Dividing labour in social microorganisms: coordinated or random specialisation?

Guy Alexander Cooper[*1,2], Jorge Peña[3], Ming Liu[2], and Stuart Andrew West[2].

[1]St. John's College, Oxford, OX1 3JP, United Kingdom

[2]Department of Zoology, University of Oxford, Oxford, OX1 3SZ, United Kingdom

[3]Institute for Advanced Study in Toulouse, University of Toulouse Capitole, Toulouse, 31015 Cedex 6, France

Abstract

Division of labour, where cooperating individuals specialise to perform complementary tasks, plays a fundamental role at all levels of biological complexity, from genes to complex animal societies. Different labour-dividing species employ different mechanisms to determine how tasks are allocated between individuals, including coordinated, random, and genetic determination of phenotype (caste). It is not clear if this diversity is adaptive—arising because different mechanisms are favoured in different environments—or is merely the result of non-adaptive, historical artifacts of evolution. We analyse theoretically the relative advantages of the two dominant mechanisms employed for reproductive division of labour in social microoganrisms: coordinated and random specialisation. We show that coordinated specialisation is more likely to evolve over random specialisation when: (i) social groups are small; (ii) cooperation has a greater relative impact on fitness (i.e., it is more "essential"); and (iii) there is a low cost to coordination. We also show how a fully coordinated group of cells can evolve step-wise from less precise forms of

---

[*] Corresponding author: guy.cooper@zoo.ox.ac.uk

coordination. Our predictions are in broad qualitative agreement with empirical patterns across microorganism species that divide labour. More generally, our results show how evolutionary theory can help explain both why between-individual coordination evolves, and why there is mechanistic variation between species.

Key words: division of labour, random specialisation, phenotypic noise, cellular differentiation, coordination, signaling, social microbes, adaptation, evolutionary theory

Introduction

Different species use different mechanisms to divide labour, with specialised phenotypes (castes) arising either randomly, through between-individual coordination, or by genetic control (Figure 1). Examples of between-individual coordination include workers feeding royal jelly to larvae to produce honey bee queens (Figure 1A), and how a lack of nitrogen fixation by neighbours causes cells of the bacteria *Anabaena cylindrica* to differentiate into sterile nitrogen-fixing heterocysts (Figure 1B) [1–3]. In contrast, in some ant societies whether individuals develop into queens, major, or minor workers has been found to have a strong genetic component (Figure 1C) [4–7]. Finally, in some bacteria, cell phenotype is determined randomly [8–13]. For example, in *Salmonella enterica* co-infections*,* random biochemical fluctuations in the cytoplasm determine whether a cell will infect the gut tissue and trigger an inflammatory response that eliminates competitors (and itself) (Figure 1D) [14,15]. Across the tree of life some species employ one mechanism to divide labour whereas in other species mixed forms exist with a combination of coordinated, genetic, or random specialisation [4,6,16].

A) Coordinated specialisation

B) Coordinated specialisation

C) Coordinated specialisation + genetic control

D) Random specialisation

Figure 1. Different mechanisms for division of labour in nature. A) In honey bee hives (*Apis mellifera*), larvae develop as sterile workers unless they are fed large amounts of royal jelly by workers (coordinated specialisation) [1]. (Photo by Wausberg via the Wikimedia Commons.) B) In *A. cylindrica* filaments (cyanobacteria), some individuals develop into sterile nitrogen fixers (larger, round cells) if the amount of nitrogen fixed by their neighbours is insufficient (coordinated specialisation). This leads to a precise allocation of labour, with nitrogen-fixing cells distributed at fixed intervals along the filament [2]. (Picture taken by Robert Calentine.) C) In the army ant (*Eciton Burchelli*), whether individual ants become a major or minor worker has a genetic component (genetic control) [7]. (Photo by Alex Wild via the Wikimedia Commons, cropped.) D) In *S. enterica* infections (serovar *Typhymurium*), each cell amplifies intra-cellular noise to determine whether it will self-sacrifice and trigger an inflammatory response that eliminates competing strains (random specialisation). [15] (Photo by Rocky Mountain Laboratories, NIAID, NIH via Wikimedia Commons.)

We lack evolutionary explanations for why this diversity of labour-dividing mechanisms exists in the natural world [4,17–19]. Wahl analysed the relative advantage of genetic versus phenotypic control of division of labour, showing how genetic control can sometimes lead to groups in which not all complementary tasks are performed [18]. Wahl

focused on non-reproductive division of labour, such as that found between different

worker castes within some social insect colonies. The other form of division of labour is

that between helpers, who perform some costly cooperative behaviour, and pure

reproductives, who do not perform the behavior [19–21]. It is this 'reproductive division of

labour', common across the natural world from bacteria to insects, where the most

variation in labour dividing mechanisms has been observed [19,20].

We focus our analysis on reproductive division of labour in social microbes, where two

different mechanisms have been found: coordinated and random specialisation (Figure

2). Our aim is to examine whether the relative advantage of these two mechanisms can

depend upon social or environmental conditions. Specifically, we use microbes as a 'test

system' to determine whether evolutionary theory can explain diversity in the mechanisms

underlying division of labour. We begin by assuming that coordinated specialisation leads

to social groups containing the optimal allocation of helpers and reproductives. While this

assumption is useful as a conceptual overview, such 'full coordination' may require a

complex system of mechanisms and could be difficult to evolve from scratch.

Consequently, in a secondary analysis we relax the assumption of full coordination and

allow the level of coordination to co-evolve along with the extent to which labour is divided.

This scenario is more biologically realistic and allows us to examine both whether

coordination can initially arise and the extent of coordination favoured.

A) Random specialisation
Reproductive
Helper

B) Fully coordinated specialisation
Cell-to-cell interactions

Figure 2. Mechanisms to divide labour in social microorganisms. We seek to determine the
relative advantages and disadvantages of the two key mechanisms for reproductive division of
labour in social microorganisms. (A) Random specialisation occurs when cells randomly
specialise into helpers or reproductives independently of one another. This can occur when a
genetic feedback circuit is used to amplify small molecular fluctuations in the cytoplasm
(phenotypic noise) [8–10,12,14,22]. While potentially cheaper as a mechanism, random
specialisation can lead to groups that deviate significantly from the optimal proportion of helpers
and reproductives. (B) Coordinated specialisation occurs when cells interact with one another,
and so share (or gain) phenotypic information while they are differentiating. This can arise through
the secretion and detection of extracellular molecules (signals or cues), via the intermediary of
parental control (epigenetics) or through relative condition dependence (signals or cues) [19,23].
While this mechanism can be metabolically costly, it produces precise groups with the optimal
proportion of helpers and reproductives.

Results and Discussion

Random specialisation vs fully coordinated specialisation

We assume that a single individual arrives on an empty patch and, through a fixed series

of replications, spawns a clonal group of n individuals consisting of k sterile helpers and

$n - k$ pure reproductives ($k \in \{0,1,2,\dots,n\}$). The reproductive success (fitness) of a

particular group (that we denote by $g_{k,n}$), as measured by the per capita number of

dispersing offspring at the end of the group life cycle is given by

$$g_{k,n} = \frac{1}{n}(n - k)f_{k,n}, \tag{1}$$

where $n - k$ is the number of reproductives in the group, and $f_{k,n}$ is the fecundity of each

reproductive, which we assume is increasing in k.

Expression (1) highlights the trade-off between the number of reproductives in the group

$(n - k)$, which is higher when there are fewer helpers (lower k), and the amount of help

that those reproductives obtain ($f_{k,n}$), which is higher when there are more helpers (higher

k). The balance of this trade-off often results in an optimal number of helpers, k^*, that is

intermediate (i.e., $0 < k^* < n$).

In species that divide labour by coordination, we assume that group members share

phenotypic information via signalling between cells, parental control, or some cue of

relative condition (Figure 2B). Our model is deliberately agnostic to the details of how

phenotypic information is shared so as to facilitate broad predictions across different

systems. Coordination allows the outcome of individual specialisation to depend on the

phenotypes of social group neighbours. In our first analysis, we make the simplifying

assumption that individuals coordinate fully, so that groups always form with the optimal

number of helpers, k^*. The disadvantage of coordinated specialisation is that the

mechanism of coordination can incur metabolic costs (e.g., from the production of

extracellular signalling molecules). We posit that the fitness of a group of coordinated

specialisers is given by:

$$w_C = (1 - c_n)g_{k^*,n} \,, \tag{2}$$

where $g_{k^*,n}$ is the fecundity of a group with the optimal number of helpers (i.e., $g_{k^*,n} = \max_k g_{k,n}$) and $0 \le c_n \le 1$ is a multiplicative cost of coordination that we assume is

increasing in group size, n. A number of different models have examined the particular

mechanisms that could be used to coordinate division of labour in specific systems [24–

27].

In species that divide labour by random specialisation, each individual in the group

independently becomes a helper with a given probability and a reproductive otherwise

(Figure 2A). Hence, the final number of helpers in the group is a random binomial variable.

Assuming that the probability of adopting a helper role is equal to the optimal proportion

of helpers ($p^* = k^*/n$), the expected fitness of a group of random specialisers is given by:

$$w_R = \sum_{k=0}^{n} \binom{n}{k} p^{*k} (1 - p^*)^{n-k} g_{k,n}. \tag{3}$$

The potential advantage of random specialisation is that there are no upfront metabolic

costs from, for example, between cell signalling. The downside of random specialisation

is that groups sometimes form with fewer or more helpers than is optimal (demographic

stochasticity). Wahl has discussed an analogous but mechanistically different cost that

arises when division of labour is determined genetically: groups may sometimes form that

do not contain all of the genotypes required to produce all of the necessary phenotypes

(castes) [18].

Before proceeding, we must specify how reproductive fecundity depends on the amount

of help in the group. We focus here on one of the most common forms of cooperation in

microbes, where individuals secrete factors that provide a benefit to the local population

of cells ("public goods") [28]. We assume that the amount of public good in the social

group depends linearly on the number of helpers in the group and is "consumed" by all

group members equally [29,30]. An example of such a public good is found in *Bacilus*

subtilis populations*,* where helper cells produce and secrete proteases that degrade

proteins into smaller peptides, which are then re-absorbed as a nutrient source by all cells

[13].

We consider the possibility that the importance of producing public goods may vary.

Accordingly, the fecundity of a reproductive is modelled as the sum of a baseline

reproduction $(1 - \epsilon)$ and of benefits derived from the production of public goods by

helpers (scaled by ϵ). The parameter ϵ, which we call the essentiality of cooperation,

quantifies the degree to which reproductives are reliant on helpers in the group [21]. As ϵ

varies from zero to one, the production of public goods goes from being completely

unimportant to entirely essential. These assumptions lead to the following expression for

the fecundity of a reproductive:

$$f_{k,n} = (1 - \epsilon) + \epsilon \frac{k}{n}. \tag{4}$$

166 Substituting Equation 4 into Equations 1-3 and solving for the condition for fully

167 coordinated specialisation to be favoured over random specialisation (i.e., $w_C > w_R$),

168 gives the simplified expression (see supplementary section C):

$$c_n < \frac{2\epsilon - 1}{n}, \tag{5}$$

169 where division of labour is favoured to evolve only when $\epsilon > 1/2$, which we will assume

170 henceforth. Condition (5) gives three key predictions for how the metabolic cost of

171 coordination (c_n), the size of the group (n), and the essentiality of cooperation (ϵ) affect

172 which labour-dividing mechanism is optimal (Figure 3).

Figure 3. Random specialisation versus fully coordinated specialisation. We find that small group sizes (lower n), more essential cooperation (higher ϵ), and low costs to coordination (lower c_n) favour division of labour by fully coordinated specialisation (dark) over division of labour by random specialisation (white). We modelled the cost of coordination as the increasing and decelerating function $c_n = \alpha\left(1 - e^{-\beta n(n-1)/2}\right)$, where $n\left(n-1\right)/2$ is the number of cell-to-cell interactions in a coordinated group and $0 < \alpha < 1$ and $\beta > 0$ are parameters affecting the scale and the shape of the cost of coordination, respectively. Here, $\beta = 0.01$, and $\alpha = 0.1$ (solid boundary) or $\alpha = 0.025$ (dashed boundary).

If division of labour is favoured ($\epsilon > 1/2$) and there is no coordination cost for all n then

coordinated specialisation is trivially always the preferred strategy (i.e., $w_C > w_R$ always

holds). For positive coordination costs, condition (5) predicts:

Prediction 1: Smaller costs of coordination favour coordinated specialisation.

The relative costs of coordination will depend on the specific mechanism by which

individuals ensure that the optimal allocation of labour is achieved. For example,

signalling between social partners (as occurs in the formation of *Dictyostelium discoideum*

fruiting bodies) could have higher costs than parental control (as occurs in Volvocine

algae) or than using the products of cooperation as a cue (as occurs in *A. cylindrica)* [31–

35].

If there is a cost to coordination, then the optimal mechanism to divide labour depends

on how this cost balances against the hidden costs of random specialisation (i.e., the right

hand side of inequality (5)). Theses hidden costs are determined by: (i) the likelihood that

random groups deviate from the optimal proportion of helpers, and (ii) the degree to which

those deviations from the optimal proportion of helpers leads to a reduced fecundity for

the group (see supplementary section C). As captured by condition (5), the importance of

these two factors depends upon the size of the group (n) and the essentiality of

cooperation (ϵ).

204
Prediction 2. Smaller social groups favour coordinated specialisation.

Smaller groups favour coordinated specialisation for two reasons. First, the hidden costs

of random specialisation are greater in smaller groups. In smaller groups, there are fewer

possible outcomes for the proportion of helpers ($n + 1$ possible allocations of labour for

groups of size n). Consequently, random specialisation can more easily lead to the

formation of groups with a realized proportion of helpers that deviates significantly from

the optimum ($p \ll p^*$ or $p \gg p^*$). In contrast, in larger groups there are more possible

outcomes and the resulting proportion of helpers will be more clustered about the optimal

composition with highest fitness (with $p \approx p^*$ for very large group sizes).

This effect of group size on the cost of random specialisation is a consequence of the

law of large numbers (e.g., one is much more likely have outcomes close to 50% heads

when tossing 100 coins in a row compared to tossing 4 coins in a row, in which no heads

or all heads may frequently occur). Our prediction here is also analogous to how, when

mating occurs in small groups, small brood sizes select for less female biased sex ratios

to decrease the probability of producing a group containing no males [36]. Similarly, in

some cases random specialisation in a small group may strategically favour a lower (or

higher) proportion of helpers than might otherwise be optimal, to decrease the chances

of having zero or insufficient reproductives (or helpers; see supplementary section F and

Figure S4).

The second reason why smaller groups favour coordinated specialisation is that in smaller

groups there are fewer individuals with whom to coordinate and thus a smaller cost of

coordination, given our assumption that c_n is increasing in n. The importance of this

influence of group size depends upon mechanistic details about how specialisation is

coordinated.

Prediction 3: More essential public goods favour coordinated specialisation

When cooperation is more essential (larger ϵ), the hidden costs of random specialisation

increase, and so coordinated specialisation is more likely to be favoured. As the

essentiality of cooperation increases, the fitness costs incurred from producing too few

helpers also increases (i.e., there are larger costs to deviating from optimum). In addition,

as cooperation becomes more essential (larger ϵ), the fraction of helpers favoured

increases towards 50% helpers ($p^* \approx \frac{1}{2}$). This increases the variance in the proportion of

helpers, and so sub-optimal groups may arise more frequently (see supplementary

section C). Both of these effects increase the hidden costs of random specialisation, and

thus favour the evolution of fully coordinated specialisation (Figure 3).

<u>Alternative forms of cooperation</u>

The above analysis employs a deliberately simple public goods model, focusing on

factors that are expected to be broadly relevant across many microbial systems. This

facilitates the interpretation of our results, and generates broadly applicable predictions

that are less reliant on the specifics of any particular biological species.

In order to test the robustness of our results (predictions 1-3) we also developed a number

of alternate models for different biological scenarios (see supplementary sections D and

E, and Figures S1-S3). In particular, we examined the possibility that the collective good

provided by helpers: (i) is not consumed by its beneficiaries, as may occur when self-

sacrificing *S. enterica* cells enter the gut to trigger an immune response that eliminates

competitors (i.e., a non-rivalrous or non-congestible collective good); or (ii) is only

consumed by the reproductives in the group, as may occur for the fixed nitrogen produced

by heterocyst cells in *A. cylindrica* filaments (i.e., a kind of excludible good) [14,37,38].

We also examined the possibility that the fecundity of reproductives depend non-linearly

on the proportion of helpers in the group. In all of these alternative biological scenarios,

we found qualitative agreement with the predictions of the linear public goods model.

That said, we made a number of assumptions that it would be useful to investigate

theoretically. We assumed that social groups are always clonal, such that natural

selection would act to maximise group fitness [39,40]. Relaxing this assumption of

clonality would both decrease the optimal level of cooperation and increase the potential

for conflict within groups, which could for example undermine the stability and honesty of

inter-cellular signalling, making coordination less likely to be favoured [21,32,41].

Analogously, increasing within-group conflict could favour a genetic predisposition to

adopting a reproductive role in addition to the coordinated or random mechanism that

already exists [4,6].

<u>The optimal level of coordination</u>

Finally, we relax our assumption that individuals coordinate fully, and allow for

intermediate forms of coordination (Figure 4A). This allows us to examine whether costly

coordination can evolve from an ancestral state where there is no coordination. We

assume that coordination is achieved by one-to-one interactions between specialising

cells whereby phenotypic information is shared. We let s be the level of coordination,

which is equal to the probability that any two cells interact with one another. Once again,

our model is agnostic to the specific mode of interaction (whether it be via an extracellular

signal, or the intermediary of parental control, or otherwise) so as to generate predictions

that are not anchored to the specifics of a particular system. Cells randomly take turns

specialising, and adopt a helper role if the proportion of helpers amongst the cells with

which they interact falls below a critical threshold, t (see supplementary section G.1 for

more details on this model). We assume that higher levels of coordination (higher s) entail

a larger cost of coordination c_n. Overall, this leads to a trade-off between more costly and

precise forms of coordination on the one hand (higher s) and cheaper and less precise

forms of coordination on the other hand (lower s). At the two extremes of s, we have either

individual random specialisation with no coordination ($s = 0$), or full coordination between

all cells ($s = 1$) (Figure 4A).

We used individual based simulations to determine the optimal level of coordination, s^*,

and target proportion of helpers, t^*, that co-evolve in different scenarios (see

supplementary section G.1, Figure 4B-D and Figure S5). The evolutionary outcomes,

$s^*$and t^*, are estimated by the average trait values that evolved across the entire

population, in the last 3,000 generations of the simulation, and over 10 independent

simulation repetitions. The results of our simulations are in broad qualitative agreement

with our previous predictions: small groups (low n) and more essential cooperation (high

ϵ) favour the evolution of coordinated specialisation ($s^* > 0$; Figure 4D). Additionally, we

found that both intermediate forms of coordination ($0 < s^* < 1$) and fully coordinated

specialisation ($s^* \approx 1$) can be favoured to evolve, the latter occurring when group size is

particularly small and cooperation is particularly essential (lower n and higher ϵ; Figure

4D). We find the same qualitative results with a simple analytical model (see

supplementary section G.3). As well as potentially explaining variation across systems,

these results also suggest that individual cells could be selected to conditionally adjust

their level of coordination in response to factors such as changing group size.

306
307
Figure 4. The optimal level of coordination. (A) If the level of coordination may evolve, then a
spectrum of possible mechanisms could arise. At one extreme ($s = 0$), individuals may not
coordinate at all (random specialisation). At the other extreme ($s = 1$), all individuals coordinate
with one another and the variance in the realised proportion of helpers is minimised (fully
coordinated specialisation). In between ($0 < s < 1$), intermediate forms of coordination may
arise in which not all individuals coordinate with one another and sub-optimal proportions of
helpers can occur. (B & C) We present the across-simulation average level of coordination ($\bar{s}$,
solid line) and target proportion of helpers ($\bar{t}$, dashed line) over 30,000 simulation generations
and where we have performed 10 independent simulation repetitions. We also plot individual
simulation time series for the trait values (grey lines), where each line corresponds to a
population average. We find that the traits converge stably within hundreds of generations.
Moreover, the evolutionary outcomes (estimated by s^* and t^*, see supplementary section G.1
for more details), depend on demographic and environmental conditions: panel B corresponds
to the middle red box in panel D, whereas panel C red box at the lower right corner. (D) Smaller
groups (lower n) and more essential cooperation (higher ϵ) favour the evolution of fully
coordinated specialisation ($s^* \approx 1$). Intermediate coordination ($0 < s^* < 1$) may evolve in more
moderate conditions. (See figure S5 for the optimal target proportion of helpers, t^*). We
modelled the cost of coordination as the increasing and decelerating function $c_n =$
$\alpha\left(1 - e^{-\beta sn(n-1)/2}\right)$, where $sn\,(n-1)/2$ is the expected number of cell-to-cell interactions in
a coordinated group with level of coordination s, and $0 < \alpha < 1$ and $\beta > 0$ are parameters that

affect the scale and the shape of the cost of coordination curve, respectively. Here, $\beta = 0.01$
and $\alpha = 0.1$.
330

Overall, these predictions highlight that the level of coordination within a labour-dividing

species is a trait that can be shaped by natural selection, and that fully coordinated

specialisation is a mechanism that can be expected to evolve via intermediate forms in

many cases. We also found that the degree to which intermediate levels of coordination

may arise depends on the shape of the costs of coordination (see supplementary section

G.2 and Figure S6). In particular, if there is a large up-front cost to coordination, then

intermediate coordination $(0 < s^* < 1)$ is less likely to arise—random specialisation will

either be favoured (no coordination; $s^* \approx 0$) or systems will tend to evolve to fully

coordinated specialisation $(s^* \approx 1)$. In microorganisms that divide labour by coordinated

specialisation, both cyanobacterial filaments and *Volvox carteri* colonies have fully

coordinated groups [42,43]. In contrast, the exact level of coordination in fruiting bodies

such as *D. discoideum* and *Myxococcus xanthus* is less well known [44–46]. This

highlights the need for further empirical work to determine the extent to which groups are

"fully" coordinated in specific species.

<u>Distribution of labour dividing mechanisms in the natural world</u>

Most previous work on division of labour has tended to be either mechanistic, focusing

on how different phenotypes are produced (caste determination), or evolutionary,

focusing on why division of labour is favoured in the first place [1,4,17–21,24–

26,33,34,47–53]. We have shown how evolutionary theory can also be used to explain

why different mechanisms are used in different species [4,14,17–19]. In particular, we

have shown that coordinated specialisation is more likely to be favoured over random

specialisation in small groups, when coordination costs are low, and when there are larger

fitness costs to deviating from optimal caste ratios. Our results can help explain the

distribution of mechanisms for division of labour that have been observed in bacteria and

other microbes. Indeed, coordination appears to be more prevalent in species where

group sizes are small, cooperation is more essential, and the cost of coordination is lower

(Table 1; see also supplementary section H). However, this is speculative, as more data

is required for a formal comparative study across species. Our results also suggest a

hypothesis for why random caste determination has not been widely observed in animal

societies: during the initial evolution of complex animal societies, group sizes were likely

to be small and costs of coordination might have been minor compared to each

individual's day-to-day organismal metabolic expenditure.

Species	Group size	Essentiality of cooperation	Cost of coordination	Type of specialisation
Salmonella enterica	Large	Low	High	Random
Bacilus subtilis	Medium	Medium	High	Random
Myxococcus xanthus	Large	Medium/High	Medium/High	Coordinated
Dictyostelium discoideum	Large	Medium/High	Medium	Coordinated
Volvox carteri	Large	High	Low	Coordinated
Anabaena cylindrica	Small	Medium/High	Low	Coordinated

Table 1: Division of labour in microbes. Examples of division of labour in bacteria

and other microbes where the mechanism of specialisation has been identified [13–

15,31,33,37,45,54,55]. For illustrative purposes, we provide approximate categorical

estimates of relative group size, essentiality of cooperation, and the cost of

coordination. This suggests roughly that coordinated specialisation has evolved most

frequently in species with small groups, low coordination costs, and more essential

cooperation. An across-species phylogeny-based comparative study, with a larger

species sampling, would be required to formally test the predictions of our models [56].

This emphasizes the need for more data on the mechanisms underlying division of

labour in these and other social microbe species (see supplementary section H). For

example, persistence specialisation occurs randomly in large groups, and it has been

suggested that this is cooperative [57].

378
379

Acknowledgements

We thank Anna Dewar, Kevin Foster, Andy Gardner, Ashleigh Griffin, Asher Leeks, Matishalin Patel, Tom Scott, and Daniel Unterwegger for their helpful comments and suggestions, and St. John's College, Oxford (GAC), the French National Research Agency (ANR) under the Investments for the Future (Investissements d'Avenir) program (grant ANR-17-EURE-0010; JP) and the ERC (Horizon 2020 Advanced Grant; SAW) for funding. The authors would like to acknowledge the use of the University of Oxford Advanced Research Computing (ARC; http://dx.doi.org/10.5281/zenodo.22558) facility in carrying out this work.

Data accessibility

All simulated data was generated using C and Matlab. The codes and generated data

used for this study are available at:

https://github.com/mingpapilio/Codes_DOL_Mechanisms.

Author Contributions

G.A.C., S.A.W., and J.P. conceived the study. G.A.C. and J.P. and designed and

analysed the analytical models, G.A.C. and M.L. designed and analysed the simulation

models. G.A.C. and S.A.W. wrote the first draft. All authors contributed toward writing the

final manuscript.

Declaration of Interests

The authors declare no competing interests.

Supplementary information:

A. Overview

B. Labour dividers and their fitness

C. Linear public goods

D. Alternative modelling assumptions

E. Alternative forms of cooperation

F. Risk and insurance for random specialisers

G. The optimal level of coordination

H. Estimating the characteristics of social microbes

Figure S1. Alternative modelling assumptions

Figure S2. Non-linear public goods

Figure S3. Alternative biological scenarios

Figure S4. Risk and insurance for random specialisers

Figure S5. Optimal target proportion of helpers

Figure S6. The shape of the cost of coordination

References:

1. Linksvayer, T.A., Kaftanoglu, O., Akyol, E., Blatch, S., Amdam, G. V., and Page, R.E. (2011). Larval and nurse worker control of developmental plasticity and the evolution of honey bee queen-worker dimorphism. J. Evol. Biol. *24*, 1939–1948.

2. Flores, E., and Herrero, A. (2010). Compartmentalized function through cell differentiation in filamentous cyanobacteria. Nat. Rev. Microbiol. *8*, 39–50.

3. Weaver, N. (1955). Rearing of Honeybee Larvae on Royal Jelly in the Laboratory. Science. *121*, 509–510.

4. Schwander, T., Lo, N., Beekman, M., Oldroyd, B.P., and Keller, L. (2010). Nature versus nurture in social insect caste differentiation. Trends Ecol. Evol. *25*, 275–282.

5. Hughes, W.O.H., Sumner, S., Van Borm, S., and Boomsma, J.J. (2003). Worker caste polymorphism has a genetic basis in Acromyrmex leaf-cutting ants. Proc. Natl. Acad. Sci. U. S. A. *100*, 9394–9397.

6. Anderson, K.E., Linksvayer, T. a, and Smith, C.R. (2008). The causes and consequences of genetic caste determination in ants (Hymenoptera : Formicidae). Myrmecol. News *11*, 119–132.

7. Jaffe, R., Kronauer, D.J.C., Kraus, F.B., Boomsma, J.J., and Moritz, R.F.A. (2007). Worker caste determination in the army ant Eciton burchellii. Biol. Lett. *3*, 513–516.

8. Süel, G.M., Garcia-Ojalvo, J., Liberman, L.M., and Elowitz, M.B. (2006). An excitable gene regulatory circuit induces transient cellular differentiation. Nature *440*, 545–550.

9. Balázsi, G., Van Oudenaarden, A., and Collins, J.J. (2011). Cellular decision making and biological noise: From microbes to mammals. Cell *144*, 910–925.

10. Delong, E.F., Bryant, D.A., Golbeck, J.H., Ferris, M.J., Nold, S.C., Bateson, M.M., Schoedl, T., Remigy, H., Tsiotis, G., Blankenship, R.E., *et al.* (2007). Noise in Gene Expression Determines Cell Fate in Bacillus subtilis. Science. *27*, 526–530.

11. McAdams, H.H., and Arkin, A. (1997). Stochastic mechanisms in gene expression. Proc. Natl. Acad. Sci. *94*, 814–819.

12. Smits, W.K., Kuipers, O.P., and Veening, J.W. (2006). Phenotypic variation in bacteria: The role of feedback regulation. Nat. Rev. Microbiol. *4*, 259–271.

13. Veening, J.-W., Igoshin, O.A., Eijlander, R.T., Nijland, R., Hamoen, L.W., and Kuipers, O.P. (2008). Transient heterogeneity in extracellular protease production by Bacillus subtilis. Mol. Syst. Biol. *4*, 184.

14. Ackermann, M., Stecher, B., Freed, N.E., Songhet, P., Hardt, W.D., and Doebeli, M. (2008). Self-destructive cooperation mediated by phenotypic noise. Nature *454*, 987–990.

15. Diard, M., Garcia, V., Maier, L., Remus-Emsermann, M.N.P., Regoes, R.R., Ackermann, M., and Hardt, W.D. (2013). Stabilization of cooperative virulence by the expression of an avirulent phenotype. Nature *494*, 353–356.

16. Zhang, Z., Du, C., Barsy, F. De, Liem, M., Liakopoulos, A., Wezel, G.P. Van, Choi, Y.H., Claessen, D., and Rozen, D.E. (2020). Antibiotic production in Streptomyces is organized by a division of labor through terminal genomic differentiation. Sci. Adv. *6*, eaay5781.

17. Wahl, L.M. (2002). Evolving the division of labour: Generalists, specialists and

task allocation. J. Theor. Biol. *219*, 371–388.

18.   Wahl, L.M. (2002). The Division of Labor: Genotypic versus Phenotypic
Specialization. Am. Nat. *160*, 135–145.

19.   West, S.A., and Cooper, G.A. (2016). Division of labour in microorganisms: An
evolutionary perspective. Nat. Rev. Microbiol. *14*, 716–723.

20.   Bourke, A.F.G. (2011). Principles of Social Evolution (Oxford: Oxford University
Press).

21.   Cooper, G.A., and West, S.A. (2018). Division of labour and the evolution of
extreme specialization. Nat. Ecol. Evol. *2*, 1161–1167.

22.   Dubnau, D., and Losick, R. (2006). Bistability in bacteria. Mol. Microbiol. *61*, 564–
572.

23.   Ackermann, M. (2015). A functional perspective on phenotypic heterogeneity in
microorganisms. Nat. Rev. Microbiol. *13*, 497–508.

24.   Duarte, A., Pen, I., Keller, L., and Weissing, F.J. (2012). Evolution of self-
organized division of labor in a response threshold model. Behav. Ecol. Sociobiol.
66, 947–957.

25.   Duarte, A., Weissing, F.J., Pen, I., and Keller, L. (2011). An Evolutionary
Perspective on Self-Organized Division of Labor in Social Insects. Annu. Rev.
Ecol. Evol. Syst. *42*, 91–110.

26.   Duarte, A., Scholtens, E., and Weissing, F.J. (2012). Implications of behavioral
architecture for the evolution of self-organized division of labor. PLoS Comput.
Biol. *8*, e1002430.

27.   Waibel, M., Floreano, D., Magnenat, S., and Keller, L. (2006). Division of labour
and colony efficiency in social insects: Effects of interactions between genetic
architecture, colony kin structure and rate of perturbations. Proc. R. Soc. B Biol.
Sci. *273*, 1815–1823.

28.   West, S.A., Diggle, S.P., Buckling, A., Gardner, A., and Griffin, A.S. (2007). The
Social Lives of Microbes. Annu. Rev. Ecol. Evol. Syst. *38*, 53–77.

29.   Frank, S.A. (2010). A general model of the public goods dilemma. J. Evol. Biol.
23, 1245–1250.

30.   West, S.A., and Buckling, A. (2003). Cooperation, virulence and siderophore
production in bacterial parasites. Proc. R. Soc. B Biol. Sci. *270*, 37–44.

31.   Koufopanou, V. (2002). The Evolution of Soma in the Volvocales. Am. Nat. *143*,
907–931.

32.   Maynard Smith, J., and Harper, D. (2003). Animal signals (Oxford: Oxford
University Press).

33.   Strmecki, L., Greene, D.M., and Pears, C.J. (2005). Developmental decisions in
Dictyostelium discoideum. Dev. Biol. *284*, 25–36.

34.   Rossetti, V., Schirrmeister, B.E., Bernasconi, M. V., and Bagheri, H.C. (2010).
The evolutionary path to terminal differentiation and division of labor in
cyanobacteria. J. Theor. Biol. *262*, 23–24.

35.   Inglis, R.F., Ryu, E., Asikhia, O., Strassmann, J.E., and Queller, D.C. (2017).
Does high relatedness promote cheater-free multicellularity in synthetic lifecycles?
J. Evol. Biol. *30*, 985–993.

36.   West, S.A., and Herre, E.A. (1998). Stabilizing Selection and Variance in Fig
Wasp Sex Ratios. Evolution (N. Y). *52*, 475–485.

37. Flores, E., and Herrero, A. (2010). Compartmentalized function through cell
differentiation in filamentous cyanobacteria. Nat. Rev. Microbiol. *8*, 39–50.
38. Dionisio, F., and Gordo, I. (2006). The Tragedy of the Commons, the Public Good
Dilemma and the Meaning of Rivalry and Excludability in Evolutionary Biology.
Evol. Ecol. Res. *8*, 321–332.
39. Gardner, A., and Grafen, A. (2009). Capturing the superorganism: A formal theory
of group adaptation. J. Evol. Biol. *22*, 659–671.
40. Hamilton, W.D. (1964). The genetical evolution of social behaviour I-II. J. Theor.
Biol. *7*, 1–52.
41. Peña, J., Nöldeke, G., and Lehmann, L. (2015). Evolutionary dynamics of
collective action in spatially structured populations. J. Theor. Biol. *382*, 122–136.
42. Flores, E., and Herrero, A. (2010). Compartmentalized function through cell
differentiation in filamentous cyanobacteria. Nat. Rev. Microbiol.
43. Solari, C.A., Kessler, J.O., and Goldstein, R.E. (2013). A General Allometric and
Life-History Model for Cellular Differentiation in the Transition to Multicellularity.
Am. Nat. *181*, 369–380.
44. Maree, A.F.M., and Hogeweg, P. (2002). How amoeboids self-organize into a
fruiting body: Multicellular coordination in Dictyostelium discoideum. Proc. Natl.
Acad. Sci. *98*, 3879–3883.
45. Velicer, G.J., Kroos, L., and Lenski, R.E. (2000). Developmental cheating in the
social bacterium Myxococcus xanthus. Nature *404*, 598–601.
46. Madgwick, P.G., Stewart, B., Belcher, L.J., Thompson, C.R.L., and Wolf, J.B.
(2018). Strategic investment explains patterns of cooperation and cheating in a
microbe. Proc. Natl. Acad. Sci. *115*, E4823–E4832.
47. Kamakura, M. (2011). Royalactin induces queen differentiation in honeybees.
Nature *473*, 478.
48. Gavrilets, S. (2010). Rapid transition towards the division of labor via evolution of
developmental plasticity. PLoS Comput. Biol. *6*, e1000805.
49. Ispolatov, I., Ackermann, M., and Doebeli, M. (2012). Division of labour and the
evolution of multicellularity. Proc. R. Soc. B Biol. Sci. *279*, 1768–1776.
50. Oster, G.F., and Wilson, E.O. (1978). Caste and ecology in the social insects
(Princeton: Princeton University Press).
51. Wilson, E.O. (1978). The ergonomics of caste in the social insects. Am. Econ.
Rev. *102*, 41–66.
52. Linksvayer, T.A. (2007). Ant species differences determined by epistasis between
brood and worker genomes. PLoS One *2*, e994.
53. Walsh, J.T., Warner, M.R., Kase, A., Cushing, B.J., and Linksvayer, T.A. (2018).
Ant nurse workers exhibit behavioural and transcriptomic signatures of
specialization on larval stage. Anim. Behav. *141*, 161–169.
54. Strassmann, J.E., Zhu, Y., and Queller, D.C. (2000). Altruism and social cheating
in the social amoeba Dictyostelium discoideum. Nature *408*, 965–967.
55. Herron, M.D., Hackett, J.D., Aylward, F.O., and Michod, R.E. (2009). Triassic
origin and early radiation of multicellular volvocine algae. Proc. Natl. Acad. Sci.
106, 3254–3258.
56. Fisher, R.M., Cornwallis, C.K., and West, S.A. (2013). Group formation,
relatedness, and the evolution of multicellularity. Curr. Biol. *23*, 1120–1125.

57.   Gardner, A., West, S.A., and Griffin, A.S. (2007). Is Bacterial Persistence a Social
559   Trait ? PLoS One 2, e752.
560