

# Why the Future of Platform Work Needs Policy Innovation - Rethinking Labor Protection in ASEAN's Ride-hailing Economy

*"Millions of ride-hailing and delivery workers remain excluded from social protection. Without scalable, data-driven tools, governments can't design fair or future-ready policies."*

## Team: Pizza2P

**Country:** Vietnam

**Institution:** National University of Singapore

**Members:**

Le Minh Phong

Cao Thi Ha Phuong

**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

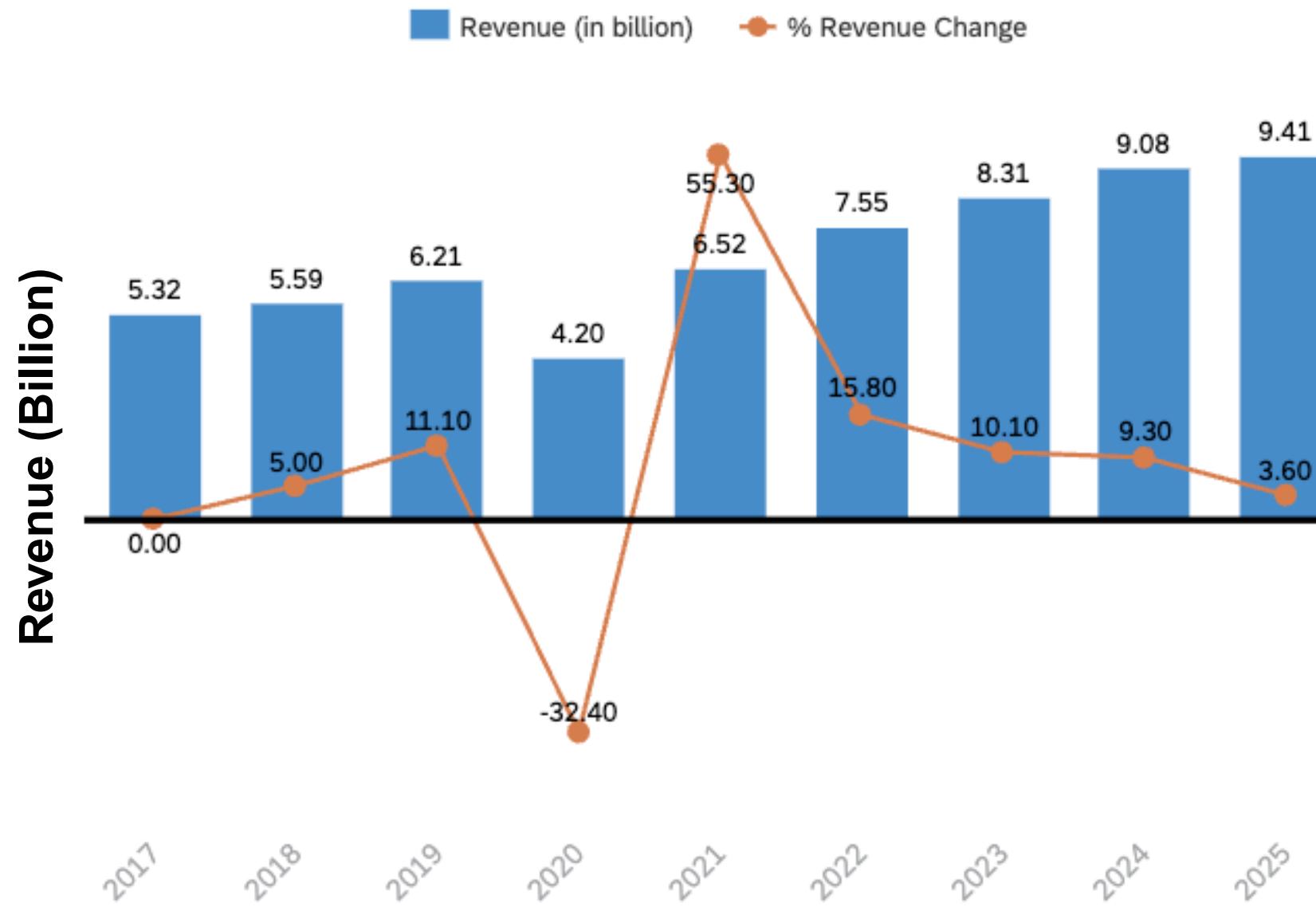


**17** PARTNERSHIPS FOR THE GOALS



# Potential Growth of ASEAN ride-hailing market

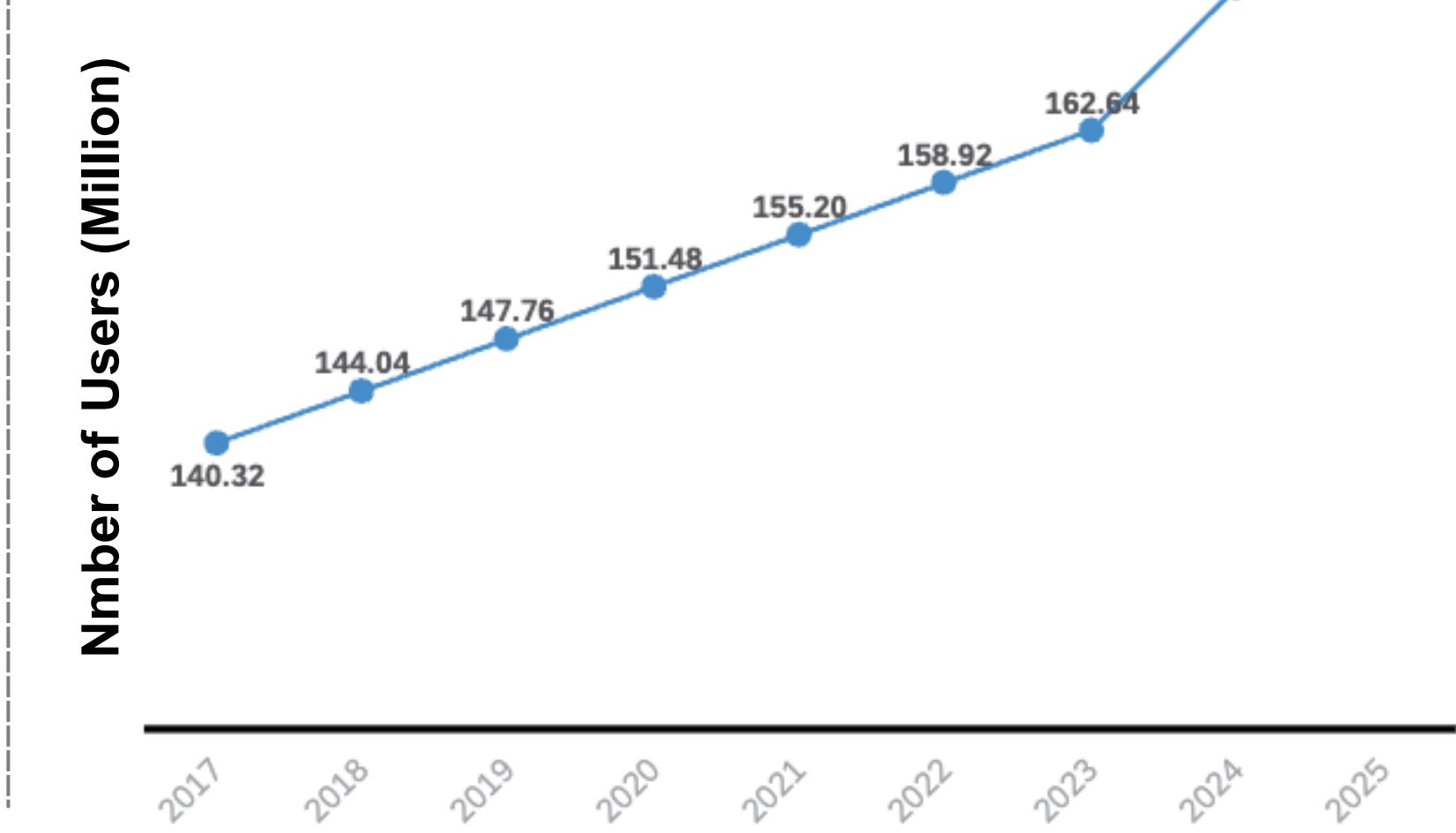
## Post-Pandemic Recovery and Market Stabilization



1

The ride-hailing market has bounced back impressively after the sharp revenue drop in Covid 19 period, with **revenue expected to reach USD 9.41 billion by 2025 and grow to USD 12.63 billion by 2030.**

## Rapid User Adoption



2

The steady growth in the number of users, projected to reach 178.49 million by 2025, shows that **ride-hailing is becoming a mainstream mode of transportation** in the region.

# Potential Growth of ASEAN ride-hailing market

## Development Indicator - Year: 2023

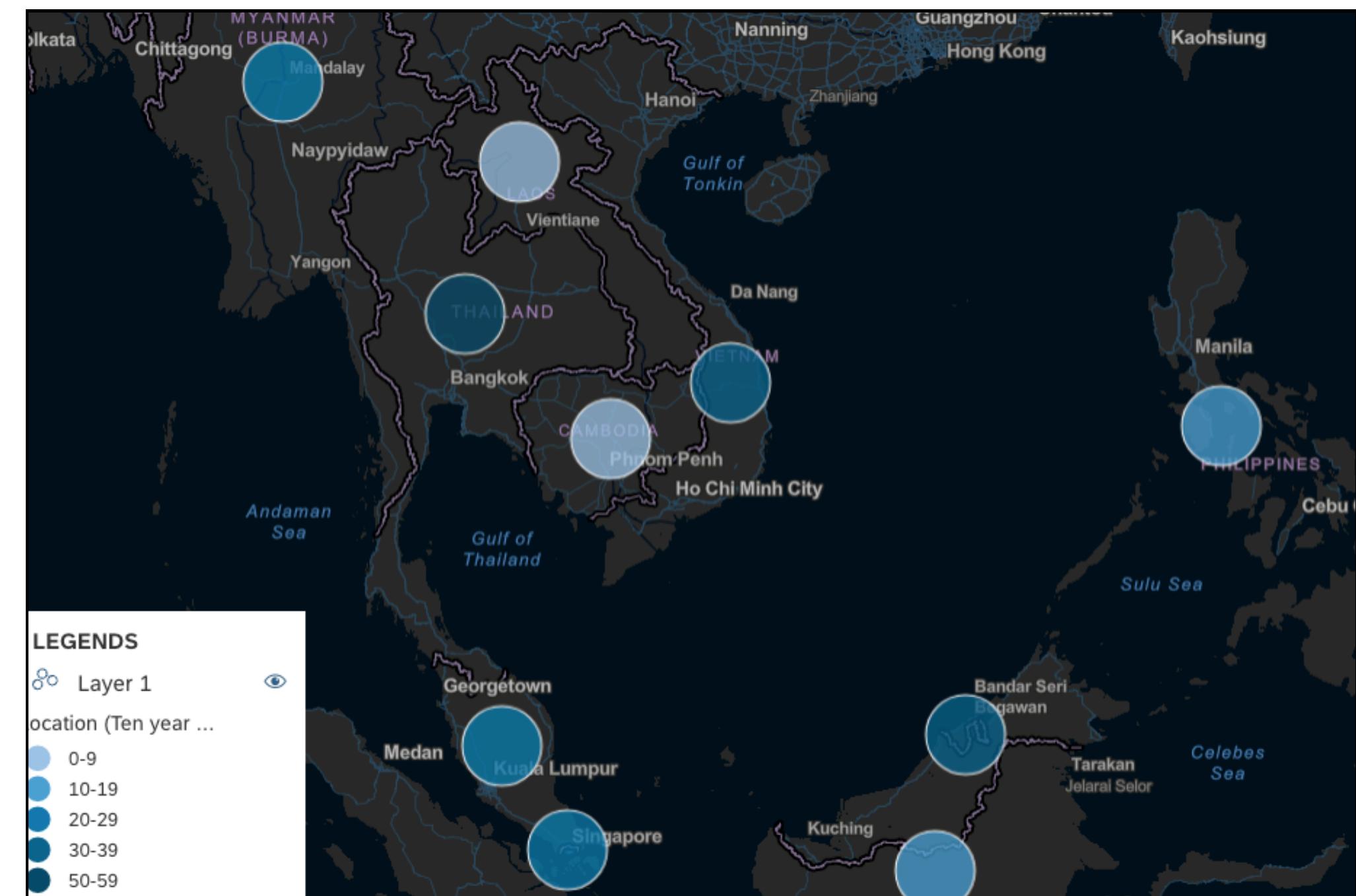
World Development Indicator	ASEAN	WORLD
Urban population (% of total population)	55.4%	57%
Individuals using the Internet (% of population)	79.44%	65%

### Conclusion

1 ASEAN's internet usage rate is 79.44%, well above the global average of 65%. With 55.4% of the population living in urban areas, **the region offers a highly connected and urbanized customer base ideal for app-based services like ride-hailing.**

2 ASEAN Countries have a notably young population, especially in the 20 - 39 age range. This **tech-savvy demographic is more likely to adopt digital services, making them a strong potential customer base for ride-hailing.**

## Ten year age-group with the highest population (2013 - 2023)



Source: World Bank (2023), Our World in Data (2023)

# But Under This Potential Growth, Significant Concerns Loom Over Worker Welfare and Legal Frameworks

## Main Problem

Rider are misclassified as "partners" or "independent contractors" rather than employee!

### Ambiguity in worker classification & Legal Status

No labor law protection

No sick leave, paid holidays, or social security

Platform control over drivers (routes, work hours, fares) with no employee benefits

### Income Instability & Platform Algorithm Dependency

Algorithms determine who gets rides, how much they earn, and commission fees

In Indonesia & Vietnam, drivers report needing to stay online for long periods just to achieve basic earnings, with no control over earnings logic

### Safety Risks & Accident Vulnerabilities

Gig workers face physical risk with minimal insurance or workplace protection

Drivers face risks of verbal abuse, sexual harassment, and physical threats from passengers.

According to the General Statistics Office, as of 2024, Vietnam had around 33 million freelance workers—over 65% of the total 52 million labor force. Alarmingly, 43.9% of informal workers fall into the category of “vulnerable employment.” Most of them—97.9%—lack social insurance, which also means no health or unemployment coverage.

Indonesian Parliament revealed that platforms such as Gojek and Grab often take commissions as high as 30–50%, far above the government’s recommended 20% cap (Melina, 2024). These protests actually reveal a deeper

The recent [viral video](#) of a gig worker who passed away due to exhaustion has shed light on the harsh realities of the gig economy in Indonesia. The deceased, [a 42 year-old male courier](#), was found next to his motorcycle in front of a house in West Jakarta and had presumably been delivering a package on 15 February 2023. The leading cause of death was suspected to be exhaustion, exacerbating existing health conditions, as [no trace of abuse or violence was found](#). This tragic incident has highlighted the poor working conditions and inadequate safeguards for gig workers in Indonesia. Although they are referred to

# Advocating Stronger Legal Protections for Ride-Hailing Workers

## Europe



### Platform Work Directive

Force on December 1, 2024 - EU countries have until late 2026 to implement

- If a platform meets a certain number of criteria (setting pay limit, control how task assign,...), the driver is automatically presumed to be an employee.
- Employee status gives drivers employee rights
- Requires platforms to be transparent about how algorithms manage drivers and to have human oversight.

## Australia



### Fair Work Legislation Amendment (Closing Loopholes No. 2) Act 2024.

- It creates a new category of "employee-like workers" and gives the Fair Work Commission the power to set enforceable minimum standards including
  - minimum pay rates
  - protection from unfair deactivation by the platform
  - pathway for collective bargaining
  - ,,,

## ASEAN



### Platform Workers Act

Force on January 1, 2025

- Mandatory CPF Contributions: Both platforms and workers must contribute to the Central Provident Fund (CPF) for retirement and healthcare savings, similar to traditional employees.
- Work Injury Compensation: Platforms are required to provide standardized work injury compensation insurance with the same level of coverage as employees.
- Representation: Workers can form "Platform Work Associations" with legal powers similar to trade unions to collectively bargain with platforms.



It's now for the rest of ASEAN to act on gig economy protections and ensure a responsible digital economy

# From Simulation to Strategy: Assessing Policy Impact in ASEAN

## Value Proposition

A scalable simulation platform that empowers governments, NGOs, and platforms to assess the economic and social impact of employment policy changes.



Built on SAP Business Technology Platform, the tool enables evidence-based policymaking through real-time scenario modeling, multi-country customization, and accessible data visualization.

→ **FEASIBLE** as SAP Payroll and Finance tools can localize policy logic per country. National data availability is the constraint, not system capability.

Impact Assessment		
Criteria	Worker Impact	Platform Impact
Net Income Change	Slight decrease in short-term take-home pay if mandatory pension/social security contributions are implemented (e.g., CPF in SG, BPJS in ID, SSS in PH).	Increased cost per job due to employer-matched contributions or insurance premiums.
Social Protection Gain	Greater long-term security via accident insurance, sick leave, and retirement savings—this addresses key vulnerabilities for gig workers across ASEAN.	May reduce legal liability and reputational risk. Adds recurring cost, but improves platform trustworthiness.
Take-Home Trade-off	Immediate cash-in-hand may drop (e.g., if 20% withheld for pension/insurance). Riskier for part-time or daily-wage gig workers.	Some platforms may need to rebalance commission/incentives to remain attractive to workers.
Retention/Churn Risk	Long-term protection improves retention for full-timers; part-timers or low-tier workers may leave if no net income benefit.	Likely increase in recruitment/training cost short-term, offset by lower churn later.

Feasibility Evaluation		
Component	Feasibility	Explanation
Pension/Social Security	Partial	SG (CPF): ready; ID (BPJS), PH (SSS): scalable; CLMV countries: early stage
Accident Insurance (WICA)	Partial	Available in some countries; portable models needed across platforms
Sick Leave Compensation	High	Simple rule-based implementation (e.g. fixed S\$/day); scalable across ASEAN
Data Integration	Varies	Depending on each country data flow

# Prototype - Setting Up Test Environment & Parameters

The image displays two side-by-side screenshots of a web-based application interface for setting up a test environment and parameters. The application is branded with the ASEAN Foundation and SAP logos.

**Left Screenshot (Data Input and Data Mapping):**

- Data Input:** Contains two main options: "Upload Data File" (with an icon of an upward arrow) and "Connect API" (with an icon of a plug).
- Data Mapping:** A table mapping source fields to mapped fields:

Source Field	Mapped Field
income_amt	Income
job_count	Job Count
platform_share	Platform Contribution
- Quick Summary:** Displays three key metrics:
  - Total Workers: 5,000
  - Avg Income: S\$2,500
  - Platform: Grab, Gojek
- Next Step:** A button labeled "Next: Set Policy Parameters →".

**Right Screenshot (Policy Parameter Setup):**

- Policy Parameter Setup:** A section for defining CPF Contribution rates:

Category	Value	Unit
Platform CPF	20%	%
Worker CPF	20%	%
- Insurance Coverage:** A field showing 100000 SGD.
- Sick Leave Compensation:** A field showing 100 SGD / day.
- Navigation and Actions:** Buttons for "Back to Data Upload", "Save Policy Preset", and "Run Simulation".

1

Upload worker and platform data files or connect directly to API. Map relevant fields (e.g., income, job count) to begin simulation.

2

Define key policy settings such as social security/ pension contribution rates, insurance coverage, and sick leave compensation values.

# Prototype - Simulation Results & Analytics Dashboard

**Modular simulation logic, quickly toggle across different pension rates % or countries.**

**Allows segmentation by worker type, income level, or platform to tailor policy responses**

**Visualize workforce trends across time to detect participation drops, seasonal shifts, or policy impact.**

**Key OKRs, can be customizable through dashboard building; depending on actual metrics that policymakers focus on**

**AI Insight:** Policy scenario (CPF 20% from worker & platform) results in +12% net income growth while keeping platform cost per job within sustainable range – ideal for pilot implementation.

**Supports data transparency: export for ministry briefings, stakeholder reporting, or public transparency**

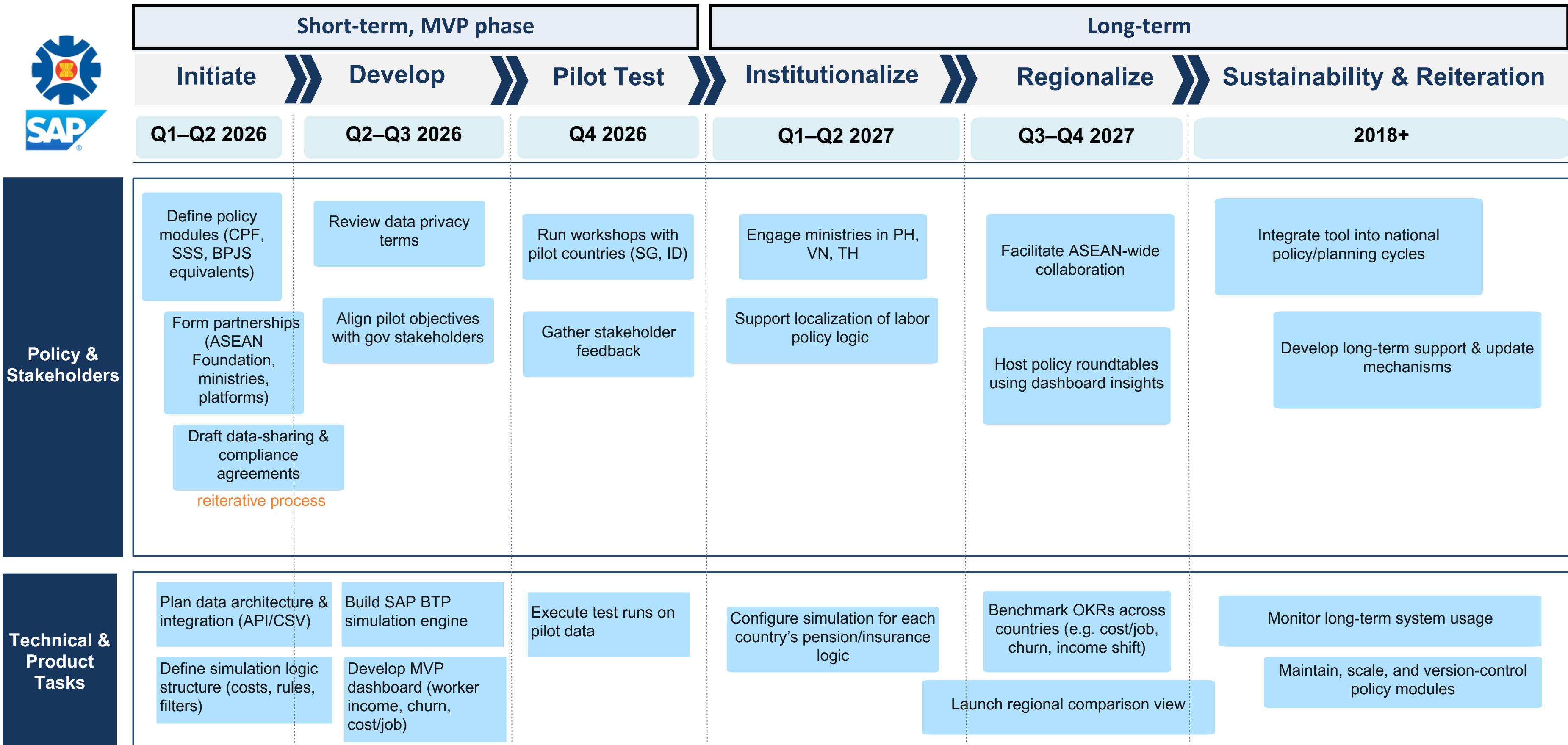
3

**Review key outcome indicators: net income change, platform cost per job, and overall impact visualized through charts**

4

**Compare multiple policy scenarios using the dropdown selector. Analyze income trends and cost breakdowns interactively**

# Implementation Plan & Stakeholders Responsibilities



# Multi-Stakeholder Alignment & SDG Contribution

“The tool creates shared value, helping governments govern smarter, platforms prepare better, and workers benefit faster.”

## 06. NGOs & Unions

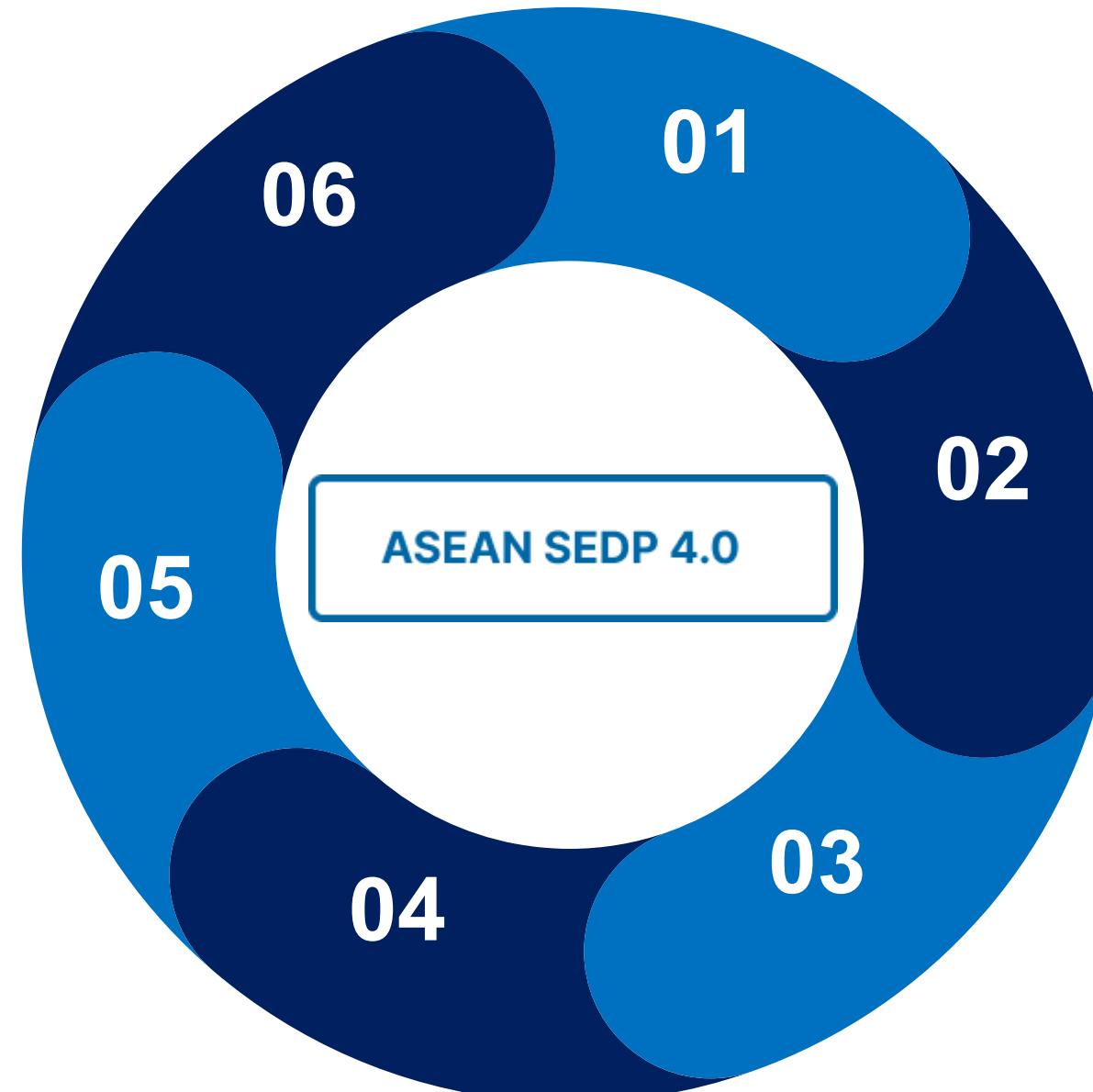
Advocate for workers  
Influence protection  
frameworks

## 05. SAP / Tech Partners

Enable infrastructure Co-  
own govtech innovation

## 04. Workers & Orgs

Provide feedback Receive  
protection and income  
stability



## 01. Gov Agencies

Use the tool for policy  
testing  
Gain data-driven insights

## 02. ASEAN Foundation

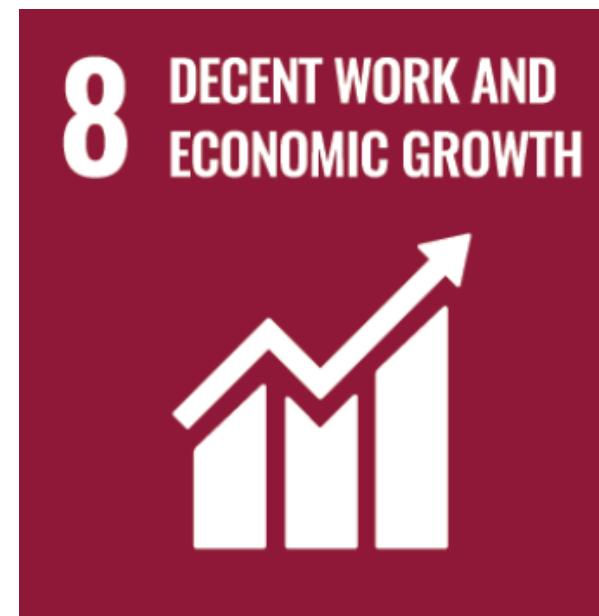
Coordinates regional  
alignment. Amplifies cross-  
border adoption

## 03. Platforms (Grab...)

Provide data, co-develop pilot  
Show regulatory readiness

# “Alignment with the UN Sustainable Development Goals”

The simulation tool transforms ASEAN’s gig economy from informal and excluded; into protected, visible, and aligned with global sustainable development.



*“This tool directly supports global goals by enabling fair, inclusive, and data-driven labor reform in ASEAN’s gig economy.”*

- # **8** Models protections (e.g., CPF, insurance) for decent work
- # **10** Reveals policy impacts on low-income, women, migrants
- # **9** Modernizes labor governance using SAP digital tools
- # **16** Fosters transparency, inclusion in policymaking
- # **17** Unites govts, tech, platforms, NGOs under a shared development framework



*“Join hands with us to transform the ride-hailing economy and enable fair, inclusive, and data-driven labor protections across ASEAN.”*

# THANK YOU!

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**Country:** Vietnam

**Institution:** National University of Singapore

**Members:**

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## Appendix

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