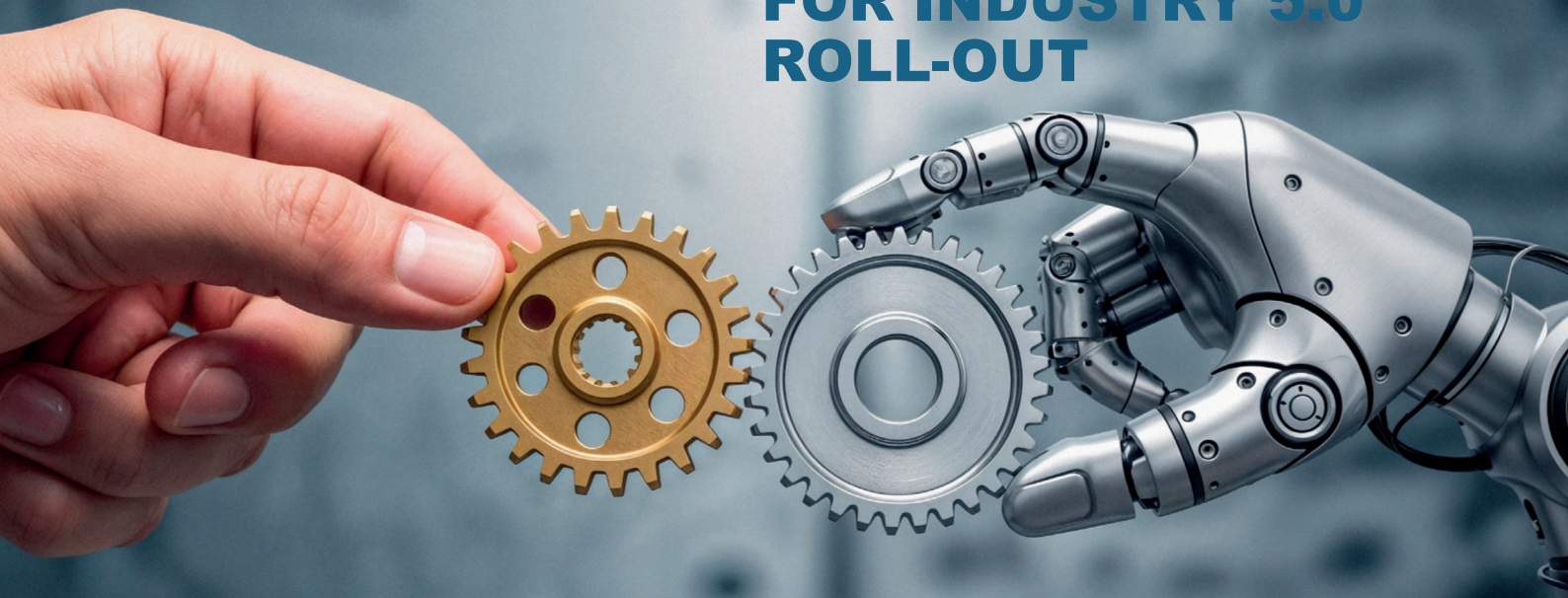
NEWSLETTER 5

Up·Skill

UP-SKILLING FOR INDUSTRY 5.0 ROLL-OUT



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor the granting authority can be held responsible for them.

UK Research and Innovation

THE FIFTH & FINAL UP-SKILL NEWSLETTER!

Welcome to the fifth and final edition of the Up-Skill newsletter, marking the conclusion of a project dedicated to advancing human-centric Industry 5.0 across Europe.

Over the course of the project, Up-Skill has explored how digital transformation can be aligned with sustainability, resilience, and workforce well-being. This final edition brings together the project's most significant results, key insights from real-world case studies, and practical tools designed to support industry, academia, and policymakers in navigating this transition.

In this issue, readers will discover the latest project findings, explore the Up-Skill platform as a core legacy tool, and gain insights from the final project video. The newsletter also highlights collaboration with related EU initiatives and reflects on the outcomes of the Up-Skill Final Conference, which brought together stakeholders from across the innovation ecosystem.

As the project concludes, this edition not only summarises its achievements but also reinforces its long-term contribution: supporting a more competitive, sustainable, and human-centric future for European industry.

INDUSTRY 5.0: THE END GOAL, OR A CHANGE IN MINDSET?

The Up-Skill final video opens with a quote from Aldous Huxley: *"Technological progress has merely provided us with more efficient means for going backwards."* This observation invites a critical reflection on the nature of progress in an era of rapid technological advancement.

In practical terms, as industrial systems become more complex through the integration of AI, automation, and data-driven tools, the potential for failure also increases. While there may be a limited number of optimal ways for technologies to function, there are significantly more ways in which their implementation can fall short—particularly in real organisational environments. Up-Skill's ethnographic research confirms that digital transformation is rarely linear, and is often shaped by human factors, organisational culture, and tacit knowledge.

From an Industry 5.0 perspective, this complexity does not represent a limitation, but a call for a different approach. Rather than relying on technology as a driver of automatic progress, the focus shifts towards human-centric transformation—where risks are anticipated, skills are continuously developed, and organisations are designed to adapt. In this context, challenges and disruptions become opportunities for learning and resilience.

The Up-Skill project therefore presents Industry 5.0 not as a fixed end goal, but as a strategic shift in mindset. It moves beyond technology-driven efficiency towards a model that prioritises human agency, sustainability, and adaptability. Its findings show that successful digital transformation depends less on technical optimisation and more on how technologies are embedded within organisational practices and shaped by human decision-making.

Importantly, firms that adopted a human-centric approach—designing technologies to complement rather than replace human expertise—achieved more robust and sustainable outcomes. This included stronger workforce engagement, more effective implementation processes, and greater organisational resilience. Such results highlight that human-centricity is not merely a principle, but an operational necessity.

Ultimately, Up-Skill offers a more realistic understanding of industrial progress. Technological innovation alone does not guarantee positive outcomes; it must be guided by human values, supported by appropriate skills, and integrated within adaptive organisational systems. Industry 5.0, in this sense, is not a destination, but an ongoing process—one that requires continuous alignment between technology, people, and purpose to ensure a competitive, sustainable, and resilient industrial future.

LATEST PROJECT RESULTS

TECHNOLOGY IMPLEMENTATION IN PRACTICE: LESSONS FROM INDUSTRY 5.0 CASE STUDIES

The "Case Study Report Demonstrating the Impact of Implementation" offers an in-depth exploration of how companies are experiencing and responding to the transition towards Industry 5.0. The report examines the practical realities of introducing advanced technologies into production environments, highlighting both the opportunities and the challenges that emerge when automation increasingly intersects with human work.

At its core, the findings emphasise that successful implementation depends not only on technological capability, but on strategic leadership, organisational stability, and meaningful workforce engagement.
Drawing on a series of diverse case studies, the report illustrates how different companies have approached Industry 5.0 in practice. Some organisations leveraged new technologies to improve efficiency, diversify product offerings, and stimulate innovation. Others, however, encountered significant barriers, including financial constraints...

READ THE ENTIRE ARTICLE HERE

TECHNOLOGY IMPLEMENTATION AND INDUSTRY 5.0 FROM THE FIRM´S PERSPECTIVE

The Up-Skill project offered participating firms a unique opportunity to explore how emerging technologies can be implemented in real industrial settings whilst maintaining a strong focus on people, skills, and organisational culture.

Across diverse contexts, companies tested, adopted, and in some cases abandoned new technologies, which has generated valuable insights into what it takes to translate Industry 5.0 principles from concept into practice.
Rather than treating technology adoption as a purely technical exercise, the project revealed it to be a deeply organisational and human process—one shaped by leadership, workforce engagement, training strategies, and the ability to learn from both success and failure.

Technologies Implemented Across Firms

During the project, firms introduced a wide range of technologies aimed at improving production efficiency, flexibility, and knowledge capture. These included...

READ THE ENTIRE ARTICLE HERE

UP-SKILL PLATFORM & DSS: SMART DECISIONS FOR HUMAN-CENTRIC INDUSTRY 5.0

A new report from Iris Technology Solutions presents the Up-Skill Platform and its integrated Decision Support System (DSS): a practical tool designed to help SMEs and manufacturers navigate digital transformation in a way that strengthens both competitiveness and workforce wellbeing.

Turning Digital Transformation into Practical Action

Industry 5.0 is not only about adopting advanced technologies — it is about making informed decisions that balance productivity, sustainability and human value. The Up-Skill Platform was developed precisely for this purpose: to help manufacturing SMEs translate complex organisational challenges into clear, structured and actionable insights.
Rather than focusing purely on technical optimisation, the platform supports companies in understanding how new technologies affect work organisation, skills, leadership and employee engagement. It enables managers to make better decisions about technology adoption, workforce development...

READ THE ENTIRE ARTICLE HERE

THE UP-SKILL PLATFORM

Turning research into action, the Up-Skill platform empowers academics, industry stakeholders, and policymakers to unlock human-centric Industry 5.0 insights—transforming complex knowledge into actionable intelligence to identify emerging practices, anticipate skills needs, and drive smarter decisions, stronger policies, and a more competitive industry.

The Up-Skill platform is a key outcome of the project, designed to translate research findings into a practical and intelligent tool for supporting Industry 5.0 transformation. It combines a structured data repository with an advanced Decision Support System (DSS), enabling users to access and operationalise knowledge derived from the project's ethnographic use cases.

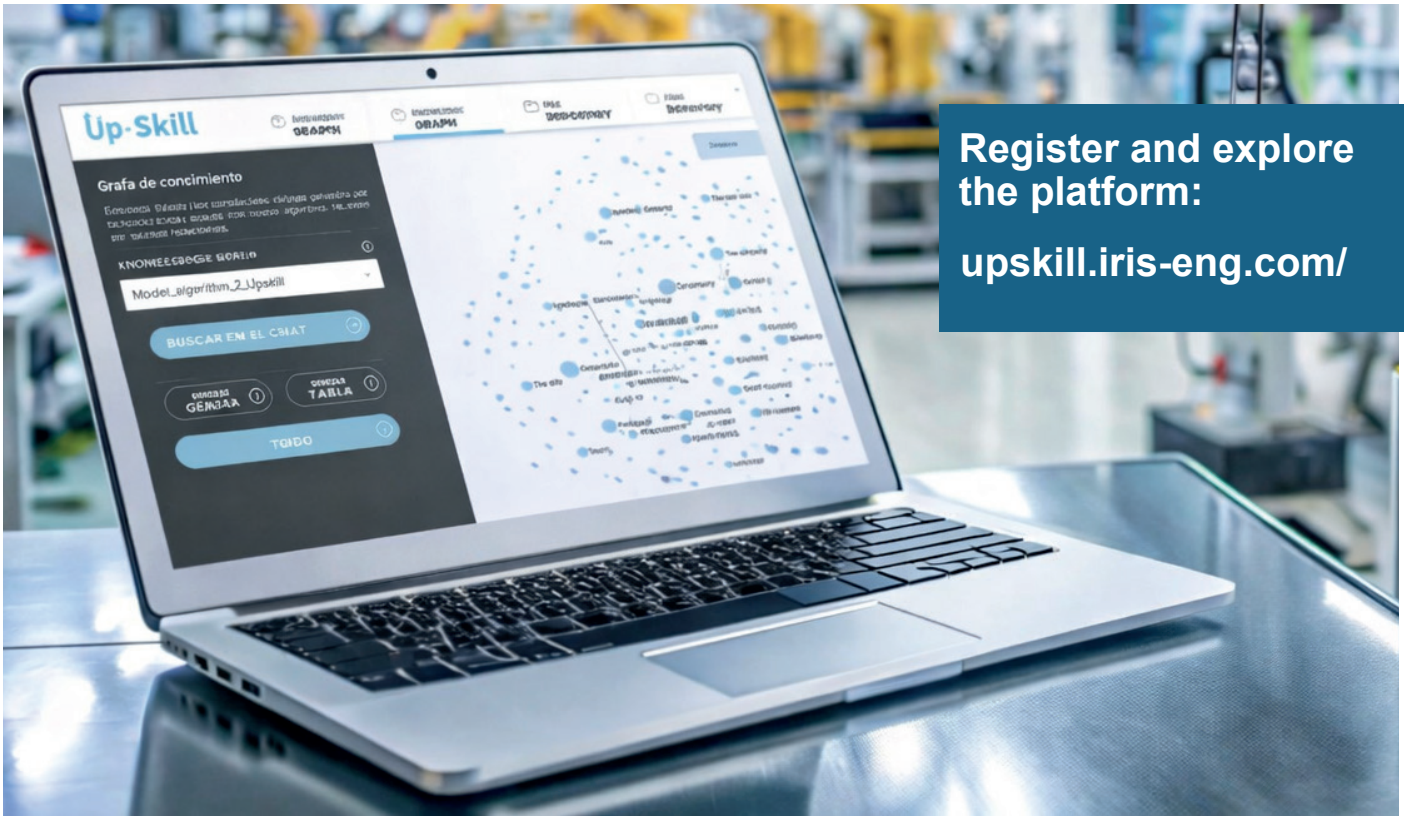
At its core, the platform integrates nine in-depth use case studies alongside associated materials, including project documents and relevant literature. This knowledge base is enhanced through the application of advanced data processing techniques, including generative AI algorithms that build language models from the available documentation. These models allow users to interact dynamically with the content, either through predefined or ad hoc queries—for example, exploring emerging Industry 5.0 practices across different cases.

To complement this functionality, the platform offers visual and analytical tools such as knowledge graphs and entity-relation tables. These features enable users to map relationships between key concepts, identify recurring themes, and gain a structured overview of how technologies, skills, and organisational practices interact within real industrial settings.

Each use case reflects concrete pathways towards Industry 5.0, highlighting themes such as human-centric automation, workforce reskilling, AI integration, and sustainable production, while reinforcing the central role of workers in innovation processes.

A strong emphasis is placed on data privacy and security. All documents are anonymised prior to processing and handled locally rather than in the cloud, ensuring compliance with data protection requirements while maintaining analytical robustness.

Overall, the Up-Skill platform acts as a bridge between research and industrial application. By combining AI-driven analytics with real-world insights, it enhances decision-making, supports skills development, and promotes more inclusive and sustainable industrial transformation. In doing so, it contributes to strengthening European industry competitiveness while advancing a human-centric vision of technological progress.



Register and explore the platform:

upskill.iris-eng.com/

FINAL VIDEO

What does real progress look like in the era of artificial intelligence and digital manufacturing?

Using interviews with leading researchers within the fields of organisational studies, innovation management and ethnography, the final Up-Skill video explores how Europe can align technological transformation with sustainability, resilience, and human well-being. Moving beyond Industry 4.0, it highlights the shift towards Industry 5.0, where innovation places people, skills, and societal values at its core.

Drawing on research and real-world case studies, the video shows that technological progress is not automatic, but shaped by human choices, leadership, and continuous learning. It underlines the importance of human-centric approaches to ensure that digital transformation supports both industry competitiveness and meaningful work.

Watch the video to discover how Up-Skill is contributing to a more sustainable and human-centric industrial future.

WATCH THE VIDEO HERE

RELATED PROJECT NEWS

BRIDGES 5.0: MASTERCLASSES

A series of Bridges 5.0 Masterclasses leading to the Final Bridges Conference which will take place in person on 2nd October 2026 in Brussels.
The series provides a continuous dialogue platform to explain what Industry 5.0 means in practice, share project insights and experiences and facilitate peer learning and motivate participation.

READ MORE

BRIDGES 5.0: FINAL CONFERENCE

The BRIDGES 5.0 Final Conference marks the culmination of the project's four-year journey towards shaping an inclusive, human-centred Industry 5.0 future. The event will present the project's main achievements, including the proof of concept and business action plan for the Industry 5.0 Platform, and will formally hand over the platform to the Industry 4.0 networks as the main owners of the results.

READ MORE

INDUSTRY 5.0 IN PRACTICE

On 29 January 2026, PROSPECTS 5.0 joined five Horizon Europe sister projects –BRIDGES 5.0, SEISMEC, SkillAIbility, AIREDGIO, and UP-SKILL – for the joint webinar "Industry 5.0 in Theory and Practice.
PROSPECTS 5.0 is proud to contribute to this dialogue and looks forward to continuing joint efforts that move Industry 5.0 from concept to practice.

READ MORE

INDUSTRY 5.0 WIKI STAKEHOLDER FEEDBACK SURVEY

This document presents the results of a stakeholder survey carried out within the PROSPECTS 5.0 project to evaluate the Industry 5.0 Wiki. It includes feedback on usability, content quality, and overall usefulness, while identifying key improvement areas such as additional resources, practical examples, and enhanced collaboration features. The findings support the further development of the platform in line with Industry 5.0 principles.

READ MORE

HUMAN-CENTRED WAREHOUSE INNOVATION AT MC SONAE

This article is based on insights from interviews with Matilde Lopes and Gilberto Lobo, who shared their perspectives on the current status, challenges, and future direction of the MC SONAE pilot within the SEISMEC project.
The SEISMEC project is collaborating with MC SONAE to improve warehouse operations by combining advanced technologies with a strong focus on people.

READ MORE

HUMAN-CENTRED AI FOR INDUSTRIAL TASKS AT MICHELIN

This article is based on insights from an interview with Yann Cochard, who shares perspectives on the current status, challenges, and future direction of the Michelin pilot within the SEISMEC project.
Within SEISMEC, Michelin is developing an AI-based task recommender application designed to support workers operating complex industrial equipment.

READ MORE

THE UP-SKILL FINAL CONFERENCE

The Up-Skill Final Conference, “Industrial Policy 5.0”, took place on 11th February 2026 in a hybrid format, bringing together participants both in Brussels and online. The event marked the culmination of the project’s work and provided a platform to reflect on its key findings and contributions.

The conference explored how Industry 5.0 can move from a policy concept to practical implementation within European manufacturing. Drawing on the project’s ethnographic research and real-world case studies, discussions focused on the drivers and barriers to adopting human-centric, sustainable, and resilient industrial practices. Contributions from industry representatives, policymakers, academic experts, and related EU projects offered diverse perspectives on the future of industrial transformation.

The programme featured a series of thematic sessions addressing innovation, skills development, and industrial transitions. These included presentations on the project’s overall impact, insights from industry partners, and reflections on emerging skills and responsible management practices. The event concluded with a panel discussion with leading experts representing academia, trade unions and industrial policy. Overall, the conference highlighted that technological transformation is not driven by technology alone, but by the interaction between digital tools, human skills, and organisational practices. It provided a comprehensive overview of the Up-Skill project’s results while emphasising the importance of human-centric approaches in shaping Europe’s industrial future.

You can view the recordings of all presentations and the panel discussion from the final conference on Up-Skill´s YouTube channel and website

WATCH THE VIDEOS HERE

RESOURCES

All of the Up-Skill project´s resources will continue to be available on our platforms:

ZENODO

Access all the project´s scientific papers and public reports.

GO

UP-SKILL PLATFORM

Get tailored Industry 5.0 insights based on Up-Skill´s research.

GO

UP-SKILL WEBSITE

View and download digital materials, public report, videos and much more!

GO

YOUTUBE

Watch all our project videos.

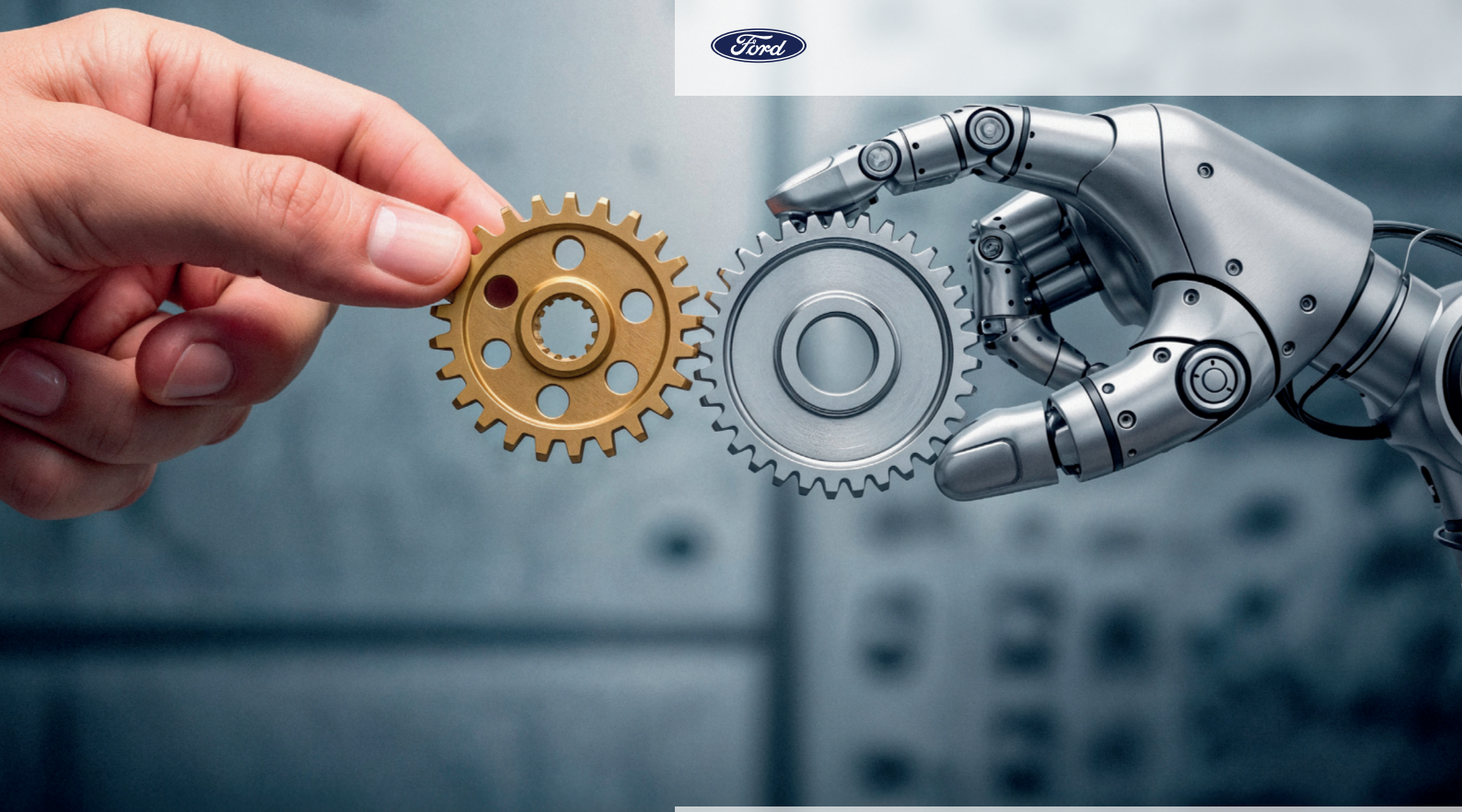
GO

www.upskill-horizon.eu

info@upskill-horizon.eu @UPSKILL_HORIZON

@UPSKILL_HORIZON up-skill-project

Up·Skill



Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HADEA. Neither the European Union nor the granting authority can be held responsible for them.

UK Research and Innovation