

What are the skills needs of Industry 5.0?

- ▶ Short answer is that we're still working it out.
- ▶ Can say that currently focused on upskilling and reskilling the workforce, reflecting the reality that there will be both new jobs and reconfigured existing jobs (EC 2023).
- ▶ But can argue that it also requires management skills but there is a real gap in understanding management skill needs – but an issue not specific to Industry 5.0 but a general EC myopia.
- ▶ The caveats:
 - Currently lack an EU dataset that links organisational-level innovation with skills and broader management and work organisation (Greenan & Silvia Napolitano 2022).
 - Existing datasets good at capturing skills possessed (cast as 'supply') by workers but weaker on development and deployment (Erickson et al. 2025f).
 - Early experiments with 'real time' job vacancy data but not perfect (Cardenas Rubio & Warhurst