Emerging Approaches for Enterprises and Human Integration Towards Industry 5.0

Arturo Molina(✉)

Tecnologico de Monterrey, Institute of Advanced Materials for Sustainable Manufacturing, 14380 Mexico City, México
armolina@tec.mx

Abstract. Industry 5.0 represents the latest phase of industrial transformation, emphasizing the integration of advanced technologies with human capabilities to achieve new levels of productivity, efficiency, and sustainability. This research explores the emerging approaches for enterprises and human integration towards Industry 5.0. This position paper highlights the key technological advancements and their impact on industrial processes, as well as the strategies employed by enterprises to foster seamless collaboration between humans and machines. Additionally, it discusses the challenges and potential solutions in achieving successful integration and presents case studies and examples to illustrate real-world implementations. This research aims to provide insights into the evolving landscape of Industry 5.0 and its implications for enterprises and human workers.

Keywords: Industry 5.0 · human-machine collaboration · advanced technologies · industrial transformation · integration · enterprise strategies

1 Introduction

The advent of Industry 5.0 marks a significant shift in the industrial landscape, focusing on the harmonious collaboration between humans and machines. There are some important strategies that are driven the decisions in enterprises for the transition to industry 5.0. The following are the most critical:

1. Reimagining Job Roles. Enterprises need to reimagine job roles to adapt to the changing dynamics of Industry 5.0. This involves identifying tasks that can be automated and leveraging technology to augment human capabilities. By reallocating tasks and focusing on more complex and value-added activities, enterprises can enhance productivity and job satisfaction [1]. Additionally, fostering a culture of continuous learning and reskilling is crucial to empower employees for new job roles [2].
2. Continuous Learning and Upskilling In Industry 5.0. Enterprises should prioritize continuous learning and upskilling programs to enable employees to adapt to evolving technologies and job requirements. Providing training in emerging technologies such as AI, robotics, and data analytics equips employees with the skills necessary for human-machine collaboration [1]. Enterprises can establish partnerships with

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educational institutions or leverage online learning platforms to offer accessible and relevant training programs.
3. Agile and Flexible Manufacturing Processes. Agile and flexible manufacturing processes are crucial for enterprises in Industry 5.0 to respond quickly to market demands and customization requirements. Adopting technologies such as modular production systems, reconfigurable manufacturing systems, and digital twin simulations enables enterprises to optimize production processes, reduce lead times, and enhance responsiveness [3]. Enterprises should embrace the principles of lean manufacturing and agile methodologies to achieve operational efficiency and adaptability.
4. Collaborative Ecosystems and Partnerships. Building collaborative ecosystems and partnerships is a strategic approach for enterprises in Industry 5.0. By collaborating with technology providers, research institutions, and other industry stakeholders, enterprises can access specialized knowledge, share resources, and co-innovate [4]. Collaborative ecosystems foster innovation, enable the exchange of best practices, and facilitate the adoption of emerging technologies.

While Industry 4.0 focuses on automation and digitalization, Industry 5.0 seeks to foster a harmonious partnership between humans and machines to drive innovation, productivity, and sustainability in industrial processes.

2 The Role of Collaborative Networks in the Transition from Industry 4.0 to Industry 5.0

Industry 5.0 builds upon the foundational technologies of Industry 4.0 to enable human-machine collaboration and create new possibilities for the future of manufacturing. The transition from Industry 4.0 to Industry 5.0 represents a shift from a predominantly technology-driven approach to a more human-centric and collaborative approach. While Industry 4.0 revolutionizes industrial processes through automation and data utilization, Industry 5.0 recognizes the added value of human-machine collaboration, customization, and adaptability in achieving sustainable and innovative manufacturing practices. Collaborative networks, which typically comprise of entities such as organizations, individuals, and machines working together towards common objectives, play a key role in realizing the vision of Industry 5.0. They make it possible to create an interconnected industrial ecosystem that seamlessly combines human intelligence and creativity with machine precision and consistency. Here are a few ways of how collaborative networks can be applied to Industry 5.0:

1. **Cobots (Collaborative Robots):** Collaborative robots, or cobots, have been the subject of considerable research and commercial interest [5]. They have the potential to redefine the human-machine relationship in industrial settings by enhancing human capabilities rather than replacing them.
2. **Knowledge sharing and problem-solving:** The role of collaborative networks in knowledge sharing and problem-solving is well documented [6]. These networks can leverage the power of AI to support rapid, effective responses to industrial challenges.

3. **Adaptive manufacturing:** The potential for collaborative networks to support more adaptive and flexible manufacturing processes is a topic of growing interest in the Industry 4.0 literature [7]. This includes the use of advanced technologies such as AI and Internet of Things (IoT) to enhance responsiveness and agility.
4. **Personalized production:** The concept of moving from mass production to mass personalization is a central theme of Industry 4.0 and 5.0 [8]. Collaborative networks can play a crucial role in this shift by facilitating seamless interaction between different parts of the production process.
5. **Data-driven decision making:** The importance of data-driven decision-making in modern industrial settings is widely recognized [9]. Collaborative networks can enhance this process by enabling effective integration and analysis of diverse data sources.
6. **Training and education:** The role of technology in supporting worker training and education in the context of Industry 4.0 and 5.0 has been discussed in several studies [10]. This includes the use of advanced information technologies (e.g. Virtual Reality, Augmented Reality, Metaverse) for training and AI for personalized learning. In this context, the usage of educational collaboration networks to have access to global knowledge and open source content is a must.

However, realizing these approaches requires overcoming certain challenges. These include technological challenges related to interoperability and security, as well as social and organizational challenges such as resistance to change, skills gaps, and the need for new forms of leadership and management. The next section discussed these challenges in more detail.

3 Challenges for a Change

For the transition from 4.0 to 5.0 be successful a set of challenges, including resistance to change, ethical considerations, and cybersecurity risks must be tackled. Proposal of potential solutions are described, such as effective change management, developing ethical guidelines, and implementing robust cybersecurity measures.

3.1 Resistance to Change

One of the major challenges in integrating humans and machines in Industry 5.0 is resistance to change. Employees may be hesitant to adopt new technologies or fear job displacement. To address this challenge, enterprises can implement change management strategies that involve transparent communication, employee involvement, and training programs [1]. Engaging employees early in the process and highlighting the benefits of human-machine collaboration can help overcome resistance and foster a positive mindset towards technological advancements.

Industry 4.0 and Industry 5.0 represent different phases of industrial development, each characterized by distinct technological advancements, objectives, and implications. The following Table 1 summarizes a comparison between Industry 4.0 and Industry 5.0:

Table 1. Comparison of Industry 4.5 and Industry 5.0

	Industry 4.0	Industry 5.0	Challenges in Transition
1. Technological Focus	Industry 4.0 focuses on the digitalization and automation of industrial processes using technologies such as IoT, cloud computing, big data analytics, and cyber-physical systems. It emphasizes connectivity and the integration of machines and systems to optimize production and enable data-driven decision-making	Industry 5.0 builds upon the foundation of Industry 4.0 and emphasizes the seamless collaboration between humans and machines. It leverages advanced technologies like artificial intelligence, robotics, virtual reality, and additive manufacturing to enhance human-machine interaction and enable co-working between humans and smart machines	While Industry 4.0 revolutionizes industrial processes through automation and data utilization, Industry 5.0 recognizes the added value of human-machine collaboration, customization, and adaptability in achieving sustainable and innovative manufacturing practices. Industry 5.0 involves the integration of multiple advanced technologies, such as artificial intelligence, robotics, virtual reality, and additive manufacturing. Ensuring interoperability and compatibility between different technologies can be a complex task. Enterprises need to invest in standardization efforts, open platforms, and interoperable systems to facilitate the smooth integration and collaboration of diverse technologies
2. Human-Machine Collaboration:	Industry 4.0 involves humans and machines working in parallel, where machines perform automated tasks while humans oversee and manage the processes. The focus is on optimizing efficiency and productivity through automation and data-driven insights	Industry 5.0 emphasizes a higher level of human-machine collaboration. It aims to integrate the unique capabilities of humans, such as creativity, problem-solving, and adaptability, with the efficiency and precision of machines. Humans and machines work together symbiotically, with machines augmenting human capabilities and enabling more complex and flexible production processes	Achieving seamless and intuitive human-machine interaction is a challenge in the transition to Industry 5.0. Designing user-friendly interfaces, intuitive control systems, and collaborative work environments that facilitate effective communication and interaction between humans and machines is crucial for successful integration

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	Industry 4.0	Industry 5.0	Challenges in Transition
3. Role of Humans	In Industry 4.0, humans play a supervisory and decision-making role, leveraging data analytics and automation technologies to optimize processes and make strategic decisions. However, the emphasis is primarily on improving operational efficiency and reducing human intervention in repetitive tasks	Industry 5.0 places humans at the center, recognizing their unique skills and capabilities. It involves the reimagining of job roles, upskilling and reskilling of the workforce, and the creation of work environments that foster collaboration and innovation between humans and machines. Humans actively contribute to problem-solving, creativity, and adapting to dynamic production demands	The transition to Industry 5.0 necessitates a transformation of the workforce. The existing workforce may need to acquire new skills, such as creativity, problem-solving, and adaptability, to effectively collaborate with advanced technologies. Upskilling and reskilling programs must be implemented to bridge the skills gap and ensure the workforce is equipped for the new job roles and requirements
4. Socio-Economic Implications	Industry 4.0 brings significant advancements in efficiency, productivity, and cost-effectiveness. It can lead to job displacements and changes in employment patterns as automation replaces certain tasks. There is a need for upskilling and reskilling the workforce to adapt to the changing job landscape	Industry 5.0 aims to address some of the social and economic concerns arising from Industry 4.0. It seeks to create meaningful and fulfilling work opportunities by leveraging human capabilities alongside advanced technologies. Industry 5.0 emphasizes sustainable manufacturing, socio-economic inclusivity, and addressing the ethical and social implications of technology integration	As the integration of humans and machines deepens in Industry 5.0, ethical and social implications become more pronounced. Concerns around privacy, data security, algorithmic bias, and equitable distribution of benefits and opportunities arise. Addressing these ethical and social considerations requires the development of robust guidelines, regulations, and ethical frameworks to govern the responsible implementation of Industry 5.0 technologies
5. Production Paradigm	Industry 4.0 is characterized by the concept of "smart factories" or "lights-out manufacturing," where machines and systems are interconnected, and production processes are highly automated and self-optimized. It emphasizes the use of data analytics and real-time monitoring to achieve operational efficiency and predictive maintenance	Industry 5.0 shifts the focus from purely automated production to a more flexible and adaptable production paradigm. It recognizes the value of human creativity, problem-solving, and intuition in addressing complex and non-routine tasks. Industry 5.0 promotes the idea of "smart customization" by combining mass production capabilities with customization options driven by human insights	The transition from Industry 4.0 to Industry 5.0 represents a shift from a predominantly technology-driven approach to a more human-centric and collaborative approach

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	Industry 4.0	Industry 5.0	Challenges in Transition
6. Data Utilization	Industry 4.0 relies heavily on data collection, analysis, and utilization for process optimization and decision-making. It emphasizes the use of big data, machine learning, and predictive analytics to extract insights and drive efficiency improvements	Industry 5.0 expands the scope of data utilization beyond process optimization. It leverages data not only for operational efficiency but also for fostering human-machine collaboration. Data is used to enhance human-machine interaction, enable intelligent decision support systems, and provide real-time feedback to humans and machines working together	With the increased reliance on data in Industry 5.0, effective data management and security become critical. Enterprises need robust data governance practices, secure data storage, and protocols to protect sensitive information. Implementing cybersecurity measures and ensuring data privacy are essential to prevent breaches and maintain trust in the human-machine ecosystem
7. Flexibility and Customization	Industry 4.0 aims to achieve mass customization by enabling production processes that can quickly adapt to changing customer demands and market trends. It emphasizes modularity and the ability to reconfigure production systems to accommodate different product variations	Industry 5.0 takes customization a step further by integrating the expertise and creativity of humans into the customization process. It allows for more complex and individualized customization options, enabled by human insights and collaboration with smart machines. Industry 5.0 emphasizes the co-creation of personalized products and services	Industry 5.0 emphasizes the need for flexible production processes that can quickly adapt to changing customer demands and market trends. Industry 5.0 enables dynamic and agile manufacturing. Enterprises are encouraged to implement modular production systems, reconfigurable manufacturing cells, and digital twin simulations to achieve greater flexibility. Customization introduces complexity and variability into the production process. As products and services become more personalized, enterprises must handle a wider range of product configurations, options, and variations. Managing this complexity can be challenging, requiring robust systems for product configuration, supply chain management, and production planning

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Table 1. (*continued*)

	Industry 4.0	Industry 5.0	Challenges in Transition
8. Impact of Society and Workforce	Industry 4.0 has had significant implications for the workforce, with concerns about job displacement due to automation. It requires a shift in workforce skills towards data analysis, digital literacy, and technological expertise	Industry 5.0 acknowledges the importance of human skills and capabilities and seeks to create opportunities for meaningful work. It focuses on upskilling and reskilling the workforce to leverage the unique abilities of humans in creativity, problem-solving, and adaptability. Industry 5.0 aims to create inclusive and human-centric work environments that promote job satisfaction and well-being	The rapid advancement of technology in Industry 5.0 often outpaces the development of regulatory and legal frameworks. Successfully transitioning to Industry 5.0 requires effective change management and organizational alignment. Enterprises need to foster a culture of innovation, facilitate collaboration, and communicate the vision and benefits of Industry 5.0 to all stakeholders

3.2 Ethical Considerations

Integrating humans and machines raises ethical considerations, such as privacy, data security, and algorithmic bias. Enterprises need to develop ethical guidelines and ensure transparency in data collection, usage, and decision-making processes [11]. Implementing robust data protection measures, conducting regular audits, and involving ethicists and stakeholders in the decision-making process can help address ethical challenges in Industry 5.0.

3.3 Cybersecurity Risks

As the connectivity between humans and machines increases in Industry 5.0, cybersecurity risks become more prominent. Enterprises must prioritize cybersecurity measures to protect critical infrastructure, sensitive data, and intellectual property [12]. Implementing encryption protocols, conducting regular vulnerability assessments, and training employees on cybersecurity best practices are crucial steps in mitigating cybersecurity risks.

3.4 Human-Machine Interaction and Communication

Ensuring effective human-machine interaction and communication is a challenge in Industry 5.0. Different technologies may have different interfaces, leading to potential difficulties in seamless collaboration. Enterprises can address this challenge by investing in user-friendly interfaces, intuitive control systems, and human-centred design principles [13]. Moreover, fostering a culture of open communication and providing training on human-machine interaction can enhance collaboration and productivity.

It's crucial for researchers, businesses, and policymakers to address these challenges as they navigate the transition to Industry 5.0.

4 Implications and Future Directions

This section discusses the implications of Industry 5.0 for enterprises and human workers, such as job transformations, skill requirements, and socio-economic impacts. It also explores future directions and areas for further research to advance the integration of humans and machines in Industry 5.0.

4.1 Job Transformations and Skill Requirements

Industry 5.0 brings significant implications for job transformations and skill requirements. With the integration of humans and machines, certain tasks will be automated, leading to the emergence of new job roles that require higher-level cognitive skills, creativity, and problem-solving abilities [1]. Enterprises need to invest in workforce development programs to upskill and reskill employees, ensuring they possess the necessary competencies to thrive in the evolving industrial landscape [2].

4.2 Socio-Economic Impacts

The implementation of Industry 5.0 has wide-ranging socio-economic impacts. While it offers opportunities for increased productivity and efficiency, there may also be concerns about job displacement and income inequality [14]. It is crucial for enterprises and policymakers to proactively address these socio-economic impacts by implementing supportive policies, fostering entrepreneurship, and establishing social safety nets [11].

4.3 Sustainable Manufacturing and Environmental Impact

Industry 5.0 presents an opportunity to drive sustainable manufacturing practices. By leveraging technologies such as IoT, AI, and data analytics, enterprises can optimize energy consumption, reduce waste, and implement circular economy principles [14]. The integration of humans and machines can lead to more efficient resource utilization and a reduced environmental footprint.

4.4 Global Collaboration and Standardization

Industry 5.0 transcends geographical boundaries, necessitating global collaboration and standardization efforts. Enterprises should engage in cross-industry collaborations, sharing best practices and knowledge to foster innovation and harmonize technological standards. International collaborations can facilitate the adoption of Industry 5.0 principles on a global scale, promoting interoperability and ensuring seamless integration across industries and regions.

4.5 Continued Technological Advancements

The future of Industry 5.0 lies in continued technological advancements. Emerging technologies such as quantum computing, edge computing, and advanced materials hold promise for further enhancing human-machine integration and unlocking new possibilities in industrial processes [13]. Enterprises should stay abreast of technological developments and embrace a culture of innovation to remain competitive in the ever-evolving landscape of Industry 5.0.

4.6 Human-Centred Design and User Experience

Industry 5.0 emphasizes the importance of human-centric design and user experience in the integration of humans and machines. Enterprises need to focus on creating intuitive interfaces, ergonomic work environments, and user-friendly technologies that enhance the collaboration and productivity of humans and machines [1]. Incorporating user feedback and conducting usability testing can further improve the overall human-machine interaction.

4.7 Augmented Reality and Virtual Reality Applications

The use of augmented reality (AR) and virtual reality (VR) technologies has promising implications for Industry 5.0. These technologies can enhance human-machine collaboration by providing immersive and interactive experiences, allowing operators to visualize, simulate, and interact with digital representations of machines and processes [1]. Enterprises can explore the potential of AR and VR applications in training, maintenance, and remote assistance to improve operational efficiency and reduce downtime.

4.8 Ethical and Social Considerations in AI and Robotics

As AI and robotics play a central role in Industry 5.0, it is essential to address ethical and social considerations. Ensuring the responsible development and deployment of AI and robotics technologies requires transparency, accountability, and adherence to ethical guidelines [15]. Enterprises should actively engage in discussions on ethical frameworks, data governance, and the impact of automation on employment to promote responsible AI and robotics practices.

4.9 Regulatory Frameworks and Policies

The integration of humans and machines in Industry 5.0 may require the development of new regulatory frameworks and policies. Governments and regulatory bodies need to keep pace with technological advancements and establish guidelines that ensure safety, privacy, and security in human-machine collaboration [1]. Collaborative efforts between policymakers, industry leaders, and research institutions are essential to create a supportive regulatory environment for the adoption of Industry 5.0.

4.10 Collaboration and Knowledge Sharing

Industry 5.0 emphasizes the importance of collaboration and knowledge sharing among stakeholders. Enterprises should actively participate in industry consortia, research networks, and collaborative platforms to share best practices, lessons learned, and technological advancements [13]. Collaboration fosters innovation accelerates the adoption of Industry 5.0, and supports the development of interoperable systems and standards. Technological researchers usually focus on the development of engineering solutions, products Technological researchers usually focus on the development of engineering solutions, product.

5 Discussion

The transition to Industry 5.0 with the aid of collaborative networks is poised to revolutionize the industrial sector. It promises to usher in an era of increased efficiency, flexibility, and customization, while also fostering a more human-centric approach to manufacturing. However further discussion must be addressed in the following:

1. Human-Machine Collaboration: Collaborative networks in Industry 5.0 enhance the collaboration between humans and machines, allowing each to do what they do best. Machines handle repetitive, physically demanding, or hazardous tasks with precision and consistency, while humans focus on strategic, creative, and complex tasks that require critical thinking and problem-solving abilities.
2. Enhanced Efficiency and Flexibility: By facilitating real-time communication and decision-making, collaborative networks can boost efficiency and enable more flexible, adaptive manufacturing processes. Production lines can respond quickly to changes in demand or other external factors, leading to improved productivity and cost-effectiveness.
3. Mass Customization: Collaborative networks enable the shift from mass production to mass personalization, offering greater flexibility in product customization. This aligns with the increasing consumer demand for personalized products, leading to higher customer satisfaction and loyalty.
4. Data-Driven Decisions: The integration of various data sources in collaborative networks enables more informed and strategic decision-making. This can improve forecasting, inventory management, and production planning, among other things.
5. Upskilling and Reskilling: Collaborative networks support continuous learning and skill development for workers, helping them adapt to new technologies and processes. This promotes a culture of lifelong learning, which is crucial in the rapidly evolving industrial sector.
6. Sustainability: By enabling more efficient production processes and reduced waste, collaborative networks can contribute to the sustainability goals of organizations, which is a key aspect of Industry 5.0.

6 Conclusions

The successful integration of humans and machines is vital for enterprises in Industry 5.0. This contribution highlights the emerging approaches, technological advancements, and strategies employed by enterprises to achieve seamless collaboration. It also addresses

the challenges and presents potential solutions while providing insights for future developments. As Industry 5.0 continues to evolve, it is crucial for enterprises to adapt and embrace the transformative potential of human-machine integration.

The transition from Industry 4.0 to Industry 5.0 represents a significant paradigm shift in industrial development. While Industry 4.0 focused on automation and digitalization, Industry 5.0 emphasizes the seamless integration of humans and machines to drive innovation, productivity, and sustainability. The transition brings forth both challenges and opportunities.

The integration of humans and machines in Industry 5.0 necessitates addressing challenges such as resistance to change, ethical considerations, cybersecurity risks, and ensuring effective human-machine interaction. However, enterprises can overcome these challenges through change management strategies, ethical guidelines, cybersecurity measures, and user-friendly interfaces. Upskilling and reskilling programs, as well as workforce development initiatives, are crucial for ensuring a smooth transition and empowering employees for new job roles.

The implications of Industry 5.0 extend beyond technological advancements. It requires a shift in mindset and organizational culture, embracing human-centric approaches and collaborative ecosystems. The transition also has socio-economic implications, requiring proactive measures to address job displacement, income inequality, and environmental concerns. Global collaboration, standardization efforts, and continued technological advancements will shape the future of Industry 5.0.

By successfully navigating the transition to Industry 5.0, enterprises can unlock the full potential of human-machine collaboration, customization, and sustainable manufacturing. The integration of advanced technologies, adaptable workforce, and customer-centric approaches enables enterprises to deliver personalized products and services while maintaining operational efficiency. Industry 5.0 opens new horizons for innovation, economic growth, and societal well-being.

It is important for enterprises, policymakers, and other stakeholders to collaborate and drive the transition to Industry 5.0, ensuring its responsible and inclusive implementation. By embracing the opportunities and addressing the challenges, the journey towards Industry 5.0 paves the way for a future where humans and machines work together harmoniously, driving progress and shaping a sustainable and prosperous industrial landscape.

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