<https://www.newyorker.com/magazine/2016/10/10/juno-takes-on-uber>

“Sarder said that Juno was more attractive on a ride-by-ride basis, but Uber had a lot more volume to offer. It was hard to toggle back and forth between the two while you were driving around, because if you turned down an Uber pickup to take one from Juno your Uber rating might take a hit. One of the many tyrannies of the sharing economy is the need to always keep your rating up.“That’s the thing right now,” Sarder continued. “You get Juno fare, but Uber gets closer—more people available there, you know?””

“Uber drivers are not happy. Uber drivers are not happy. . . . It was like, hey, you know, there might be an opportunity here. Maybe you can get the drivers to switch to you. At the end of the day, this is a service that’s powered by drivers.”

“The drivers seemed to have little loyalty to any one company, and the companies—which weren’t offering them health insurance, or even the promise of work beyond what they were doing for the next ten minutes—had no leverage to demand exclusivity.”

“Driver recruitment, which started last December, proved surprisingly easy. Many drivers congregated online in driver forums and WhatsApp chat rooms, and word of the new company quickly spread.”

<https://www.nytimes.com/2019/09/11/technology/california-gig-economy-bill.html>

“a yearslong debate over whether the nature of work has become too insecure.”

“workers must be designated as employees instead of contractors if a company exerts control over how they perform their tasks or if their work is part of a company’s regular business.”

The bill may influence other states. A coalition of labor groups is pushing similar legislation in New York, and bills in Washington State and Oregon that were similar to California’s but failed to advance could see renewed momentum. New York City passed a minimum wage for ride-hailing drivers last year but did not try to classify them as employees.”

“Many people have been pushed into contractor status with no access to basic protections like a minimum wage and unemployment insurance. Ride-hailing drivers, food-delivery couriers, janitors, nail salon workers, construction workers and franchise owners could now all be reclassified as employees.”

“Ride-hailing drivers hailed the bill’s passage. “I am so proud of ride-share drivers who took time out of their lives to share their stories, stand up, speak to legislators and hope they take a moment to bask in a victory,” said Rebecca Stack-Martinez, a driver and an organizer with the group Gig Workers Rising.”

“Lyft said it was disappointed. “Today, our state’s political leadership missed an important opportunity to support the overwhelming majority of ride-share drivers who want a thoughtful solution that balances flexibility with an earnings standard and benefits,” said Adrian Durbin, a Lyft spokesman.”

“In practice, Uber and Lyft might choose to limit the number of drivers who can work during slow hours or in less busy markets, where drivers may not generate enough in fares to justify their payroll costs as employees. That could lead to a reduced need for drivers over all.”

“As the bill wound its way through the Legislature, the ride-hailing companies sought an agreement that would create a new category of workers between contractor and employee. They met with labor groups and Governor Newsom’s office to [negotiate a deal](https://www.nytimes.com/2019/09/09/business/economy/uber-lyft-california.html?module=inline) to give drivers a minimum wage and the right to organize, while stopping short of classifying them as employees.”

<https://www.inc.com/minda-zetlin/travis-kalanick-letter-uber-employees-before-resigning-ceo.html>

**“3. If you want happy customers, you need happy employees.**

This may be especially true of Uber's drivers who, if you think about it, make up the service Uber sells. The company may try to cast itself as a marketplace between riders and solo entrepreneur drivers, but the fact is most customers see Uber as a ride-hailing service and judge the company by the quality and affordability of the rides it provides.”

“But the fact that drivers were angry at the company didn't bode well for Uber's future. Their dissatisfaction has led directly to the current push to pass legislation in California that would define ride share drivers as employees rather than contractors. Both Uber and Lyft say that law, if passed, would pose a significant risk to their business.”

In his letter, Kalanick acknowledges the need to build a better relationship with Uber drivers and promises that he'll share more about this "next week."