



The European workplace, the basis for competitive advantage?

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Round Table on Triple Transformation and Industry 5.0

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The story line: The European workplace, the basis for competitive advantage?

- Industry 5.0 as a new type of policy
- Which competitive advantage?
- Does the Green Deal fuel a disadvantage for the EU?
- Does the Green Deal deliver a competitive advantage?
- Are companies (really) interested in the social dimension of work?
- Industry 5.0 is not only a new perspective on Industrial Policy, it also points to a new kind of European Commission

Industry 5.0 as a new type of policy

Industry 5.0 promotes talents, diversity and empowerment (human-centricity), is agile and resilient with flexible and adaptable technologies (resilient) and leads action on sustainability and respects planetary boundaries (sustainable).

Industrie 4.0, High-Tech Industry, Smart Industry

$$\text{LOT} = 1$$

Workers can be substituted by technology

Example: how to automate violin-production



Learn AI to assess coarseness
of sandpapering of wood

Substitute worker by technology

Augment worker with technology
(automate boring jobs, keep the
expertise)

Industry supports the sustainability agenda

Not a revolution

Industry 5.0 ...



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From shareholder to stakeholder value
INDUSTRY 5.0
human-centric, sustainable and resilient

@EUScienceInnov

#Industry5.0

#ResearchImpactEU



European
Commission



European
Commission

Which competitive advantage?

What should EU-competitive advantage be?

- Cost leadership: lower prices, lower wages?
- Differentiation: high-quality goods to sell at high prices in the market
- Focus

The European Workplace as supporting the quality – differentiation strategy



Learn AI to assess coarseness
of sandpapering of wood

Augment worker with technology
→ (automate boring jobs, keeping the
expertise)

Does the Green Deal fuel a disadvantage for the EU?

Is the EU stuck in a wrong policy ...



+



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... or overreacting to ‘new framing’

The EU Simplification Omnibus initiative: a new plan for EU's sustainable prosperity and competitiveness

February 28, 2025



Meijburg & Co
Tax & Legal

CSRD

CSDDD

EU Taxonomy

Carbon Border Adjustment Mechanism (CBAM)

Does the Green Deal deliver a competitive advantage?

Sustainability pays off in many ways ...

Looking back and looking forward: A scientometric analysis of the evolution of corporate sustainability research over 47 years

Soh Young In  Young Joon Lee, Robert G. Eccles

First published: 12 December 2023 | <https://doi.org/10.1002/csr.2679> | Citations: 1

ESG and financial performance: aggregated evidence from more than 2000 empirical studies

Gunnar Friede^a, Timo Busch^{b*} and Alexander Bassen^b

CSR in times of crisis: a systematic literature review

Dejan Glavas¹  Giovanni Visentin²

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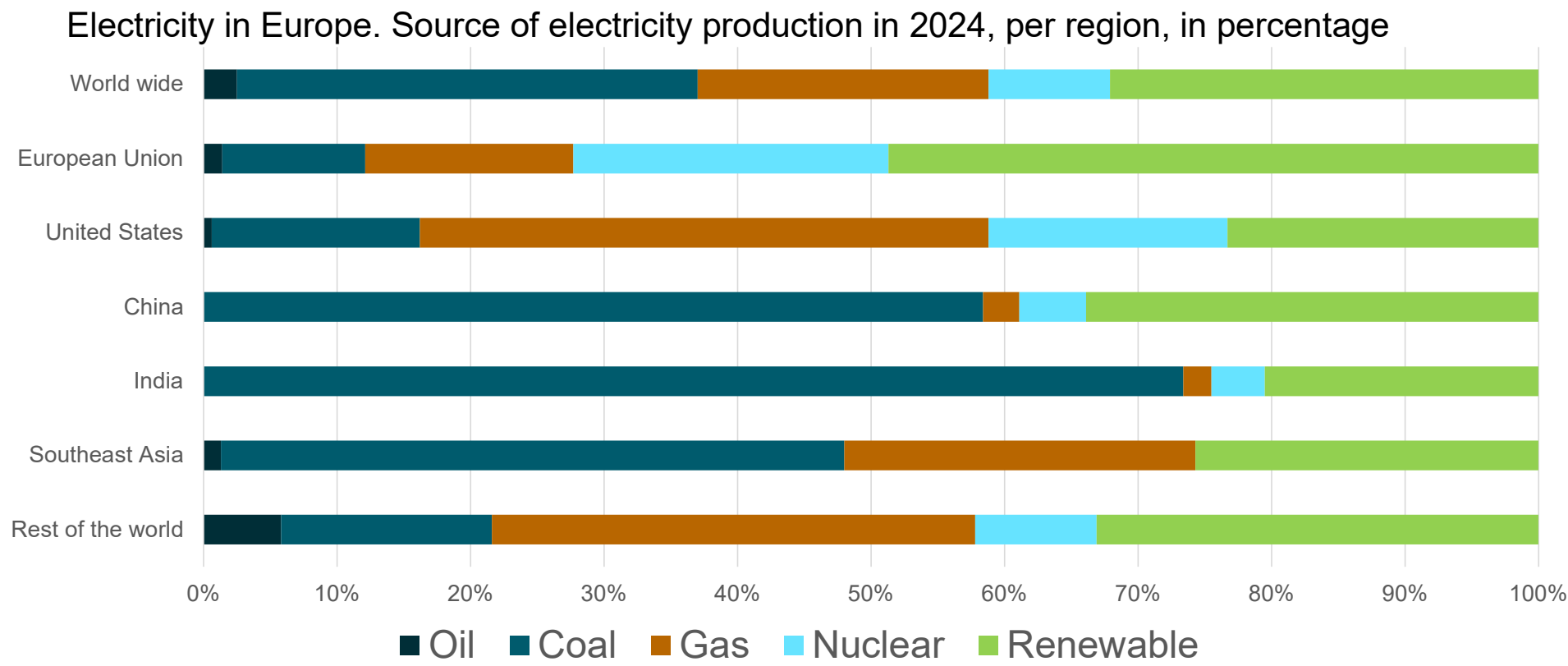
ESG/CSRD supports performance

- Productivity of companies improves
- Corporate Financial Performance is higher
- Shares outperform others

ESG/CSRD works:

- As an insurance
- As a signal to stakeholders
- Improves relations with shareholders (more transparency)
- ...

... delivering new paths to innovation and competitive advantage ...




**Are companies (really)
interested in human-
centricity?**

Does the ‘social’ deliver? Lesson from META-analysis

*“The results show that the social dimension is more effective in increasing firm performance relative to the environmental dimension. Further, the performance of socially oriented firms is more stable in highly competitive industries relative to environmentally oriented firms. (...) **socially responsible firms have a competitive edge** over their rivals that leads to higher profitability (Saeed et al., 2023)*

Human capabilities remain an important focus in ESG-CFP research: 'the workplace works'

Corporate social responsibility and performance
in the workplace: a meta-analysis

Jhong Yun Kim¹ · Andrew Keane² 

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Our own research: Jeisson Cardenas → company practices are different and require different skills

Industry 5.0 is not only a new perspective on Industrial Policy, it also points to a new kind of European Commission

A European Commission with a mission ...



... aligning the productivity agenda to skills and quality jobs



**... opening the door for social
intervention and social
innovation**

Thanks for your interest!



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