

#AdvancingIndustry5_0



The European workplace, the basis for competitive advantage?

30/10/2025

Bridges 5.0 – Webinar series

SEISMEC



Funded by the European Union under grant agreement No 101069651. The contents of this publication are however the sole responsibility of the BRIDGES 5.0 project consortium only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor HADEA can be held responsible for them.

Main questions for today

- ☐ What does reimagining the European workplace mean?
- ☐ We see the introduction of Industry 5.0, Quality of Jobs Roadmap, new approaches to AI. The core word is human-centricity.
 - ☐ Are these concepts opportunistic ideas? Can they be successful?
 - ☐ What is needed for the reimagined European workplace?
- ☐ Can this European workplace confront the global challenges?

Jac Christis died past weekend.

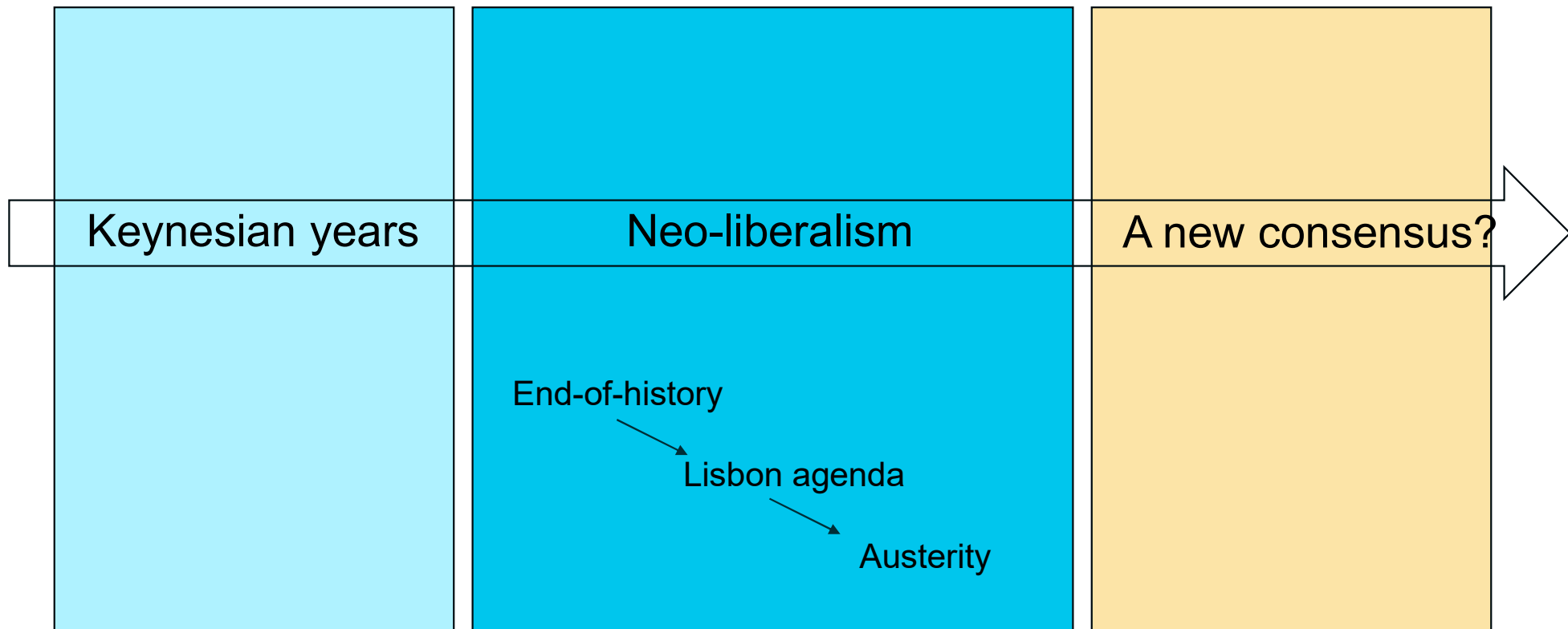
Jac is not known in the foreign discussions on workplace innovation. He is a giant in the Dutch discussions on quality of work and modern sociotechnical thinking.

He combined philosophy, sociology and practice. He applied his thoughts in many companies and sectors. Interestingly, he lived by one core advice from Adorno, one of the main thinkers of the original Frankfurter Schüle. Adorno said that scientific practice should not be fooled by the demands of philosophy. Jac rephrased this by saying that practitioners should not be fooled by science, either.

This thought is also central to my talk today. I hope with this reference, but also with the perspective I sketch, that I can help stress the importance of Jac, not only to the Dutch discussions, but also to the 'human-centric' debate at the European and world scale. His thoughts help underpin what is needed to make the European workplace a core strength in the global competition.



A new European social model?



A paradigm shift?

Washington Consensus (Williamson, 1990)	London Consensus (Besley et al., 2025)
Production efficiency is core, with separation of efficiency and distribution. Make the pie bigger, all is money.	It's not just the money: wellbeing is the key. The distribution of self-worth, respect, social status, and public recognition matter a great deal.
Liberalisation, deregulation and privatisation were supposed to ensure that 'prices are right' and private agents can respond to those price signals	Growth matters but so does place. Creative destruction is central
Responsible monetary and fiscal policies needed to reduce macroeconomic volatility.	Building resilience: government as insurer of last resort
Fix the economy and politics will get sorted along the way	There is no good economics without good politics . Institutions matter. Policy needs to be inclusive and sustainable
The state is confined to policing, defence, basis education and health	A capable state : the essential complement for everything. The state needs to be built. Industrial policy requires an activist state

Industry 5.0 sets new values for production. Companies need to be aware of their externalities. ‘Good production’ is aware of human-centricity, sustainability, and resilience.

Does green policy have a business case? The small calculations add up



Industry has historically focused on large-scale production of goods for steam engines of the first industrial revolution, assembly lines of the second, and digital transformation of Industry 4.0 have each propelled the third, and digital transformation of Industry 4.0 have each propelled of productivity and progress. But in the rush toward productivity and progress, we have lost sight of the human element—the welfare of workers in process safety.

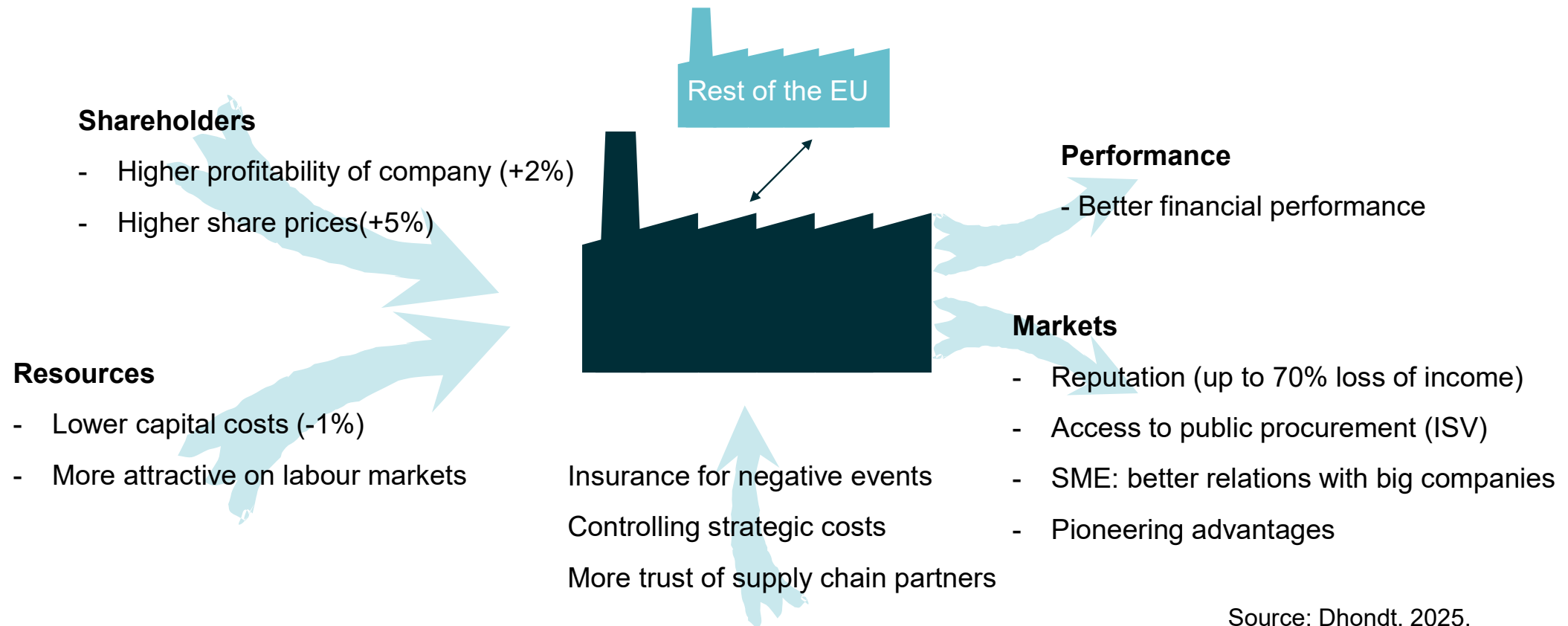


ROSI receives the "Industry 5.0" award from the European Commission

On Wednesday 28 September, ROSI received the "Industry 5.0" award from the European Commission. The Industry 5.0 Award provides a...

Does green policy have a business case?

The large calculations add up



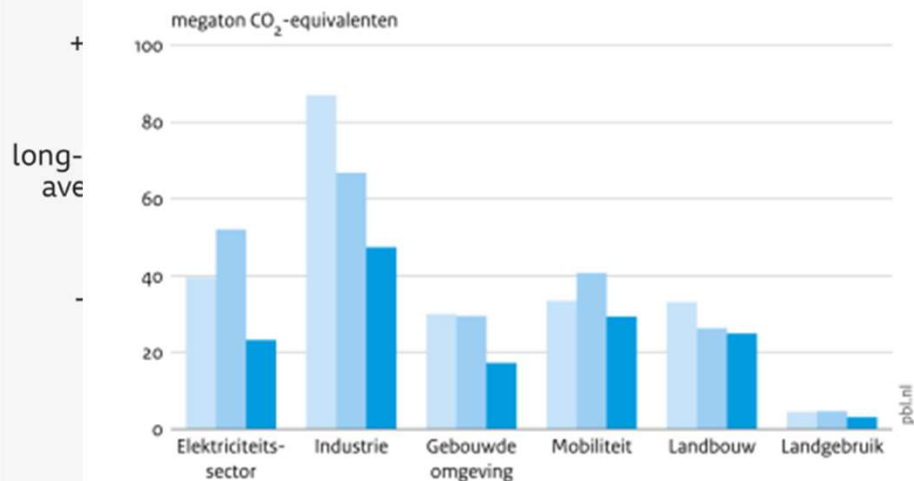
Source: Dhondt, 2025.

The Policy Challenge of Human-Centricity / Industry 5.0

Record warmth in the north Pacific Ocean
Average sea surface temperature in July, August and September, compared with 1991-2020 average

Figuur 4.2

Emissie broeikasgassen per sector



Bron: Emissieregistratie

Note: North Pacific refers to region 20-60°N and 140-240°E

Source: BBC analysis of data from ERA5, C3S/ECMWF

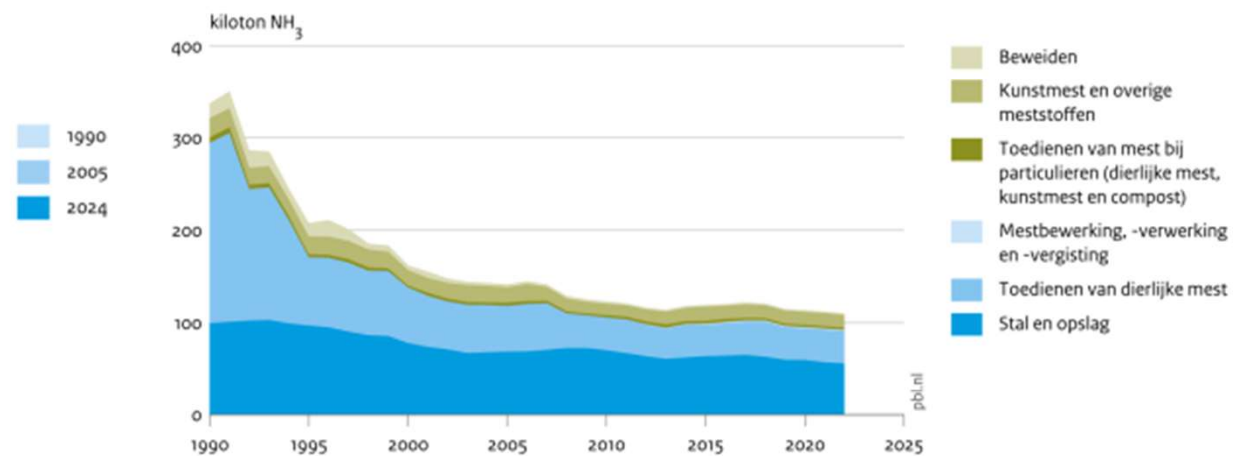
BBC

Mystery heatwave warms Pacific Ocean to new record

1 day ago

Figuur 6.12

Emissie ammoniak door land- en tuinbouw per bron



Bron: Emissieregistratie

The Policy Challenge of Human-Centricity / Industry 5.0



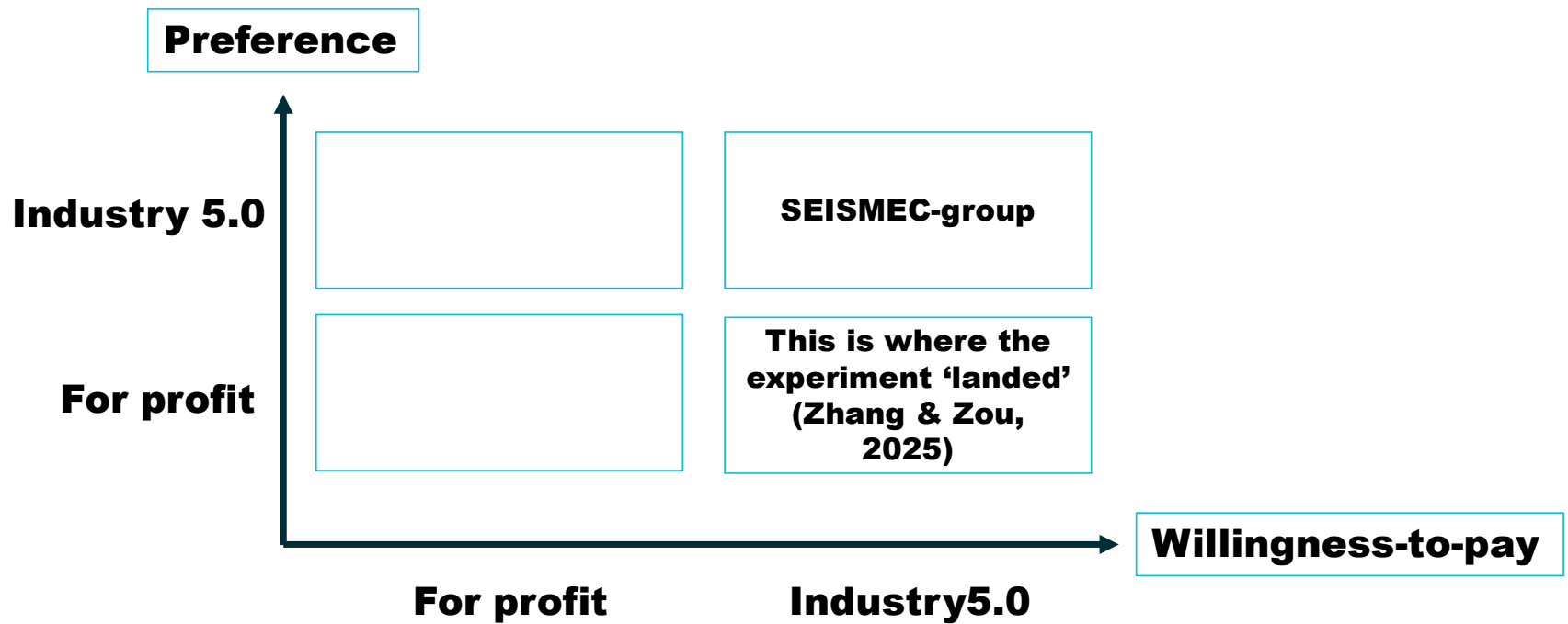
Landmark deal to cut global shipping emissions in tatters after US pressure

2 days ago

Share  Save 

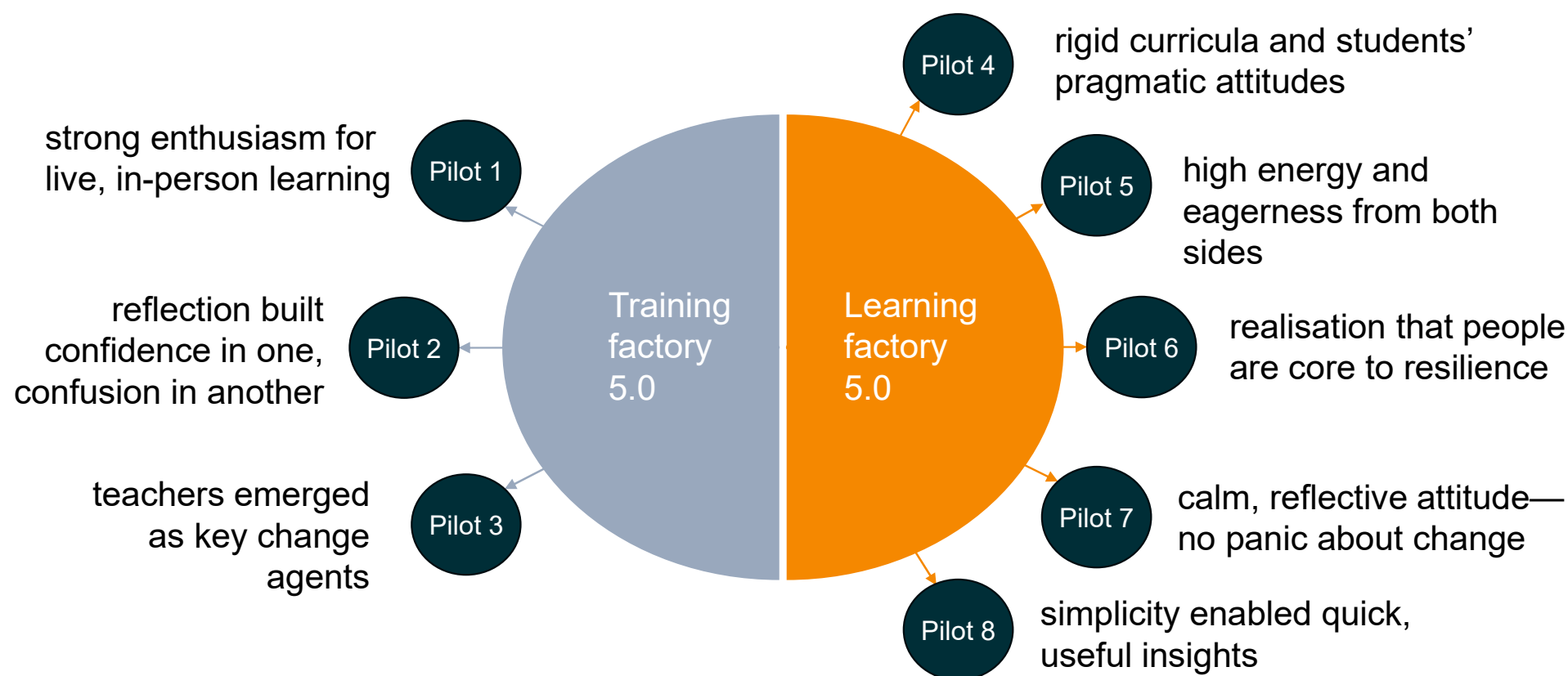
Esme Stallard Climate and science reporter

The policy problem: perception

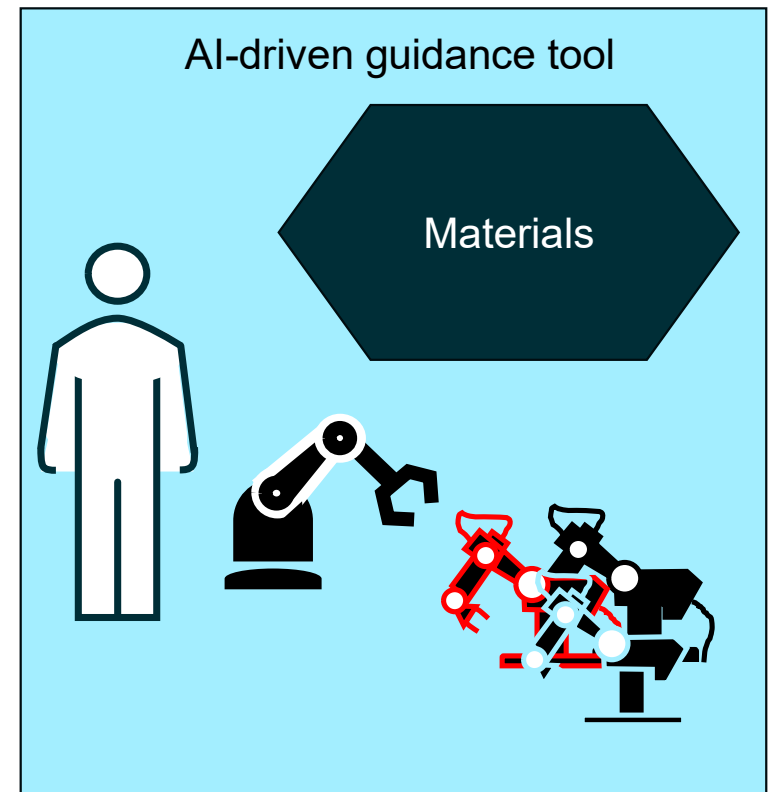
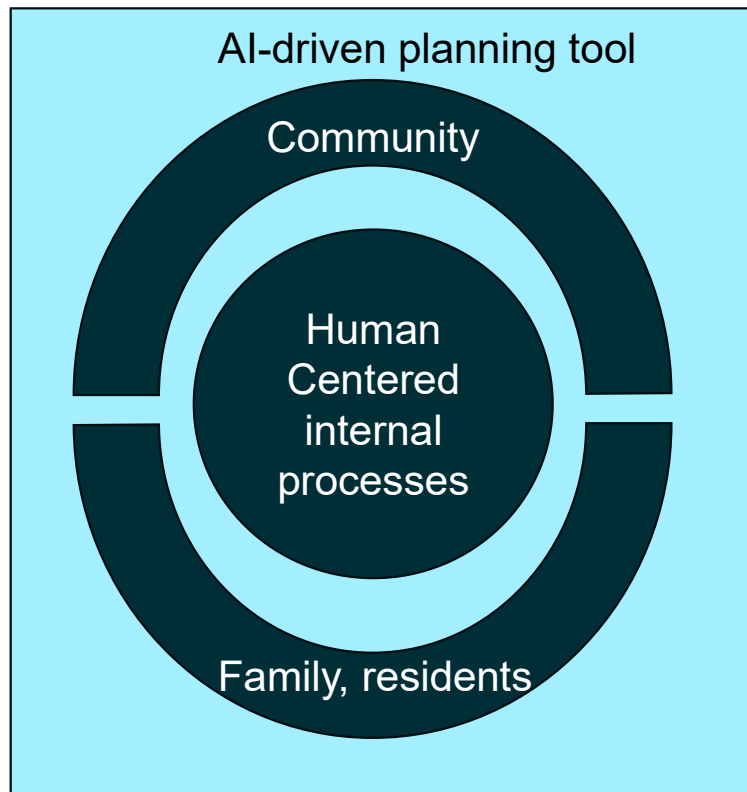


Overcoming changes in policy perspectives, perceptions of managers requires time. We need to build on the ‘London consensus’ and show the value of the European Social Model and Industry 5.0.

Surprising lessons from the TLF 5.0 - Bridges 5.0



Worker empowerment drives AI (Seismec)



The human-centric and inclusive workplace

Leads to a better society (Aghion & Van Reenen, 2025)

Is a competitive workplace,
see the ESG-analysis (2022)

Is an innovative workplace
(Aghion & Van Reenen, 2025)

Allows to get grip on
technology, even AI.



US: mortality rates of non-Hispanic whites are up since 2000, accelerating after 2011

US: deaths by despair increase in same cohort. Insecurity leads to misery

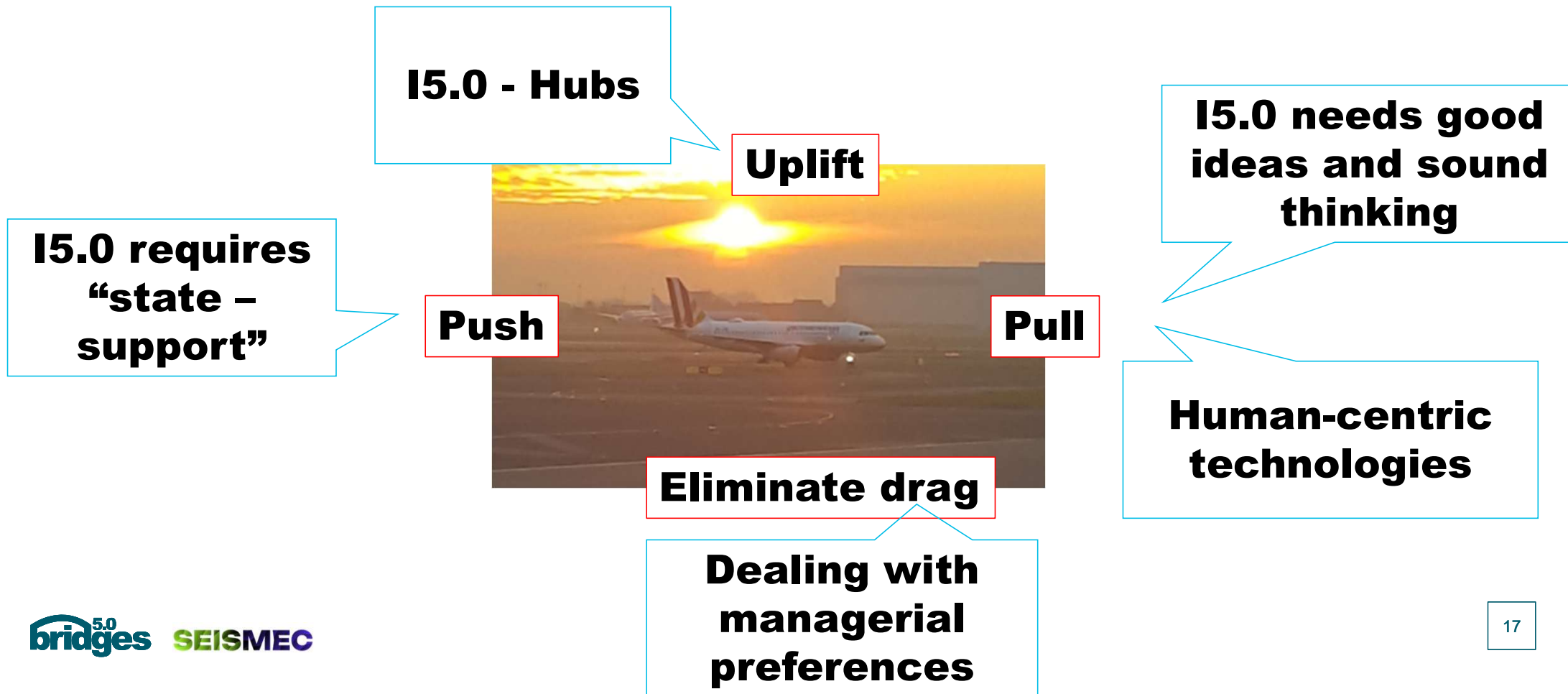
US: 'exclusive education leads to loss of a lot of 'Einsteins'

Denmark: impacts of insecurity has no effect on mortality (Danes live longer), flexicurity increases productivity

Finland: inclusive education expands number of 'Einsteins/ Marie Curies'

On the eve of the Quality of Jobs Roadmap

The new agenda



Questions?

Steven Dhondt, TNO (Netherlands)



References

Williamson, J. (1990) 'What Washington Means by Policy Reform', Chapter 2 from Williamson, J. (ed) *Latin American Adjustment: How Much Has Happened?* Institute for International Economics.

Besley, Tim and Velasco, Andrés (2025) 'Towards a London Economic Consensus: an introduction', in: Besley, Tim, Bucelli, Irene and Velasco, Andrés (eds) *The London Consensus: Economic Principles for the 21st Century*, London: LSE Press, pp. 1–38 <https://doi.org/10.31389/lsepress.tlc.a>

Christis, J. (1998). *Arbeid, Organisatie en Stress. Een visie vanuit de sociotechnische arbeids- en organisatiekunde*. Amsterdam: Het Spinhuis

Dhondt, S. (2025) *Kosten en baten van Due Diligance voor IMVO*. Den Haag: SER (R11069).

Ye Zhang, Eric Zou (2025). ESG AVERSION: EXPERIMENTAL EVIDENCE ON PERCEPTIONS AND PREFERENCES. Working Paper, Cambridge, MA: NATIONAL BUREAU OF ECONOMIC RESEARCH, 34048
<http://www.nber.org/papers/w34048>, July 2025