



LEGAL EDUCATION OF EMPLOYEES IN THE GIG ECONOMY IN NIGERIA

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ABSTRACT

The rise of the gig economy in Nigeria has created flexible employment opportunities but also exposed workers to significant legal vulnerabilities due to informality, precarious contracts, and limited awareness of labor rights. Legal education of gig workers is essential for safeguarding their rights, promoting fair labor practices, and enhancing dispute resolution mechanisms. This paper examines the state of legal education among employees in Nigeria's gig economy, highlighting the gaps in knowledge, accessibility, and enforcement of labor laws. It explores the structural and technological challenges that hinder workers' understanding of their rights, including limited access to information, the absence of formal labor representation, and the complex regulatory landscape governing digital work platforms. Despite these challenges, opportunities exist to strengthen legal literacy through digital platforms, targeted training programs, policy interventions, and collaborative efforts between government agencies, trade unions, and platform operators. The study underscores that empowering gig workers with legal knowledge not only protects individual rights but also contributes to industrial harmony, productivity, and inclusive economic growth. Recommendations focus on integrating legal education into labor policies, enhancing institutional support, and leveraging technology to reach workers across diverse sectors. By addressing these challenges and seizing available opportunities, Nigeria can build a more resilient, informed, and equitable workforce capable of navigating the evolving dynamics of the modern labor market.

Keywords: Gig economy, legal education, labor rights, Nigeria, worker empowerment.

Introduction

The gig economy has rapidly reshaped the landscape of work in Nigeria, offering flexible and technology-driven opportunities for individuals to engage in income-generating activities without traditional employment contracts. Platforms such as ride-hailing services, delivery applications, and digital freelancing have created new avenues for labour participation, particularly among Nigeria's youthful and increasingly tech-savvy population. This shift reflects broader global trends where digital labour platforms are redefining employment relationships and organizational structures in the 21st century (Fatoki et al., 2024).

According to Iloka, and Eze (2022), Chukwuma, (2020) and Iloka (2022), the nature of work globally has been undergoing fundamental transformation, driven by technological advancement, digitalization, and changes in business models. Traditional long-term employment relationships, characterised by job security, employer-provided benefits, and collective bargaining, are increasingly supplemented by contingent and flexible work arrangements often referred to as the gig economy or platform work (Datta et al., 2023). The Working Without Borders: The Promise



and Peril of Online Gig Work report estimates that between 154 million and 435 million people worldwide are engaged in online gig work, accounting for 4.4% to 12.5% of the global labour force as of 2023, showing exponential growth over recent years. This global shift reflects a reconfiguration of labour markets where short-term, task-based work occurs through digital platforms and mobile applications rather than formal employment contracts.

As stated by Akpunonu, (2019), Okechukwu (2025) and Ilodigwe (2026), the International Labour Organization (ILO) has underscored that digital labour platforms create both opportunities and challenges for workers' well-being and labour rights. Such platforms can offer flexible income streams and access to work beyond geographic boundaries, yet they raise concerns about job quality, social protection, and regulatory oversight (ILO, 2021). According to Anushiem, Anushiem, Nwakoby and Ilodigwe (2025), the rapid expansion of digital gig platforms was further accelerated by global disruptions such as the COVID-19 pandemic, which heightened demand for delivery, logistics, and remote task services while altering employment trajectories across industries.

In Sub-Saharan Africa, the gig economy is emerging as a significant labour market phenomenon. According to World Bank data, Nigeria, Kenya, and South Africa accounted for over 80% of online gig platform traffic in the region, reflecting the growing economic significance of digital labour markets in emerging economies and the extent to which African workers are participating in global platforms. Estimates suggest roughly 21.7 million gig workers in Sub-Saharan Africa alone, demonstrating the gig economy's role in shaping employment realities beyond conventional sectors. As noted by Ucheagwu-Okoye (2019), Eze (2023) and Anushiem and Anushiem (2025), Africa's high youth population and limited formal employment opportunities have propelled many young people toward flexible and non-traditional work arrangements, yet this shift also highlights systemic vulnerability due to inadequate protections and social safety nets for informal workers.

At the national level, Nigeria's labour market has seen a marked shift toward non-standard work arrangements. According to the National Bureau of Statistics (NBS), 87.3% of employed Nigerians were primarily self-employed as of the third quarter of 2023, with only 12.7% engaged in formal employment, indicating a high degree of informality that overlaps with gig economy participation. This shift is driven by persistent unemployment, economic pressures, and the appeal of flexible income generation through digital and offline gig platforms such as ride-hailing, delivery services, and online freelancing (Oloni, 2024). The unemployment challenge is particularly acute among Nigerian youth, who face constrained opportunities in the formal sector and are disproportionately represented in the gig workforce.

As observed by authors such as Eze and Iloka (2022), Anushiem (2024) and Chukwuma (2025), despite the gig economy's contribution to income generation and economic participation, Nigeria's regulatory and legal frameworks have not kept pace with these evolving work patterns. Existing labour legislation, such as the Labour Act 2004, primarily recognizes traditional employment relationships and treats most gig workers as independent contractors, leaving them without clear



entitlements to minimum wage protections, social security benefits, pensions, or paid leave (ConnectNigeria, 2024). In this regard, Iloka, (2021) and Eze and Chukwuma (2023) and Anushiem (2026) noted that the absence of specific policies to govern platform work creates a “legal grey zone” that exacerbates precarity, undermines workers’ rights, and limits access to dispute resolution and collective bargaining mechanisms. Moreover, regulatory fragmentation extends to taxation and social protection, where proposed policies such as withholding taxes on gig earnings risk imposing burdens on workers without corresponding social safeguards, further highlighting the systemic gaps in governance (iTelemedia, 2025).

Given the gig economy’s rapid growth and significant socioeconomic impact in Nigeria, the issue of legal education for platform workers becomes crucial. Legal education defined as the dissemination of information on labour rights, contractual obligations, and mechanisms for legal recourse serves as a necessary foundation for empowering gig workers to understand and assert their rights in an increasingly precarious labour environment. Without such education, workers remain vulnerable to exploitation, misclassification, income volatility, and exclusion from basic labour protections. The knowledge gap in legal rights and protections thus represents a critical missing link in Nigeria’s response to platform work, highlighting why this study’s focus on the Legal Education of Employees in the Gig Economy in Nigeria is both timely and essential.

Statement of problem

The rapid expansion of the gig economy globally has redefined work arrangements, blurring traditional employment boundaries and creating new forms of digital and platform-mediated labour (Shepherd, 2025). Digital labour platforms such as ride-hailing, food delivery, and online freelancing have grown significantly worldwide, creating flexible income opportunities for millions of workers. However, this transformation has exposed fundamental gaps in legal protections for gig workers, who often operate outside established employment frameworks and lack access to basic rights and benefits enjoyed by traditional employees (Shepherd, 2025). Traditional employment laws were designed for permanent, full-time work relationships and have not kept pace with the evolving nature of work in the gig economy. As a result, gig workers in many jurisdictions face inadequate legal recognition and protections, which undermines their labour rights and exposes them to income volatility, lack of social security, and limited avenues for legal recourse and dispute resolution (Anan, 2025).

In Nigeria, the gig economy has experienced significant growth in recent years as mobile internet penetration, smartphone adoption, and digital platforms have expanded (Enwukwe, 2021). Workers engaged through platforms such as Uber, Bolt, Jumia Food, and freelancing marketplaces contribute to the economy by generating income and supporting household welfare, yet they are predominantly classified as independent contractors without clear employment status under Nigerian law (Enwukwe, 2021; iTelemedia, 2025). According to Ucheagwu-Okoye (2025) and Akpunonu and Eze (2021), the extant legal framework, including the Labour Act 2004, remains largely silent on the rights and protections of platform workers, resulting in a legal grey area where most gig workers are excluded from statutory entitlements such as minimum wage, pensions, paid leave, and social security. This gap places



Nigerian gig workers at risk of exploitation, precarious work conditions, and limited access to dispute mechanisms (iTelemedia, 2025; Metalex Legal, 2025).

While some efforts have been made globally and regionally to recognise and reform labour classifications for platform work, including proposals for hybrid employment models that combine flexibility with core worker protections, these reforms have not been fully realized or implemented in the Nigerian context (Anan, 2025; Shepherd, 2025). Moreover, research on the gig economy in Nigeria has primarily focused on employment status and welfare effects but lacks a systematic examination of how legal education or the absence thereof affects gig workers' understanding of their rights and capacity to navigate their legal environment (Enwukwe, 2021; Udaah et al., 2024).

Empirical evidence shows that gig workers often lack awareness of applicable labour rights and legal mechanisms, which limits their ability to assert entitlements or seek redress against unfair practices (Shepherd, 2025). According to Ucheagwu-Okoye (2021), Chukwuma (2025) and Anushiem (2025), without targeted legal education initiatives that equip gig workers with knowledge of their rights, contracts, and legal protections, they remain structurally disadvantaged in negotiations with platforms and other stakeholders. This gap in legal knowledge also undermines policymaking, as regulators and labour institutions struggle to design appropriate frameworks without understanding how workers perceive and interact with existing laws. The absence of research on workers' legal awareness in Nigeria's gig economy constitutes a significant knowledge gap, both empirically and in policy terms, hindering efforts to improve labour governance, ensure decent work conditions, and protect vulnerable workers in the digital age.

Despite its potential to address high unemployment and underemployment, the gig economy also exposes workers to unique legal vulnerabilities. In Nigeria, according to Akpunonu, and Eze, (2022) and Eze, and Iloka (2022), the absence of clear legal recognition and protection for gig workers has left many without statutory benefits such as minimum wage, health insurance, pension access, or job security, as they are often categorized as independent contractors rather than employees under existing labour laws. This classification creates a "grey area" in legal protection that undermines essential labour rights and increases workers' vulnerability to exploitation and income instability (Ifegwu Mbonu, 2025).

Furthermore, gig workers frequently lack awareness of their rights and the legal frameworks that might support them, resulting in limited capacity to assert entitlements or seek redress in disputes with platforms. The pervasive uncertainty around regulatory frameworks has also hindered the development of inclusive policies that integrate gig workers into Nigeria's formal labour system (iTelemedia, 2025).

These realities underscore the critical need for enhanced legal education for gig workers equipping them with knowledge of relevant labour laws, regulatory rights, and mechanisms for legal recourse. By improving legal literacy and awareness, gig workers can better negotiate fair terms, protect their interests, and contribute to more equitable labour relations. Therefore, this study seeks to investigate the nature, extent, and implications of legal education for employees in Nigeria's gig economy, identifying how gaps in legal awareness shape labour outcomes and what policy



approaches can enhance worker protections. This problem is critically important because, without adequate legal education, gig workers in Nigeria will continue to operate in a regulatory vacuum, deepening inequalities, reducing access to justice, and undermining inclusive economic participation.

Conceptual and Theoretical Framework

Legal Education and Awareness

Legal education and legal awareness are foundational to empowering workers to understand, negotiate, and enforce their rights within any labour market. Legal awareness, often synonymous with legal literacy *or* public legal education, refers to the process through which individuals gain knowledge about relevant laws, rights, and mechanisms that govern their social and economic activities (legal awareness aims to “promote consciousness of legal culture, participation in law-making, and the rule of law” among citizens). For gig workers, legal education extends beyond formal schooling it encompasses awareness of employment standards, contractual rights, dispute resolution avenues, and digital platform policies that directly affect work conditions and remuneration. Without such awareness, workers are unable to effectively assert or defend their rights against exploitative practices or ambiguous contract terms often embedded in platform labour systems. In the context of Nigeria, where labour laws were historically designed around traditional employee–employer relationships, legal education is critical in bridging the knowledge gap that leaves gig workers vulnerable and unaware of emerging legal protections and obligations.

The Gig Economy: Definition and Characteristics

The gig economy describes a labour market dominated by short-term contracts, task-based engagements, and platform-mediated work, where workers are often classified as freelancers or independent contractors rather than traditional employees. Akpunonu, (2025) and Iloka, (2023) and Eze (2022) noted that digital platforms connecting service providers to consumers facilitate on-demand work arrangements that are typically flexible, algorithmically managed, and not bound by standard employment contracts. Key characteristics of the gig economy include temporal employment engagements, limited statutory benefits, self-directed work schedules, and platform dependence for job allocation and remuneration. Because gig work defies conventional employment categories, labour laws in many jurisdictions, including Nigeria, struggle to classify and regulate these relationships effectively. This ambiguity contributes to precarious work conditions as gig workers may lack statutory protections such as minimum wage safeguards, social security, and collective bargaining rights, while still bearing economic and legal risks absent in formal employment contexts.

Theoretical Perspectives on Labour Rights and Legal Literacy

Theoretical frameworks for analyzing labour rights and legal literacy converge on understanding how law operates in workers’ lives and how knowledge of law influences worker behaviour and empowerment. Legal consciousness theory posits that individuals develop perceptions of law based on their experiences, interpretations, and social contexts, shaping their practical engagement with legal systems even when formal legal knowledge is limited. In labour contexts, this means that workers’ beliefs about their rights, obligations, and legal remedies significantly influence whether and how they assert those rights in practice.



Moreover, labour rights theories including human rights and social justice frameworks emphasize that work is not merely economic but also a social right that should be protected by law. Such perspectives argue that legal systems should evolve to ensure equitable treatment, decent work conditions, and access to justice for all workers, including those in non-standard employment arrangements like the gig economy. From this standpoint, legal education becomes a mechanism not only for transmitting knowledge but also for realizing justice and dignity in work. Without adequate legal literacy, gig workers remain structurally disadvantaged, unable to engage in collective action or negotiate more equitable terms with employers or digital platforms.

Legal and Regulatory Landscape Nigerian Labour Laws and Gig Workers

Nigeria's labour law framework was primarily designed around standard employment relationships and predates the emergence of digital platform work. The Labour Act 2004, which is the central statute governing employment relationships in Nigeria, does not expressly recognise or define gig work, platform-mediated work, or similar non-traditional forms of labour. As a result, there is no explicit legislative provision within the Act that accommodates the realities of gig economy work, leaving many gig workers outside the scope of statutory labour protections normally afforded to employees. This gap means that gig workers are frequently classified as independent contractors rather than employees, a status that exempts them from key protections including minimum wage entitlements, statutory leave, pensions, and social security benefits under Nigerian law. Such classification also obscures access to collective bargaining and dispute resolution mechanisms typically available to formal employees.

Empirical analyses of gig work in Nigeria using platforms such as Uber as case examples demonstrate that the binary employment categories of employee and independent contractor embedded in current labour legislation poorly fit the complex control and dependency structures inherent in gig work. These studies highlight that, workers in the gig economy may exhibit characteristics of both employment and self-employment, yet lack corresponding statutory recognition or protection, thereby exposing them to labour rights vulnerabilities and legal uncertainty.

Given the inadequacy of existing laws to encompass non-traditional work arrangements, labour scholars and commentators have called for legislative reform to introduce hybrid worker categories or updated definitions that would extend essential labour protections to platform-mediated workers and align Nigerian labour law with contemporary work realities

Enforcement Challenges and Gaps

Enforcing labour laws in Nigeria faces significant structural and institutional constraints that hamper effective protection of workers' rights challenges that are only magnified for non-standard workers such as those in the gig economy. Although Nigeria has comprehensive statutory provisions governing employment relationships, weak enforcement capacity and systemic gaps undermine their application in practice. The academic literature identifies several core enforcements challenges, including inadequate institutional infrastructure, limited manpower, and obsolete legal frameworks that fail to keep pace with contemporary work arrangements. For



instance, Nwokpoku et al. (2018) show that Nigerian labour laws suffer from “incongruities of the labour laws and the structural configurations” which contribute to ineffective and inefficient enforcement of statutory rights, resulting in widespread violations by employers and minimal penalties for non-compliance.

A major gap is the insufficient capacity of enforcement agencies such as labour inspectorates to monitor workplaces, investigate complaints, and ensure compliance. Studies highlight that enforcement bodies are often understaffed and underfunded, limiting their ability to reach numerous workplaces across Nigeria, especially in informal and decentralized sectors where most gig work occurs. Additionally, barriers to formalizing work relationships such as unclear employment status definitions and lack of legal recognition for alternative forms of work obstruct enforcement by excluding large segments of the workforce from statutory protections and formal dispute-resolution mechanisms.

Furthermore, the dominance of Nigeria’s vast informal economy creates gaps in enforcement, as many labour standards presuppose formal employment contracts that are absent in gig and informal work. This leaves workers without practical avenues for legal redress and makes it difficult for regulators to apply existing labour standards effectively.

International Best Practices

International best practices for regulating the gig economy and protecting gig workers’ rights stress a balance between flexibility and fundamental labour protections, offering models from global standards and country-level innovations that Nigeria can learn from. A central element of these practices is the development of clear legal standards that properly classify gig workers, moving beyond a simple employee/independent contractor dichotomy to reflect the realities of platform-mediated work. Scholars argue that hybrid categories (e.g., *dependent contractors*) can help bridge legal gaps and extend essential protections such as minimum wage, social security, and collective bargaining rights to gig workers while preserving flexibility inherent in gig work arrangements. This approach has been highlighted in comparative research that reviews legal options and regulatory frameworks in several countries.

At the international policy level, the International Labour Organization (ILO) is advancing global standards specifically addressing platform work. In 2025, a majority of ILO member states supported developing binding standards on decent work in the platform economy, including clearer definitions of digital labour platforms and protections against worker misclassification, unpredictable pay, and algorithmic management. A proposed ILO treaty aims to guarantee rights such as social security coverage and the right to organize for all platform workers irrespective of contractual status.

Other best practices include principles developed by international organisations that explicitly call for correct employment status classification, living wages, and freedom of association for gig workers, recognising that misclassification as self-employed denies workers fundamental labour rights such as collective bargaining and social protection.



Challenges Facing Legal Education in the Gig Economy

The gig economy, while offering flexibility and new income opportunities, presents unique challenges to legal education and awareness for workers in Nigeria. Unlike traditional employment, gig work is largely informal, digitally mediated, and characterized by non-standard contracts, which complicates the dissemination and application of labour law knowledge. These challenges undermine workers' ability to understand their rights, engage in dispute resolution, and negotiate fair work terms.

Informality and Precarious Work

One of the main challenges facing legal education in the gig economy is the informal and precarious nature of work. Gig workers are often not recognized as employees under the Labour Act and are therefore excluded from statutory protections such as minimum wage, social security, and formal dispute resolution mechanisms (Enwukwe, 2021). Informality also means that workers rarely have permanent contracts, structured work hours, or predictable earnings, which limits their incentive and ability to seek legal knowledge or enforce rights. Precarious work conditions heighten workers' vulnerability, making legal education both critical and difficult to implement in practice.

Limited Access to Legal Information

Access to legal information remains a significant barrier for gig workers in Nigeria. Many workers lack awareness of applicable labour laws, contractual rights, or mechanisms for grievance redress. This is compounded by low literacy levels, inadequate dissemination of labour regulations, and the absence of targeted training programs for gig workers (Braithmoh-Habeebu, 2025). Without accessible, comprehensible, and contextually relevant legal information, workers are unable to effectively assert their rights or participate in labour governance processes.

Technological and Platform Barriers

Although digital platforms facilitate work allocation, they can also act as barriers to legal education. Platform-mediated work is largely algorithmically managed, with limited transparency on terms of service and contractual obligations. Many gig workers interact with platforms primarily through mobile apps, which provide little information on legal rights or recourse mechanisms. Moreover, platform contracts often employ complex language and opaque clauses, making it difficult for workers to understand obligations and protections (ILO, 2021). These technological and contractual barriers reduce the effectiveness of traditional legal education initiatives and require innovative approaches to reach platform-based workers.

Prospects and Opportunities

While the gig economy poses significant challenges to legal education, it also presents opportunities to enhance workers' legal literacy, strengthen labour rights, and improve industrial relations in Nigeria. Addressing the gaps in legal education requires leveraging technology, implementing policy reforms, and empowering workers to navigate complex employment arrangements effectively.



1 Digital Platforms for Legal Education

Digital technologies and mobile platforms offer significant potential for delivering legal education to gig workers. Online tools, apps, and e-learning modules can provide accessible, real-time information on labour rights, dispute resolution mechanisms, and contractual obligations. Studies indicate that digital platforms can bridge geographical and structural gaps, enabling workers in decentralized locations to access legal knowledge without relying on traditional classroom-based training (Berg et al., 2018). Moreover, integrating interactive content, chatbots, and multilingual resources can increase comprehension and engagement, empowering gig workers to assert their rights and make informed decisions in platform-mediated work arrangements (ILO, 2021).

2 Policy Reforms and Institutional Support

Policy reforms are critical to creating an enabling environment for legal education in the gig economy. Reform measures should include updating labour laws to recognise hybrid employment categories, providing statutory protections for gig workers, and establishing clear guidelines for platform accountability (Enwukwe, 2021). Institutional support is equally important, with labour regulatory bodies and trade unions collaborating to develop training programs, legal awareness campaigns, and support centres tailored to the gig workforce. Strengthening institutional capacity ensures that workers not only have access to legal knowledge but also benefit from enforcement mechanisms that protect their rights.

3 Enhancing Worker Empowerment and Rights Awareness

Empowering workers through legal education is a strategic approach to fostering equitable and sustainable labour relations. Beyond formal legal instruction, workshops, peer-learning networks, and awareness campaigns can enhance understanding of rights, collective bargaining strategies, and dispute resolution avenues. Evidence from international best practices shows that educated and empowered workers are more likely to engage in social dialogue, resist exploitative practices, and contribute to improved productivity and social justice (De Stefano, 2016). In Nigeria, tailored legal literacy programs for gig workers can reduce vulnerability, promote industrial peace, and align labour relations with the realities of the 21st-century workforce.

Policy Implications and Recommendations

The challenges and opportunities highlighted in Nigeria's gig economy underscore the critical need for policy interventions that strengthen legal education, enhance labour protections, and empower workers. Failure to address these gaps may perpetuate precarity, limit worker rights, and undermine industrial harmony, while strategic policy reforms can foster a more equitable and productive labour market.

Policy Implications

- i. Need for Legal and Regulatory Reform: Existing labour laws, including the Labour Act 2004, inadequately address the unique nature of gig work. Policymakers must revise employment definitions to recognise hybrid categories such as “dependent contractors” or platform workers, ensuring they receive minimum labour protections, social security, and access to dispute resolution mechanisms (Brimoh-Habeebu, 2025; Enwukwe, 2021).



- ii. Digitalisation of Legal Education: Integrating digital platforms into labour education initiatives allows workers to access legal knowledge efficiently, regardless of geographic location or literacy level. Policymakers should collaborate with technology providers, trade unions, and civil society to create user-friendly, interactive legal resources for gig workers (Berg et al., 2018; ILO, 2021).
- iii. Strengthening Institutional Capacity: Labour regulatory bodies, including the National Industrial Court and labour inspectorates, must be empowered with adequate resources, training, and staffing to monitor, enforce, and educate workers about rights in the gig economy. This enhances compliance and builds trust in formal labour governance systems.

Recommendations

- i. Legislative Updates: Introduce new statutory provisions recognising gig work, clearly defining rights and obligations, and providing for social protection, minimum wage, and collective bargaining opportunities.
- ii. Targeted Legal Education Programs: Develop nationwide campaigns, workshops, and e-learning modules tailored to gig workers, using vernacular languages and multimedia approaches to increase reach and comprehension.
- iii. Platform Accountability: Enforce regulations requiring digital platforms to provide transparent terms of engagement, remuneration, and grievance mechanisms, reducing legal ambiguity and fostering fair labour practices.
- iv. Collaboration with Stakeholders: Encourage cooperation between government agencies, trade unions, and platform operators to ensure legal education is accessible, relevant, and integrated into broader social protection initiatives.

Conclusion

The rise of the gig economy in Nigeria presents both opportunities and challenges for labour relations, particularly in the domain of legal education and worker empowerment. While platform-mediated work offers flexibility and income-generating opportunities, it also exposes workers to precarious conditions, limited statutory protections, and ambiguities regarding employment status. The current Nigerian labour law framework, including the Labour Act 2004, is largely ill-equipped to address these emerging forms of work, leaving gig workers vulnerable to exploitation and legal uncertainty.

This study underscores the critical importance of legal education as a tool for empowering gig workers to understand their rights, navigate contractual obligations, and access dispute resolution mechanisms. Challenges such as informality, limited access to legal information, and technological barriers hinder effective dissemination and utilization of legal knowledge. Nevertheless, the increasing digitalisation of work and education presents new opportunities to reach workers through interactive online platforms, e-learning modules, and mobile-based legal literacy initiatives.

Policy reforms and institutional support are essential to bridging the gap between existing labour laws and the realities of the gig economy. Legislative updates recognizing hybrid employment categories, enforcement of platform accountability, and capacity-building of labour regulatory



bodies can ensure that gig workers are included within the protective ambit of labour standards. Furthermore, targeted legal awareness programs and stakeholder collaboration can enhance worker empowerment, promote social justice, and foster sustainable industrial relations in Nigeria.

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