimum rate equivalent to the cost of living. Only Cabify and QxM obtained the first point, as they shared detailed information on the ranges of earnings by type of service which proved to be at least as high as the living wage estimated for said threshold.

Fair Conditions

To achieve the first point, platforms must ensure that they provide adequate equipment and training to protect the health and safety of workers from task-specific hazards. These must be implemented at no additional cost to the worker. The platform should mitigate the risks of lone work by providing adequate support and by designing processes with occupational safety and health in mind. In addition, platforms must take significant steps to ensure that workers do not suffer significant costs as a result of work-related accidents, injuries, or illnesses.

To obtain the second point, there must be evidence of significant actions taken by the platform for the social protection of its workers. When workers are unable to work for an extended period due to unforeseen circumstances, their position on the platform should not be negatively impacted. Finally, the platform should implement policies or practices that protect the safety of workers from task-specific risks. In particular, the platform should ensure that remuneration is not structured in such a way to encourage workers to take excessive risks. Delivery workers and drivers are systematically exposed to urban insecurity, while domestic workers handle chemical products that may be harmful to their health. The assessment therefore, considers whether platforms adopt measures aimed at mitigating work-related risks and associated costs. These include training or tutorials to raise awareness of potential risks, safety tools such as profile verification, GPS route monitoring and panic buttons, provision of adequate materials, and

insurance coverage for accidents and illness, as well as financial compensation.

None of the evaluated platforms was able to demonstrate the full set of measures and policies required to obtain the first point under this principle. In some cases, supporting evidence was identified for the second threshold, relating to compensation in cases of illness; however, this was not sufficient to award the point.

Fair Contracts

To be awarded the first point under this principle, platforms must demonstrate that their terms and conditions and personal data protection policies are accessible, clearly written, and aligned with the regulatory framework of the Argentine Republic. Within the delivery sector, Rappi provided sufficient evidence to meet these requirements, while Cabify did so in the ride-hailing sector. For domestic work platforms, this principle was adapted to business models that operate as intermediaries between workers and clients, provided that the applicable regulatory framework is respected.¹⁷ QxM obtained the point in this category by demonstrating that workers themselves set service quotes, that contractual conditions are clearly stated in the terms and conditions, and that its data protection policy explicitly recognises Argentine law.

The second point requires prior notification of contractual changes, and the absence of clauses that exempt the platform from liability—even in cases where platforms explicitly frame the relationship as independent. Unfortunately, evidence could not support compliance with this principle across all platforms (and in both reports). This is mainly due to the presence of clauses that reflect unilateral dispute resolution processes or that exclude the platform from responsibility in cases of negligence or inadequate working conditions.



Fair Management

The first threshold evaluates the existence of an easily accessible channel for workers to communicate with a human representative of the platform and solve problems effectively, such as meaningfully and effectively appealing low ratings, non-pay, pay issues, deactivations, and other penalties and disciplinary actions. The channel must be documented in the contract, be available on the platform's interface, and platforms must respond to workers within a reasonable timeframe. In the case of deactivations, the appeal process must be available to workers who no longer have access to the platform. Workers should not be harmed for expressing concerns or appealing disciplinary action.

One of the most frequently expressed concerns in worker interviews was the lack of direct human contact with platforms, along with the arbitrary nature of suspensions and cancellations. This report identifies some progress among several platforms, particularly regarding the expansion of communication channels to make them accessible to all platform users. However, only QxM and Cabify demonstrated the existence of clear and documented policies for consulting, appealing, and/or challenging disciplinary decisions, which is why they were awarded the point.

For the second threshold, the research investigated whether the seven platforms have an effective anti-discrimination policy that establishes a clear process for reporting, correcting and penalizing discrimination against platform workers on the grounds of race, social origin, caste, ethnicity, nationality, gender, sex, gender identity and expression, sexual orientation, disability, religion or belief, age or any other status. Additionally, the platform should have measures in place to promote diversity, equity, and inclusion on the platform, and it should take practical steps to promote equal opportunities for workers from disadvantaged groups, including reasonable accommodations for pregnancy, disability, and religion or belief.

Cases involving discriminatory situations were also identified, whether through passenger misconduct toward women drivers or the rating of domestic workers based on ethnicity or physical appearance. These testimonies reflect the harsh realities workers face in the absence of effective safeguards. In this regard, the digital economy could serve as a tool to provide safer environments for reporting and addressing such situations, as well as promoting fairer rating and evaluation systems. Fairwork therefore places strong emphasis on the existence of secure processes with guaranteed responses for appeals and complaints, adequate communication, and concrete action against discrimination and harassment.

For this threshold, QxM and Cabify both achieved the corresponding point. In the case of QxM, the platform had already published an algorithmic transparency policy—a distinctive practice compared to other platforms—providing workers with greater clarity regarding task allocation mechanisms. Following

dialogue with Fairwork, it also implemented and publicly announced an equity and anti-discrimination policy. Cabify stood out for its actions promoting the inclusion of women drivers and passengers in Mendoza, as well as for publishing its tier system, detailing the variables that influence drivers' positioning.

Fair representation

The basic requirement of this principle is the existence of documented mechanisms enabling workers to express their voice. Achieving the second point requires the recognition of a collective workers' body capable of engaging in representation and collective bargaining, along with guaranteed responses to workers' claims.

Several platforms argued that they have their own consultation mechanisms, such as worker surveys, focus groups, and group meetings. However, none could show that they publicly recognise a formal process involving worker bodies for negotiating structural aspects of working conditions—such as fares or mechanisms for defending against automated decisions. Nor have they formalised processes for incorporating workers' voices into decision-making. The absence of such instances reinforces a unilateral decision-making model that excludes workers from collective processes for defending their rights. As a result, none of the platforms obtained a score under this principle.



IN FOCUS

Platforms: Good practices

The purpose of this section is to highlight initiatives that contribute to fairer work, namely those practices implemented by certain platforms that can serve as tools and starting points for promoting a more just and worker-friendly working environment.

Cabify: contractual clarity and regulatory compliance

Cabify stands out within Argentina's ride-hailing ecosystem as the only platform that could evidence to explicitly operate within the local regulatory framework, complying with national regulations and paying taxes on its activities. This legal positioning provides a degree of legal certainty that is rare in the transport sector: conflicts between drivers, passengers, and the platform are resolved in accordance with Argentine law and before local courts, offering greater predictability and protection in situations of contractual uncertainty. In a market characterised by flexibility and precariousness, this regulatory formalisation contributes to more stable conditions, enabling drivers to better plan their work and understand their rights and obligations.

In addition, Cabify could be shown to provide terms and conditions that are clearly written and accessible, communicated transparently and accompanied by mandatory notifications when policies are modified. These practices improve contractual clarity, reduce the risk of misunderstandings, and allow drivers to be informed in advance of changes that may affect their activity. Although challenges remain—particularly the absence of mechanisms for fare negotiation or adjustments that keep pace with the loss of purchasing power—Cabify's legal and documentary transparency represents a notable good practice within Argentina's mobility platform ecosystem.

Rappi: recognition of local data protection Law

Rappi stands out for demonstrating a data protection policy that explicitly recognizes current Argentine legislation, including the principles established in Law 25.326. The platform details the categories of data it collects, the purposes of processing, and the mechanisms through which individuals can exercise their rights of access, rectification, and deletion, offering a higher degree of transparency compared to other applications in the sector. This formal recognition of the local regulatory framework constitutes a relevant good practice in an environment where algorithmic management and the intensive use of personal data are central to daily operations. By aligning with national legislation, Rappi could be evidenced to reinforce minimum privacy standards and to promote a more transparent and predictable relationship with workers.

Uber: progress in safety and assistance measures

In recent years, Uber could demonstrate to have implemented a set of technological improvements aimed at enhancing the safety of drivers and passengers. These include new identification mechanisms such as security codes required to start a trip and expanded information about users prior to accepting a ride. The platform could also show to have strengthened personal data protection by implementing encrypted communications through "masked" phone numbers, preventing drivers and passengers from accessing real contact details. While some of the drivers we spoke to consider these innovations to be "small improvements" or insufficient—particularly as they rely on mobile devices that are vulnerable to theft—they nonetheless represent advances in identity verification and risk reduction during initial interactions.

Uber could also show to have expanded its monitoring and assistance tools during trips, incorporating alerts for high-risk zones, real-time route tracking, and an emergency button to contact authorities in critical situations. In addition, it has made customer support channels more accessible to all drivers. In terms of operational support, the platform has intervened in cases of traffic infractions, providing legal assistance when authorities required documentation that was not mandatory.

QxM: towards a more inclusive model

The platform could evidence to have implemented an innovative project based on a transparent pilot algorithm that improves matching between workers and clients, clarifies fare construction, and provides greater predictability in task allocation. This initiative includes the creation of a worker registry—useful for future data collection—and the dissemination of explanatory tutorials that facilitate understanding of the system and reduce the uncertainty commonly associated with opaque algorithms. Following dialogue with Fairwork initiated in 2023, the platform also advanced a comprehensive diversity policy composed of equality and anti-discrimination guidelines, a governance framework to promote dialogue with workers, and a formal appeals process for decisions or sanctions, implemented from April 2024 onwards. Taken together, these actions represent a noteworthy commitment to transparency, participation, and stability for platform users.



Workers' Stories

The following testimonies were extracted from interviews carried out with platform workers.

María* - Pedidos Ya

María is a female rider, and she started to use Pedidos Ya as a part-time alternative while taking another job. However, she describes her work experience as “practically an employment relationship”, shaped by a ranking system that determines pay, access to shifts, and increasing working hours.

The lack of transparency and protection in cases of suspensions or account blocks emerges as one of the main problems. María recounts being sanctioned without clear justification:

"Sometimes you don't even know why they suspend you."

and highlights that communication channels do not allow for meaningful explanations: “you never get a back-and-forth... you don't get an answer”. She also reports the absence of real safety measures or assistance: “you have nothing if you get robbed”, as well as a lack of clarity regarding the insurance deducted from her earnings: “they charge you for insurance... but you don't know what it covers.”

María further emphasises that insecurity affects women particularly. “It's easier for a woman to be raped or assaulted... we're more exposed,” she states, explaining that even when she reports her situation, the system does not respond:

" I tell them 'I'm a woman, I'm here', but it makes no difference."

Although she acknowledges that demand enables continuous work—“if you log in, you'll work”—she stresses the need for regulation that grants basic rights without eliminating all flexibility: “we need legislation that protects this kind of work... it's similar to an employment relationship and it lacks certain rights.” Her testimony illustrates how algorithmic demands, opacity, and gender inequalities shape the everyday experience of female riders.



José* - Rappi and Cabify

José is 46 years old. He has worked on platforms for several years and is familiar with most of them. He has structured his routine around what he considers the most effective way to generate higher income: during the week he drives for Cabify, and on weekends he works as a Rappi courier. Also, he thinks they are the best alternative for him to be able to spend time with his daughter during the day. Nevertheless, he describes a job marked by high daily costs and strong economic uncertainty. As he explains, “the cost of working on an app is that about 30% goes to expenses... bike depreciation, fuel, spare parts.” Fares and commissions are difficult to predict: “the earnings they show are impossible to calculate... there's no basic criterion”; even for Cabify, he estimates that “the commission is around 30%.” He perceives bonuses as mechanisms designed to ensure constant availability:

"it's all to keep you there as long as possible."

and highlights that communication channels do not allow for meaningful explanation. In his account, José highlights that most platforms operate under similar logics, with lack of support and coverage as a cross-sectional problem: “the biggest weakness of all apps is support... zero, none offer insurance or anything.” In the absence of institutional safety measures, protection falls on workers themselves: “we grouped together in a WhatsApp emergency group.” Insecurity is compounded by automatic sanctioning mechanisms and loss of shifts:

"When you have a low ranking you end up without shifts... a reward and punishment system."

Ranking emerges as a central axis of work organisation: “on Rappi, to stay in the top ranking you have to accept absolutely all orders,” while on Cabify “the only benefit is being able to cancel more without affecting your account.” The least profitable tasks are usually assigned to lower-ranked workers: “the long-distance jobs go to the bad rankings.”

This logic, which José compares to “chasing a carrot on a stick”, reflects a shift in the traditional narrative of work, structuring availability around desired income levels or the pursuit of maximum earnings. In response to this, he proposes collective and inclusive alternatives: “the state creating its own app bringing together platform workers” in order to offer greater stability and support.

* To preserve workers' anonymity, the names used in this report are fictitious.



“ It's easier for a woman to be raped or assaulted (...) We're more exposed ”

“ It's like chasing a carrot on a stick ”

THEME IN FOCUS

Informality and technological sovereignty

Platform work in Argentina has developed within a labour market characterised by high levels of structural informality, with over 40% of the employed population lacking any form of social protection.¹⁸ This context creates fertile ground for work models based on risk externalisation, the absence of formal contracts, and the transfer of costs to workers. Within this framework, digital labour platforms—particularly foreign ones—have expanded by exploiting regulatory gaps and the economic necessity of large sectors of the population. Pre-existing informality not only facilitates the incorporation of workers without minimum guarantees but also normalises the idea of labour relations devoid of clear rights or effective negotiation mechanisms.

Local and foreign platforms operate under differentiated logics. Among international companies, a model of centralised algorithmic management prevails, with policies standardised at regional or global level and limited adaptation to Argentine regulatory specificities. In these cases, critical decisions—fares, terms of use, allocation criteria, blocking processes—are made using tools designed outside the country, reproducing what various studies describe as a problem of technological sovereignty: the inability of states to influence the design, operation, and oversight of technologies that de facto structure a growing segment of the labour market. This dependency is further intensified when platforms do not pay taxes locally, outsource services, or lack a legal entity fully integrated into the national regulatory system, thereby hindering supervision and tax collection.

By contrast, platforms of local origin or with stronger national anchoring tend to display a different relationship with the regulatory environment. Platforms like Zolvers or QxM—although they have their own specific characteristics and challenges—operate with intermediary structures that are more closely linked to the territory, with greater willingness to adapt to national regulations (for example, in data protection or contracting rules) and with processes that incorporate a local perspective. This proximity to workers could facilitate dialogue mechanisms, internal policy reviews, and the development of transparency instruments tailored to the Argentine context. However, this does not guarantee compliance: even among local platforms, dynamics of informality, risk externalisation, and dependence on algorithmic metrics persist, reproducing practices similar to those of global companies.

Differences between local and foreign platforms also reveal tensions around data collection and control. Multinational platforms concentrate strategic information on urban mobility, consumption, logistics,

and labour that is not necessarily stored on local servers, nor accessible to national authorities. This asymmetry limits the state's capacity to oversee labour practices, monitor real incomes, or intervene in automated decisions that affect the livelihoods of thousands of workers. In contrast, local initiatives—or projects promoted by the state itself—allow us to envision models where technological governance is oriented towards transparency, interoperability, and the generation of public data that contribute to the design of fairer labour policies.

Finally, the combination of structural informality and external technological dependency generates a double risk: on the one hand, the consolidation of a precarious and fragmented labour market; on the other, the deepening of a digital architecture over which neither workers nor the state exert effective control. In this scenario, a forward-looking agenda must advance mechanisms of regulation, transparency, and oversight to reduce labour vulnerability, while also promoting technological models—public, cooperative, or locally rooted—that strengthen digital sovereignty and ensure that platforms operate under rules compatible with labour rights and the public interest.

MOVING FORWARD

Pathways of change

Fairwork's theory of change relies on a humanist belief in the power of empathy and knowledge. If they have the economic means to choose, many consumers will be discerning about the platform services they use. Our yearly ratings give consumers the ability to choose the highest scoring platform operating in a sector, thus contributing to pressure on platforms to improve their working conditions and their scores. In this way, we leverage consumer solidarity with workers' allies in the fight for fairer working conditions. Beyond individual consumer choices, our scores can help inform the procurement, investment and partnership policies of large organisations. They can serve as a reference for institutions and companies who want to ensure they are supporting fair labour practices. In this regard, we see four pathways to change (Figure 2).

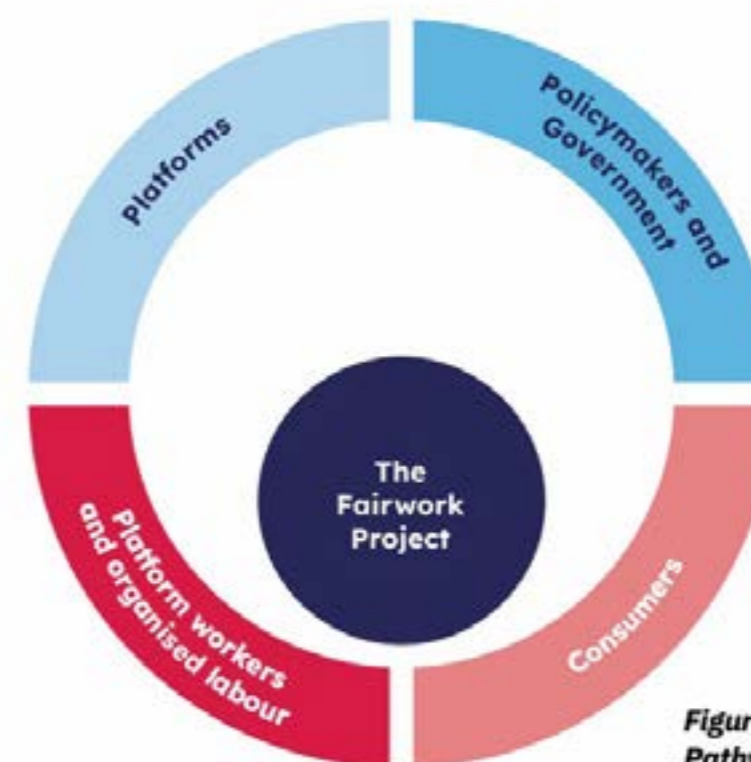
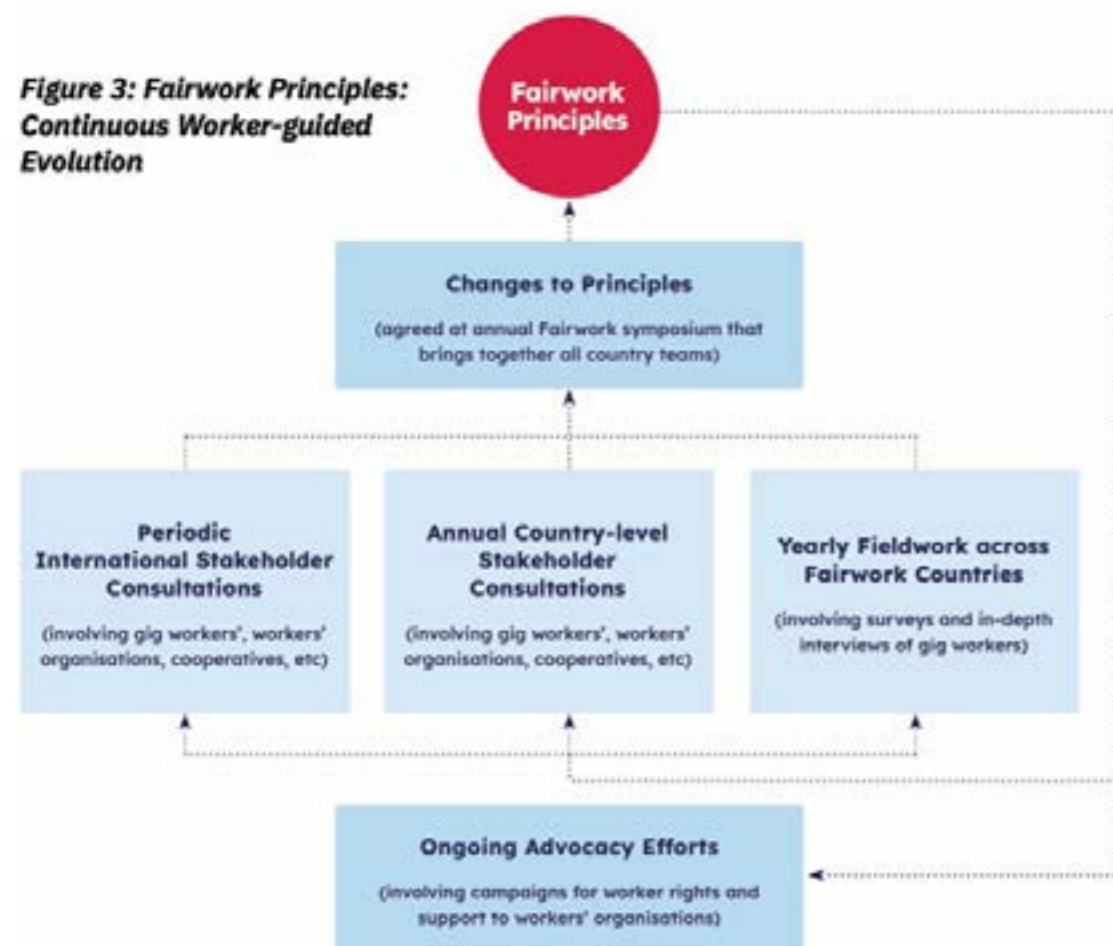


Figure 2. Fairwork's Pathways to Change

Our fieldwork data, combined with feedback from workshops and consultations involving workers, informs how we systematically evolve the Fairwork principles to remain in line with their needs. There is nothing inevitable about poor working conditions in the platform economy. Despite their claims to the contrary, platforms have substantial control over the nature of the jobs that they mediate. Workers who find their jobs through platforms are ultimately workers, and there is no basis for denying them the key rights and protections that their counterparts in the formal sector have long enjoyed. Our scores show that the platform economy, as we know it today, already takes many forms, with some platforms displaying greater concern for workers' needs than others. This means that we do not accept low pay, poor conditions, inequity, and a lack of agency and voice as the norm. We hope that our work – by highlighting the contours of today's platform economy – paints a picture of what it could become.

Figure 3: Fairwork Principles: Continuous Worker-guided Evolution



Impact and next steps

This is the second report produced by the Fairwork project on platforms operating in Argentina. We have strengthened our collaboration with the different stakeholders involved to advance towards greater protection for platform workers in the country.

The main output of this initiative is the production of an annual report on working conditions in digital platforms. This process includes deepening dialogue with the key actors in the platform economy, as well as developing proposals aimed at improving the quality of work. In this regard, the Fairwork initiative seeks to contribute to the continuous improvement of the platform economy in Argentina through four main pathways.

The first is direct engagement with the platforms operating in Argentina. In this second report, most of the platforms assessed have shown willingness to engage in dialogue, provide evidence to improve their scores, and even work more deeply on specific issues in future projects. Building on this openness, we are already actively working on the development of policies that contribute to improving working conditions. This was manifested by QxM's willingness to incorporate an equality, diversity, and governance policy, as well as the implementation of an appeals process for workers.¹⁹

Consumers represent the second pathway for promoting positive change in Argentina's platform economy. The information provided by the Fairwork report enables consumers—and even service providers—to make more informed decisions about the digital platforms with which they choose to interact. This mechanism has proven to be highly effective following the publication of the first report in 2022, promoting more conscious practices such as avoiding unjustified or abrupt cancellations. Beyond individual consumer choices, our scores can also inform the procurement, investment, and partnership policies of large organisations. They can serve as a reference point for institutions and companies seeking to ensure that they support fair labour practices.

Thirdly, this report aims to provide useful input for the debate and analysis of potential regulatory initiatives. It may serve as a relevant tool for the formulation of a regulatory framework that addresses issues specific to platform work, such as the promotion of algorithmic transparency, data protection, and profile portability across platforms, among others.

Within this framework, the work of Fairwork Argentina is complemented by an active advocacy agenda aimed at translating empirical evidence into public, regulatory, and technical policy spaces. This agenda included participation in national and regional forums on platform work, privacy, and labour rights, as well as the production of strategic content—opinion columns, working papers, and public presentations—that have contributed to making workers' conditions more visible and have positioned concrete recommendations to strengthen their protection.

Considering the possibility that the ILO may move forward with the adoption of a Convention on platform work, Fairwork Argentina actively

participated in a number of regional and international initiatives. These included contributing to the drafting and launch of the Asunción Declaration on platform work in Latin America²⁰, and endorsing both the Joint Civil Society comments²¹ statement and the Global Platform Workers Solidarity Project (GPWSP)²² statement in relation to the ILO's Brown Report. Through these actions, the team joined international calls to strengthen the draft Convention and Recommendation, particularly with regard to algorithmic transparency, personal data protection, and effective guarantees of labour rights.

The team also maintained dialogue with platforms, trade union actors, and international organisations, promoting spaces of exchange that facilitated the introduction of improvements in some internal policies, particularly in relation to transparency, complaints management, and recognition of national regulatory frameworks. These actions were articulated with the discussion processes taking place at the ILO and other multilateral forums, contributing evidence from the Argentine case to influence the construction of more robust international standards. Taken together, this strategy seeks to consolidate sustained advocacy that combines research, institutional engagement, and public positioning in order to promote structural transformations in platform-mediated working conditions.

We are also committed to cultivating diverse dissemination spaces, including organisations that promote the rights of minority groups and that raise awareness about the impact of new technologies in the workplace. One of the main conclusions of this report—and one of our key objectives—is that although digitalisation has expanded women's inclusion in the labour market, significant challenges persist. These include unequal treatment in care-related tasks, lack of access to high-demand work opportunities, and insecurity in the workplace. For this reason, we emphasise the need for more effective policies and regulations to address gender inequalities in platform employment and to guarantee fair working conditions.

Fairwork will continue working towards a platform economy with fairer working conditions. Our aim is to promote social dialogue, as well as the development of public policies (through regulations and government measures at different levels) and corporate policies that guarantee the protection of platform workers. Achieving this requires continued research into the platform economy in Argentina—its dynamics, scale, impacts, and working conditions—so that potential interventions are effective and beneficial for all actors involved in this ecosystem.

The Fairwork Pledge

As part of this process of change, we have introduced the Fairwork pledge. This pledge leverages the power of organisations' procurement, investment, and partnership policies to support fairer platform work. Organisations like universities, schools, businesses, and charities who make use of platform labour can make a difference by supporting the best labour practices, guided by our five principles of fair work. Organisations who sign the pledge get to display our badge on company organisational materials.

The pledge constitutes two levels. The first is as an official Fairwork Supporter, which entails publicly demonstrating support for fairer platform work, and making resources available to staff and members to help them in deciding which platforms to engage with. We are proud to announce that we have six official Fairwork Supporters in Germany: the Digital Transformation Centers, the Berliner Senatsverwaltung für Integration, Arbeit und Soziales, the ISF Munich, the IfS Frankfurt, the Friedrich Ebert Stiftung's Competence Centre Future of Work, and Algorithmwatch. A second level of the pledge entails organisations committing to concrete and meaningful changes in their own practices as official Fairwork Partners, for example by committing to using better-rated platforms where there is a choice. The Berlin Social Science Center (WZB), the GIZ, the Deutscher Verband der freien Übersetzer und Dolmetscher e. V. (DVÜD), the Alexander von Humboldt Institute for Internet and Society (HIIG), and McDonald's Germany have become official Fairwork Partners in Germany.

More about the pledge, and how to sign up, is available at:

fair.work/pledge



APPENDIX I

Fairwork Scoring System

Which companies are covered by the Fairwork principles?

The International Labour Organisation (ILO) defines a “digital labour platform” as an enterprise that mediates and facilitates “labour exchange between different users, such as businesses, workers and consumers”.²³ That includes digital labour “marketplaces” where “businesses set up the tasks and requirements and the platforms match these to a global pool of workers who can complete the tasks within the specified time”.²⁴ Marketplaces that do not facilitate labour exchanges - for example, Airbnb (which matches owners of accommodation with those seeking to rent short term accommodation) and eBay (which matches buyers and sellers of goods) are obviously excluded from the definition. The ILO’s definition of “digital labour platform” is widely accepted and includes many different business models.²⁵ Fairwork’s research covers digital labour platforms that fall within this definition that aim to connect individual service providers with consumers of the service through the platform interface. Fairwork’s research does not cover platforms that mediate offers of employment between individuals and employers (whether on a long-term or on a temporary basis).






Fairwork distinguishes between two types of these platforms. The first, is ‘geographically tethered’ platforms where the work is required to be done in a particular location such as delivering food from a restaurant to an apartment, driving a person from one part of town to another or cleaning. These are often referred to as ‘gig work platforms’. The second is ‘cloudwork’ platforms where the work can, in theory, be performed from any location via the internet.

The thresholds for meeting each principle are different for location-based and cloudwork platforms because location-based work platforms can be benchmarked against local market factors, risks/harms, and regulations that apply in that country, whereas cloudwork platforms cannot because (by their nature) the work can be performed from anywhere and so different market factors, risks/harms, and regulations apply depending on where the work is performed.

The platforms covered by Fairwork’s research have different business, revenue and governance models including employment-based, subcontractor, commissionbased, franchise, piece-rate, shift-based, subscription models. Some of those models involve the platforms making direct payments to workers (including through sub-contractors).

How does the scoring system work?

The five Principles of Fairwork were developed through an extensive literature review of published research on job quality, stakeholder meetings at UNCTAD and the ILO in Geneva (involving platform operators, policymakers, trade unions, and academics), and in-country meetings with local stakeholders. Each Fairwork Principle is divided into two points. Accordingly, for each Principle, the scoring system allows the first to be awarded corresponding to the first threshold, and an additional second point to be awarded corresponding to the second threshold. The second point under each Principle can only be awarded if the first point for that Principle has been awarded. The thresholds specify the evidence required for a platform to receive a given point. Where no verifiable evidence is available that meets a given threshold, the platform is not awarded that point. A platform can therefore receive a maximum Fairwork score of 10 points. Fairwork scores are updated on a yearly basis; the scores presented in this report were derived from data pertaining to the eight months between September 2024 and April 2025 and are valid until April 2026.

Principle	First Point	Second Point	Total
 Principle 1 Fair Pay	1 Ensures workers earn at least the local minimum wage after costs	1 Ensures workers earn at least a local living wage after costs	2
 Principle 2 Fair Conditions	1 Mitigates task-specific risks	1 Ensures safe working conditions and a safety net	2
 Principle 3 Fair Contracts	1 Provides clear and transparent terms and conditions	1 Ensures that no unfair contract terms are imposed	2
 Principle 4 Fair Management	1 Provides due process for decisions affecting workers	1 Provides equity in the management process	2
 Principle 5 Fair Representation	1 Assures freedom of association and the expression of worker voice	1 Supports democratic governance	2

Maximum possible Fairwork Score:



**Principle 1:****Fair Pay**

1.1 – Ensures workers earn at least the local minimum wage after costs (one point) Platform workers often have substantial work-related costs to cover, such as transport between jobs, supplies, or fuel, insurance, and maintenance on a vehicle.²⁶ Workers' costs sometimes mean their take-home earnings may fall below the local minimum wage.²⁷ Workers also absorb the costs of extra time commitment, when they spend time waiting or travelling between jobs, or other unpaid activities necessary for their work, such as mandatory training, which are also considered active hours.²⁸ To achieve this point platforms must ensure that work-related costs do not push workers below local minimum wage. The platform takes appropriate steps to ensure both of the following: • Payment must be on time and in-full. • Workers earn at least the local minimum wage, or the wage set by collective sectoral agreement (whichever is higher) in the place where they work, in their active hours, after costs.²⁹

While the minimum wage is commonly employed as a reference in international evaluations, in the Argentine context it has lost its capacity to function as a meaningful indicator of subsistence income. Persistent high inflation, combined with irregular and politically constrained adjustments, has resulted in a minimum wage that remains systematically below the cost of living and, in real terms, below levels observed during previous economic crises. As a result, using the minimum wage would underestimate the income required to secure a decent standard of living and would fail to capture the actual economic conditions faced by platform workers. Given that the values of the Minimum Living Wage (Salario Mínimo Vital y Móvil) in Argentina are insufficient to cover the cost of living in the Greater Buenos Aires Metropolitan Area (AMBA), the evaluation of the fair pay principle was conducted using alternative reference standards. In light of these limitations, sector-specific collective bargaining agreements (CBAs) were used for threshold 1.1, as they provide more realistic and updated references for minimum earnings in comparable activities.³⁰ For Principle 1.2, the full Global Living Wage indicator was used across all sectors, adjusted for inflation according to the month in which each interview was conducted.³¹

The assessment was carried out by considering each worker's total income in relation to their total active hours on the platform. This includes the time they spend waiting or travelling between jobs, or other unpaid activities necessary for their work, such as mandatory training. From this income, work-related costs were deducted, and the resulting figure was compared against the following benchmarks depending on the type of platform:

-Delivery platforms: wage scale for the position of Home Delivery Courier (motorcycle or bicycle), in accordance with Collective Bargaining Agreement 722/15 between the Motorcycle Couriers and Messengers Trade Union (ASiMM) and the Chamber of Motorcycle Messaging Companies and Related Services.³²

-Ride-hailing platforms: For ride-hailing platforms, the selection of an appropriate benchmark required additional adjustment. The collective agreements for remises (private hire vehicles) registered wage increases that fell significantly below inflation, while taxi sector wages were not updated throughout the year under study.³³ Given that both benchmarks substantially underestimate current living costs, the collective agreement ASiMM was used instead, which is almost equivalent as the agreement for truck drivers (Camioneros – Convenio Colectivo de Trabajo 40/89).³⁴ This agreement is characterized by more frequent updates and reflects income levels more consistent with the operational costs, working hours, and economic pressures faced by ride-hailing drivers.

-Domestic service platforms:



For Zolvers, the minimum wages established for general domestic workers by the National Commission for Domestic Work were used.³⁵

For QxM, which operates as an on-demand platform connecting workers with clients for manual, construction-related, and home maintenance tasks, the collective agreement of the construction sector (UOCRA – Convenio Colectivo de Trabajo 445/06) was used as the reference benchmark.³⁶ This agreement provides the closest occupational match in terms of skill requirements, physical intensity, and task composition, and is regularly updated through collective bargaining

1.2 – Ensures workers earn at least a local living wage after costs (one additional point) In some places, the minimum wage is not enough to allow workers to afford a basic but decent standard of living. To achieve this point, platforms must ensure that work-related costs do not push workers below local living wage. The platform takes appropriate steps to ensure the following: • Workers earn at least a local living wage, or the wage set by collective sectoral agreement (whichever is higher) in the place where they work, in their active hours, after costs .

Principle 2:**Fair Conditions**

2.1 – Mitigates task-specific risks (one point) Platform workers may encounter a number of risks in the course of their work, including accidents and injuries, harmful materials, and crime and violence. To achieve this point, platforms must show that they are aware of these risks and take basic steps to mitigate them. The platform must satisfy the following: • Adequate equipment and training are provided to protect workers' health and safety from task-specific risks.³⁷ These should be implemented at no additional cost to the worker. • The platform mitigates the risks of lone working by providing adequate support and designing processes with occupational safety and health in mind. • Platforms take meaningful steps to ensure that workers do not suffer significant costs as a result of accident, injury or disease resulting from work.

2.2 – Ensures safe working conditions and a safety net (one additional point) Platform workers are vulnerable to the possibility of abruptly losing their income as the result of unexpected or external circumstances, such as, for example, sickness, or parenthood. Most countries provide a social safety net to ensure workers don't experience sudden poverty due to circumstances outside their control.³⁸ However, platform workers usually don't qualify for protections such as sick pay, because of their independent contractor status. In recognition of the fact that most workers are dependent on income they earn from platform work, platforms should ensure that workers are compensated for loss of income due to inability to work. In addition, platforms must minimise the risk of sickness and injury even when all the basic steps have been taken. The platform must satisfy ALL of the following: • The platform takes meaningful steps towards the social protection of its workers. • Where workers are unable to work for an extended period due to unexpected circumstances, their standing on the platform is not negatively impacted. • The platform implements policies or practices that protect workers' safety from task-specific risks. In particular, the platform should ensure that pay is not structured in a way that incentivizes workers to take excessive levels of risk.

Principle 3:

Fair Contracts

3.1 – Provides clear and transparent terms and conditions (one point) The terms and conditions governing platform work are not always clear and accessible to workers.³⁹ To achieve this point, the platform must demonstrate that workers are able to understand, agree to, and access the conditions of their work at all times and that they have legal recourse if the other party breaches those conditions. The platform must satisfy ALL of the following: • The party contracting with the worker must be identified in the contract, and subject to the law of the country/ state/region in which the worker works. • The contract/terms & conditions are presented in full in clear and comprehensible language that all workers could be expected to understand. • Workers have to sign a contract and/or give informed consent to terms of conditions upon signing up for the platform. • The contracts/terms and conditions are easily accessible to workers in paper form, or via the app/ platform interface at all times. • Contracts/terms & conditions do not include clauses that revert prevailing legal frameworks in the respective countries. • Platforms take adequate, responsible and ethical data protection and management measures, laid out in a documented policy.⁴⁰

3.2 – Ensures that no unfair contract terms are imposed (one additional point) In some cases, especially under ‘independent contractor’ classifications, workers carry a disproportionate amount of risk for engaging in a contract with the service user. They may be liable for any damage arising in the course of their work, and they may be prevented by unfair clauses from seeking legal redress for grievances. To achieve this point, platforms must demonstrate that risks and liability of engaging in the work is shared between parties. Regardless of how the contractual status of the worker is classified, the platform must satisfy ALL of the following: • Every worker is notified of proposed changes in clear and understandable language within a reasonable timeframe before changes come into effect; and the changes should not reverse existing accrued benefits and reasonable expectations on which workers have relied. • The contract/terms and conditions neither include clauses which exclude liability for negligence nor unreasonably exempt the platform from liability for working conditions. The platform takes appropriate steps to ensure that the contract does not include clauses which prevent workers from effectively seeking redress for grievances which arise from the working relationship. • In case platform labour is mediated by subcontractors: The platform implements a reliable mechanism to monitor and ensure that the subcontractor is living up to the standards expected from the platform itself regarding working conditions. • In cases where algorithms are used to determine pricing, bonuses, ratings and/or allocate jobs, the data collected, and calculations used must be transparent and documented in a form available to workers in clear and comprehensible language that all workers could be expected to understand.

Principle 4:

Fair Management

4.1 – Provides due process for decisions affecting workers (one point) Platform workers can experience arbitrary deactivation; being barred from accessing the platform without explanation and potentially losing their income. Workers may be subject to other penalties or disciplinary decisions without the ability to contact the service user or the platform to challenge or appeal them if they believe they are unfair. To achieve this point, platforms must demonstrate an avenue for workers to meaningfully appeal disciplinary actions. The platform must satisfy ALL of the following: • There is an easily accessible channel for workers to communicate with a human representative of the platform and to effectively solve problems. This channel is documented in the contract and available on the platform interface. Platforms should respond to workers within a reasonable timeframe. • There is a process for workers to meaningfully and effectively appeal low ratings, non-payment, payment issues, deactivations, and other penalties and disciplinary actions. This process

is documented in a contract and available on the platform interface.⁴¹ • In the case of deactivations, the appeals process must be available to workers who no longer have access to the platform. • Workers are not disadvantaged for voicing concerns or appealing disciplinary actions.

4.2 – Provides equity in the management process (one additional point) The majority of platforms do not actively discriminate against particular groups of workers. However, they may inadvertently exacerbate already existing inequalities in their design and management. For example, there is a lot of gender segregation between different types of platform work. To achieve this point, platforms must show not only that they have policies against discrimination, but also that they seek to remove barriers for disadvantaged groups and promote inclusion. Platforms must satisfy ALL of the following: • The platform has an effective anti-discrimination policy laying out a clear process for reporting, correcting and penalising discrimination of workers on the platform on grounds such as race, social origin, caste, ethnicity, nationality, gender, sex, gender identity and expression, sexual orientation, disability, religion or belief, age or any other status.⁴² • The platform has measures in place to promote diversity, equality and inclusion on the platform. It takes practical measures to promote equality of opportunity for workers from disadvantaged groups, including reasonable accommodation for pregnancy, disability, and religion or belief. • Where persons from a disadvantaged group (such as women) are significantly under-represented among a pool of workers, it seeks to identify and remove barriers to access by persons from that group. • If algorithms are used to determine access to work or remuneration or the type of work and pay scales available to workers seeking to use the platform, these are transparent and do not result in inequitable outcomes for workers from historically or currently disadvantaged groups. • It has mechanisms to reduce the risk of users discriminating against workers from disadvantaged groups in accessing and carrying out work.

Principle 5:

Fair Representation

5.1 – Assures freedom of association and the expression of worker voice (one point) Freedom of association is a fundamental right for all workers, and enshrined in the constitution of the International Labour Organisation, and the Universal Declaration of Human Rights. The right for workers to organise, collectively express their wishes – and importantly – be listened to, is an important prerequisite for fair working conditions. However, rates of organisation amongst platform workers remain low. To achieve this point, platforms must ensure that the conditions are in place to encourage the expression of collective worker voice. Platforms must satisfy ALL of the following: • There is a documented mechanism for the expression of collective worker voice that allows ALL workers, regardless of employment status, to participate without risks.⁴³ • There is a formal, written statement of willingness to recognise, and bargain with, a collective, independent body of workers or trade union, that is clearly communicated to all workers, and available on the platform interface.⁴⁴ • Freedom of association is not inhibited, and workers are not disadvantaged in any way for communicating their concerns, wishes and demands to the platform, or expressing willingness to form independent collective bodies of representation.^{45, 46}

5.2 – Supports democratic governance (one additional point) While rates of organisation remain low, platform workers’ associations are emerging in many sectors and countries. We are also seeing a growing number of cooperative worker-owned platforms. To realise fair representation, workers must have a say in the conditions of their work. This could be through a democratically governed cooperative model, a formally recognised union, or the ability to undertake collective bargaining with the platform. The platform must satisfy at least ONE of the following: • Workers play a meaningful role in governing

it. • In a written document available at all times on the platform interface, the platform publicly and formally recognises an independent collective body of workers, an elected works council, or trade union. This recognition is not exclusive and, when the legal framework allows, the platform should recognise any significant collective body seeking representation.⁴⁷

Credits and Funding

Fairwork is a project run out of the Oxford Internet Fairwork is a project run out of the Oxford Internet Institute, University of Oxford, and the Berlin Social Science Center, and draws on the expertise and experience of staff at Access to Knowledge for Development Center (A2K4D) at the American University in Cairo's School of Business, Audencia Business School, TEDIC (Technology and Human Rights), Center for Development Evaluation and Social Science Research (CREDI), Center for Research in Public Administration from Universidad de Buenos Aires (Centro de Investigaciones en Administración Pública de la Universidad de Buenos Aires), Centre for Labour Research, Chulalongkorn University, Chinese University of Hong Kong's Centre for Social Innovation Studies, CIPG Innovation Policy Governance, De La Salle University, Federal University of Paraná, Federal University of Rio de Janeiro, Federal University of Rio Grande do Sul, FLACSO-Ecuador, Georgetown University, Humboldt University of Berlin, Institute for a Fair Economy, Institute for Social Research in Zagreb (ISRZ), International Institute of Information Technology Bangalore (IIITB), International University of Rabat, iSocial, KU Leuven, Lagos Business School, Luigi Gurakuqi University of Shkodër, National University of Singapore, Observatorio de Plataformas Perú, Phenix Center for Economics & Informatics Studies, Pollicy, Public Policy Research Center (CENTAR), Qhala, REPOA, Sapienza University of Rome, Social Solidarity and Inclusive Economy (ISSIE), Solidarity Center, TEDIC, The Institute for Structural Research (IBS), The Policy Initiative, TU Wien, Universidad Adolfo Ibáñez, Universidad Católica del Uruguay, Universidad Complutense de Madrid, Universidad del Rosario,) University of Brasília, University of California's Hastings College of the Law, University of Cape Town, University of Manchester, University of Pretoria, University of the Philippines Diliman, University of the Western Cape, University of Warsaw, XU University.

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Please cite as

Fairwork (2025). Fairwork Argentina Ratings 2025: Opportunities and challenges in a context of deregulation. Buenos Aires, Argentina; Oxford, United Kingdom; Berlin, Germany.

Please note that this report contains sections in

A collaboration with



Funded by



common with other Fairwork reports, notably the Fairwork Framework, parts of the Impact and Next Steps section and the Appendix.

Report design and Typesetting

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Funders

This report was funded by the project “Ensuring fair work standards in the digital realm: A multi-faceted approach in South America”, with the Fairwork Latin American teams, coordinated by TEDIC and funded by the Internet Society Foundation.

Special thanks to

We would like to thank all the workers who devoted their time and shared their testimonies to enrich this research, as well as the platforms that chose to collaborate, shared their progress, and showed willingness to engage with our findings. Their roles go far beyond simple acknowledgement. Special thanks to Gustavo Blutman for hosting the Fairwork project at the CIAP institution. We also extend our gratitude to the University of Oxford and the central Fairwork team for their extensive administrative support for the project from its inception. All work produced within this project was shared not only among our research team, but also with all the stakeholders who were ultimately affected by our scores

Conflict of interest statement

None of the researchers have any connection with any of the platforms, and the work undertaken received no funding or support in kind from any platform or any other company, and we declare that there is no conflict of interest.

Endnotes

1 Fairwork (2022). Fairwork Argentina Ratings 2022: Towards Decent Work in the Platform Economy. Buenos Aires, Argentina; Oxford, United Kingdom, Berlin, Germany. https://fair.work/wp-content/uploads/sites/17/2022/05/Fairwork_Report_Argentina-2022-EN.pdf

2 <https://privacyinternational.org/sites/default/files/2025-11/Joint%20Civil%20Society%20Briefing%20on%20Brown%20Paper%20November%202025.pdf>

3 <https://docs.google.com/document/d/1tv4iCKAkUi7aiAJJB3HzKoovOHsub5iYequRINms/edit?tab=t.0#heading=h.z6ne0og04bp5>

4 https://www.argentina.gob.ar/sites/default/files/proyecto_de_ley_de_modernizacion_laboral_vf.pdf

5 <https://www.baenegocios.com/columnistas/America-Latina-frente-al-trabajo-en-plataformas-20251111-0122.html>

6 Data corresponding to the second quarter of 2025. Source: INDEC https://www.indec.gob.ar/uploads/informesdeprensa/mercado_trabajo_eph_2trim25C42A813B2A.pdf

7 Data corresponding to the second quarter of 2025. Source: INDEC https://www.indec.gob.ar/uploads/informesdeprensa/mercado_trabajo_eph_2trim25C42A813B2A.pdf

8 Data corresponding to the first quarter of 2025. Source: EDIL-IIEP https://economicas.uba.ar/iiep/wp-content/uploads/Informe_Informalidad_Septiembre.pdf

9 <https://economicas.uba.ar/iiep/wp-content/uploads/InformeEDIL-NOV2025.pdf>

10 This loss of purchasing power required an adjustment to the thresholds used in the Fairwork evaluation, as minimum incomes that could previously be considered sufficient are no longer adequate to cover basic needs nor do they accurately reflect the country's current economic reality. For this purpose, the estimate provided by the Global Living Wage, updated in line with inflation, was used as a reference. For more information about its use for Principle 1, please read the Appendix section.

11 <https://economicas.uba.ar/iiep/wp-content/uploads/InformeEDIL-NOV2025.pdf>

12 <https://www.ambito.com/economia/empleo-informal-argentina-alcanzo-el-432-el-segundo-trimestre-2025-el-nivel-mas-alto-2008-n6195774>

13 <https://www.iproup.com/economia-digital/61760-milei-lanza-reforma-laboral-para-repartidores-de-rappi-pedidos-ya-mercado-libre>

14 <https://www.tedic.org/wp-content/uploads/2025/04/Declaracion-Asuncion-Fairwork.pdf>

15 https://www.argentina.gob.ar/sites/default/files/proyecto_de_ley_de_modernizacion_laboral_vf.pdf

16 Between November 2023 and October 2025, the real minimum wage declined by 35%, with 7.7% of this reduction occurring in 2025. Source: <https://economicas.uba.ar/iiep/wp-content/uploads/InformeEDIL-NOV2025.pdf>

17 The earnings estimated by Global Living Wage were considered for a full-time job (40 hours a week) and converted into an hourly rate and updated according to local inflation and compared with the hourly earnings of the interviewed workers. For the first point this indicator was considered at 70%, and for the second it was considered in total. For more information, please check the Appendix section. Source: <https://www.globallivingwage.org/reference-value/living-wage-reference-value-non-metropolitan-urban-argentina/>

18 Data corresponding to the second quarter of 2025. Source: INDEC https://www.indec.gob.ar/uploads/informesdeprensa/mercado_trabajo_eph_2trim25C42A813B2A.pdf

19 <https://www.qxm.com.ar/docs/politica-de-igualdad>

20 <https://www.tedic.org/wp-content/uploads/2025/04/Declaracion-Asuncion-Fairwork.pdf>

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22 <https://docs.google.com/document/d/1tv4iCKAkUi7aiAJJB3HzKoovOHsub5iYequRINms/edit?tab=t.0#heading=h.z6ne0og04bp5>

23 International Labour Organisation. (2021) World Employment and Social Outlook: The role of digital labour platforms in transforming the world of work. Geneva: International Labour Organisation. p. 31. Available at: https://www.ilo.org/global/research/global-reports/weso/2021/WCMS_771749/lang--en/index.htm . (Accessed: 28 September 2023).

24 Ibid.

25 De Stefano, V. (2016) The rise of the ‘just-in-time workforce’: On-demand work, crowdwork and labour protection in the ‘gig-economy’. Geneva: International Labour Organisation. p. 1. Available at: https://www.ilo.org/travail/info/publications/WCMS_443267/lang--en/index.htm (Accessed: 28 September 2023).

26 Work-related costs include direct costs the worker may incur in performing the job. This may include, for instance, transport in between jobs, supplies, vehicle repair and maintenance, fuel, road tolls and vehicle insurance. However, it does not include transport to and from the job (unless in-between tasks) nor taxes, social security contributions or health insurance.

27 The ILO defines minimum wage as the “minimum

amount of remuneration that an employer is required to pay wage earners for the work performed during a given period, which cannot be reduced by collective agreement or an individual contract.” Minimum wage laws protect workers from unduly low pay and help them attain a minimum standard of living. The ILO’s Minimum Wage Fixing Convention, 1970 C135 sets the conditions and requirements of establishing minimum wages and calls upon all ratifying countries to act in accordance. Minimum wage laws exist in more than 90 per cent of the ILO member states.

28 In addition to direct working hours where workers are completing tasks, workers also spend time performing unpaid activities necessary for their work, such as waiting for delivery orders at restaurants and travelling between jobs and undertaking mandatory training (i.e., training activities that must be completed for workers to continue accessing work on the platform). These indirect working hours are also considered part of active hours as workers are giving this time to the platform. Thus, ‘active hours’ are defined as including both direct and indirect working hours.

29 In order to evidence this, where the platform is responsible for paying workers the platform must either: (a) have a documented policy that ensures the workers receive at least the local minimum wage after costs in their active hours; or (b) provide summary statistics of transaction and cost.

30 Given the high monthly inflation, values were set according to the month that the interview was carried out. This table displays the value of CBA for each month and sector for 1.1, as well as the living wage used for 1.2:

CBA (hourly)	Delivery and ride-hailing		Domestic services (cleaning)	
	\$	USD	\$	USD
may-25	6637,47	5,77	2992	2,60
jun-25	6746,78	5,72	2992	2,54
jul-25	6938,35	5,50	2992	2,37
aug-25	7055,31	5,32	2992	2,25
sep-25	7148,88	5,10	2992	2,13
average	6905,36	5,48	2992	2,38

CBA (hourly)	Domestic Services (UOCRA)		Living Wage	
	\$	USD	\$	USD
may-25	4948	4,30	6739,77	5,86
jun-25	4948	4,20	6848,89	5,81
jul-25	4948	3,92	6979,13	5,53
aug-25	5002	3,77	7110,04	5,36
sep-25	5002	3,57	7257,65	5,18
average	6905,36	5,48	2992	2,38

31 <https://www.globallivingwage.org/reference-value/living-wage-reference-value-non-metropolitan-urban-argentina/>

32 <https://asimm.org.ar/2025/04/07/escala-salarial-abr-may-jun-2025/> <https://asimm.org.ar/2025/07/08/escala-salarial-jul-ago-sep-2025/>

33 <https://www.conclusion.com.ar/gremiales/desde-el-sindicato-de-peones-de-taxis-insisten-en-aumentar-la-tarifa-por-los-magros-salarios-de-los-choferes/12/2025/>

34 https://www.camioneros-ba.org.ar/images/joomlart/escalas/escala_agosto2025_1.jpg

35 <https://www.iprofesional.com/impuestos/433000-nuevo-aumento-para-empleadas-domesticas-cual-sera-el-sueldo-de-julio-tras-la-suba>

36 <https://www.uocra.org/pdf/ae5a6c-Acuerdo5458agosto2025.pdf>

37 The ILO recognises health and safety at work as a fundamental right. Where the platform directly engages the worker, the starting point is the ILO’s Occupational Safety and Health Convention, 1981 (C155). This stipulates that employers shall be required “so far as is reasonably practicable, the workplaces, machinery, equipment and processes under their control are safe and without risk to health”, and that “where necessary, adequate protective clothing and protective equipment [should be provided] to prevent, so far as is reasonably practicable, risk of accidents or of adverse effects on health.”

38 The ILO’s Social Security (Minimum Standards) Convention, 1952 (No. 102), establishes nine classes of benefit (medical care and benefits in respect of sickness, unemployment, old age, employment injury, family, maternity, invalidity and survivors). Source: <https://webapps.ilo.org/public/english/revue/download/pdf/ghai.pdf>, p.122.

39 1 The ILO’s Maritime Labour Convention, 2006 (MLC 2006), Reg. 2.1, and the Domestic Workers Convention, 2011 (C189), Articles 7 and 15, serve as helpful guiding examples of adequate provisions in workers’ terms and conditions, as well as worker access to those terms and conditions.

40 As stated in international standards, ethical data protection includes aspects such as legitimacy and lawfulness, proportionality, purpose limitation, transparency, quality, data subject’s rights (access, rectification, evaluation, erasure, and portability), accountability, and collective rights. Also, when using AI, the rights to be informed about it and to have a human interface.

41 Workers should have the option of escalating grievances that have not been satisfactorily addressed and, in the case of automated decisions, should have the option of escalating it for human mediation.

42 In accordance with the ILO Convention No. 111 concerning Discrimination in Respect of Employment and Occupation and applicable national law.

43 A mechanism for the expression of collective worker voice will allow workers to participate in the setting of agendas so as to be able to table issues that most concern them. This mechanism can be in physical or virtual form (e.g. online meetings) and should involve

meaningful interaction (e.g. not surveys). It should also allow for ALL workers to participate in regular meetings with the management.

44 For example, “[the platform] will support any effort by its workers to collectively organise or form a trade union. Collective bargaining through trade unions can often bring about more favourable working conditions”

45 See the ILO’s Freedom of Association and Protection of the Right to Organise Convention, 1948 (C087), which stipulates that “workers and employers, without distinction, shall have the right to establish and join organisations of their own choosing without previous authorisation” (Article 2); “the public authorities shall refrain from any interference which would restrict the right or impede the lawful exercise thereof” (Article 3) and that “workers’ and employers’ organisations shall not be liable to be dissolved or suspended by administrative authority” (Article 4). Similarly the ILO’s Right to Organise and Collective Bargaining Convention, 1949 (C098) protects the workers against acts of anti-union discrimination in respect of their employment, explaining that not joining a union or relinquishing trade union membership cannot be made a condition of employment or cause for dismissal. Out of the 185 ILO member states, currently 155 ratified C087 and 167 ratified C098.

46 If workers choose to seek representation from an independent collective body of workers or union that is not readily recognized by the platform, the platform should then be open to adopt multiple channels of representation, when the legal framework allows, or seek ways to implement workers’ queries to its communication with the existing representative body.


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