
THE ECONOMY BUILT ON THE UNSEEN: THE HAUNTING HUMAN COST OF INDIA'S NEED FOR INSTANT EVERYTHING

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ABSTRACT

Shadowing the 10-minute promise, life is being squeezed, stretched, and worn down without any noise. The ultra-fast delivery economy depends on being very close to the customer, but it can only do that because it is built on the exhaustion, invisibility, and slow destruction of human endurance of those who bring the delivery. Workers run through streets, ride under incessant pressure, get injuries without treatment, skip meals, and sacrifice their sleep - all to meet the deadlines that are measured in seconds. Their bodies are the tools, their work is invisible, and their lives are the victims in a system that values speed more than dignity. Algorithms determine worth; corporate strategies order compliance; the law is behind, helpless and unreal, a weak sound against the suffering of those who make this economy possible.

This document delves into the concealed network of exploitation that is implanted in India's instant delivery industry, revealing how the unregulated areas, the corporate imperatives, and the structural pressures merge to make risk, fatigue, and danger normal. Under the neon-bright convenience facades is a grid of human cost that the society chooses not to see. Profit is taken from disappearance; immediacy is paid for with broken bodies; labor rights and legal protections are only there in theory and cannot meet the reality of the relentless work of those who have to work.

The instant delivery economy is not a victory of efficiency, rather it is the architecture of disappearance. It is a system where human dignity is sacrificed to speed, where suffering is not seen but it is there all the time, and where the law, conscience, and empathy are all behind the industrial urgency. This research deals with the unsettling truth: a society that cannot live without convenience may be complicit in the normalization of human suffering, and the ones who are not seen carry the heaviest burden. By mapping the exploitation, this document attempts to reveal what is hidden on purpose, to make visible the lives that are compressed and consumed in the pursuit of instant gratification, and to ask if any calculation of efficiency can ever be a reason for the annihilation of human existence.

Keywords: exhaustion, invisibility, algorithmic pressure, human cost, structural exploitation, sacrificed dignity, disappearance.

Introduction:

In the shadowed alleys of India's pulsating megacities, where smartphone notifications buzz with the promise of 10-minute miracles, a deep human tragedy unfolds quietly. Delivery riders, the invisible veins of a ₹64,000 crore quick commerce empire, are suffocating by their own exhaustion.¹ These workers, 300,000 to 400,000 in number and growing by 60% in 2025 alone, are cycling or riding through suffocating traffic, their bodies dripping with sweat and terror, while following algorithms that reduce per-order pay to a pitiful ₹10-15, and at the same time require 12-hour workdays without any breaks for the toilet, water, or even shade. After several months of being lured with false promises, a rider in Varanasi works from early morning till late evening for just ₹250-350, his incentives being removed from ₹448 for 43 orders to fragments that hardly suffice for fuel, thereby leaving households hungry and dreams broken as platforms like Zepto and Blinkit suspend those who go on strike for the mere act of protesting.²

What if a boy, barely out of his teens, is operating his vehicle at the risk of his life, cutting through the noise of horns and potholes, skipping meals just to meet 15-minute deadlines, in 34% of cases, such workers earn less than ₹10,000 per month and are without health insurance, paid leave, or the provision of protective gear, their backs getting weakened by "self-pressurisation" which leads to the fatal accidents that have become a norm in this line of work.³ At Shri Ram Colony, where 150 Blinkit workers see their IDs being removed overnight, protests arise, these actions, aimed at demanding fair wages, have led the workers there to be forced into inactivity as a result of the gig workforce which is expected to reach 23.5 million by 2030, however, they are stuck in a vacuum of algorithmic control that punishes delays with deactivations and poverty.⁴

Shorter is their work duration, less than half a year, vacancy rates have reached a staggering

¹ <https://www.kearney.com/industry/consumer-retail/article/the-rise-of-quick-commerce-transforming-india-s-retail-consumer-behaviors-and-employment-dynamics>

² <https://www.business-humanrights.org/en/latest-news/india-telangana-gig-workers-union-alleges-wage-cuts-and-exploitation-in-complaint-against-zepto-incl-co-response/>

³ <https://www.linkedin.com/pulse/fast-deliveries-slow-exploitation-how-indias-quick-commerce-sharma-nfpjc/>

⁴ <https://in.investing.com/news/stock-market-news/gig-workers-power-indias-12m-strong-quickcommerce-boom-but-are-they-really-winning-4948126>

30%, and wages have dropped by almost 40%, thus the workers who were once the main sources of their families' sustenance have become the disposable parts of a machine that recognizes the efficiency of the latter at the cost of human lives.⁵

The unseen economy is at the heart of this: a shining superficial layer of convenience that conceals the suffering of those exploited, where corporate profits increase due to broken bodies and stolen sleep, labor laws becoming insignificant whispering, and society continues to scroll past the human wreckage that makes its instant gratification possible. While quick commerce is expected to triple to ₹1.5-1.7 lakh crore by 2027, the riders' silent screams cannot go unnoticed, they are calling for more than just data, they are demanding dignity.

This paper tears down the curtain, reflecting the hidden grid of exhaustion, danger, and disappearance that sustains the delivery boom in India at breakneck speed.⁶

Research Problem:

India's quick-commerce boom thrives on a system that quietly treats human beings as disposable infrastructure. While platforms celebrate "10-minute delivery" as innovation, they have built an economy where workers are pushed into exhaustion, paid less than minimum wage, and disciplined by algorithms that operate beyond the reach of any labour law. The real question is not whether the law is failing, it's whether the industry has grown powerful enough to make labour protections irrelevant. This research confronts the uncomfortable possibility that India's legal system, by refusing to classify these riders as workers with enforceable rights, has become complicit in a model that profits from broken bodies, suppressed protests, and engineered precarity. The problem this paper investigates is whether the convenience economy has effectively rewritten the value of human life—and whether the law is choosing silence over intervention.

RESEARCH HYPOTHESIS:

The ultra-fast delivery economy in India is not an accidental gap in labour regulation, it is built on a deliberate legal and structural design that keeps workers unprotected so platforms can

⁵ <https://www.moneycontrol.com/news/business/startup/delivery-deficit-quick-commerce-firms-face-worker-crunch-ahead-of-festival-season-rush-13378556.html>

⁶ <https://www.hindustantimes.com/trending/kunal-kamra-asks-blinkit-ceo-to-reveal-wages-of-delivery-partners-says-quick-commerce-exploits-gig-workers-101735712366745.html>

convert speed into profit. The hypothesis is that quick-commerce companies rely on legal ambiguity, algorithmic control, and worker invisibility to sustain their business model, and that India's existing labour laws are not failing by oversight but by intention, allowing exploitation to function as an accepted cost of convenience.

RESEARCH QUESTIONS:

1. Is India's quick-commerce boom surviving only because the lives of delivery workers are treated as cheaper and more disposable than the goods they carry?
2. Has the promise of 10-minute convenience turned into a socially accepted form of slow violence, where society ignores exhaustion, hunger, and death as long as the delivery arrives on time?
3. Are India's labour laws deliberately silent so that corporations can profit from a system where broken bodies, suppressed protests, and algorithmic punishment are seen as normal and necessary?

EXISTING LEGAL SITUATION IN INDIA:

Gig Worker Classification: Delivery workers in rapid commerce are singled out as independent contractors, hence they are not employees and are at a disadvantage as they cannot avail of fundamental labor rights such as minimum wages, paid leaves, health insurance, and occupational safety which are guaranteed under the traditional laws.⁷

National Labor Codes (2020 Reforms, Effective Nov 2025) The Codes on Social Security 2020 and Wages 2019 formally recognize the status of gig/platform workers and therefore make it obligatory for platforms to contribute 1-2% of their annual revenue (the contribution is capped at 5% of the worker payments) to a social security fund that will ensure provident fund, ESIC coverage, insurance, and grievance redressal. However, the rollout of benefits and the implementation of the schemes are still at a nascent stage and are riddled with inconsistencies.⁸

⁷ <https://techcrunch.com/2025/11/24/indias-gig-workers-win-legal-status-but-access-to-social-security-remains-elusive/>

⁸ <https://timesofindia.indiatimes.com/business/india-business/labour-code-rollout-gig-workers-get-social-security-for-first-time-what-it-means-for-zomato-swiggy-uber-riders/articleshow/125504850.cms>

State-Level Initiatives:

Rajasthan Gig Workers Welfare Act 2023: The very first dedicated law in India that necessitates registration of workers/aggregators, welfare board/fund (platforms contribute per transaction) and company scorecards for social security performance.⁹

Karnataka Gig Workers Social Security and Welfare Act 2025: The act not only enforces the implementation of safety measures (for instance background checks, SOS facilities, uniforms, training) but also the contributory social security. Though acclaimed, the act is confronting incomplete implementation that results in regulatory loopholes.¹⁰

Regulatory Gaps: At the national level, no legislation specifically caters to the challenge of ultra-fast delivery with issues such as algorithmic penalties, speed mandates, or unsafe working conditions. NITI Aayog's 2022 framework that acknowledges the need for welfare but has no provision for enforcement grants platforms the freedom to decide on the welfare of riders.¹¹

Platform Compliance and Challenges: Reform measures are embraced by enterprises like Zepto, Blinkit, and Swiggy; however, they are still assessing the financial ramifications. The problems of workers operating on multiple platforms, duplication of benefits, and unfair deactivation of accounts continue, as most of the provisions are at the level of theory, while the number of workers in the gig sector is growing and is expected to reach 23.5 million by 2030.¹²

SCOPE AND OBJECTIVE OF STUDY:

This research delves deep into the hidden world that is behind the 10-minute delivery wonder of India, which is basically a world built on exhaustion, fear, and the gradual breaking of human bodies. It discovers the grim reality to the riders that are living in this world of bright app interfaces and corporate promises, which is that they have to endure skipped meals, injuries for which they are not paid, sleepless nights, and wages that barely suffice for their homes. Moreover, the research does not only rely on legal texts or economic models but,

⁹ <https://www.iasgyan.in/daily-current-affairs/how-quick-commerce-are-adding-to-traffic-and-law-order-is-sues>

¹⁰ <https://www.iasgyan.in/daily-current-affairs/how-quick-commerce-are-adding-to-traffic-and-law-order-is-sues>

¹¹ https://www.niti.gov.in/sites/default/files/2023-06/Policy_Brief_India's_Booming_Gig_and_Platform_Economy_27062022.pdf

¹² <https://www.cnbcm.com/2025/11/27/cnbc-inside-india-newsletter-labor-code-growth-worker-welfare.html>

instead, it goes further to the experiences of the people whose work is invisible and not appreciated. Through examining the ways in which the lives of riders are influenced by algorithms, incentives, and corporate strategies, this study reveals the silent violence that has been accepted as normal in the quick-commerce economy. Furthermore, it deals with the silence of labor laws, questioning if the legal system has abandoned those who are the carriers of the wheels of convenience. In the end, the work intends to show what others don't see, the human cost that is hidden under speed, profit, and instant gratification.

1. To uncover how quick-commerce platforms convert workers' exhaustion and invisibility into economic advantage, turning human endurance into a disposable resource.
2. To examine how algorithmic management creates a climate of fear, urgency, and punishment that pushes riders into dangerous work rhythms and strips away their autonomy.
3. To analyse the failures and silences of India's labour law regime, and understand how these legal gaps allow corporations to profit from suffering that remains largely unacknowledged.
4. To document the lived experiences of delivery riders—hunger, injuries, lost wages, and broken dignity—and bring forward the voices erased by efficiency metrics and profit reports.
5. To question whether a system built on speed and convenience can ever coexist with basic human dignity, or whether exploitation is the structural foundation of the industry itself.

METHODOLOGY:

1. Faisal, a delivery rider, was once a hopeful young father but in the suffocating heat of Mumbai's streets filled with monsoon water or Delhi's scorching sun, he is no longer able to carry on. You will find him lying under the weight of his insulated bag, his back broken by the 12-hour shifts where he had to carry 30-40 kg loads without any water, break, or shade, and his health deteriorating to chronic pain for which he has no insurance. This is the disastrous side of India's quick commerce boom, a ₹64,000 crore juggernaut that is not only growing fast

but is also heavily relying on the mistreatment of the lives of 300,000-400,000 delivery riders who are considered more disposable than the groceries they carry, and their bodies used as fuel for 10-minute miracles that mostly end in hospitalizations or death.¹³ So, the company continues to thrive—and the yearly growth is 70-80%—only because these workers, who are the gig economy wheel parts and estimated to number 23.5 million by 2030, are considered expendable: such as the fact that platforms can reduce the incentives to ₹10-15 per order, turn off the accounts of strikers overnight, and replace them at the same time when there is a 30% vacancy rate and the employees have a sub-six-month tenure, thus leaving the families in poverty as earnings fall by 40%.¹⁴

Visualize the heartbreak: 89% of the delivery workers are worried about their safety. In order to save their lives and meet their deadlines, they race their two-wheelers through red lights and potholes, more than 70% declare that they break the traffic rules in order to meet the deadlines, at the same time road traffic deaths in India reach 172,890 in 2023, with 44.8% (77,539) being two-wheeler riders such as them.¹⁵ Their speeding is being normalized by algorithms which punish with poverty when there are delays. None of the workers' health benefits can protect them from fatigue-related accidents, and they also have to endure constant harassment and diseases caused by the weather; the "self-pressurisation" of one of the riders to forego meals and sleep eventually turns into burnout and then tragedy as on demand delivery services like Blinkit and Zepto improve their profit margins by treating workers as disposable, thus exploiting that segment of the population where daily wage earners 26% of India's suicide statistics, are the ones who have family problems exacerbated by unstable gigs. A worker in Varanasi, who was deceived by false promises, is currently making only ₹250-350 per day after the incentive has been reduced from ₹448 and his dreams of offering a better future for his children have been crushed under the corporate opacity which sees humans as replaceable metrics.¹⁶

This is not just a matter of economics. It is a very real and tangible removal of the workers' dignity. People who are addicted to convenience scroll through the delivery notifications without paying attention to the human wreckage, broken backs, lost childhoods, widows

¹³ <https://www.theweek.in/news/health/2025/10/17/dark-side-of-quick-commerce-the-untold-health-struggles-of-indias-gig-workers.html>

¹⁴ <https://bwretailworld.com/companies/quick-commerce-firms-step-up-hiring-of-delivery-workers-reports>

¹⁵ https://www.linkedin.com/posts/kailaspatil73_quick-commerce-activity-7373782195053776896-Y3Jc/

¹⁶ <https://www.theweek.in/news/health/2025/10/17/dark-side-of-quick-commerce-the-untold-health-struggles-of-indias-gig-workers.html>

holding blood-stained helmets, that is being upheld by laws that are too weak to make it compulsory to have the safety gear, insurance, or rest, thus allowing profit to be placed above lives which are cheaper than a late pakora order. The boom is sustained because society, the platforms, and policymakers are all complicit in this same disposability: riders should not be regarded as employees with rights, but as shadows whose exhaustion is the energy that drives the growth to ₹1.5 lakh crore by 2027, their silent suffering being the real price of our world of instant gratification.¹⁷ Until we recognize their tears with every notification ping, the answer is an overwhelmingly devastating yes, their lives are, tragically, the economy's unseen subsidy.

2. In Bengaluru's overheated and impassable roads or Hyderabad's rain-soaked and messy situation, a delivery rider may be Raju, with red eyes caused by lack of sleep, who is running through traffic lights on a bike that is making a funny noise, without having eaten, with his heart beating fast and the anxiety of meeting a 10-minute deadline that platforms are imposing on him as if it were his survival. It is this 10-minute convenience that a slow and invisible extension of violence towards the delivery riders has been turned into, a slow extinction where society, addicted to its pinged parcels, is blindly ignoring the exhaustion that gnaws at spines, the hunger that is creating the future and the deaths that are taking lives, as long as the biryani is coming hot and on time.¹⁸ This is not an exaggeration; 89% of riders are living with the fear of accidents, more than 70% are breaking traffic laws to satisfy algorithms which gamify their desperation turning them into mere metrics while at the same time, these riders are suffering from chronic fatigue caused due to carrying loads of 30-40 kgs, getting affected by the weather and being harassed all the while. However, we continue to tip digitally and scroll on, without acknowledging their plight.¹⁹

Imagine the silent destruction: Faisal, a young Blinkit rider, who keeps on carrying the bags until his body gives in with a severe pain and then he is dismissed without an explanation, and there is nowhere to turn for help especially when 83% of the gig workers report occupational dangers due to fatigue-related crashes which have contributed to India's 77,539 two-wheeler deaths in 2023, making the blood spilled as a result of these accidents the ink with which the quick commerce of ₹64,000 crore is written. The likes of platforms such as Zepto and Swiggy are growing at the expense of this "self-pressurisation", workers, going hungry and catching only four hours of sleep, doing hit-and-run race with the customers waiting for them at home,

¹⁷ <https://www.iasgyan.in/daily-current-affairs/how-quick-commerce-are-adding-to-traffic-and-law-order-is-sues>

¹⁸ <https://www.linkedin.com/pulse/fast-deliveries-slow-exploitation-how-indias-quick-commerce-sharma-n-fpjc/>

¹⁹ <https://cait.in/india-doesnt-need-10-minute-delivery-its-inhuman-and-unsustainable/>

since the society has accepted this as "convenience," thus it has become impossible for the workers to protest as it results in deactivation of accounts, turning strikes into hunger, while unions are at loss of words in telling such "inhumane" models that not only are they removing the dignity of the workers but also speeding up the process. Hence, more than half of these heroes who are not given any recognition, are able to escape death only by luck, their uncertain wages (₹10-15/per order) being spent on petrol and fines, yet we applaud the increase to 23.5 million gig workers by 2030, unaware of the slow burnout that is resulting in widows holding on to helmets and children who are fatherless.²⁰ This slow violence is seriously inhuman and unsustainable and it grows because we refuse to acknowledge it: every notification being a vote for their disposability, every lazy evening building a wall that hides the broken bodies and stolen lives, labor laws barely audible while corporate margins keep expanding, is asking us to decide if our pleasure is worth their quiet annihilation. The boom is still going due to this collective indifference, a heartbreaking deal where exhaustion has become a socially accepted thing, hunger a hustle, and death just a delayed statistic—until one rider's fall reflecting our own moral downfall.²¹

3. India's labor laws ignoring the gig and quick-commerce workers is not just an oversight but an uncomfortable act of complicity that, on the one hand, enables corporations to increase their profits and, on the other, do so on the basis of broken bodies, suppressed protests, and algorithmic punishments that have been normalized as "necessary" for the survival of the economy. In places like Shri Ram Colony, Varanasi, delivery workers of Blinkit protesting their plummeting wages and unsafe conditions were suspended overnight together with their IDs, and hence, they were cut off from their livelihoods and it was shown how dissent is criminalized and silenced. These workers are toiling for 12-15 hours daily and getting as low as ₹250-350 a day, and at the same time, they are being denied basic protections; they are deprived of rest areas, and if health insurance exists, it is being kept out of their reach, while platforms continue incentivizing the reduction of wages and treating them as the “partners” who are most vulnerable and yet have no rights.

Under the veneer of 10-minute deliveries is a reality where algorithmic tools decide on human lives and these lives are then controlled and discarded. Workers are assigned to the most

²⁰ <https://www.theweek.in/news/health/2025/10/17/dark-side-of-quick-commerce-the-untold-health-struggles-of-indias-gig-workers.html#:~:text=deliveries%20are%20not%20late%20means%20that%20the%20delivery%20riders>

²¹ Labour Violations in India's Quick Commerce: What You Need to Know

demanding targets without knowledge of the system, and as a result, they are forced to do risky activities in order to meet the targets. This produces exhaustion, injuries, and in some cases, deaths that have not been recognized by the legal system. One of such public figures (comedian Kunal Kamra) has powerfully spoken out against this issue and compared platform owners to “landlords without land” who are exploiting the workers by giving them “freedom” which no worker can really afford and at the same time paying wages that destroy their dreams.²² Although the gig workers have been recently recognized by labor codes, companies have been exploiting such loopholes by treating them as independent contractors so as to avoid core labor rights and leave regulatory vacuum in which worker welfare is sacrificed for growth imperatives.²³

The local community’s silent consent and the law’s exuberant silence are more than enough ammunition for the corporations to keep on abusing workers in the dark and at the same time to utilize the black and grey labor market as their weapon. Worker's actions of complain and protest are dealt with blacklisting; the workers' injuries share the fate of being only statistics; and the issues of exhaustion, hunger, and stress are recognized merely as “self-pressurisation” tokens and not as failures of the system.²⁴ The broken bodies of delivery riders are the hidden subsidies that are supporting the rapidly growing quick commerce industry, while laws are dragging decades behind the algorithmic cruelty that is being imposed on these workers on a daily basis. At present, India's legal structure is quite a reflection of a system where the existence of rules is more for shielding corporations than for the protection of people whose lives and dignity are trampled under the wheels of speed and profit.

CONCLUSION:

When all is said and done, the 10-minute promise is revealed to be just one of those deals struck between a society that cannot live without rushing and a workforce which is compelled to surrender its body to continue living. The shining facade of instant convenience fades away when it is compared with the lives of the riders who make it possible - lives full of hunger, bruises, and untreated injuries, unpaid hours, and the constant fear of being deactivated by a

²² <https://timesofindia.indiatimes.com/etimes/trending/kunal-kamra-slams-blinkit-ceo-sheds-light-on-the-dark-side-of-quick-commerce/articleshow/116880854.cms>

²³ <https://timesofindia.indiatimes.com/etimes/trending/kunal-kamra-slams-blinkit-ceo-sheds-light-on-the-dark-side-of-quick-commerce/articleshow/116880854.cms>

²⁴ <https://ddnews.gov.in/en/gig-workers-recognised-in-law-for-the-first-time-as-new-labour-codes-take-effect/>

silent algorithm that knows nothing about their suffering.

This research is not pointing to a small regulatory loophole or a temporary labor issue. It is a precisely built system - a structure in which disappearance is deliberately planned, exploitation is intentional, exhaustion is anticipated, and human beings are quietly bent until they break. The law's silence is not a coincidence; it has become a part of the machinery. And with every missed meal, every denied protest, every funeral that is not counted, the convenience economy gets stronger, because it feeds on the very people it refuses to acknowledge.

The saddest truth is that the story of India's quick-commerce success is the holding together of it by bodies that are on fire with exhaustion long before their time. Riders are made to risk their lives for wages that are not enough to feed their families, and when they collapse under the pressure of speed, they disappear - quickly replaced, quickly forgotten. Their suffering is not shown on-screen, it is concealed behind glossy app banners and celebratory growth figures.

If this paper has any proof, it is that the cost of convenience is not paid at the moment of checkout; it is paid in sweat, in fear, in broken bones, and in the quiet wiping away of dignity. A nation that is proud of 10-minute delivery must also accept the reality that someone is paying for those minutes with pieces of their life. Moreover, unless the legal system bravely and clearly addresses this brutality, India's delivery workers will not only be carrying groceries, but also the burden of a society that has chosen speed over humanity.

SUGGESTIONS FOR REFORM:

1. Legally recognise delivery riders as workers, not “partners” or “independent contractors.”

Without this basic recognition, every other reform collapses. Once they are classified as workers, minimum wages, job security, and safety rights stop being optional.

2. Create a mandatory “Speed-Safety Protocol” that bans 10-minute and 15-minute delivery targets.

The law must forbid companies from setting time pressures that force workers to break traffic rules, skip meals, or risk their lives. No human being should have to gamble their body for someone else's convenience.

3. Implement algorithmic transparency laws.

Riders should know how their pay is calculated, how their ratings are judged, and why they are deactivated. Algorithms cannot be allowed to function as invisible dictators controlling human beings from behind a screen.

4. Introduce a statutory “Rider Protection Code.” This should guarantee essentials:

- paid medical leave
- accident insurance
- mandatory breaks
- access to toilets, water, and shade
- compensation for injuries sustained during work

5. These are not luxuries; they are the minimum that human dignity requires.

6. Set up a Quick-Commerce Ombudsman.

Riders need a place to report wage theft, harassment, wrongful deactivation, or denial of incentives—without fear of losing their livelihood.

7. Mandate minimum per-order pay that cannot fall below subsistence standards. No more ₹10–₹15 per delivery. Wages must reflect the physical risk, fuel costs, and long hours the job demands.

8. Criminalise punitive deactivations that leave workers without income overnight. Companies should not be allowed to erase a worker’s livelihood with a single automated decision. Deactivation must require human review and due process.

9. Require companies to contribute to a social security fund for gig workers.

The fund should cover pension, insurance, and emergency relief—because no worker should be left to fend for themselves when the platform they serve abandons them.

10. Establish safety infrastructure on the ground.

Rest points, hydration stations, charging docks, and medical kiosks across major delivery hotspots can reduce exhaustion and accidents.

11. Legally bind companies to publish annual data on injuries, fatalities, wages, and working hours.

If society must consume convenience, it should not be allowed to consume ignorance. Visibility forces accountability.

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