

A sociomaterial perspective on labour union change in context of  
platform work: A case study into Dutch labour union FNV

Eline Bornkamp – 475070

**Organizational Dynamics in the Digital Society**  
**Erasmus University Rotterdam**

Supervisor: dr. F. Grommé  
Second supervisor: dr. L. den Dulk

## **Preface**

In front of you lies the finished product of my thesis trajectory. It is the result of a year filled with learning more about the world, new things and new skills and meeting many new people (albeit online). With this thesis I will finish the first leg of the masters I started this academic year.

First and foremost I would like to thank the FNV and Saraya specifically for their cooperation in this research. I had a great experience during the court case and being able to meet some of you in real life. The conversations about platform work were incredibly interesting and I learned a lot! Thank you for sharing your stories. Once again, thanks to all of the FNV who participated and helped me with creating this research!

I would like to thank the platform workers who participated and were willing to share their stories too. I will keep your perspective and stories in mind!

Lastly, I would like to thank dr. Francisca Grommé for guiding and supporting me during the entire research process, especially in regard to writing it all down. Thanks to my second reader dr. Laura den Dulk too for providing feedback and a different perspective on the research. Of course I would like to thank my fellow students too for both the feedback, tips and suggestions on this project and the great times during the entire year!

With that I would like to conclude the acknowledgements. I wish you an enjoyable read through this research and I hope the shared story of the platform workers and the FNV will inspire you.

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## **Abstract**

Through a critical case study approach this research has looked into shifts in the identity, ideology, purpose and strategy of the FNV, the largest labour union in the Netherlands, in the context of platform work. The platform economy is on the rise and has created a new group of workers with a different organization and interests than traditional employees. These changes were expected to affect the FNV's identity, ideology and purpose, as well as its strategy. Based on 18 interviews, observations and a supportive document study it is revealed that the FNV has developed a new strategy to better deal with the implications of platform work. Regarding identity, ideology and purpose, platform work appeared to fit in with FNV's current orientation. By applying a sociomaterial perspective this research shows the crucial role of technology in shaping the social interactions, organizations and activism in context of platform work. Further research is recommended in form of a cross cultural study of unions and regarding implications of worker representation.

*Keywords: labour unions, platform work, sociomateriality, labour union organization, strategy*

## Introduction

The rapid growth of the platform economy in recent years has not gone unnoticed in the Netherlands, as shown by an analysis of ING from back in 2018 that predicted a duplication of self-employed workers due to platform work (NOS, 2018). This global rise of the platform economy has brought platforms such as Uber to the attention of customers, as well as governments and other organizations like labour unions. It has been a rapid and global expansion made possible through technological innovations (Lieman, 2018; Joyce, Neumann, Trappmann & Umney, 2020). These technological innovations have allowed platform companies to develop a system based on large amounts of data to digitally connect workers and clients on the platform (Johnston & Land-Kazlauskas, 2018; Florrison & Mandl, 2018). Research by Pesole, Brancati, Fernández-Macías, Biagi and Gonzáles Vázquez (2018) estimates the percentage of platform workers in the Netherlands at around 10.6% of the workforce, in line with the European average. However, the *Sociaal en Cultureel Planbureau* (SCP) estimates the amount much lower at between 0.4 and 2.8% (SCP, 2021). The discrepancy shows that measuring the exact number of platform workers is difficult because there is no separate register for platform workers and workers are often active on multiple platforms at the same time which clouds the data provided by platform companies (Algemene Bond Uitzendondernemingen, 2020).

Platform work, which offers work mediated through a digital application, is often described as a flexible way of working offering the possibility to combine platform work with other tasks in life such as another job or care (Florrison & Mandl, 2018; Johnston & Land-Kazlauskas, 2018; Wood, Graham, Lehdonvita & Hjorth, 2019; Joyce et al., 2020). The rise of platform work is not uncontested however, as the work is often precarious and contingent, low-skilled and with low wages (Vandaele, 2018; Joyce et al., 2020). Due to the way platform work is organized workers experience difficulties when trying to organize themselves. Resulting, platform workers hold very little collective bargaining power to change their situation, for example because of the fragmented and individualistic nature of platform work (Johnston & Land-Kazlauskas, 2018).

Labour unions could offer relief for the lack of negotiation power and the precarious position of platform workers (Johnston & Land-Kazlauskas, 2018). Unions possess the experience and collective bargaining power that platform workers do not have and the influx of new workers could provide a solution for the dwindling union membership density (De Beer & Keune, 2017; Johnston & Land-Kazlauskas, 2018). The integration of platform workers is not without issues. Traditionally, labour unions are focused on employees and platform workers

are often labelled as self-employed by platform companies (Joyce et al., 2020; SCP, 2021). The fragmented and individualistic nature of the job might lead to difficulties in organizing these workers (Johnston & Land-Kazlauskas, 2018; SCP, 2021). As the platform economy keeps growing in size, unions have become increasingly interested in taking in the interests of platform workers, not just for the platform workers themselves. Especially since the organization of platform work is feared to threaten the position of all workers and the welfare state (FNV, n.d.-c).

The difference between the traditional focus of labour unions and the new platform workers might require a shift in the union's organization, specifically affecting its identity, ideology, purpose and strategy (Hyman, 2007; Hodder & Edwards, 2015; Johnston & Land-Kazlauskas, 2018). The technological developments that have given rise to platform work might therefore impact unions since labour unions are partly shaped by how the labour market is organized, thus raising questions on how unions will position or reposition themselves (Hyman, 2007; Wood et al., 2019). These technological changes should not be seen as merely material. Instead, it should be placed within a larger scope that includes social components because both the technology and the social influence each other (Orlikowski, 2007). The result, constitutive entanglement of the material technology and the social aspects of human life, is defined as *sociomateriality*. This perspective is useful in analysing the relationship between unions and platform workers and the effects on the union's organizational identity, ideology, purpose and strategy as strategy takes a prevalent spot in these developments. Both work and activism are increasingly digital and unions will have to navigate these changes to remain relevant.

The prevalence and growth of the platform economy in the Dutch workforce has not gone unnoticed by the largest labour union of the Netherlands, the *Federatie Nederlandse Vakbeweging* (FNV, Federation Dutch Union Movement). The FNV has taken an interest in platform workers and has started multiple campaigns to represent these new workers (FNV, n.d.-a). The FNV consists of several affiliated federations and is the result of a merger between two Dutch labour unions, *Nederlands Verbond van Verenigingen* and *Nederlands Katholiek Verbond*, in 1976 (FNV, n.d.-b). 1980 called in the start of the Wassenaar agreement which led to the start of the poldermodel, a consensus-based system of economic and social policy negotiations between employers, labour unions and the Dutch government (Dekker, Bakker & Cremer, 2017; De Beer & Keune, 2017). The impact of this poldermodel dialogue is decreasing, following the decrease in union density (De Beer, 2013; De Beer & Kuene, 2017; Dekker et al., 2017). Successfully representing platform workers might therefore not help not just platform workers and the Dutch welfare state, but the FNV as a labour union as well.

By looking at sociotechnical developments the purpose of this research is to shed light upon changes in the FNV's identity, ideology, purpose and strategy through unfolding the shared history between the FNV and platform workers. The aim of this research will be achieved through the following research question: *“How have sociotechnical developments affected the FNV's organization and strategy in context of platform work?”*

The following sub questions have been developed to aid answering the research question:

1. *What is the FNV's identity, ideology and purpose in the period 2017-2021?*
2. *How have the FNV's identity, ideology and purpose changed as a result of sociotechnical developments between 2017-2021?*
3. *How has platform work affected the FNV's strategy?*
4. *What are the current gaps in worker representation?*

This research aims to close a gap in the existing literature regarding shifts in the organization and strategy of labour unions as a result of the impact of technology, which is especially relevant in the platform context where technology takes a prevalent role (Aloisi & Germano, 2019). Up till now, research has focused on how unions need to re-establish their relevance by adopting the interests of platform workers but less on how technology, which has made platform work possible, affects the labour union (Wood et al., 2019; Joyce et al., 2020; Dencik & Wilkin, 2018). Therefore, this research provides insights in the combined effects of technology and platform work on labour unions through a sociomaterial perspective. For the FNV this research could provide a reflection or insight into their past and current operations regarding platform work, as well as a perspective on the campaigns from platform workers. Lastly, this research holds relevance for policymakers regarding worker representation, especially in context of the SER's (2021) draft opinion on social-economic policies which regards the position of flex workers. This research provides insights in whether or not all groups of workers are represented in the current platform debate.

## **Theoretical frame**

In this section the existing literature relevant for this research as well as the gap in the literature will be discussed. This section starts with the concept of sociomateriality before going into the context of labour unions and platform workers and the implications of sociomateriality in that context.

### **A sociomaterial perspective**

The rise of international companies operating based on technology and the change in labour as a result of technology should not be analysed from a merely material perspective. When social components are not taken into consideration, only a limited perspective on the effects of technology is acquired (Orlikowski, 2007; Fenwick, 2010). Through a sociomaterial lens it is possible to look at the interaction between the material technology and the social components. Orlikowski (2007) defines sociomateriality as the constitutive entanglement of material technology and the social world of human life. According to Fenwick the material consists of: “tools, technology, bodies, actions, and objects” (2010, p. 104), while the social refers to immaterial parts of human life. This entanglement is a fluid enactment of different human, organizational and technological actors involved (Barrett, Orbon & Orlikowski, 2016).

Through this sociomaterial lens the experiences and effects of sociotechnical changes become visible. Human and non-human actors combined build daily practices based on dynamic interactions (Moura & Bispo, 2020). Focus will be on how labour unions interact with and are affected by technology, especially with regards to their identity, ideology, purpose and strategy. This is done by looking at how technology is mentioned and used by the FNV, for instance by looking at how technology and communication interact and the role of technology in FNV’s activism. For example, new communication channels offer the possibility for online activism instead of solely going out on strikes, showing how the material influences the social. This is especially relevant in the context of platform work which is highly influenced by technology and changes in the material technology could lead to changes in how the social is organized as well (Bouncken, Aslam & Qui, 2021). As research has mostly focused on how unions can be of interest to platform workers and how unions can re-establish themselves, but not as much on the role of technology, a sociomaterial perspective might help close this gap.

### **The context: platform work**

Platform work is a fast growing type of work that can be defined as work organized and mediated through a digital application (Florrison & Mandl, 2018; Wood et al., 2019; Joyce et al., 2020). The online platform app is used to connect platform workers to clients on-demand,

meaning both parties are available once logged into the platform (Valenduc & Vendramin, 2016; Van Doorn, 2017; Wood et al., 2019). The work could require a worker to be physically present, such as delivery work, but the work could also be done completely online. It has led to the following distinction in platform work: *crowd work*, which is done fully online, and *work on-demand via apps*, which takes place partially online (De Stefano, 2015). This research will focus on the second type of worker.

Although platform work is defined as a new type of work by some, the jobs performed often are not. Albeit not all platform work can be classified this way, but platform work is often low-paid and defined as low-skilled, such as food delivery or cleaning services (Van Doorn, 2017; Wood, Lehdonvita & Graham, 2018). Platform jobs often have little to no requirements or entry barriers as well as non-standard forms of contracting. This allows marginalized groups who often have a distance to the labour market, such as migrants or women, to join the labour market (Johnston & Land-Kazlauskas, 2018; Vandaele, 2018; Wood et al., 2019). Through this, technology is able to make an impact in the social world as these groups experience difficulties when trying to participate in the labour market. Nonetheless, even though platform work might lower entry barriers to the labour market, the rise of platform work appears to be connected to rising income inequality and rising societal costs as a result (Hill, 2015; SCP, 2021).

There are other, albeit not uncontested, advantages for platform workers. The work could be seen as flexible and more autonomous compared to standard forms of employment which offers the possibility of a better work-life balance (Kallenberg & Dunn, 2016). However, when the work is combined with other jobs because of the flexibility, the work-life balance might suffer (Hill, 2015). This notion of flexibility is further questioned because the app pushes workers to work certain hours through bonuses or because there simply is no demand (Wood et al., 2019). Closely related, there are questions regarding the autonomy of platform work as algorithmic control and surveillance through the app appear to be the standard with platform work (Wood et al., 2019). In addition, there are other disadvantages too. Platform work is often defined as precarious and contingent, meaning workers experience a high level of job related insecurities, such as a lack of prospects for long term employment and steady income (Vandaele, 2018; Joyce et al., 2020; Polkowska, 2021). Wages are generally low as most of the work on-demand platform work is regularly seen as low-skilled, workers often have to make additional material costs and because workers are pushed in in self-employment constructions and as result income inequality increases (Forde et al., 2017; Johnston & Land-Kazlauskas, 2018; SCP, 2021). Because of the self-employment constructions platform companies often use, the companies are not required to pay or offer workers social benefits such as sick leave



(Johnston & Land-Kazlauskas, 2018; Vandaele, 2018; Joyce et al., 2020; Polkowska, 2021). Workers might be confronted with work hour insecurities as well because the flexibility of the work makes it unpredictable too which increases the risk of a low income (Johnston & Land-Kazlauskas, 2018). These insecurities in return could create an unsafe working environment as workers feel pressured and rushed which could lead to dangerous traffic situations (SCP, 2021).

When trying to improve their working conditions, platform workers are confronted with multiple issues. Due to the winner-takes-all dynamic of the platform economy, platform workers are often up against large international companies with dominant market positions, making it harder to create impact (Florrison & Mandl, 2018). Closely related, platform work is often performed individually and therefore there is little contact amongst workers which makes it difficult to organize around shared issues (Johnston & Land-Kazlauskas, 2018). Platform work is known for a relatively high turnover rate, creating another hardship because workers quit before a sense of community is established (Johnston & Land-Kazlauskas, 2018; Polkowska, 2021; SCP, 2021). Another problem regarding organizing collective action is that platform work is mostly mediated through a digital application instead of a direct human supervisor so there is no 'real' person to negotiate with (Polkowska, 2021). The labour construction of platform work might provide difficulties too as laws regarding collective bargaining often do not cover this type of employment (Forde et al., 2017; Aloisi & Germano, 2019). However, there are ongoing developments as for example the European Union is currently in the process of passing a law to give self-employed workers the right to collective bargaining (European Commission, n.d.). Concluding, as of now platform workers have little power to collectively improve their work conditions through negotiation and joined decision-making (Doellgast & Benassi, 2020).

When taking on the sociomaterial perspective it becomes clear how the social components are affected by the material. Interaction between workers is minimal as most interaction is made through the app, thus removing the need for shared work space (Johnston & Land-Kazlauskas, 2018). The material technology has affected the way social relationships form at work by removing a human manager and instead creating a digital non-human manager (Symon & Pritchard, 2015). Additionally, changes in the app might affect the way workers organize their work such as when they work or how long they work. This way, the companies behind the platforms are able to shape the workers' work experience through the technology.

## Labour unions

The collective bargaining power of labour unions could pose a form of relief for platform workers (Johnston & Land-Kazlauskas, 2018). Labour unions have experience with collective bargaining and the possible influx of new members could provide a solution for the dwindling membership levels across all of Europe (Hyman, 2007; De Beer & Keune, 2017). Labour unions could use their power and experience to improve the working conditions of platform workers, represent their interests and create societal change (Lévesque & Murray, 2010). Multiple labour unions have already adopted the interest of platform workers, such as in Denmark where unions and three Danish platform companies have reached a collective agreement (Ilsøe, 2020). However, this adoption of platform workers into labour unions is not without difficulty. According to Joyce et al. (2020), unions are faced with the problem of whether or not these forms of non-standard employment require a new or different form of organizing, as well as problems regarding representing the diversity of platform companies and workers. As stated by Hyman (2007) labour unions are dependent on workers in their organizational structure as it is indirectly influenced and shaped by how the labour market is organized. If unions are unable to change in tandem with the labour market, a continued decline of union membership is expected, especially in the broader context of individualisation of the workforce and society (Heery, 2005; Aloisi & Germano, 2019).

The European wide decrease in union membership is partly the result of a shift towards the service sector and privatisation, as well as the effects of individualisation and polarisation in society (Vandaele & Leschke, 2020). Further complicating the case of unions is the increase of flexible work arrangements as workers on a non-standard form of employment such as platform work, are less likely to join a labour union compared to standard employment forms (Dølvik & Waddington, 2004; Vandaele & Leschke, 2010). Platform work fits in this larger trend of flexibilization of the labour market (Vandaele, 2018).

Traditionally, unions have focused on employees, but as the platform economy grows, the need for unions to get involved grows too, especially as the platform economy pressures the rights of those traditionally employed (Keune & Pedaci, 2020). By adopting the interest of platform workers, unions strive to protect the rights of all workers.

The nature of platform work could thus lead to changes in the unions organizational structure, especially in regard to its identity, ideology and purpose. The identity, ideology and purpose determine the goal and essence of the labour union. The first concept, *organizational identity* can be defined as the central and relatively constant attributes of an organization that distinguishes it from others, often through an ‘against’ and ‘for’ format (Gumbrell-McCormick,

2013). As a relational construct, the beliefs and values of the organization are reflected in the organizational identity are persistent, constant and likely to remain stable over time (Hatch & Schultz, 2002; Gumbrell-McCormick, 2013). Identity has both an internal and an external dimension. The internal dimension is focused on assuring union members, activists and officials, whereas the external dimension is related to the portrayal of the union's nature and position in the broader public sphere and industry (Gumbrell-McCormick, 2013). This relates back to Hyman (2007) who states that the organization of the labour union is partly dependent on its external environment. From a sociomaterial lens, as technology is affecting the labour market, the union's identity could be affected too. Technology might change and affect beliefs and values held by the union as new groups of workers with their own set of interests and problems emerges. It could cause tension between old and new practices in the internal dimension (Nag, Corley & Gioia, 2007).

*Union ideology*, as described by Human and Brough (1975, p. 6, as cited in Hodder & Edwards, 2015), refers to the 'frame of reference', worldview, and the assumptions both normative and empirical, that are social-structurally generated. A worldview could for example be related to how the labour union imagines the labour market is supposed to look like. As technology becomes more prominent in working lives as well as society, it could lead to a shift in worldviews. As technology opens up the door for contact with diverse groups of people due to the rise of new communication channels, the ideology of the labour union could change as a result of these new social interactions. This is especially the case of ideology as it can be changed by internalizing external positions (Gumbrell-McCormick, 2013).

Following the definition stated by Martin (1979, as cited in Hodder & Edwards, 2015) *union purpose* could be described as the aim, goal or objective of the labour union. In general this aim is to represent member interests on both individual and collective level (Hodder & Edwards, 2015). New forms of work might change the interests of workers and this might generate a change in purpose.

To combat the precarious situation of platform workers, labour unions can apply various strategies. Strategies differ from tactics in the sense that whereas tactics are more related to the description of a purpose or goal, strategies are aimed at achieving a specific position a union pictures itself in the future thus explaining the 'where to go?' (Kolbusa, 2013). As technology changes the way work is organized and people communicate it is likely the FNV will need to adapt its strategy to better match the situation it is confronted with, such as the platform workers operating dispersed and individual (Johnston & Land-Kazlauskas, 2018). Strategy can be divided into two parts: strategies on how to undertake action, so-called *union strategies*, and

the *strategic capabilities* or skills a union possesses. There are two types of union strategies: *common strategies* and *sector-specific strategies*. Sector-specific strategies are strategies that are aimed at specific aspects of certain sectors. In the case of platform work, these strategies are aimed at defining features of the platform economy and of specific platform companies. Due to the technological nature of platform companies, it is expected technology will play an important role in shaping the strategies for platform companies.

Common strategies refer to the core aspects of the precarious position of platform work that unions would like to change (Keune & Pedaci, 2020). An overview of the common strategies can be found in Table 1.

*Table 1: Common union strategies*

Common strategy	Description
<b>Strategies aimed at non-compliance of employers</b>	Making employer comply with existing regulations set by law or collective agreements instead of precarious working conditions  Strategies aimed at dependent or bogus self-employment constructions (Bispinck & Schulten, 2011; Keune & Pedaci, 2020).
<b>Strengthening cooperation with public institutions</b>	Using companies to abide the law to strengthen the case of unions through partnerships to combat non-compliance (Keune & Pedaci, 2020).
<b>Addressing outsourcers, clients and user companies</b>	These groups, which help shape job quality through cost pressure, are pressured by unions to let go of the costs as major selection criteria. This can be achieved through targeting third parties.  Aiming for regulation for client companies who use platform workers
<b>Improving training and skill development opportunities</b>	Upskilling to improve job stability, career prospects and working conditions (Keune & Pedaci, 2020, p.147)

Strategic capabilities consist of the capabilities unions need to successfully strengthen the position of platform workers and combat companies. These capabilities refer to: “aptitudes, competencies, abilities, social skills and know-how that can be developed, transmitted and learned” (Lévesque & Murray, 2010, p. 341). These capabilities are necessary for unions as they allow a union to actually make use of the available resources. There are four strategic capabilities which have been described in Table 2.

*Table 2: Strategic capabilities*

Strategic capability	Description
<b>Intermediating</b>	Activating and accessing networks, navigating among different identities and conflicting interests and fostering collaborative action (Lévesque & Murray, 2010). The increase in networks and actors pressures unions into using intermediating strategies to gain and retain power.
<b>Learning</b>	The capability of a union to learn and distribute this knowledge through the union (Lévesque & Murray, 2010). It is crucial for unions to keep up to date with society.
<b>Framing</b>	The union’s capability to create a proactive and autonomous agenda (Lévesque & Murray, 2010). The agenda provides a frame of reference to the positioning of the union in the debate, the union’s interests and a defined ‘us’ and ‘them’. Framing and reframing is an important capability because it is crucial in the renewal process (Lévesque & Murray, 2010).
<b>Articulating</b>	The ability to navigate among different levels in the field and to develop a strategy to influence and develop interaction among actors (Lévesque & Murray, 2010).

The capabilities are necessary for unions in their renewal process (Lévesque & Murray, 2010). As technology changes labour and society the FNV needs to change in tandem to remain relevant (Aloisi & Germano, 2019).

However, these are not the only changes unions are confronted with. Technology has opened up new forms of communication and with that new forms of activism as well (Bennett & Segerberg, 2012; Saunders, 2013; Halupka, 2014). This way, the material technology creates new possibilities for social interaction and connection. Individualisation in society combined with the rise of the internet has enabled protests without the involvement of conventional organizations of labour unions, as could be seen in the court case against Uber in the United Kingdom shows (Bennett & Segerberg, 2012, Nam, 2012; Browne, 2021). The large daily amounts of content produced on the internet have decreased the lifespan of campaigns, forcing the organizers to keep producing more content (Dencik & Wilkin, 2018). On one hand, the way unions organize their activity is affected by changes which affect workers and how they organize themselves. On the other hand, the way unions go about their activism changes as well because of new communication channels and the large sets of data available for analysis and use. Through this data activism based on the material technology the labour union is able to communicate their message and foster engagement (Rajão & Jarke, 2018).

## **Methodology**

In this section, the methods used to conduct this research are listed. Through a qualitative critical case study, a richer and more in-depth as well as a better understanding of the circumstances is acquired (Babbie, 2013; Bryman, 2016). The aim of this research is not to generalize the findings, which is limited in a case study, but to create a deeper and richer understanding of the case (Bryman, 2016). The case selected for this research is the FNV in the context of platform work. The FNV is the largest labour union of the Netherlands and because of that it has a very entrenched position in the Dutch polder system. This important position of the FNV in the shaping of labour relations makes the case suitable for a critical case study as it allows for a better understanding of how technology shapes both the labour market and labour unions. It is especially relevant in the ongoing debate regarding the re-establishment of unions in a changing labour market and society.

## **Data collection**

The data used in this research consists of three parts: observations, interviews which are the main focus of the research, and a supportive content analysis. The observations took place on April 14, 2021 at the Amsterdam Court of Justice during the appeal of the food delivery platform Deliveroo in the court case regarding the applicability of the collective labour agreement started by the FNV. The purpose of the observations was to get a first impression of the case and the dynamics between those involved as well as finding participants. *Appendix A* offers a more in-depth description of the observations, as well as key findings of that day.

Before the start of the interviews a qualitative supportive content analysis has been conducted on published documents by the FNV. The analysis included relevant public documents published on the FNV's website regarding the organization itself, such as its multiyear policy plan and its formal and practical foundations (FNV, 2017a; FNV, 2018). Other documents that have been analysed are publications of the FNV regarding platform work, of which two videos provided by the FNV. These videos were used for internal and external purposes by the FNV. A complete overview of the content is listed in *Appendix B*. The purpose of the content analysis was to support the findings of the interviews by providing a benchmark of the FNV's identity, ideology and purpose. This was possible because the documents were published in 2017, meaning before the start of the platform campaigns. It therefore allows for comparison between the FNV's position before the platform campaigns and the FNV as of 2021.

A total of 18 interviews have been conducted as well as an introductory conversation with the contact person of this research from FNV. 7 interviews have been conducted with

platform workers of which 6 were involved with FNV at one point. The participants worked for Uber or Deliveroo. The other 11 interviews were conducted with 10 FNV members. One interview was split in two due to length. To participate, the participants need to be or have been involved with the FNV. An exemption was made for a former Uber Eats driver who participated to provide context as an outsider and was not involved with the shared history. This participant was sampled through criterion sampling, thus needing to meet the criteria of having worked for a platform and being over the age of 18 (Creswell & Poth, 2017). The FNV members were all involved in different aspects of the different platform campaigns and had joined the campaigns at different moments in time. This allowed for a complete coverage of the shared history. The participants were sampled through the observations and snowball sampling, meaning new participants were sampled through the network of those already participating (Bryman, 2016; Creswell & Poth, 2017). This was a suitable strategy because only a select group of people were involved with this case.

The interviews lasted around half an hour to an hour and a half, the average lasting 55 minutes. The interviews were conducted with a semi-structured approach which allowed participants to fully delve into their experiences (Matthews & Ross, 2010; Bryman, 2016). The interview guides can be found in *Appendix C*. The first part of the interviews focused on the shared history in a more open narrative phase with questions such as ‘*Could you please tell me what happened?*’, ‘*How did you experience this?*’ and ‘*What happened then?*’ (Kim, 2015; Bryman, 2016). By guiding the participants, a timeline is established. The second phase of the interviews, conversation phase, focused more on the core concepts (Kim, 2015). Online interviews limit establishing good rapport (Bryman, 2016). The observations were used to establish rapport, as well as through proper introductions. Before the interview, participants were asked to sign a consent form, which is listed in *Appendix E*.

### **Data analysis**

As the documents used to define the FNV’s identity, ideology, purpose and strategy were published before the start of the platform campaigns, the documents served as a benchmark for the position of the FNV regarding its identity, ideology and purpose. The purpose of the documents was to support the findings of the interviews and they were coded before the interviews took place through a concept-driven analysis. The central concepts of the research were leading during the coding process.

The interviews were recorded and transcribed. Due to the sensitivity of the data all data has been anonymized, including the participants. The transcripts have been coded with Atlas.ti

version 8 and the codebook is listed in *Appendix D*. The shared history fragments were coded with a data-driven approach to unfold the shared history between the FNV and platform workers. The history was put together with a story format, meaning a beginning, middle and end while also showing the structure, relations and meaning of events (Holstein & Gubrium, 2012; Bryman, 2016). Through the shared history it is possible to get a full understanding of what the events mean, thus providing the necessary context as to why changes occurred. The shared history is written down through an external perspective in accordance with the aims of this research. The findings of the content analysis and the interviews were compared for differences, shifts and similarities in the FNV's identity, ideology, purpose and strategy to determine whether or not actual changes have occurred. The findings of this research have been sent to the participants to reflect on the findings. This way, no possible misinterpretations or harmful descriptions are published.



## Results

In this section the results of the data analysis will be discussed. This analysis is based on the relevant concepts, thus based on a translation from data to findings through the lens of this research. First the shared history will provide the necessary context before the findings regarding the central concepts are discussed.

### **Shared history**

The shared history between the FNV and platform workers started in 2017, but the FNV became aware of a trend regarding business refusing to uphold the collective labour agreements in 2015. To address business pushing for precarious work the department of *Handhaving en Naleving* [Enforcement and Compliance] was started. This team was a cross-sectoral team, meaning it covers all sectors FNV is active in, such as transport and the metal industries, instead of operating in just one sector. An important discovery this team made was the sham self-employment structure often found in platform companies. In the second half of 2017 Deliveroo announced to stop offering or prolonging employment contracts and would instead hire workers as self-employed, based on reasoning that workers themselves wanted that according to participant 3, a long-term FNV employee: “Deliveroo decided at a certain moment: ‘Well, you all want flexibility, so you will all become self-employed from February 2018 onwards’”. A grassroots movement was started amongst Deliveroo riders upset with the proposed changes and they reached out to FNV as well as the *CNV Vakmensen* [Christian National Union Professionals]. The Deliveroo riders that had started the Riders Union felt that FNV was a better match as their interests lined up better. By collaborating with a large labour union like the FNV, the Riders Union secured a stronger position against Deliveroo, which was underlined by participant 12, a Deliveroo rider involved from the start: “So now we had a strong organisation backing us that is known by all of the Netherlands and thus could really generate media attention, and then you stand stronger of course and Deliveroo could not shove us aside easily anymore”. The start of the Riders Union led to multiple strikes and protests in multiple cities. Eventually, as Deliveroo would not budge, the FNV started a court case against the delivery platform together with the Riders Union with the aim of revoking the self-employment construct and getting Deliveroo to uphold the collective labour agreement. The first half of the court case was won in 2019, although Deliveroo appealed.

Nonetheless, as stated by participant 4 who works for the FNV, it was time to start a campaign against Uber:

And Uber was slumbering in the background, but we did use Deliveroo a bit as a springboard to say: we have now shown, internally, that it is possible. Externally, what is happening. And now we push through.

Uber had been on the FNV's radar for some time as it was perceived as one of the worst platforms regarding the position of workers, in both the Netherlands as well as on a global level. First contact between the FNV and Uber drivers was established on a wild strike in Amsterdam during which an FNV employee shared contact details with some of the drivers present. The strike made clever use of the way the Uber app operated: when there is a low amount of available drivers in one area, a red zone appears on other driver's app which means there is a higher price per ride in the red zone. Because all Uber drivers at the strike had switched off their app, a red zone had appeared which attracted more drivers towards the strike, thus increasing the amount of drivers present, as described by participant 11, who has been working for FNV for a long time: "So when they [Uber drivers] are all there, the price drops again. But now it had the effect that more taxis arrived at the meeting". It shows the sociomateriality between the actions of the Uber drivers and the function of the app. By using the way the app operates, the Uber drivers were able to bend the technology to their own advantage and organize a strike in the offline world. As platform work is performed mostly individually, it would have been much harder to organize a strike and make a statement without this function.

As the Uber campaign was started and preparations were made for a court case, the FNV continued to connect with platform workers from Uber and Deliveroo and bind them to the union, but new platforms that pushed workers in precarious situations like Temper and Helping were noticed too. In the Deliveroo court case, FNV had won both initial cases and Deliveroo had gone on to appeal against both.

2020 introduced the global spread of the coronavirus and it affected the FNV and the platform campaigns too. First, it became more difficult to reach platform workers because of two reasons: on one hand there suddenly was less work available for platforms like Uber and on the other hand it was no longer possible for the FNV to meet up with workers in real life. Communication had to go through digital means which made it harder to connect, find, and keep up to date with workers. As stated by participant 1, an FNV employee: "it was very complicated- a complicated year for us. I find it memorable that we managed to stay in touch with the platform workers and discovered a new way of doing labour union work". This new way used technological means such as online meetings both on individual and group level and phone calls to contact and connect. Nonetheless, most expressed the sentiment to rather go back

to the work floor and speak to people in real life. It shows how through technology it was possible to continue social interactions. However, it did influence the way social interactions were performed as it was harder to keep platform workers as well as FNV employees involved because of how the technology works.

At the beginning of 2021 the Enforcement and Compliance team was disbanded by the FNV. The campaigns regarding the platform companies were continued but now from the respective sector the platform is active in. Meanwhile the FNV was involved still with the court cases against Uber and Deliveroo. Especially in the Deliveroo case it is noted by the FNV that companies like Deliveroo continue litigation up to the highest court, dragging the judicial procedure on. This makes it harder for platform workers to stay involved as they usually do not work for a platform for a long time.

When the platform workers reflect back on the collaboration with FNV the general consensus is positive. The participants state that they are kept up to date with developments regarding the platform cases relevant to their experience. When they got in contact with FNV, they noted that FNV explained everything clearly and in a friendly yet professional and organized manner, according to participant 10: “And other than that they [FNV] arranged everything very well. In terms of when I went to the court house, which was voluntary, they sent a train ticket. They are well organized”.

However, some of the participants that had been involved since the beginning mentioned that they sometimes felt a bit used by the FNV as described by participant 13: “You need to be a little bit careful not to get used, by both politics and the FNV. But oh well, in the end you do choose for that because it has been nothing but positive for us”. The participants understood it was necessary to achieve what they have achieved so far.

When reflecting back on what the FNV has achieved during the platform campaigns as of now, the participants are very proud. The work they have done with platform work so far has been pioneering: finding new ways to contact workers, to build and organize a community of workers, sometimes on an international level, and figuring out a method of dealing with large international companies together with the workers and international unions. This is explained by participant 1: “We are also pioneering, we are developing something new. Like how do you do that, organizing people who are very digitally skilled, the international collaboration”. As platform companies operate on an international level, international cooperation allows unions to better undertake these companies. International cooperation is not unbeknownst to the FNV but it has become more crucial in regard to platform work. The quote by participant 1 shows how technology has played a vital role in allowing this international collaboration. The

technology sets up the possibility for communicating with these international unions to better take on the technology based platform companies.

### **Identity, ideology and purpose**

In this section the results regarding the FNV's identity, ideology and purpose will be discussed based on the interviews and the supportive content analysis that served as a benchmark.

#### **Identity**

The FNV's identity, thus its values and beliefs, described in its official published documents consists of multiple aspects.

First of all: equality, freedom, justice and solidarity for all. These values are close to the core of the FNV, as seen in the FNV's Articles of Association: "The FNV-association is guided in her objectives and activities by the fundamental values of equality for all people, of freedom, justice and solidarity" (FNV, 2018, p. 5).

When the participants were asked to describe the FNV the abovementioned values were mentioned as the participants mentioned the FNV is there to represent all workers, those who are retired or on benefits as well. The FNV works to create a more equal distribution of wealth for all groups that take part in society in one way or another. The Dutch welfare state appears ingrained in these values as the FNV tries to make sure no one gets left behind.

The case of platform works offers a clear representation of these values which is stated by both those involved with the platform campaigns from the start and those who are currently involved. The current precarious situation of platform workers is seen as unjust and unfair compared to that of workers in more traditional working arrangements.

See, that is also the reason we decided to take up platforms. It is not like there were suddenly a thousand members at the door saying: 'we want to join FNV!'. We really do this based on principles. And not just for platform workers, that we do not agree with the way they are treated, but also because the general interest of all workers is under pressure if this becomes the norm.

The quote by participant 1, who was involved until recently, emphasises that not only is it important to improve the precarious position of platform workers for the platform workers themselves but for all other workers too. As more companies imply constructs that could be deemed as sham self-employed, the Dutch welfare state will be threatened because less workers participate in the system. The position of employees is pressured through this development and

therefore the FNV is pressed on halting the practices of platform companies regarding labour arrangements.

Another, closely related, value of the FNV is when creating this equality and justice everyone should be included no matter their background. Therefore, diversity is valued by the FNV as seen the Multiyear policy plan 2017-2021: “Building towards a social sustainable economy in which diversity is seen as an added value” (FNV, 2017a, p. 6). Diversity is adopted by the FNV in a broad sense including, but not limited to, gender, age and occupational disability. The FNV strives to represent diversity towards the public too making sure a diverse group of workers is shown: “So-called *kaderbridagiers* [executive brigades] who are temporarily excused (paid) from their regular activities. Diversity is an important criterion in this selection” (FNV, 2017a, p. 27). Interestingly, the attention to diversity was noticed by the Deliveroo riders too:

The FNV and Deliveroo sides were very different. On the side of Deliveroo there were five men and on FNV’s side there were five women. I thought that was really interesting to see because that implies that they think about that. – Participant 10, a Deliveroo rider who had just joined FNV.

Maybe not necessarily their thinking patterns but in regard to the backgrounds of people that work there. Although in itself it was not really visible during the court case, but along the way there are quite some people with a non-Dutch background involved and I found that really cool to see. – Participant 12, no longer working for Deliveroo but involved from the start.

Regarding the value of diversity it appears the FNV is able to represent this value both inwards and outwards of the organization.

Another value closely tied to the FNV’s identity is the idea of standing stronger together which is stated in the congressional: “We call for everyone to organize because together we stand strong” (FNV, 2017b, p. 8). The FNV states that its members form the core of its policies and positions and that they are involved during all processes related to organizing labour such as during collective labour agreement negotiations. To achieve this close connection with workers, the FNV actively tries to be present in the workplace: “As FNV we are close to the people, in the workplace and the regional labour union house” (FNV, 2017a, p. 7). The FNV tries to achieve this visibility of the labour union at the workplace so workers are made more

aware of the existence of the FNV. The value of standing stronger together is visible in the platform campaigns as well. As mentioned by participant 3 who works for the FNV:

We always say: you cannot change anything on your own. But we want to try to organize you- to bring together a group of people in the same situation as you. And when you stand together like a group you are much less vulnerable.

This is mentioned by participant 12, one of the Deliveroo riders too: “So now we had a strong organisation backing us that is known by all of the Netherlands and thus could really generate media attention, and then you stand stronger of course and Deliveroo could not shove us aside easily anymore”.

The precarious position of platform workers is mentioned in both quotes. Standing together is even more important in the context of platform work. Platform companies are able to fire workers with ease and for the tiniest suspicion- justified or not. Participant 4 from the FNV highlights this:

You have no labour contract, you have no dismissal protection, you have nothing. You only have to do something- and that is actually the saddest, there are many drivers who have been blocked for example because of fraudulent activities- who literally have no clue what they did or did not do wrong.

When workers stand up together however, a company is less likely to undertake direct action against an individual worker. This high risk of getting fired complicated the process of organizing platform workers as a fair share of the platform workers does not have any other options for work. Because of mistakes earlier in life, a lack of start qualifications or because of their last name not being of Western European descent, the platform workers experience many hardships when looking for a job. Since platform companies such as Uber hire basically everyone, this was a chance for them to earn money in an honest way. It relates back to the value of creating a just, equal and inclusive society in which everyone is able to participate.

Organizing platform workers thus has two benefits: on one hand it allows platform workers to develop their own voice because they are backed by a strong organization, while on the other hand the FNV is able to strengthen its own position by bringing in a new group of workers.

Thus, externally FNV is able to consistently represent its values through the platform workers. The precarious position of platform workers represent a situation that is almost the opposite of what the FNV stands for in regard to values. Therefore, the identity the FNV portrays to its external environment applies to platform workers.

Internally, the members of the FNV focused on platform work describe themselves in line with general statements and positions of the FNV. However, the team differs from the larger organization. They are a bit younger compared to the other teams of the FNV and more driven according to participant 3: “Everyone in FNV, in any case, they are all driven people. But the people of the platform economy are extra driven because they have a sense of urgency”.

This sense of urgency is not felt throughout the entire organization however, showing a discrepancy in the FNV’s value of representing all workers. The more established sectors such as the metal industries, do not feel the same urgency and need to undertake action for platform workers. Whereas in the beginning the debates were related to whether or not FNV would be successful in organizing platform workers, current debates relate to platform campaigns not necessarily leading to more members. At the same time there is the related ongoing debate as to who FNV needs to present more: its paying members or all workers who are not necessarily a member of the FNV, as described by participant 2 who had recently joined the team: “But at the same time this team is really essential in making sure the focus stays on this group. I think that if you let this up only to the other parts of the FNV that would not happen”. This feeling is strengthened by the disbandment of the Enforcement and Compliance team in the beginning of 2021, which makes the participants fear for future effort that will be put into the platform campaigns.

### **Ideology**

Ideology, or the frame of reference and world view, of the FNV is built upon multiple aspects. First of all, the FNV upholds the democratic principles and constitutional rights as stated in the Universal Declaration of Human Rights according to the FNV’s Articles of Association (2018). In general, the FNV works according to the democratic principles and works on upholding these principles such as through elections for its chairman. Upholding democratic principles is present in the case of platform companies, as mentioned by participant 1: “And for some companies you fear that eventually they will become so large that democratic control is no longer possible”. Companies like Uber and Deliveroo actively work on achieving a dominant or monopolistic position in their field as well as expanding their product line, for instance Uber starting its own delivery branch Uber Eats. As these companies grow in size it becomes

increasingly difficult for governments to undertake action, thus hindering democratic control. The rapid expansion of platform companies in this race for a dominant global market position is supported by technology that allows platform companies to sell themselves to investors as innovative and strong enough to achieve a dominant market position: “At the moment they [platform companies] are all subsidised by investors. They earn quite some money because the values of these companies usually double in value a couple of times after your investment”, as stated by participant 2. Indirectly, technology allows the multinationals to avoid democratic legislation by using the technology to frame themselves as a new phenomenon.

From the interviews and content analysis it became apparent that the way platform companies organize their workers is viewed and framed as sham self-employment by the FNV: “The group of self-employed who we define as sham self-employed, it is not the self-employed people that are a sham, but it is the client who is a sham because they treat them as self-employed when they are not”, as stated by participant 11. All work should be treated fairly and work should be designed fairly as represented in the notion of Real jobs: “Real Jobs with security, quality and decent income. Jobs people can trust to build a living on tomorrow, next month and next year” (FNV, 2017a, p. 4). Sham self-employment is seen as a method for companies to cut down on labour costs while workers are increasingly pushed into precarious situations. This clashes with the view of the FNV that all jobs should be valued fairly. Therefore, platform jobs often do not meet this criterion of providing a secure and stable income, thus it fits within the FNV’s ideology of creating more Real jobs. For that reason FNV focuses especially on sham self-employment constructs that usually target the workers at the bottom of the workforce as explained in the video *Naleven werkt!* [Compliance works!] (FNV, 2021). This view of what defines something as a real job is visible in the union’s own practices too, such as quoted by participant 7 who had joined the FNV through a temporary work agency initially: “The FNV already had the policy that after a year you got a permanent contract, so then I was hired for permanent employment”.

Finally, according to the FNV’s view a strong labour union is necessary in protecting the rights of workers. When unions are strong they are more capable of representing the interests of a larger group of workers. From the FNV’s point of view this includes all workers, including platform workers. However, it appears that FNV is unable to cover all workers in its campaigns which is mentioned by one of the Deliveroo riders, referring to international students: “But for all those people, and that really is the greater part of those working for Deliveroo, that are people from outside the EU [European Union] and the FNV couldn’t do anything for them”. Other groups are hit hard by the confusing rules and regulations regarding self-employment, as



explained by participant 7: “The homeless shelters in Amsterdam, the *Belastingdienst* [Dutch tax authorities] tracking down Eastern European workers, I believe from Uber Eats, who went to work and who had no clue they needed to fill in tax returns”. It makes it harder for the FNV to represent all workers.

### **Purpose**

The purpose of the FNV consists of multiple goals. The first goal is related to the democratic principles as the FNV actively works on improving the democratic society and guaranteeing freedom of negotiation, as stated in the Articles of Association (FNV, 2018). Another goal is reinforcing and building upon the current union structure as shown in the Articles of Association too: “Encouraging the effective building of the labour union movement on both local, regional, national, European and international level” (FNV, 2018, p. 6). This goal is visible in the aims of the platform campaigns too as the FNV works on integrating platform workers into the labour union, thus increasing the reach of the union as a new group of workers is included. However, this integration is not without hardships as stated by participant 1: “With these platforms, there is no union tradition”. The platform workers in general have no experience with unions, unions have not had the time yet to build a presence and the work is generally not suitable for an established location where platform workers and the union could meet up such as a labour union house. However, FNV works on building up a sense of labour unionism within these platform groups. Internationally, the FNV works on a stronger international network of unions by building relations with other unions. By cooperating with international unions the FNV is able to better address the multinational platform companies as well, underpinned by participant 14 who works for FNV: “There are international labour unions which have national unions join and those international unions try to tackle those large companies in a more coordinated fashion”.

Another goal of the FNV is enhancing the Dutch society through decent work and fair distribution of labour and earnings. Concretely, this means a labour market based on decent labour arrangements that are preferably covered in collective agreements and employers who pay their taxes and contributions fairly (FNV, 2018). Fixing the issues in the platform economy is part of achieving this goal as platform companies are described as the worst example of what is wrong with the current labour market, especially as the practices of platform companies threaten other jobs as stated by participant 3:

But in my opinion FNV is the designated organisation to arrange that for these people or to work on improving their situation. Because it is of interest of the entire working population of the Netherlands, but not everyone sees that.

Some of the goals mentioned in the FNV's documents are directly related to the situation of platform workers. The precarious position appears to be part of a broader societal trend. As mentioned by both the Congressional and the participants, the Netherlands seems to be part of a larger trend of labour market flexibilization. Instead of permanent contracts being the norm, more and more workers are contracted through temporary work agencies, fixed-term contracts and increasingly as self-employed. FNV works on halting this trend of exorbitant flexibilization to prevent an even larger part of the workforce ending up in a precarious position: "And it is very necessary too because almost 4 out of 10 workers have a precarious contract and thus precarious income and a precarious future" (FNV, 2017b, p. 5). The same argument was brought up on multiple occasions during the conversations with the participants, such as with participant 7, an employee of FNV:

Especially in the Netherlands- we are Europe's number one flex-addict. And not just with our temporary workers and 0-hour contracts, but also with sham self-employment. We see an increasing number of companies who prefer a self-employed worker over paid employment and thus push people in a precarious position while not paying taxes themselves.

The high amount of flex work in the Netherlands has led to the FNV describing the Netherlands as flex-addict. According to FNV the campaigns and court cases against platform companies are important in breaking this trend of companies increasingly using constructs to not hire workers on a permanent contract as it will set a precedent.

The goals mentioned by the participants in relation to platform work are in accordance with what is stated in the FNV's publications related specifically to platform work. An important aim of the platform campaign is to address platform companies, as shown in this quote from the video ' *Gezocht: eerlijk werk. Dossier schijnzelfstandigheid* ' [Wanted: fair work. Case sham self-employment]: "We try to make sure that those platforms are simply labelled clearly, either as a real employer with all the duties that go with it or that they treat those people as real entrepreneurs" (FNV, 2021).

## Strategy

In this section the FNV's strategy regarding platform work will be discussed two fold. The way the FNV undertakes will be analysed first by looking at the common and sector-specific strategies. Thereafter, the strategic capabilities of the FNV will be analysed.

### Common strategies

The four common strategies related to labour union approaches to platform work all appear to be used by the FNV.

Strategies aimed at non-compliance of employers was the most common strategy applied by FNV. This strategy is aimed at drawing attention to platform companies that do not comply with existing regulations or use unfavourable constructs. A crucial aspect of the FNV's platform campaign is related to the naming and shaming of platform companies in the media, as described in the following quote by participant 3: "So naming and shaming through publications in news articles, programmes such as *Scheefgroei in de polder* [Imbalance in the polder], which is a nice example". This strategy becomes visible too in the juridical battle fought by FNV. Due to the large size and attitude of the platform companies such as Deliveroo, FNV has turned to taking the platform companies to court, as mentioned by participant 4: "Juridical procedures were an emergency procedure for us. It is something you do when you cannot settle it in a normal way".

The non-compliance of the platform companies is brought to the attention of the general public too by actively naming and shaming these companies in video publications such as *Naleven werkt!* and the publication on delivery platforms *Bezorgd om maaltijdbezorgers* [Concerned about food deliverers] (FNV, 2021; FNV, 2020).

FNV makes use of strengthening its cooperation with public institutions as well. This becomes mostly visible in its published documents as both *Naleven werkt!* and the multiyear policy plan mention organizing and working together with employer's organizations and public partners that want to end the exorbitant flexibilization: "We build coalitions with parties that also want market regulation and that want to end the race to the bottom" (FNV, 2017a, p. 34).

Addressing outsourcers and client companies is another strategy employed by the FNV. An example of this is FNV pressuring pension funds into ethical investments of the highest quality and companies to operate sustainably, which includes sustainable personnel policies (FNV, 2017b). This strategy is partly represented by the naming and shaming strategy FNV uses as it might deter companies from these business practices in fear of being called out in the media.

The last common strategy, improving training and skill development opportunities, is found in the interviews and documents. This strategy is used to strengthen the position of platform workers, both in their working lives as in the platform campaigns. The multiyear policy plan shows that the FNV values skill development: “Continuous education and development are important conditions for a Real job. Workers and job seekers must be facilitated with this” (FNV, 2017a, p. 24). When some platform workers lost their work during the corona lockdown, FNV helped retrain these workers for different jobs like delivery for a supermarket. Furthermore, the FNV offers the platform workers that are involved with the FNV media training to prepare them for media appearances as elaborated by participant 6:

And kind of polishing people a little bit like now you are suited for the- learning media logics and all that are new skills for these people because usually they are normal people driving for Uber and then suddenly they enter a juridical world. So they need guidance with that.

Through media training the platform workers are trained into performing a certain set of social interactions that are broadcasted through a media channel. Media has the ability to distribute the story or message the FNV wants to share, without direct contact or interaction with the audience. This sociomateriality lets the FNV adapt to the material media while at the same time using this media to reach a larger audience than when only relying on face-to-face and real life contact. As the intermediary between the FNV as sender and the audience as receiver, the FNV needs to understand the logics and mechanics behind the technology to create a successful media performance so the audience will receive and understand the message.

### **Sector-specific strategies**

Sector-specific strategies are those strategies developed by labour unions specifically for certain sectors. In the case of platform work, the FNV needed to develop a new strategy as the platform companies differ from other companies the FNV deals with and is familiar with. As mentioned by the participants addressing platform companies required a new way of contacting and organizing workers. This was especially the case because platform workers in general are not very familiar with labour unions, the work is highly individual with workers dispersed over the city and there are only a few places workers group together. The workers have little contact amongst each other because everything is arranged through the app. Through this sociomateriality, the technology has replaced close contact with other workers by providing all

information and making workers perform tasks on their own. Although workers do keep in touch, it is very superficial and not lasting.

Traditional approaches to contacting workers were applied by visiting spots workers grouped together such as a parking spot near Schiphol where Uber workers waited. This strategy was deemed ineffective for platforms such as Deliveroo and Uber that let workers move through the entire city since it took a lot of time and energy to find and connect with workers. Participant 1 mentioned when reflecting upon organizing platform workers: “It earned us relatively little when you looked at how much time was put into it. So we went searching for a different way of contacting them”.

However, for some platforms the traditional approach turned out effective, such as for Temper, a platform that sends workers to a single address during a shift. The new approach FNV developed in regard to contacting platform workers changed into a more wait-and-see approach as stated by participant 1: “It’s better to focus your attention on people that move towards you on their own account and move on from there”.

As a result, the platform campaigns are more focused on small groups of workers compared to the large groups of activated workers in most FNV campaigns. These small groups of platform workers consist of those that are willing to share their stories to the public. As mentioned by participant 7: “We have more individual contact with people than that we really build those groups and are visible”. Thus, the focus is not on building a large group of activated workers but instead gaining as much attention as possible with the small group of workers willing to participate.

Creating visibility and public awareness in regard to platform work is another key component of the sector strategy because according to multiple participants, including participant 3, there is a lack of public awareness on the conditions of platform work: “Also making the public aware that when they order an Uber or a meal from Deliveroo, that they then who delivers the meal and what kind of position they are in”. The FNV employees mention that for a lot of people the position of platform workers is something they cannot relate with. They assume it is just a side job and not something that will happen to their job and that is why more public awareness is needed, as explained by participant 16 who had been working on the platform campaign for half a year:

You don’t really think about the working conditions of the drivers when you order an Uber, you don’t really think about that. So a lot of awareness is needed and I think that is our expertise as a labour union to tell those stories.

Public awareness is created in multiple ways. FNV has created videos such as portraits of platform workers and other workers in sham self-employment constructions and released those on YouTube. The portraits are used in other video publications as ‘Naleven werkt!’ and ‘Gezocht: eerlijk werk’. These videos are distributed on social media as well, which is another way the FNV attempts to draw attention. Multiple social media networks are used by the FNV such as LinkedIn and Twitter. The aim of these channels differs, as explained by participant 15: “how can you make sure you get that expert role, well for that we used LinkedIn articles. Not the updates but really writing and publishing articles on LinkedIn”. Another way of drawing attention is by getting news agencies to publish articles related to the FNV and platform work. By putting platform workers in the spotlight during for example talk shows, more attention is created. Through this constant flow of information, mostly produced and distributed on digital channels, the FNV tries to shift the tone of the debate on the flexibilization of the labour market to achieve awareness and change.

The final differentiating attribute of the platform work strategy is the juridical steps the FNV undertakes. Whereas juridical procedures are described as a last resort effort for non-platform companies, it takes a much more crucial position in the platform campaigns. As stated by the participants, the platform companies refuse almost all cooperation. As a result of this uncooperative attitude, the FNV has changed its approach to collecting data and information about the company and then proceed with a juridical procedure. With most other companies it would start with conversations and strikes and only if those options proved unfruitful, a court case would be considered, especially because court cases involve a long and costly process, as described by participant 7:

Actually... you do not want to go to court. Actually you just want to settle it with the company. When you go to court you know it will be a long process which requires a long breath and nothing will change directly.

The length of the juridical process is mentioned by the Deliveroo participants. Most of the riders that were involved with the start of the Riders Union have moved from Deliveroo as well as the FNV. This is described by participant 13, who was involved with the start of the Riders Union:

It was disappointing, but the longer it lasted the less bothered I was since... yeah, it is just a really long juridical process so that is not something you want to be busy with if you are not a lawyer.

It creates another hardship for the FNV as the length of the process makes it difficult to keep platform workers involved, especially as a lot of workers leave the platform relatively quickly. Some of those involved remain lowkey involved such as participant 12: I became a member and I am kept up to date about the Deliveroo case when something happens with that and they ask me to join them there and I am open to that”. Therefore, the FNV has to keep scouting new workers that want to take on an active role. Another possible reason mentioned by participant 12 for the low involvement of platform workers is the cost of contribution to the FNV, which could be experienced as expensive when compared to what the platform workers earn. Nonetheless, the FNV is actively organizing and activating new platform workers such as through the large Telegram groups used by Uber drivers.

All these components combined has led to the following strategy, specifically developed for platform work: the *‘air force campaign’*. Whereas FNV described most of its campaigns as *‘ground force campaigns’*, the platform campaigns are described as an air force campaign. Ground force campaigns are focused on building a large network of activated workers and resemble grassroot campaigns in the sense that it is a bottom-up approach focused on the workers. Meanwhile, the air force campaign is described by participant 14 as: “That is what we are doing right now with the court cases where only a small part of the platform workers is involved. Mostly high above, we pull out juridically to get what we want.”

In sum, the strategy of the FNV for platform work can be defined as organizing a small group of workers whose stories are brought to the attention of the public by drawing in media attention, while at the same time collecting data to start juridical procedures against companies.

### **Strategic capabilities**

This section of the results will cover the strategic capabilities that emerged during the analysis.

The first capability, articulating, consists of the union’s ability to come up with a strategy for the different levels in the playing field. This capability tends to present itself in the different strategies the FNV upholds in regard to platform work. While generating public awareness requires the FNV to share the story of the platform workers through for example talk shows, starting a juridical procedure is more dependent on information. In the congressional the FNV mentions specifically accessing networks to gain influence to specific parties: “strong and recognizable local and regional networks function as a pivot to local and regional governments” (FNV, 2017b, p. 9).

As is shown during the interviews, the FNV is actively trying to activate and connect different actors in its network according to participant 6:

FNV has a really large network and they have ties everywhere: the media, political institutes like the municipality of Amsterdam for example but also the national government or whatever. They are a known cooperation partner and they use that role to introduce taxi drivers.

This way, actors are activated and connected, as well as broadening the network.

Intermediating, the second strategic capability, refers to the capability of unions to navigate amongst different identities in the network while fostering collaborative action. As noted by two of the Deliveroo riders involved, the FNV is able to adopt different roles depending on the situation: “Well, towards the platform workers, very approachable. They [FNV] visit all those cities and simply invite people over to tell their story”, while a different participant noted “And well, in general during the court cases they seem much more professional to me. Much tougher” on describing his experience with FNV. The distinction between these quotes shows how the FNV is able to adopt a role depending on the actor they are interacting with.

As mentioned before, the international characteristic of platform work requires international cooperation with other labour unions and the FNV is aware of this as stated in the Congressional: “Close and purposeful collaboration with our union colleagues worldwide is necessary” (FNV, 2017b, p. 8). This was present in the interviews too, for example in this quote by an FNV employee: “What you see is that that there are international labour unions which have been joined by national unions and through those international unions a more coordinated approach is used to tackle the really large companies”

As platform work is a new type of organizing work, the FNV must possess the capability to learn as they have to develop a new method of organizing and activating platform workers. The interviews show the FNV has been capable of learning in the process of developing a method to undertake platform companies as shown by participant 3: “you need to grab onto everything that supports your case. So not just going to court, but also reaching out to politicians and the press. Then you can be effective”. This is the result of a learning process on how to address platform companies. It shows that the FNV has learnt that when dealing with platform companies a wide range of activities is necessary to achieve successful results. When a new campaign starts, the FNV starts a learning process too to fully understand the way the platform



company operates. This research and learning phase is done by desk research as well as through collecting information directly from platform workers such as through invoices.

Learning is visible in other aspects of the organisation too. As participants mentioned, the FNV is still in the process of digitizing its organization and learning the ropes with online technology and social media.

Framing is an important capability unions need to possess in order to establish an agenda. With regards to platform work, FNV has been highly successful in framing platform workers and altering the course of the public debate as described by participant 11:

It used to be- flex was sold as young and sexy and those weird labour unions don't understand it and that's why they lose members. No one talks about it like that anymore because in most cases flex is not flex but mostly cheaper, and it is precarious and it has economic effects (...) and now finally everyone talks about precariousness and no longer about flex.

By generating large amounts of media attention, addressing politicians and organizing the platform workers, FNV has been able to shift the tone of the public debate regarding platform work. It shows the FNV capability to put together a coherent and strong agenda.

### **Role of technology**

Throughout the interviews and observations the role of technology turned out to be crucial one embedded in both the platforms and the FNV's platform campaign.

First, technology is the key component that allows for the existence of platform work. The work done through platforms is not necessarily new, such as delivering food, but the way it is offered, the digital platform, is new. However platform companies frame platform work as something completely new as a way to not avoid existing regulation. This is summed up well by participant 11 who has seen this happen before:

You see that quite often that technological innovations in the production process suddenly become the argument that all we have agreed upon about labour conditions, employment contracts, is no longer applicable because, as I like to say, we have invented a new hammer. And that, of course, is very classic.

This argument was presented by Deliveroo in their appeal as well. They stated to be a tech company and not just a food delivery service, thus claiming the collective labour agreement of the transport sector unapplicable to them. This contrasts with the FNV's view which states that the work itself is not new. In this argument technology takes a central stage as its definition and implication are shaped by the debate by social actors with their own agenda.

Technology is of great impact for the platform workers too as the work is arranged fully on the app. The experiences with the app are dichotomous. On one hand the platform apps are praised for their user friendly interface, both for workers and customers. In the case of Uber, it is seen as a great improvement as compared to the traditional taxi model. The apps are described as clear and easy to use while also providing the workers with assistance such as through route planners. On the other hand platform workers experience a lack of transparency in the app, as participant 8 explains about the Deliveroo app:

It is really easy to find a restaurant due to the route planner built into it. It is also very easy to locate the customer. But it is completely non-transparent so you have no way of knowing if it is an honest way of working, what decides the payment you get?

Platform workers are not provided with knowledge about how the app's algorithm decides who gets what order, where the order is located or how much money it will pay. It leads to a general attitude of distrust regarding the numbers the app produces. This distrust might be rightfully so as the numbers produced by the on-board computer of the Uber drivers did not match up with the numbers in the app when the FNV investigated this.

Another aspect that influences the way the platform workers work is the gamification of the app, elaborated upon by participant 5 who worked for Uber Eats:

It is literally like some kind of game: 'oh, you need to go there as fast as possible because then you can do the next one!' And then you get this big pop-up with oh, you just got 5 euros for your last order! And then you receive statistics you can look at. It is literally a game.

The platform apps are designed with incentives to keep workers active on the platform. This is achieved through gamification elements such as pop-up banners that will tempt the workers to pick up that extra order or ride instead of going home. Through financial incentives, such as multipliers, workers are tempted to work for example in areas low on riders or on rainy days.

An interesting mention by participant 6 is that for example the Uber drivers do not have a lot of affinity with technology, it is the user friendliness of the platform app that allows this group to work digitally:

They are people who use phones and the app is all very clear. But at home they do not even have a laptop. They are also not used to sitting in a Zoom meeting 3 hours a day. They just use that phone that sends them from point A to B and that's all interaction they have.

This lack of affinity with technology played an important role during the corona crisis. The FNV values close contact with workers and vastly prefers to meet workers face-to-face. However, the lockdown and additional corona rules imposed by the Dutch government made it impossible for the FNV to meet up with workers for the larger part of 2020. They therefore needed to come with a new way to keep in touch with the platform workers as brought up by participant 3:

Well, now we have to call, all call from home. Preferably we have one-on-one conversations somewhere in real life, or in the labour union house, a bar, on the street or wherever. But that was no longer allowed so now we need to do everything by phone. The taxi drivers I actually always call. You also hear that sometimes they are driving, which is not ideal.

Technology does not appear able to perfectly replace face-to-face conversations as the FNV notices that platform workers sometimes do not have any other means of communication than a phone, do not know how to use the online communication programs or are busy with something else. Nonetheless, new means of communication have been established, such as large Telegram, WhatsApp or Facebook groups with platform workers. These groups form an effective way to inform a large group of workers at the same time. However, messages sometimes lead to infighting because of miscommunication and misunderstandings over text. Due to the size of the groups, it becomes hard to filter out useful information when many messages are sent. Although the material technology is capable of standing in for real life contact, messages could be more easily misunderstood, sometimes even leading to arguments amongst workers which would most likely not have happened in an offline conversation.

To raise public awareness, the FNV makes use of multiple social media channels, such as Twitter and Instagram. The participants mention that the FNV is still struggling to adopt these new communication channels. During a course on how to use social media, it was noticed for example that FNV is mostly sending information, as stated by participant 3: “You want interaction but FNV is very much about sending. And also through Facebook clips, what does not go well, organizing petitions, that is also sending information”

Social media is framed as something the FNV is still trying to get the hang of. According to one participant, the organizational design of the FNV is not yet fully capable of facilitating social media for the FNV’s union work. This is explained by participant 16:

Now we try to do it ourselves but we are not communication experts at all. So that can definitely be better, that there would be dedicated people who are really good at that. But what also can be improved upon is better aligning the technology use. Currently you have one person doing Twitter, someone handling Facebook, you have someone else doing Instagram. So the messages sent are not very harmonised.

Although the technology is there, the organization appears unable yet to use it to its full potential as the human actors are not fully adapted. As a result the FNV social media image could come across as fragmented, as well as creating frustrations amongst FNV employees regarding the online content. Nonetheless, the technology enables the FNV to reach a larger audience and foster more engagement.

Other technological tools are however more integrated into the organization. The use of data scraping tools to collect and analyse data acquired from the websites and publications of platform companies is described as useful and an easy to use tool. In this form of data activism the data is interpreted and analysed through the vision of the FNV to constitute engagement. The FNV has developed calculation tools too, to gain insight in the actual earnings of platform workers. As stated by multiple participants, the FNV might be slow compared to other organizations in regard to the adaptation of technology, but improvements are made, as seen in these examples from participant 7:

We might not be that far developed technologically yet. When we organize a strike, for example in the metal industry, you still need to fill in a paper form to receive strike compensation to give an example. We are digitizing that, but those processes just don’t go that fast.

Although it is not the preferred method of communication, digital meetings because of working from home are experienced without much issues regarding connectivity and actual usage. Nonetheless, participant 6 notes that there are some downsides: “You notice everyone has a bit less energy compared to earlier, a bit less active and that it is harder to keep people involved and to activate them”. The quote illustrates once again that when communication is mostly facilitated through technology, social interaction is perceived as less positive.

## Conclusion

In this section, an answer to the research question: “*How have sociotechnical developments affected the organization and strategy of the FNV in context of platform work?*” and the sub questions will be formulated.

The FNV’s identity can be summed up as an organization that highly values justice and equality for all of those participating in society, with a special focus on diversity and sustainability. Its ideology or frame of reference is based on democratic principles and real, valued jobs for all. Lastly, FNV’s purpose is to improve and protect the Dutch welfare state and workers’ rights, halt the exorbitant flexibilization and protect democracy.

The FNV cannot be seen as a uniform organization and should instead be looked at as a collection of different sectors with their own views and policies. When compared to the general line of policy published in 2017, the platform campaigns line up with the general message of the FNV. Platform work is presented as an extreme form of flexibilization that has the power to pressure the rights of traditionally employed workers. By taking up platform work the FNV strives to protect the rights of all workers, in line with its identity. The precarious position of the platform workers clashes with the FNV’s ideology of real and valued jobs. Regarding purpose, the FNV perceives platform work as an urgent case that needs to be addressed. The nature of platform work and its multinational companies fit in with the FNV’s purpose of halting flexibilization of the labour market and to protect democratic principles.

Platform work does not appear to have led to changes in the FNV’s ideology and purpose and external identity, as it seems to fit in with the larger policy line regarding society. Thus, FNV shows consistency and a refusal to adapt to external practices in the union’s environment (Gumbrell-McCormick, 2013). The lack of changes in identity, ideology and purpose of the FNV is interesting as Hyman (2007) states that a union’s organizational structure partly depends on how the labour market is structured through dominant institutional views. However, the FNV presents itself as an example of how labour should be organized by offering permanent employment instead of following the flexibilization of the labour market. Thus, instead of changing its own policies in line with the labour market, FNV continues to operate according to its own values. It implies that changes in the organizational structure of unions might therefore be more strongly influenced by its own world view.

Nevertheless, internally there appears a discrepancy regarding the time and monetary effort put into the platform campaigns, pointing at a difference in view in the internal identity. This is closely related to platform workers contributing very little financially to the union, in

line with findings of Dencik and Wilkin (2018) regarding low-income worker representation in unions.

This research has only taken the perspective of FNV employees involved with platform work into account. As a result, only a limited perspective on the views of the FNV as a whole regarding platform work has been acquired. For future research it is recommended to look into the other sectors of the FNV as well to fully cover this discrepancy.

The dispersed and individual position of platform workers and the lack of cooperation from international platform companies has led to the development of a new strategy by the FNV. These issues experienced by the FNV in regard to platform work are in line with findings of Florrison and Mandl (2018), Johnston and Land-Kazlauskas (2018) and Polkowska (2021) and have led to a sector-specific strategy. This strategy relies more on creating public awareness, collecting data for juridical procedures and working with small groups of activated workers instead of organizing a large group. A second research recommendation is a cross cultural research into union strategies regarding platform work, especially due to the different positions of unions in society. This way differences and similarities in union strategies become visible and might show best practices in regard to addressing platform work.

The common strategies as mentioned by Keune and Pedaci (2020) are present in this strategy too, such as addressing noncompliance of platform companies through naming and shaming. The effectiveness of these common strategies thus appears supported by this research.

FNV appears able to deal with the uprise of precarious work through a digital platform. It is reflected in the strategic capabilities FNV possesses such as learning and framing that enable the platform to successfully take action against platform companies (Lévesque & Murray, 2010). Especially learning and framing were presented strongly by the FNV as shown by the development of a new strategy and learning new technological skills, and framing by shifting tone in the national debate regarding flex- and platform work which would not have been possible without a strong and consistent agenda.

Whereas communication among platform workers offline is reduced by the app taking over the role of a manager and removing the need for a central shared meeting place, technology has opened up new doors for social interaction as well. The FNV has discovered new ways of communicating with workers through digital communication applications. It has allowed for a wider distribution of information, connecting with workers during the Covid-19 lockdown and establishing connections with international labour unions, showing how the material technology opens up new forms of social interactions (Symon & Pritchard, 2015; Orlikowski, 2007). This is reflected in the FNV's strategy too, as they rely on (digital) media to create public awareness.

The sociomaterial perspective also shows how the FNV makes use of technology for data activism to shape the debate around platform work to their own interpretations, in line with findings of Rajão and Jarke (2018). This way, technology use is both shaped by- and shapes social interaction.

The technology of platform work allows for a more diverse group of workers to enter the labour market, in line with findings of Vandale (2018) and Johnston and Land-Kazlauskas (2018). As technology creates diversity, it is important to be aware of how these groups are represented. As is shown in this research, the current system of organizing work and the rules and regulations on one hand pushes workers into sham self-employment constructs while on the other hand there are problems representing these workers. For instance, international students and other migrant groups rely on self-employment structures to earn a living while at the same time they often lack knowledge about the implications of self-employment in regard to taxes. Meanwhile, labour unions are unable to represent or help these workers because of regulations. These groups of workers and how platform work affects them might therefore be understudied, while these groups are relevant in context of labour market reforms such as seen in SER's (2021) rapport. Hence, policy makers might want to look into how these groups of workers who might have different interests are represented in research and policy.

Concluding, it can be stated that platform work fits within the FNV's current external identity, ideology and purpose, while internally there remains a debate about the position of platform work within the union. The technology that has made platform work possible has created individualized workers whose interaction with work is mostly managed through an app developed by a multinational company. The attitude and international position of platform companies and the organization of platform work has required the development of a new strategy to successfully address platform workers. Through a sociomaterial perspective it becomes visible that technology plays an important role in shaping platform work, connections and communication, as well as activism, while at the same time the technology is shaped by the same concepts to fit a specific aim or purpose.



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## Appendix A: Observations

### Background information

#### **General**

- Date fieldwork: 14 April, 2021
- Location: Gerechtshof Amsterdam, IJdok 20
- Time: 13:30-16:30
- Occasion/main activity: observing, talking with people, sharing contact details for in-depth interviews

#### **Recording and reporting information**

- Recording method: handwritten notes
- Language conversation & report: Dutch
- Photos: no
- Audio/video recordings: no
- Paper or digital documents and objects collected: videos were received before the observations. Provided more context on platform work through the perspective of FNV.
- Other: notes are anonymised

### Report

#### **Context**

The observations took place on April 14, 2021 at the Amsterdam court of justice. The observations were centred on the event of that day: the appeal of Deliveroo against the court case in which it was judged Deliveroo has to conform to Cao Beroepsgoederenvervoer (Collective labour agreement for professional freight transportation). The case had been started by FNV and FNV Riders Union. This session of the appeal would discuss the pleas of both parties. I was invited and made aware of this court case by my contact person from the FNV. This event was used to gain a feeling of the FNV, FNV Riders union, as well as to find possible participants for this research. During the observations I was part of the FNV and made observations as such after introducing myself to most of those present. The group consisted of around 20 people consisting of FNV members and some platform workers from Deliveroo who have been connected to the court case for a long time. The court case was cut short due to new information from Deliveroo.

## **Report**

Before the start of the court case, I met up with FNV in front of the Amsterdam court of justice. Present were those who are involved with the court case against Deliveroo which was started by FNV and FNV Riders Union.

Some of the riders that started the court case were present. They were recognized by the FNV members and had some small talk. One of the riders mentioned to no longer work for Deliveroo, but was now working for a different platform with a different way of working. The FNV members appeared connected, albeit a bit loosely as small clusters of people formed who used the time before the court to chat up. This could be related to the corona measures, as most are working from home and thus have little social contact with their co-workers. The FNV members appeared very involved with the case. During the court, it felt to be part of one front against Deliveroo. This one-front vibe was strengthened more by actions that took place in front of the building. Everyone was given a mouth mask from FNV, photos were taken, as well as photos with a banner with everyone present behind it. Probs were present too, such as Deliveroo delivery bags. This presented the impression of one front.

The FNV was determined to get justice for the Deliveroo riders and other platform workers. As they told me, court cases are a last resort. They prefer to solve problems or have a conversation with the involved parties first and only if that leads to nothing, FNV might consider a court case. Companies as Deliveroo, and platform companies in general, did not want to budge during conversations so the FNV had to take them to court. As one of the FNV members told me, these platform companies try to drag on the court cases and go all the way up to the European court of justice. This way, the court cases take a very long time to be completed and produce meaningful results for the workers. The same happened during this appeal, as Deliveroo managed to postpone the case. As a result, the FNV has become involved with more court cases, which is not the preferred route. This longevity of the cases asks for a level of determinism to complete the case while also being involved in other cases against other platforms. And even after the court case is done, more week is required such as updating collective labour agreements and informing workers. However, as FNV deals with many types of labour, they employ different strategies to bring about change depending on the sector they are dealing with.

Before the court case started, I thus had a conversation with multiple members of the FNV and a few riders. At 2PM we entered the Amsterdam court of justice and entered the courtroom. Deliveroo had brought in four people, of which two lawyers. FNV brought two



lawyers too, and the remaining seats of the courtroom were filled by the FNV members and the riders present. Three judges and a court clerk were present.

During the court case itself both parties were allowed to make a 30 minute plea. It involved a lot of legal terms and during the plea the importance of defining a platform company became extremely important. The role of technology appeared to be one of the determining factors on how Deliveroo could be classified. Deliveroo rules itself a tech-company whereas FNV classifies it as a delivery company which thus needs to abide to Cao beroepsgevoerde vervoer. During the plea of FNV the importance of collective bargaining was mentioned, especially for platform workers. One of the FNV members mentioned to me that it was hard to organize the Deliveroo riders. Those who had worked with the old model were afraid to lose their job, while the new Deliveroo workers did not know better.

After the pleas, the judges called for a break so they could discuss what had been told, especially due to some information mentioned in the plea by Deliveroo. In the meantime, a member of FNV made sure I understood what was discussed and mentioned the importance of getting Deliveroo to conform to the Cao and explaining why, according to FNV, Deliveroo's reasoning was flawed. Not long after, the judges returned and the case was suspended unexpectedly due to the information provided by Deliveroo, which was deemed vital the case. The judges were of the opinion FNV would need proper time to respond to the new frame of Deliveroo. Once the court ended, it became apparent FNV was not pleased with the events that had just occurred. They mentioned to me Deliveroo was most likely delaying the process on purpose.

Once we left the building, the FNV members and riders mostly went their own way after a short discussion with their lawyers on how to proceed.

The day after, I had a small conversation with my contact person at FNV. The outcome of Deliveroo seemingly trying to drag out the court case even longer was not completely unexpected, but nonetheless very disappointing. My contact person told me that FNV had used an international network of delivery riders to gain access to the documents of Deliveroo's IPO in March, which would not have become available in the Netherlands on time. Due to this international partnership, FNV was able to gain access to these documents which would help their case. Another thing that was mentioned that because of the corona virus measures, FNV had not had physical actions or meetings during the past year, which is why it was extra nice for them to meet up during the court case, which explained the talking at the beginning.

### **Preliminary analytical themes [first impressions of relevant themes and concepts]**

- Getting an insight in the way the people present interact
- See if anything relates back to the core concepts of identity, ideology, purpose and strategy
- See if technology plays a role, what kind of role, if it is mentioned

#### **Interactions:**

The FNV interacted in a involved and relaxed manner with each other. They were motivated for their case. During the actual court case, they acted professionally and well prepared.

Afterwards, frustrations were shared.

#### **Core concepts:**

It appears that strategies differ amongst fields of labour. In relation to the strategies employed regarding platform companies, FNV seems to have to rely on court cases that drag on for a long time

Related to identity and ideology, they want to get platform workers to be treated in the same way as traditional workers. They are firmly against fake self-employment constructions and they actively want to fight against that. As mentioned by one of the FNV members, this is a political battle too.

The organisational structure seems a bit loose. People come together once in a while as they are working on their own projects that sometimes overlap, such as during the Deliveroo case, and especially during corona they barely see each other face to face.

FNV appears to have international ties related to other organizations fighting for the rights of platform workers.

Technology played a role during the observations. Photos were made and distributed through the social media channels of the FNV to update their following on what they were doing, as well as reaching a wider audience through the use of hashtags. Technology was a key term in the appeal itself and it was mentioned multiple times in the pleas by both parties.

#### **Follow up**

During the afternoon, I made contact with several people who are involved with platform work from the FNV and a few riders. We shared contact details after I asked them if they would be interested in an interview. The day after I had a phone call with my contact person

in the FNV to talk about what happened. Afterwards, I sent out emails or a message with WhatsApp to confirm a date for the interview to take place if they were still interested.

## Appendix B: Documents content analysis

- Document: FNV's multiyear policy plan
- FNV. (2017). *Meerjarenbeleidsplan 2017-2021*. Retrieved on April 13, 2021.
- FNV's Articles of Association
- FNV. (2018, June 27). *Statuten Nederlandse Vakbeweging*. Retrieved April 13, 2021.
- Publication on food delivery riders
- FNV. (2020). *Bezorgd om maaltijdbezorgers: te laag inkomen, opgejaagd en geen zekerheid*. Retrieved on April 5, 2021.
- FNV's congressional
- FNV. (2017). *Congresresolutie: Hoofdpijnen FNV beleid 2017-2021*. Retrieved on April 13, 2021.
- Videos: FNV. (2021). *Naleven werkt!* [YouTube]. Retrieved on April 7, 2021, from the FNV.
- FNV. (n.d.). *Gezocht: eerlijk werk! Dossier schijnzelfstandigheid* [Vimeo]. Retrieved on April 6, 2021, from the FNV.

## Appendix C: Interview guide

### C.1: Interview guide FNV

Allereerst, heel erg bedankt voor uw deelname aan dit onderzoek. Ik ben Eline en ik momenteel bezig met de afstudeerscriptie voor de master ODDS aan de Erasmus Universiteit. Het onderzoek focust zich op het gedeelde verhaal van de FNV en platformwerkers en hoe de FNV dit traject heeft doorgemaakt in relatie tot identiteit, ideologie en strategie. Ik ben benieuwd naar uw ervaringen en rol binnen dit verhaal. Er zijn hierbij geen foute antwoorden. Voordat we met het interview beginnen, heeft u het informed consent formulier doorgenomen en geeft u toestemming voor deelname?

Mocht u gedurende het interview een vraag hebben, dan kan u die altijd stellen. Heeft u op dit moment nog vragen?

Het interview zal beginnen met een paar introductievragen.

#### **Introductie:**

1. Allereerst, zou u een korte introductie van uzelf kunnen geven?
  - Leeftijd / functie / hoelang betrokken

#### **Shared story:**

1. Zou u me iets kunnen vertellen over wanneer u betrokken bent geraakt bij de FNV?
  - Hoe bent u betrokken geraakt?
  - Zou u daar iets meer over kunnen vertellen?
  - Ervaarde u hierbij contrast met ander werk/andere werkgevers?
2. Zou u me iets kunnen vertellen over hoe de FNV betrokken is geraakt bij platformwerkers?
  - Hoe heeft u dit meegemaakt?
  - Wat is voor u het belangrijkste bij FNV platformwerk?
3. Waar hield u zich aan het begin mee bezig?
  - Hoe ervaarde u dit?
  - Waar hield de FNV zich op dat moment mee bezig?
  - Wat gebeurde er daarna?
  - Wie waren hier bij betrokken?
  - Waar heeft u zich verder nog mee bezig gehouden?
4. Waar houdt u zich momenteel mee bezig?
  - Wat is hier aan vooraf gegaan? Zou u een korte tijdlijn kunnen geven?
  - Hoe ziet een werkdag er voor u uit?

- Zou u daar iets meer over kunnen vertellen?
  - Hoe ervaart u dit?
  - Heeft covid-19 invloed gehad op uw werk?
5. Wat is het meest memorabele dat u heeft meegemaakt in relatie tot platformwerk?
    - Wat is voor u een hoogtepunt?
    - Waarom ervaart u dit zo?
    - Hoe liet/laat dit u voelen?
    - Wie waren hierbij betrokken?
    - Wat ziet u als grootste bijdrage aan dit verhaal?
  6. Hoe ziet u de toekomst van platformwerk?
    - Hoe ziet u uw eigen rol hierbinnen?
    - Hoe ziet u de FNV hierin?
    - Wat betekend de FNV voor u?

### **FNV platformwerk:**

#### Identity, ideology, purpose

1. Hoe zou u de FNV beschrijven?
  - Hoe zou u de waarden en overtuigingen van de FNV beschrijven?
  - Gaat dit ook op voor platformwerkers? Zit hier verschil in focus in?
2. Wat ziet u als het doel van de FNV?
  - Hoe probeert de FNV dit doel te bereiken?
  - Waarmee onderscheid de FNV zich?
3. Wat ziet u als kenmerken van FNV platformwerk?
  - Zit hier verschil in met de FNV in het algemeen?
  - Hoe zou u de organisatie achter FNV platformwerk beschrijven?
  - Verschilt dit met andere takken van de FNV?
4. Als u de kern van FNV platformwerk in ongeveer 3-5 woorden zou moeten beschrijven, wat zou dat zijn?
5. Kan u mij iets vertellen over hoe platformwerkers gekenmerkt/geframed worden door de FNV?
  - Waarin verschillen hun belangen volgens u van andere werknemers?
  - Hoe probeert de FNV zaken te bereiken?

### **Strategy**

1. Hoe zou u de aanpak van de FNV met platformwerk beschrijven?
  - Hoe begint een traject?
  - Welke stappen worden ondernomen?
  - Verschilt deze aanpak van het begin? Waardoor komt dit? Kan u daar een voorbeeld van geven?
  - Hoe onderscheiden platformwerkers zich van flexwerkers?
2. Werkt u samen met externe partijen?
  - Welke partijen zijn dit (e.g. bedrijven, politiek, platforms etc.)
  - Op wat voor manier werkt u samen?
  - Wat probeert u via die samenwerking te bereiken?
3. Hoe definieert de FNV platformwerk?
  - Waarin verschil flexwerk?
4. Hoe bereikt de FNV platformmedewerkers?
  - Verschilt dit van andere sectoren?
  - Welke strategieën blijken effectief in het benaderen en organiseren van platformmedewerkers?
  - Is de manier van benaderen veranderd? Waar komt dit door?
5. Verschilt de strategie die de FNV hanteert rondom platform werk van andere sectoren waarin de FNV actief is?
  - Waar blijkt dat uit?
  - Waar denkt u dat dit door komt?
  - Verschilt dit ook per platform?
6. Hoe zou u het netwerk beschrijven waarin de FNV zich bevind m.b.t platformwerk?
  - Spelen er op internationaal gebied ontwikkelingen?
  - Hoe gaat de FNV hier mee om?
7. Op welke manieren voert de FNV actie m.b.t platformwerk?
  - Waarin verschilt dit van andere sectoren?
  - Waar komt dit door?
  - Wat zijn uw ervaringen met deze acties? Waar heeft u allemaal aan bijgedragen?
  - Welke manier van actievoeren is naar uw ervaring het meest effectief?

## **Technology**

1. Op wat voor manier speelt technologie een rol binnen de FNV?
  - Is technologie betrokken bij het opzetten en uitvoeren van acties?

- Op wat voor manier?
  - Hoe zou u de rol van technologie beschrijven binnen FNV platformwerk?
  - Op wat voor manier voert u online actie?
2. Op wat voor manier is technologie aanwezig in uw werkzaamheden?
- Met wat voor technologie komt u in aanraking?
  - Ervaart u weleens problemen of hinder door de technologie? Op wat voor manier?
  - Is dit veranderd met corona?
  - Kan u daar iets meer over vertellen?
3. Wat is de rol van technologie bij platform bedrijven?
- Wat is het effect van die technologie?
  - Wat geven platformwerkers aan in context van technologie?
  - Hoe beïnvloedt dit de FNV?

### **Afsluiting**

1. Tot slot, wil u verder nog iets kwijt over de besproken onderwerpen?

Nogmaals heel erg bedankt voor uw deelname aan dit onderzoek. Mocht u achteraf nog vragen of opmerkingen hebben, dan mag u altijd contact met mij opnemen. Tot slot, wilt u dit onderzoek ontvangen na afloop?



## **C.2: Interview guide involved platform workers**

Allereerst, heel erg bedankt voor uw deelname aan dit onderzoek. Ik ben Eline en momenteel ben ik bezig met mijn afstudeerscriptie voor de master ODDS aan de Erasmus universiteit.

Het onderzoek richt zich op de FNV en platformwerkers en hoe identiteit, ideologie en strategie van de FNV gevormd zijn in dit traject. Ik ben benieuwd naar uw ervaringen binnen dit verhaal als platformwerker. Er zijn geen foute antwoorden! Voordat we aan het interview beginnen, heeft u het informed consent formulier doorgenomen en geeft u toestemming voor deelname?

Mocht u gedurende het interview een vraag hebben, dan kan u die altijd stellen. Heeft u voordat we beginnen nog vragen?

Het interview zal beginnen met een aantal introductievragen.

Introductie:

1. Zou u iets over uzelf kunnen vertellen?
  - Leeftijd / huidig werk
2. Bij welk platform bent u of was u werkzaam?
  - Hoelang werkzaam?
  - Ervaring met andere platforms?

Shared story:

1. Zou u me kunnen vertellen wanneer u bij (naam) platform bent gaan werken?
2. Waarom bent u bij dit platform gaan werken?
  - Waarom bent u dit soort werk gaan doen?
  - Zou u het werk kunnen beschrijven?
  - Hoeervaarde u het werk daar?
3. Hoe bent u bij de FNV betrokken geraakt?
  - Wie legde het eerste contact?
  - Wat was voor u een reden om met de FNV in zee te gaan?
  - Zou u me daar wat meer over kunnen vertellen?
  - Wat gebeurde er aan het begin?
  - Hoevoelde u zich aan het begin van de samenwerking?
  - Wat hoopte u te bereiken?
  - Hoe reageerde het platform op de samenwerking?
4. Hoe vervolgde de samenwerking zich?
  - Wat gebeurde er allemaal? En daarna?

- Kan u een voorbeeld geven?
  - Hoe voelde u zich hierbij?
  - Hoe zou u uw rol hierin beschrijven?
  - Zou u een beknopte tijdlijn kunnen geven van wat er gebeurt is?
5. Bent u momenteel nog betrokken bij de FNV?
    - Op wat voor manier?
    - Wat hoopt u nog te bereiken?
    - Hoe voelt u zich daarbij?
  6. Hoe heeft u de samenwerking met de FNV tot nu toe ervaren?
    - Wat was het meest memorabel voor u?
    - Waarom was dat zo?
    - Heeft u veranderingen in het werk bij het platform meegemaakt als gevolg van de samenwerking met de FNV?

### **Platformwerk:**

#### Identity, ideology, & purpose

1. Had u al kennis over de FNV voordat u met ze in contact kwam?
2. Hoe zou u de FNV omschrijven?
  - Kan u dat verder toelichten?
  - Is dat ook hoe u dacht over de FNV aan het begin van de samenwerking?
3. Wat ziet u als kenmerkend voor de FNV?
  - Hoe zou u de kern van de FNV beschrijven?
4. Wat is volgens u het doel van de FNV?
  - Is dit doel hetzelfde gebleven tijdens de samenwerking?
  - Is dit beeld veranderd gedurende of na de samenwerking?
5. Hoe zou u de samenwerking met de FNV beschrijven?
  - Zou u dit iets meer kunnen toelichten?
  - Heeft u hier een voorbeeld van?
6. Hoe zou u de aanpak van de FNV beschrijven?
  - Met welke partijen werken ze samen?
  - Wat voor acties hebben ze gevoerd?
  - Bij welke acties was u betrokken?
  - Is hier verandering in opgetreden sinds corona?
  - Op wat voor manier?

7. Was de FNV in staat om de problemen die up werk ervaarde goed te representeren/framen?
  - Kan u hier een voorbeeld van geven?
  - Waar bleek dit uit?
  - Kon u zich vinden in wat de FNV naar buiten bracht?
  - Is dit beeld in de loop der tijd veranderd?

#### Technology

1. Op welke manier ziet u technologie terug komen in uw ervaringen met de FNV?
  - Welke vormen van technologie?
  - Kan u hier iets meer over vertellen
2. En op uw werk bij [naam platform], wat was de rol van technologie hierin?
  - Hoe heeft dit u beïnvloed?
  - Wat zijn uw ervaringen met deze technologie?
  - Ervaart u weleens hinder of problemen door deze technologie?

#### Afsluiting

We gaan nu richting het einde van het interview.

1. Tot slot, wilt u nog iets kwijt over een van de onderwerpen die we besproken hebben?
- Nogmaals heel erg bedankt voor uw deelname aan dit onderzoek. Mocht u achteraf nog vragen of opmerkingen hebben, dan mag u altijd contact met mij opnemen. Tot slot, wilt u dit onderzoek ontvangen na afloop?

### **C.3: Interview guide platform worker**

Allereerst heel erg bedankt voor uw deelname aan dit onderzoek. Ik ben Eline en ik ben voor de master ODDS aan het Erasmus bezig met afstuderen. Mijn onderzoek focust zich op de mogelijke invloed van platformwerk op de organisatie van de vakbond FNV en hiervoor kijk ik ook naar de perspectieven van mensen die voor een platform werken. Er zijn geen foute antwoorden! Voordat we beginnen, heeft u het informed consent doorgenomen en geeft u toestemming voor deelname?

Mocht u gedurende het interview een vraag hebben, dan mag u die altijd stellen! Heeft u momenteel nog vragen?

1. Zou u een korte introductie van uzelf kunnen geven?
  - Leeftijd
  - Waar werkzaam
2. Bij welk platform heeft u gewerkt of bent u werkzaam?
  - Hoe lang werkt u daar / heeft u daar gewerkt?
  - Hoe zagen uw werkzaamheden eruit?
  - Waarom heeft u voor dit type werk gekozen?
  - Waarom bent u specifiek bij dat platform gaan werken?
  - Hoe bent u bij dat platform terecht gekomen
  - (waarom bent u gestopt met werken bij dat platform)
3. Hoe zag een normale werkdag er voor u uit?
  - Watervaarde u als positief?
  - Watervaarde u als negatief/minder positief?
4. Op wat voor manier maakt u gebruik van technologie op werk?
  - Hoeervaarde u dit?
  - Wat zag u als positief/negatief aan deze technologie?
  - Hoe verliep de communicatie als er iets aan de hand was?
  - Was de app duidelijk?
  - Hoorde je van je collega's weleens wat over de technologie? wat?
5. Hoe was de omgang met andere medewerkers van dit platform?
  - Hoe was het contact?
6. Wat zie je als voordelen van dit type werk?
7. Wat zijn in jouw ervaring de nadelen van dit type werk?

## **FNV:**

1. Ben je bekend met de FNV?
  - Kan je me vertellen wat je weet over de FNV?
  - Wat denk je dat het doel is van de FNV?
  - Waar denk je dat de FNV voor staat?
  - Heb je het idee dat de FNV jouw belangen behartigd?
2. Ben je weleens benaderd door de FNV?
  - Zo ja: waar voor / hoe reageerde je daarop?
  - Ken je mensen die zich bezig houden met de FNV?
  - Zo nee: hoe zou de FNV platformmedewerkers beter kunnen bereiken?
3. Ben je weleens benaderd door platformmedewerkers die zich wilden organiseren?
  - Waar was dat voor?
4. Wat zou je graag zien van de FNV?
  - Is er iets waar je meer van zou zien?
  - Zou de FNV iets kunnen betekenen voor platformwerkers? Op wat voor manier?

## Appendix D: Codebook

Code + definition (interviews)	description	criteria	Subcodes	Example
<b>Identity</b> - The central and relatively constant attributes of an organization (Gumbrell-McCormick, 2013) - The beliefs and values of the organization (Hatch & Schultz, 2002).	Those aspects of the labour union that define it form other organizations and the beliefs and values it upholds	<b>Included:</b> - Aspects mentioned as defining features - Aspects mentioned over a longer period of time - Mentions of how the FNV positions itself - Descriptions of the organizations  <b>Excluded:</b> - Mentions of ideology or purpose	- Identity FNV	de FNV is een vereniging van mensen die werken of een uitkering genieten of op een ander manier deelnemen aan het maatschappelijk verkeer.
			- Internal identity	Sowieso iedereen bij FNV- het zijn allemaal gedreven mensen. Maar de mensen van de platformeconomie zijn nog wel extra gedreven omdat ze ook het gevoel hebben van dit is gewoon heel belangrijk.
			- Values	ja sowieso rechtvaardigheid.
			- Discrepancy FNV	En dat is ook binnen onze eigen organisatie ook wel, dat mensen denken van ja, de platformeconomie, we hebben daar helemaal geen leden zitten dus waarom gaan we ons daarop richten?
<b>Ideology</b> - 'frame of reference', world-view, and the assumptions, both normative and empirical (Hyman & Brough, 1975, as cited in Hodder & Edwards, 2015)	The way the organization or individual of the organization describes the organization's world view and how certain aspects are framed	<b>Included:</b> - Descriptions of the organisation - References to key assumptions  <b>Excluded:</b> - Individual's worldview - Identity or purpose	- Ideology	we vinden van de FNV dat iedereen die fulltime werkt daar een loon van moet kunnen verdienen waar hij van kan leven
			- Sham self-employed	Eigenlijk het zelfde laken en pakken, ook mensen die als zzp'er werken via een platform en eigenlijk weinig zeggenschap hebben over hoe ze het werk inrichten. Het enige is dat ze kunnen zeggen ik wil wel of niet werken nu.
<b>Purpose</b> - The aim, goal or objective of the labour union (Martin, 1979, as cited in Hodder & Edwards, 2015)	Aspects mentioned the union strives towards. What they hope to achieve with their work and effort	<b>Included:</b> - Aim, goals, objectives - Projects  <b>Excluded:</b> - Personal aims	- Purpose FNV	het ultieme doel is de eerlijke verdeling van welvaart en kennis en macht. In hele brede zin. En wat specifieker is het emanciperen
			- Public attention	Mensen duidelijk te maken dat ze- dat het eigenlijk niet klopt wat er gebeurt
			- Impact platform company	of voordat Uber die markt een beetje opgeschut had. Als je toen- als je keek naar hoe de taxiwereld toen werkte, moeten bellen en moeten wachten, allemaal heel ouderwets. En uiteindelijk zijn al die bedrijven ook meebewogen: hebben ze apps ontwikkeld, allemaal onder invloed van Uber
			- Precarious position	En daar moeten wij heel erg scherp op zijn, want mensen die in van die.. die arbeidsmogelijkheden gebruik maken, die voelen ook heel goed dat ze heel kwetsbaar zijn en die zullen niet gauw ertegen in opstand komen
			- Purpose platform	ja, om door die bubbel laten we zeggen waar die platformbedrijven nu in zitten heen te prikken. Want het is allemaal zo fantastisch en mensen willen het zelf, totdat er iets gebeurt
<b>Common strategies</b> - Strategies aimed at non-compliance of employers - Strengthening cooperation with public institutions - Addressing outsourcers, clients and companies - Improving training and skill	The core aspects of precarious work unions want to combat (Keune & Pedaci, 2020)	<b>Included:</b> - Aforementioned four common strategies  <b>Excluded:</b> - Other strategies or tactics	- Strategies aimed at non compliance	nou, wat wij heel bewust hebben gedaan is toch ook wel een juridische aanpak insteken. We hebben gelijk en we gaan het gewoon halen.
			- Strengthening cooperation	Uit wat voor delen van de wereld wij allemaal vragen en opmerkingen krijgen van andere vakbonden, de verontwaardiging die dat ook weer met zich meebrengt op de twitter van boze moeders tot directeurs van andere bedrijven die zoiets hebben van: waarom betaal ik 25% belasting en Uber maar 2?
			- Addressing outsourcers	duurt wel verrekke lang voordat de overheid wat doen, die zzp discussie die al meer dan 10 jaar duurt. Dus wij richten wel een bedrijf op die hetzelfde doet want de overheid doet toch niets.

development opportunities			- Improving training/development	ja dat is wel heel leuk. En dan een beetje mensen een soort van oppoetsen van nu ben je een soort van geschikt voor de- medialogica leren en dat zijn voor die mensen ook weer nieuwe vaardigheden want het zijn vaak normale mensen die rijden voor Uber en dan nu in een keer dan komen ze in zo'n juridische wereld. Dus die hebben daar wel begeleiding in nodig.
<b>Sector specific strategies</b> - Strategies aimed at specific aspects of sectors	Aspects in the FNV's strategy that is directly related to the way platform companies operate and the situation of platform workers	<i>Included:</i> - Strategies mentioned that differ from other sectors - Comparisons with other sectors - New strategies and changes  <i>Excluded:</i> - Non strategies	- Actions	Dus toen hebben we heel veel gestaakt en geprotesteerd etc. ik denk een stuk of 6-7 keer of zo.
			- Binding workers	Maar we betrekken ze ook nadrukkelijk in de rechtszaak en echt gewoon samen dingen doen.
			- Building relations	En daar zijn we nog steeds mee bezig om die structuur te bouwen alleen het is en een nieuwe doelgroep, zij zijn ook vakbondswerk niet gewend bijvoorbeeld. In een normaal bedrijf zou je in veel gevallen zelfs betaald vrijgesteld worden om vakbondswerk te doen. Nou dat gaat bij Uber natuurlijk helemaal niet gebeuren.
			- Communication	Maar als je chauffeurs gaat benaderen, die hebben vaak geen teams of zoom of weinig ervaring mee. Of ze bellen je vanuit de auto en dat is ook niet optimaal met teams. Dus... er gaat heel veel tijd inzitten om mensen te bellen, te benaderen, te binden aan je, om ze vragen te stellen.
			- Contact	bij Uber moeten wij die kantine al voor corona, digitaal creëren. Je maakt een appgroep, je maakt een Telegram-groep
			- Continued litigation	Juridisch was ook voor ons wel- het is een noodgreep, het is iets wat je doet als je er op een normale manier niet uitkomt. En ja, we moeten eerst maar kijken wat mij betreft hoe dat loopt. Uber staat er namelijk om bekend dat ze tot de hoogste instantie doorgaan. Deliveroo doet dat ook
			- Group formation	het zijn natuurlijk allemaal individualisten, die chauffeurs. Iedereen is gewend om in z'n eentje te rijden en alleen maar voor zichzelf te kiezen. En dan moet je ook toch wel proberen er een groep van de maken
			- Public attention	we hebben een mooie documentaire gemaakt en begin december stonden we met allemaal verschillende platforms ondanks corona met allemaal verschillende werkende op het plein in Den Haag, om aan de politiek nog eens te vertellen van 'hey, dit kan niet
			- Reaction platform company	Maar het is natuurlijk wel zo, de FNV heeft aan mij verteld van goh we hebben in het verleden met fietskoeriers van Deliveroo gewerkt die hun contract verloren bij Deliveroo. En ja, die werden vervolgens niet meer ingehuurd door Deliveroo.
			- Strategy	nou op dit moment, en in de nabije toekomst is het vooral er grip op krijgen. En er grip op krijgen kan je doen door media, acties, juridisch.
			- Strategy change	Je kan veel beter dan je aandacht richten op mensen die zich uit eigen beweging naar je toe komen en vanuit daar verder te gaan. Dat maakt wel wat uit in hoe je je tijd verdeelt en ik denk dat bij regulier vakbondswerk kies je heel erg waar je je aandacht op vestigt. Of dat overeenkomt met je plan zeg maar, of met je ideeën. En dat werkt hier niet. Het is veel meer reageren op wat zich aandient
			- Traditional approach	Een soort van een aan de poort aanpak wordt ook nog steeds gedaan, voor corona.
<b>Strategic capabilities</b> - Articulating - Intermediating - Learning - Framing	The capabilities a union needs to successfully combat platform companies (Lévesque & Murry, 2010)	<i>Included:</i> - The four aforementioned strategic capabilities - The networks FNV operates in  <i>Excluded:</i>	- Articulating	Dus daar moet druk uitgeoefend worden. En ja... en verder natuurlijk een aantal politieke partijen die op onze hand zijn waarmee we regelmatig contact mee hebben. En ja, de grote- je hebt de ITF, the international trade federation, die dus sinds kort ook een campagne zijn begonnen
			- Framing workers	Dus dat het schijnzelfstandige zijn, dat ze recht hebben op een arbeidsovereenkomst
			- Framing platform company	Maar bijvoorbeeld Temper vinden wij een uitzendbureau. Die doet aan bemiddeling van mensen naar de horeca toe

		- Strategies related to actions		in de meeste gevallen. Maar ze doen aan bemiddeling en als het gaat om bemiddeling dan komt heel erg vaak de uitzend cao in beeld. Dus daar is ontduiking van de uitzend cao
			- Intermediating	Deliveroo is onlangs naar de beurs gegaan en er is in internationaal initiatief geweest. Op dezelfde dag in verschillende landen dingen gebeurd. Er is vrij intensief contact wel onderling, als het gaat om Deliveroo en de maaltijdbezorging. Bij Uber houden we elkaar ook op de hoogte en die samenwerking wordt steeds intensiever.
			- International network	internationale bonden. Ook helemaal vergeten. ITUC, de Europese vakvereniging, ITF, de internationale transportbond, onafhankelijke vakbonden in andere landen zoals die Britse chauffeurs die gewonnen hebben
			- Learning	ik geef toe dat we daarin niet vooroplopend zijn, dat we een heel duidelijk Instagram profiel hebben en dat we op TikTok helemaal groot zijn. Dat is allemaal niet. Maar, ik geloof wel dat we daar stappen in maken.
			- Network	Dus zij hebben, FNV hebben gewoon een groot netwerk aan verschillende... ze hebben ingangen
			- Research	Dan ga ik weer even terug naar Uber, contact, dossiervorming, uitzoeken hoe dingen zitten, toch wel steeds proberen mensen te organiseren.
<b>Technology platform</b> - Technology used by platform companies	The way technology shapes the work done on platform jobs and how it is experienced by workers	<i>Included:</i> - Mentions to how the technology is present in platform work - Experiences with the technology - Role of technology  <i>Excluded:</i> - Technology in relation to FNV	- Algorithm	dus ja, zij noemen het nieuw. Maar het is gewoon ouderwets managen maar dan in de vorm van een algoritme.
			- App experiences (positive)	En het is allemaal wel goed geregeld. Je hebt standaard knopjes voor als je bestelling te ver is of als je niet wil leveren om deze reden, er staan allemaal redenen op
			- App experiences (negative)	Dat ze het tegelijkertijd ook niet helemaal vertrouwen. Ook bijvoorbeeld met de statistieken en online tijd. Wanneer gaat dat uit en wanneer loopt dat door?
			- Financial nudges	Maar op het moment dat het regent bijvoorbeeld kan krijg je meer betaald
			- Gamification	Gewoon de geluidseffectjes en de kleuren en alles wat het er uit laat zien als een soort spelletje. Het is net een soort race spelletje van oh je moet naar die kant en dan zo snel mogelijk want dan kan je de volgende doen.
			- Lack of transparency	dat is nog het meest trieste, er zijn heel veel chauffeurs die zijn geblokkeerd bijvoorbeeld vanwege frauduleuze activiteiten, die werkelijk geen idee hebben wat zij nou wel of niet verkeerd gedaan hebben.
			- Role technology	eigenlijk was de technologie het bedrijf. Want ik heb nooit iemand gezien van Deliveroo zelf, een baas ofzo, of een manager of wat dan ook.
			- Affinity	je ziet dus ook dat bijvoorbeeld hele grote online meetings, dat lukt ook niet. Dat komt niet van de grond. Want dat is gewoon... de groep is niet zo- heeft niet zo veel affiniteit met technologie dus dat is dan ook weer moeilijk
<b>Technology FNV</b> Technology as used by the FNV	The way technology is present in the work FNV does in both actions as in the literal work such as sending emails. Experiences of workers with the technology	<i>Included:</i> - Role of technology - Technology use of FNV - Technology use during work - Experiences  <i>Excluded:</i> - How platform companies or workers interact	- Media	Omdat FNV is nog heel erg gericht op gewoon traditionele media terwijl zeker in afgelopen jaar, jaren, zie je heel erg alternatieve mediakanalen ontstaan
			- Role technology	a die was wel belangrijk omdat de... Telegram heeft wel een grote rol gespeelt in het organiseren
			- Social media	daar roepen wij ook op, daar plaatsen we ook dingen. Instagram ben ik nog niet zo heel goed en nieuw in maar als ik iets visueel heb dan plaats ik dat daar wel. Twitter ben ik zelf heel actief maar dat is meer de communicatie naar buiten, de beeldvorming.
			- Online meetings	nou ja we gebruiken vaak internet voor, sinds corona, voor ontmoetingen. Dus met skype en met facetime en dat soort dingen
<b>Shared story</b>	The story of how FNV got involved with	<i>Included:</i> - Mentions of past events	- Pre beginning	En dan kom je er al vrij vlot achter dat in de naleving van dat het eerst mis gaat met de mensen die geen vast contract hebben. Dus die ook op zo'n werkplek rondlopen



The development of a shared story between the FNV and platform workers	platform work and how it developed from thereon after as well as how this was experienced by the participants	<p>relevant to understanding the story</p> <ul style="list-style-type: none"> <li>- Mentions of how people felt during certain events</li> </ul> <p><i>Excluded:</i></p> <ul style="list-style-type: none"> <li>- Unrelated events or stories</li> </ul>		en je komt erachter dat dat er steeds meer worden die niet rechtstreeks onder die cao vallen.
			- Beginning	volgens mij was dat- wat ik weet was 2017, eind van 2017, dat zal november-december geweest zijn
			- Middle	in januari 2019 hebben we eigenlijk in eerst aanleg de twee rechtszaken gewonnen tegen Deliveroo, dat Deliveroo wel degelijk recht hebben op een arbeidsovereenkomst en onder de cao beroepsgoederenvervoer vallen.
			- Currently	En mijn specialisatie is daarin in ieder geval sinds medio 2019 Uber.
			- Future	ik hoop dat wij succesvol zijn en ook platformwerk kunnen reguleren, dat mensen kunnen gebruik maken van alle voordelen van platformwerk
			- court case	waarschijnlijk omdat daartussen zat nog een kamerdebat, of de hoorzittingen eigenlijk. Dat was in december want in december was het zo dat Deliveroo toen aankondigde dat ook de mensen die een contract hadden- of was dat eind november?
			- Discovering	Maar dat iedereen het ook gewoon okay lijkt te vinden dat zij onderbetaald worden, maar dat dat dan ook weer deels versterkt wordt doordat ze niet zo hard voor zichzelf opkomen.
			- Distancing	totaal niet. al twee jaar niet. als je zou vragen welke riders zijn er nog, ik zou het echt niet meer weten. Ik heb het echt wel- ook al het contact met medebezorgers heb ik ook niet meer.
			- Exciting	ik vind mezelf niet heel stoer maar ik ben ook niet bang ingesteld maar je gaat dan ergens op een vrijdagavond, en het was donker en nattig en regenachtig en in je eentje, en later kwam er wel een collega bij hoor, naar soort een parkeerterrein in Amsterdam West en iedereen heeft wel een bepaald beeld of heel veel mensen hebben een bepaald beeld van taxichauffeurs.
			- Experience	Ja ben zelf ook best wel opgegroeid in een links milieu dus ik vond het ook leuk dat ik daar een soort van actief in werd, een beetje snapte hoe het allemaal werkte
			- First contact	Maar die dag zelf heb ik wel eerste contacten gemaakt met chauffeurs.
			- Importance	ik vind het heel belangrijk. Ik zie het als een grote bedreiging van hoe wij Nederland nu hebben ingericht
			- Involvement	En ik ben echt concreet in aanraking gekomen toen ik dus aan de universiteit werkte en wat anders wilden en wil ook wel werk wilde met wat betekenis.
			- Most memorable	En dit was echt een issue waarvan het heel duidelijk was het is niet grijs, het is daadwerkelijk zwart-wit en wij staan aan de goede kant. En dat is wel heel bijzonder, dat je nu echt denk van wij staan echt aan een kant die de goede kant is.
			- Motivation	En ik vond dat best wel problematisch omdat ik zeg maar, ja dat bedrijf eist van jou dat je op die fiets zit en je neemt hun orders aan
			- Negative emotion	nou ik vond het een heel verdrietige bijeenkomst eigenlijk. Want al mijn collega's of een heel groot gedeelte van mijn collega's waren er, wij kende elkaar allemaal, werkte al jaren in dezelfde stad. En we waren dus allemaal ons werk kwijtgeraakt.
			- Positive experience	En ja, het was wel gewoon, passie zag ik er in. Dat is wel mooi om te weten, dat iemand die jou representeert ook echt erom geeft.
			- Riders Union	wat ik weet is dat er een aantal actieve riders waren die de Riders Union hebben opgericht, de vakbond. En dat die FNV erbij betrokken hebben
			- Societal trends	maar goed ik vind zelf wel dat, in mijn 37 <sup>e</sup> jaar, we hebben er nog nooit zo goed voorgestaan zal ik maar zeggen politiek en maatschappelijk gezien
			- Timeline	Even kijken. In maart 2020 dus zijn we- kregen we de eerste bijeenkomst met informatie hoe we een contract konden opeisen. Toen denk ik in augustus 2020 hebben

				we ook daadwerkelijk die advocaat van FNV gekregen en daar de documenten voor getekend.
			- Urgency	Dus om dat te doorbreken, ja is de zaak Deliveroo eigenlijk heel belangrijk
			- Aim worker	ik hoopte een goed cao soort van te bereiken, dus waar ik het zelf ook mee eens was.
<b>Cooperation</b> - Detailed insight in the cooperation between FNV and platform workers	Insights in how the cooperation is described by both parties	<i>Included:</i> - Mentions of contact - Opinions on the cooperation <i>Excluded:</i> - Mentions not related to how contact was established, maintained, how the cooperation is described	- Contact platform workers - Clear - Informing - negative - positive - smooth - trust	ja, whatsapp, Facebook... heel veel individueel contact. nou ja, naar de platformwerkers heel laagdrempelig. Ze komen dus naar al die steden toe en ze nodigen gewoon mensen uit van kom binnen, vertel je verhaal. ja zeker. Dus ze houden me zeker wel geïnformeerd in ieder geval. Je moet er ook een beetje voor waken dat je niet te veel gebruikt wordt ofzo, zowel door de politiek als door de FNV. En dat de samenwerking voornamelijk positief is geweest. Als we het niet hadden gedaan hadden we niet bereikt wat er is bereikt. En voor de rest regelde zij alles gewoon heel erg goed. Qua toen ik naar het gerechtshof ging, wat ook vrijwillig was, stuurde ze een treinticket. Het is goed georganiseerd daar. nou heel goed. Ik had er helemaal vertrouwen in, ze hadden het goed uitgelegd
<b>FNV general</b> - General comments of the FNV	General description of the FNV and the larger societal and political debate it is positioned in.	<i>Included:</i> - mentions of the FNV in general - politics - positionality <i>Excluded:</i> - details covered in other codes	- description - Dutch system - Position	De positieve dingen zijn is ze hebben ontzettend veel slagkracht als ze op een lijn zitten en zeggen van okay, we gaan ergens voor. Dan zijn ze heel krachtig en dan zien ze ook dat ze daadwerkelijk die achterban hebben die vrij fors is De overheid die doet er ook niks aan, of die controleren niet of die controleren niet, die laten het ook maar gewoon gebeuren dat dit soort dingen kunnen want eigenlijk is schijnzelfstandigheid in wezen strafbaar Maar het is wel een ingewikkelde discussie omdat je daar wel rekening mee hebt te houden dat die groep er ook is
<b>Platform workers general</b> - General description of platform workers	General descriptions of how contact amongst platform workers, how they differ from other types of workers and their knowledge about FNV	<i>Included:</i> - General aspects of platform work that do not fit other codes - Knowledge of FNV - Opinions on FNV <i>Excluded:</i> - Aspects related to workers covered in other codes	- Contact coworkers - News article - Difference platform workers - Lack of interest - FNV unknown - YouTube - Reason FNV	Ik had leuke collega's en dat hielp erg veel omdat zeker in de tijd dat het bijvoorbeeld rustig was je gezellig met andere mensen kon kletsen bijvoorbeeld. ik had een, volgens mij was het zelfs via mijn vader, die stuurde- die had een artikel gezien over dat er een rechtszaak was tegen Deliveroo over de cao. en ja, dan wordt het wel iets meer- dus je zoekt dus mensen natuurlijk die daar, we moeten wat meer capaciteit zetten op contact te leggen met mensen. Dat is toch wel iets ingewikkelder als ze allemaal niet in een halletje werken maar op allemaal verschillende plekken Ik denk dat het eigenlijk gewoon aan mij ligt, dat ik niet zo geïnteresseerd ben in... in dat deel van de wereld. ja het woord de vakbonden komt wel vaker voorbij, maar dat gaat mijn ene oor in en andere weer uit. ik heb dat gevolgd destijds met Tim Hofman met Boos. Die heeft daar een paar items van gemaakt En zodoende ben ik met FNV begonnen aan een rechtszaak om een contract op te eisen zodat ik vaste uren kan krijgen en betere inkomsten
<b>Motivation platform work</b> - Motivation workers of platform workers have	Motivations or reasons people have for joining a platform company.	<i>Included:</i> - Reasons and motivations brought up by actual platform workers or FNV <i>Excluded</i>	- Activity - Financial - Flexibility	ja het is gewoon wel lekker fietsen dus je bent ook buiten dus dat is ook wel fijn Heb daarvoor gestudeerd in Nijmegen en ik kwam hier naartoe en ik zocht snel makkelijk werk en dat was toen Deliveroo waar ik makkelijk toen aan de slag kon. Als je dat vergelijkt met Thuisbezorgd, bij Thuisbezorgd krijg je een rooster en dan heb je- dan moet je verplicht werken dat... ja, de bedoeling was echt voor mij om het erbij te doen dus die flexibiliteit sprak mij gewoon aan.

		- Descriptions of events or technology	- Interaction	Het werk zelf was ook wel leuk om te doen omdat je veel interactie had met bijvoorbeeld restaurants wat eigenlijk ook altijd wel erg leuk was.
			- Societal position	Als je Ali heet of als je andere achternaam hebt, daar wordt niet naar gekeken, het is een hele laagdrempelige manier om aan het werk te komen. Dus dat is belangrijk. Dat is voor veel mensen is dat de enige manier om aan het werk te komen

Code + definition (documents)	Description	Criteria	Sub codes	Example + source
<b>Identity</b> - The central and relatively constant attributes of an organization (Gumbrell-McCormick, 2013) - The beliefs and values of the organization (Hatch & Schultz, 2002).	Those aspects of the labour union that define it from other organizations and the beliefs and values it upholds	<b>Included:</b> - Values, beliefs, central attributes - Aspects mentioned as inherit to the organization  <b>Excluded</b> - Ideology and purpose aspects	- Equality, freedom, justice and solidarity for all	De FNV-vereniging laat zich bij haar doelstellingen en werkzaamheden leiden door de fundamentele waarden van gelijkwaardigheid van alle mensen, van vrijheid, rechtvaardigheid en solidariteit (Statuten Federatie Nederlandse Vakbeweging)
			- Close to workers and controlled by workers	De FNV-vereniging stelt zich achter een sociaal en democratisch Europa (Statuten Federatie Nederlandse Vakbeweging)
			- Welfare and wellbeing for everybody through fair employment for everyone	Als FNV staan we dicht bij mensen, op de werkvloer en in het vakbondshuis in de regio (Meerjarenbeleidsplan)
			- Stronger together	De FNV wil voor iedereen voldoende inkomen om een fatsoenlijk bestaan op te kunnen bouwen, ongelijkheid en discriminatie aanpakken, bouwen aan een sociaal duurzame economie waar diversiteit gezien wordt als toegevoegde waarde, en investeren in goede publieke voorzieningen. (Meerjarenbeleidsplan)
				Samen staan we sterk (Congresresolutie)  "I am here on behalf of a whole group of employees..." (gezocht: eerlijk werk. Dossier schijnzjp)
<b>Ideology</b> 'frame of reference', world-view, and the assumptions, both normative and empirical (Hyman & Brough, 1975, as cited in Hodder & Edwards, 2015)	The way the organization or individual of the organization describes the organization's world view and how certain aspects are framed	<b>Included:</b> - Descriptions of the organisation - References to key assumptions  <b>Excluded:</b> - Identity or purpose	- Democratic principles and constitutional rights as stated in the Universal Declaration of Human Rights.	De FNV-vereniging hanteert diversiteit, pluriformiteit en representativiteit als basis principes bij de samenstelling van alle organen en andere werkverbanden, bij beleid, werkwijze en besluitvorming (Statuten Federatie Nederlandse Vakbeweging)
			- Recognition of faith and philosophy of life as a source of inspiration	De FNV-vereniging erkent de betekenis die geloof en levensovertuiging hebben als bron van inspiratie voor vakbewegingsactiviteiten (Statuten Nederlandse Vakbeweging)
			- A strong labour union	Een vakbeweging die de werkenden, mensen die willen werken en de niet meer werkenden vertegenwoordigt. Die de benodigde tegenkracht richting werkgevers en conservatieve politiek weet op te bouwen. Echte banen en een sterke vakbond, zo werkt Nederland! (Meerjarenbeleidsplan)
			- Protecting workers at the lower end of the workforce	Special focus on scam self-employed constructions on the lower end of the work force (Naleven werkt!)
<b>Purpose</b> The aim, goal or objective of the labour union (Martin, 1979, as cited in Hodder & Edwards, 2015)	Aspects mentioned the union strives towards. What they hope to achieve with their work and effort	<b>Included:</b> - Aim, goals, objectives - Projects  <b>Excluded:</b> - Identity and ideology	- Supporting and extending the democratic society in which freedom of negotiation is guaranteed	De FNV-vereniging stelt zich ten doel het in stand houden en uitbouwen van een democratische samenleving, in welke de vrijheid van onderhandelen van de vakbeweging van werkenden en niet-werkenden is gewaarborgd (Statuten Federatie Nederlandse Vakbeweging)
			- Building labour unions on local, regional, national, European and international level	het bevorderen van een doelmatige opbouw van de vakbeweging op lokaal, regionaal, nationaal, Europees en internationaal terrein (Statuten Federatie Nederlandse Vakbeweging)

			<ul style="list-style-type: none"> <li>- To improve the Netherlands through decent work and fair distribution of labour and earnings</li> <li>- Creating real, valued jobs</li> <li>- Guiding the fair transition to a sustainable and social society</li> <li>- Halting the extreme flexibilization of the workforce</li> <li>- Ending sham self-employment</li> <li>- Guard dog function</li> <li>- Addressing platform companies to bring about change</li> </ul>	<p>Missie: wij willen Nederland verbeteren. Voor fatsoenlijk werk en een eerlijke verdeling van werk en inkomen. Nu en in de toekomst. Samen voor een socialer Nederland</p> <p>het streven naar zo gunstig mogelijke arbeidsvoorwaarden en arbeidsomstandigheden voor de ledennatuurlijke personen behorende tot de directe sectorale afdelingen, alsmede de vastlegging daarvan bij voorkeur in CAO's</p> <p>Een plan voor Echte banen. Voor Echte banen met zekerheid, kwaliteit en een fatsoenlijk inkomen (Meerjarenbeleidsplan)</p> <p>De rol van de FNV is vooral ervoor te zorgen dat er een eerlijke transitie plaatsvindt naar een duurzame en sociale wereld waar sprake is van respect, een goed inkomen en zekerheid voor iedereen bij nieuwe, 'groene' werkgelegenheid (Meerjarenbeleidsplan)</p> <p>En dat is hard nodig ook, want bijna 4 op de 10 werkenden heeft een onzeker contract en dus een onzeker inkomen en een onzekere toekomst (Congresresolutie)</p> <p>wil de FNV schijnzelfstandigheid voorkomen (Bezorgd om Maaltijdbezorgers)</p> <p>Signal and diagnosing abuse, bringing partners together (Naleven werkt!)</p> <p>"we try to make sure that those platforms are simply labelled clearly, either as real employer with all the duties that go with it or that they treat those people as real entrepreneurs." (Gezocht: eerlijk werk. Dossier schijn zzp)</p>
<p><b>Common strategies</b></p> <ul style="list-style-type: none"> <li>- Strategies aimed at non-compliance of employers</li> <li>- Strengthening cooperation with public institutions</li> <li>- Addressing outsourcers, clients and companies</li> <li>- Improving training and skill development opportunities</li> </ul>	<p>The core aspects of precarious work unions want to combat (Keune &amp; Pedaci, 2020)</p>	<p><i>Included:</i></p> <ul style="list-style-type: none"> <li>- Aforementioned four common strategies</li> </ul> <p><i>Excluded:</i></p> <p>Other strategies or tactics</p>	<ul style="list-style-type: none"> <li>- Strategies aimed at non-compliance</li> <li>- Strengthening cooperation with public institutions</li> <li>- Addressing outsourcers, clients and companies</li> </ul>	<p>Misbruik van goedkope constructies om pensioenen en premies te ontwijken moet stoppen (Meerjarenbeleidsplan)</p> <p>Keer de bewijslast om: een werker is altijd een werknemer, tenzij het bedrijf aantooit dat...</p> <p>De veel snellere toename van zelfstandige arbeid in Nederland hangt samen met twee Nederlandse kenmerken: er wordt niet gehandhaafd op schijnopdrachtgeverschap en het verschil in arbeidskosten tussen werknemers en zelfstandigen is groot. (bezorgd om maaltijdbezorgers)</p> <p>het samenwerken en/of overleg plegen met andere organisaties van werkenden en/of niet-werkenden, zowel nationaal als internationaal, met organisaties van werkgevers, overheden en overheidsinstellingen en met andere instellingen op sociaal-economisch, cultureel en vaktechnisch terrein (Statuten Federatie Nederlandse Vakbeweging)</p> <p>Niet alleen als vakbeweging, maar samen met anderen: we sluiten coalities en met partijen die ook deze marktregulering terug willen, en de race naar beneden willen stoppen</p> <p>Cooperating with public partners and private organisations to help the FNV control and share information (Naleven werkt!)</p> <p>Naming and shaming foute werkgevers en foute opdrachtgevers. Publieke impact moet onderdeel van de strategie zijn (Meerjarenbeleidsplan)</p> <p>We zullen bij multinationals en andere gezichtsbepalende bedrijven en organisaties die druk in neerwaartse richting uitoefenen voor elkaar moeten zien te krijgen dat zij stoppen met het uitoefenen van deze druk</p> <p>Bedrijven moeten maatschappelijk verantwoord ondernemen, waaronder ook handelen naar het uitgangspunt gelijk loon voor gelijk werk. (Congresresolutie)</p>

				Alle investeringen van pensioenfondsen moeten aan de hoogste ethische standaard voldoen.
			- Improving training/development	<p>het ter hand nemen en bevorderen van scholings- en vormingswerk ten behoeve van de leden-natuurlijke personen (Statuten Federatie Nederlandse Vakbond)</p> <p>Behoud van vakmanschap vraagt om investeringen in scholing en employability (meerjarenbeleidsplan)</p> <p>Continue scholing en ontwikkeling zijn belangrijke voorwaarden voor een Echte baan. Werkenden en werkzoekenden moeten daarin worden gefaciliteerd (congresresolutie)</p> <p>Educating platform workers about their rights (Naleven werkt!)</p>
<b>Strategic capabilities</b> - Articulating - Intermediating - Learning - Framing	The capabilities a union needs to successfully combat platform companies (Lévesque & Murry, 2010)	<b>Included:</b> - The four aforementioned strategic capabilities - The networks FNV operates in  <b>Excluded:</b> Strategies related to actions	- Articulating  - Intermediating  - Learning  - Framing	(Lokale) netwerken: sterke en herkenbare lokale en regionale netwerken fungeren als spil naar lokale en regionale overheden en vormen een uitwisselingsplaats voor kaderleden uit alle sectoren (congresresolutie)  In deze verbanden proberen we tot afspraken te komen binnen internationale ketens om zo werknemersbelangen beter te beschermen (meerjarenbeleidsplan)  het samenwerken en/of overleg plegen met andere organisaties van werkenden en/of niet-werkenden, zowel nationaal als internationaal, met organisaties van werkgevers, overheden en overheidsinstellingen en met andere instellingen op sociaal-economisch, cultureel en vaktechnisch terrein (meerjarenbeleidsplan)  Nauwe en doelgerichte samenwerking met onze collega-vakbonden in de wereld is noodzakelijk (Congresresolutie)  We willen hierop ingrijpen en we moeten dus zoeken naar nieuwe manieren, via de cao, maar ook door macht op te bouwen in nationale en internationale waardeketens (meerjarenbeleidsplan)  Needed to develop expertise and knowledge (Naleven werkt!)  De afgelopen jaren is de FNV erin geslaagd de grote gevolgen van de doorgeslagen flexibilisering op de arbeidsmarkt hoog op de agenda te zetten (meerjarenbeleidsplan)  Hun rechten zijn door de platforms ontnomen door de schijnconstructie met schijnzelfstandigen (bezorgd om maaltijdbezorgers)  Internationale en nationale platformbedrijven als Deliveroo, Uber Eats, Uber Taxi en Temper hebben geen boodschap aan de normen en waarden van de Nederlandse samenleving (Bezorgd om maaltijdbezorgers)
<b>Technology</b> How technology is portrayed in publications of FNV	Different ways technology is described and framed in publications of the FNV	<b>Included:</b> - Mentions of technology related to the situation or environment of the FNV  <b>Excluded:</b> - Mentions not related to technology	- Societal costs - Changes workforce - Communication - Control	Robots betalen geen sociale zekerheidspremies en de opbrengsten van hun activiteiten kunnen terecht komen bij een kleine groep mensen of bedrijven (Meerjarenbeleidsplan)  Nieuwe banen die ontstaan brengen andere arbeidsomstandigheden met zich mee.  Leden kunnen de FNV zowel mondeling, per e-mail, via internet en telefonisch goed bereiken en worden snel en deskundig geholpen, ook op plaatsen waar we collectief niet sterk zijn  Het platform controleert alles: het bemoeit zich met de toegang tot de app, legt wachtlijsten aan als er een groot aanbod van riders is en blokkeert accounts bij onwettig gedrag  Als rider sta je zo voortdurend onder controle: het platform weet continu waar je bent en wat je doet

				(bezorgd om maaltijdbezorgers)
			- Tool platform company	Zij zijn immers nieuw, innovatief, digitaal en flexibel? Daarom zouden onze wetten en regels niet op hen van toepassing zijn.
			- Platform work	Bij Deliveroo moeten kandidaat-riders instructiefilmpjes bekijken die duidelijk maken hoe de app werkt. Daarna krijgen ze een toets als check of ze de werking van de app begrepen hebben
				Je logt in op de app en wacht tot Frank (de naam van het algoritme van Deliveroo) jou een bestelling toewijst (bezorgd om maaltijdbezorgers)
			- Algorithms	Workers do not know how the algorithm works and the company keeps changing it. Also used as a tool to control workers.

## Appendix E: Informed consent form

### Informatieblad voor onderzoek

Onder begeleiding van Francisca Grommé onderzoekt Eline Bornkamp de FNV in context van platformwerk. Met behulp van uw deelname kan dit onderzoek worden gerealiseerd. Eline Bornkamp is benieuwd naar *uw mening* over onderwerp onderzoek Er zijn geen goede of foute antwoorden.

<b>Waarom dit onderzoek?</b>	Het doel van dit onderzoek is het in kaart brengen van de verschuivingen op het gebied van identity, ideology, purpose en strategy binnen de FNV in context van platformwerk
<b>Verloop</b>	U neemt deel aan een onderzoek waarbij we informatie zullen vergaren door: - Interviews
<b>Vertrouwelijkheid</b>	Wij doen er alles aan uw privacy zo goed mogelijk te beschermen. Naast de student zal alleen de scriptiebegeleider en een tweede lezer van de student toegang krijgen tot alle door u verstrekte gegevens. Er wordt op geen enkele wijze vertrouwelijke informatie of persoonsgegevens van of over u naar buiten gebracht, waardoor iemand u zal kunnen herkennen. In het onderzoek wordt u aangeduid met een verzonden naam (pseudoniem), tenzij u toestemming heeft verleend om uw naam voor citaten te gebruiken.
<b>Vrijwilligheid</b>	U hoeft geen vragen te beantwoorden die u niet wilt beantwoorden. Mocht u iets niet in een groep willen vertellen, maar wel privé, dan kunt u Eline Bornkamp achteraf e-mailen of bellen. Uw deelname is vrijwillig en u kunt stoppen wanneer u wilt. Als u tijdens het onderzoek besluit om uw medewerking te staken, zullen de gegevens die u reeds hebt verstrekt tot het moment van intrekking van de toestemming in het onderzoek gebruikt worden. Wilt u stoppen met dit onderzoek? Neem dan contact op met Eline Bornkamp via <a href="mailto:475070eb@eur.nl">475070eb@eur.nl</a> of 06 40245122
<b>Dataopslag</b>	In de scriptie zullen anonieme gegevens of pseudoniemen worden gebruikt. De audio-opnamen, formulieren en/of andere documenten die in het kader van deze scriptie worden gemaakt of verzameld, worden beveiligd opgeslagen. De onderzoeksgegevens worden bewaard voor een periode van tien jaar. Uiterlijk na het verstrijken van deze termijn zullen de gegevens worden verwijderd of worden geanonimiseerd zodat ze niet meer te herleiden zijn tot een persoon.
<b>Indienen van een vraag of klacht</b>	Indien u specifieke vragen heeft over hoe er met uw persoonsgegevens wordt omgegaan, kunt u deze stellen aan Francisca Grommé, <a href="mailto:gromme@essb.eur.nl">gromme@essb.eur.nl</a> . U kunt daarnaast een klacht indienen bij de Autoriteit Persoonsgegevens indien u vermoedt dat uw gegevens verkeerd zijn verwerkt.

**Door dit toestemmingsformulier te ondertekenen erken ik het volgende:**

	<b>Ja</b>	<b>Ne e</b>
Ik ben voldoende geïnformeerd over het onderzoek. Ik heb het informatieblad gelezen en heb daarna de mogelijkheid gehad vragen te kunnen stellen. Deze vragen zijn voldoende beantwoord en ik heb voldoende tijd gehad om over mijn deelname te beslissen		
Ik neem vrijwillig deel aan dit onderzoek. Het is mij duidelijk dat ik deelname aan het onderzoek op elk moment, zonder opgave van reden, kan beëindigen. Ik hoef een vraag niet te beantwoorden als ik dat niet wil.		
Ik geef toestemming om de gegevens die tijdens dit onderzoek over mij worden verzameld te verwerken zoals is uitgelegd in het bijgevoegde informatieblad. Deze toestemming ziet ook op het verwerken van gegevens over mij.		
Ik geef toestemming om tijdens het gesprek geluid- en/of video-opnames te maken en mijn antwoorden uit te werken in een transcript.		
Ik geef toestemming om mijn antwoorden te gebruiken voor quotes in de scriptie van de student.		
Ik geef toestemming om de bij mij verzamelde gegevens te bewaren en in gepseudonimiseerde vorm te gebruiken voor al het verdere onderzoek dat er later mee gedaan kan worden.		

Naam deelnemer:

Naam student: Eline Bornkamp

Handtekening:

Handtekening:



Datum:

Datum: 18/03/2021