National Report for older senior logistic workers

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Date of submission	30/11/2025
Lead partner	Mag Prenner & Partner GmbH
Contributing partners	All

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Contents

Introduction

The Erasmus+ project "DiRECT – Digital Skills for Senior Logistic Staff" tackles a key challenge. It focuses on the digital shift in logistics. It considers its impact on older workers, specifically those over 50. Automation is growing. E-commerce booms. Digital tools are used more. Logistics firms face a task to prepare their workforces for the future, but firms do not want to lose valuable experience.

Older employees bring expertise and practical knowledge. These workers often face new demands, however. They include digital warehouse management, GPS route planning, and cloud communication tools. Research reveals this group is not inherently averse to technology. They need targeted support and suitable training.

The project aims to create digital training resources. Training formats and support are also created. These developments specifically address the needs of senior logistics professionals. Practical content is important. Digital accessibility is also important. It takes into account appropriate teaching for different ages. The project shares best practices across Europe.

With this project, DiRECT boosts digital skills in vocational education and training. It secures skilled workers in the logistics sector. It also strengthens social inclusion for older employees amidst digital change.

Cyprus

1. Field Research

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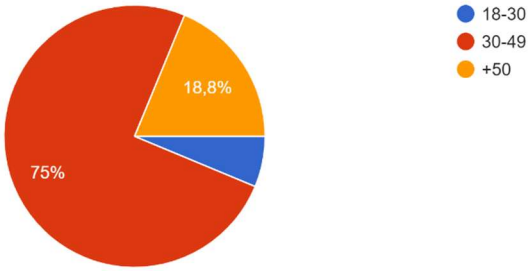
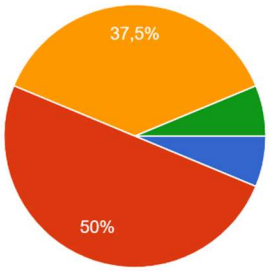
- **1.1 Logistics company executive** How old are you?



- If yes, is your company facing a shortage of logistics professionals?



- **Orange (37.5%)** → *Yes, but still manageable*
- **Green (6.25%)** → *Almost not at all*
- **Blue (6.25%)** → *A lot*
- **Red (50%)** → *Moderately*

- How do you think the situation will evolve in terms of logistics recruitment over the next 10 years?

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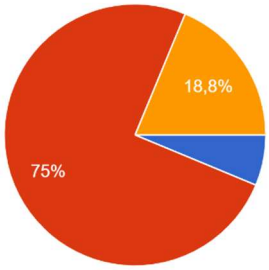
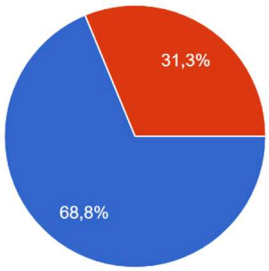


🔵 **Blue (6.3%)** → *There will be enough logistics personnel*

🔴 **Red (75%)** → *It will become more difficult to find sufficient logistics personnel*

🟠 **Orange (18.8%)** → *The shortage of logistics personnel will prevent potential company expansion*

- How important will digital skills be in the future?



🔵 **Blue (68.8%)** → *Very important*
🔴 **Red (31.3%)** → *Quite important*

- How do you assess the digital skills of your logistics staff (50+ years)?

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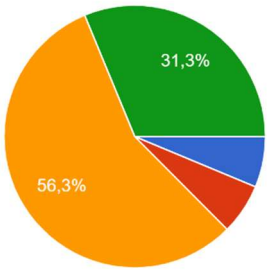
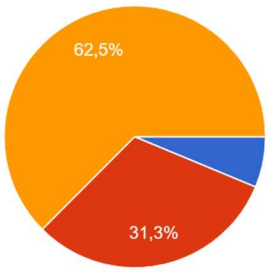


- **Blue (6.3%)** → *Very good*
- **Red (6.3%)** → *Good*
- **Orange (56.3%)** → *Average*
- **Green (31.3%)** → *Poor*

- How do you assess the expertise of your company in relation to new technologies in the logistics field?



- **Blue (6.3%)** → *Very good*
- **Red (31.3%)** → *Good*
- **Orange (62.5%)** → *Average*

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- How important are the following basic skills for Employees in logistics

Categories on the X-axis:

1. *Basic computer concepts*
2. *Basic software applications*
3. *Data entry and management*
4. *Digital communication tools*

Legend:

- *Extremely important*
- *Quite important*
- *Moderately important*
- *Slightly important*
- *Not at all important* (not represented in the chart)

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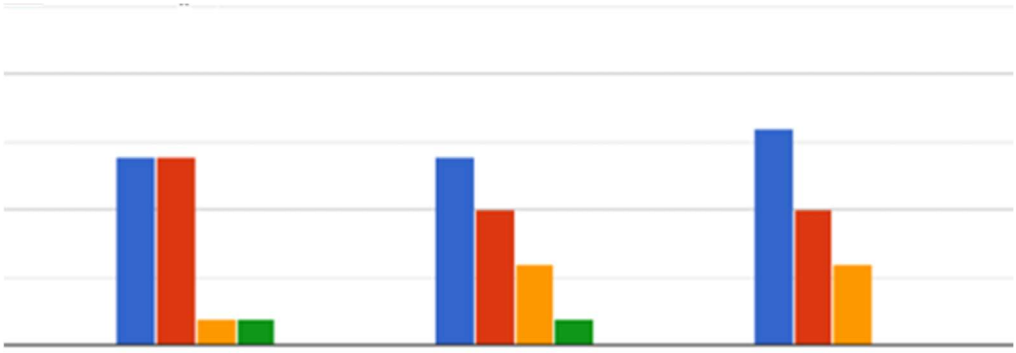
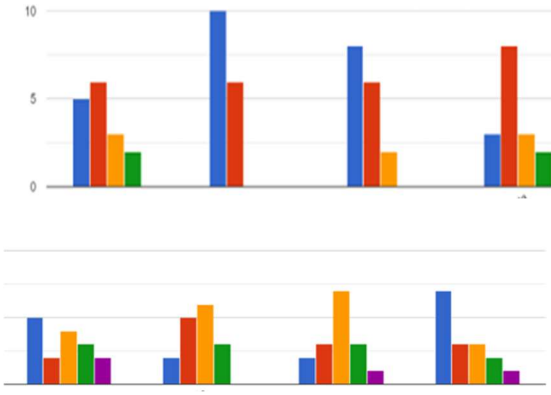


Categories on the X-axis:

1. ***File management***
2. ***Security awareness***
3. ***Use of mobile devices***

Legend

- *Extremely important*
- *Quite important*
- *Moderately important*
- *Slightly important*



X-Axis Categories:

- Robotics applications
- Barcode / QR technology
- E-invoicing
- Big Data
- Cloud computing
- Augmented Reality (AR)
- Blockchain
- Artificial Intelligence (AI)
- Internet of Things (IoT) devices

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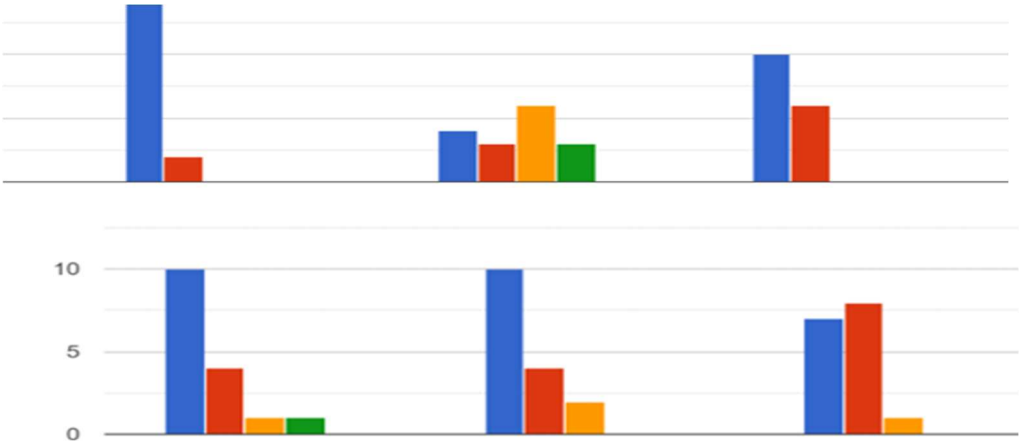
Legend:

- Extremely important
- Quite important
- Moderately important
- Slightly important
- Not at all important

- How important are the following technological skills for Employees in logistic



Categories:

1. *Warehouse Management System (WMS)*
2. *Transportation Management System (TMS)*
3. *Order Management System (OMS)*

Legend:

- *Extremely important*
- *Quite important*
- *Moderately important*
- *Slightly important*
- *Not at all important*

Categories:

1. *Data management*
2. *Document management*

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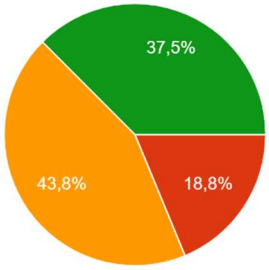
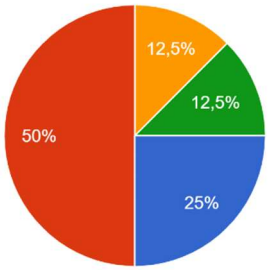
3. *Workflow management*
4. *Information Management System (IMS)*

- How would you assess education and training on "new technologies in logistics" in your country?



- *Good*
- *Average*
- *Poor*

- Do your customers require the use of sustainable and new technology services and if you had them would it be a competitive advantage for your company in the future?



- *Yes, of course*
- *Probably yes*
- *I don't know*
- *Probably not*

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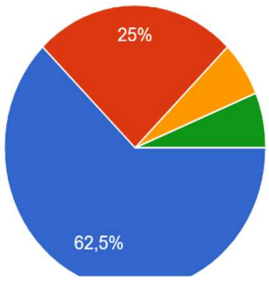
- Would you be interested in training your employees over 50 in new technologies in the sector?



- *Yes, of course*
- *Probably yes*
- *I don't know*
- *Probably not*

1. **Demographic Profile**:
    - Respondents include logistics company executives and trainers, with varying ages, highlighting a diverse workforce.
2. **Professional Shortages and Future Trends**:
    - There is a noticeable shortage of logistics professionals.
    - Recruitment in the logistics sector is expected to become more challenging over the next decade.
3. **Importance of Digital Skills**:
    - Digital skills are seen as crucial for future logistics operations.

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- The current digital skills of staff, particularly those over 50, need improvement.

4. **Technological Expertise**:
    - Companies report varying levels of expertise in new logistics technologies, indicating a need for further training.
5. **Skills Assessment**:
    - Basic, technological, and systems skills are all deemed important for logistics employees, with emphasis on continuous improvement.
6. **Training and Education**:
    - There is a call for enhanced education and training on new logistics technologies.
    - Interest in training employees over 50 in new technologies is high among executives.
7. **Customer Requirements and Competitive Advantage**:
    - Customers increasingly demand sustainable and technologically advanced services, which could provide a competitive edge.

Comments:

- **Positive Trends**:
    - Acknowledgment of the importance of digital skills and new technologies is a forward-thinking approach that aligns with global logistics trends.
- **Areas for Improvement**:
    - Addressing the skills gap in digital competencies, especially among older employees, is critical.
    - Enhancing technological expertise across the workforce can improve efficiency and competitiveness.
- **Strategic Recommendations**:
    - Invest in targeted training programs to upgrade digital and technological skills of all employees, particularly those over 50.
    - Develop strategies to attract and retain young professionals in the logistics sector.
    - Focus on sustainable practices and advanced technology to meet customer demands and gain a competitive advantage.

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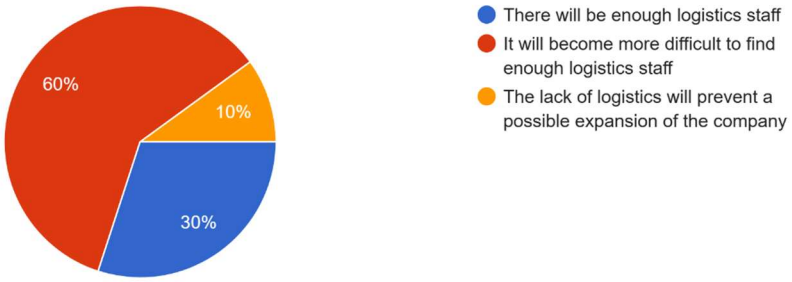
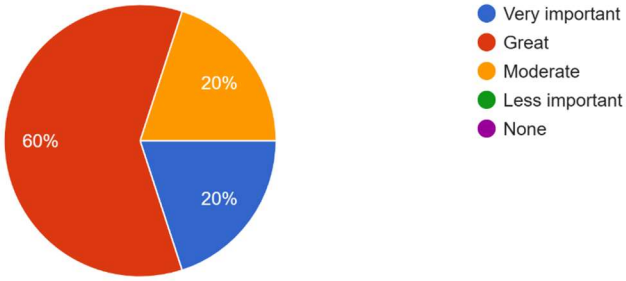
1.2 Trainer

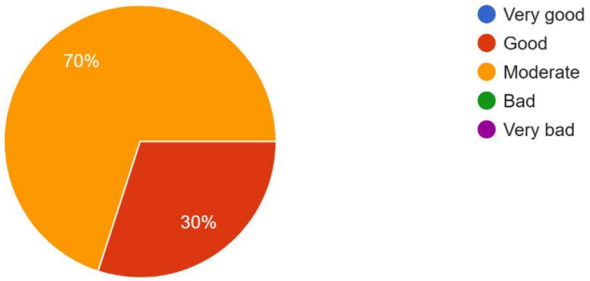
- How do you think the situation will evolve in terms of logistics recruitment over the next 10 years?



- How important will digital skills be in the future?



- How would you assess education and training on "new technologies in logistics" in your country?



- Do you have trainees over the age of 50?

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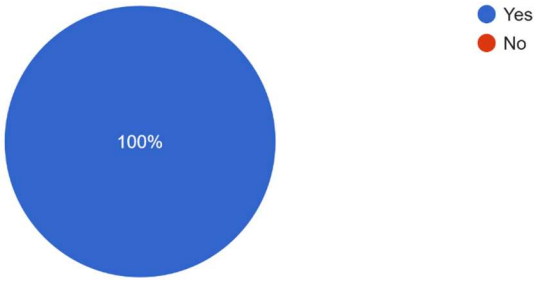
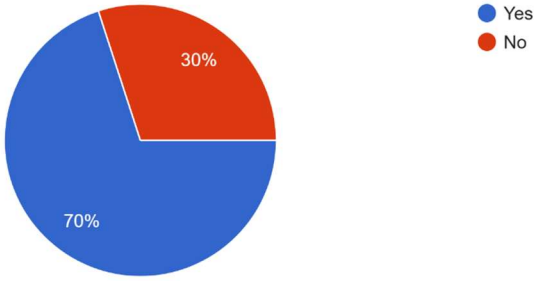
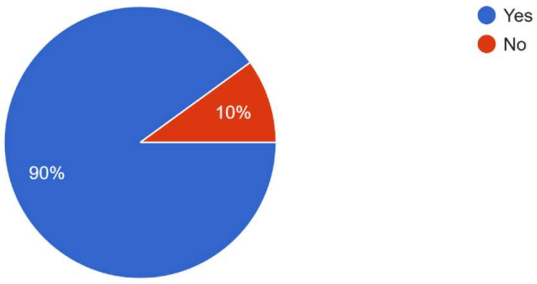


- Do you incorporate in your training programmes the new technologies applied in the logistics sector?



- Have you attended specific training on recent developments in the logistics sector?

Have you attended specific training on recent developments in the logistics sector?
10 responses



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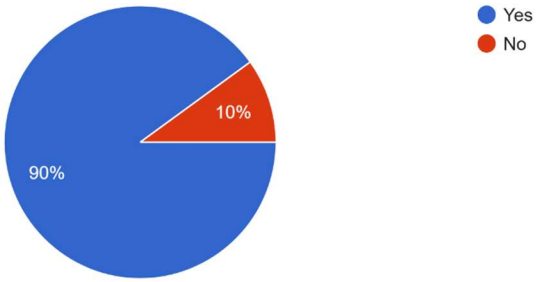
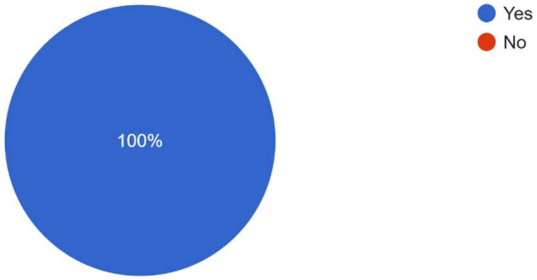
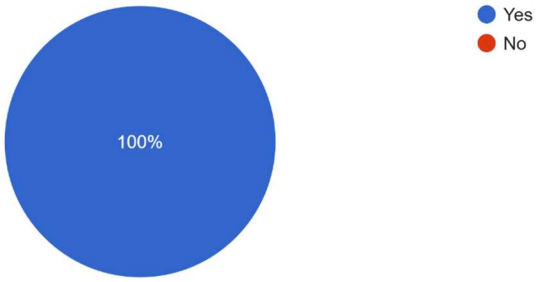
- Do you adapt your teaching method according to the needs of logistics learners?



- Do you consider continuous training as essential for the development of logistics workers?



- Do you offer practical training or laboratory experience to trainees?



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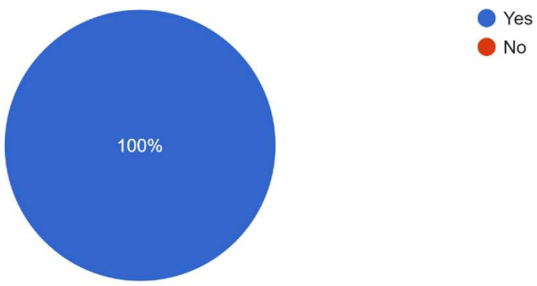
- Do you evaluate the performance of trainees during and after the training programs?



1. **Demographic Breakdown**:
    - The majority of the VET trainers surveyed are experienced professionals with several years in the field.
    - A significant portion of respondents are middle-aged, indicating a stable and mature workforce.
2. **Educational Background**:
    - Most trainers possess higher education degrees, with a substantial number holding postgraduate qualifications.
    - There is a strong emphasis on continuous professional development among the trainers.
3. **Training Needs and Preferences**:
    - Trainers expressed a need for ongoing training in digital competencies and modern teaching methodologies.
    - There is a clear preference for blended learning approaches, combining online and face-to-face training sessions.
4. **Challenges Faced**:
    - A major challenge highlighted is keeping up with technological advancements and integrating them into the curriculum.
    - Another significant issue is the lack of resources and support for professional development.
5. **Satisfaction Levels**:

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- Overall job satisfaction is moderate, with many trainers feeling the need for more recognition and support from their institutions.
- Workload and administrative burdens are common concerns affecting job satisfaction.

6. **Impact of Training on Career Development**:
    - Training and professional development activities are perceived to have a positive impact on career progression and effectiveness in the classroom.

Comments:

- **Positive Trends**:
    - The high level of educational attainment and commitment to professional development among VET trainers is commendable. This reflects a dedicated workforce that is keen on maintaining high standards of education.
- **Areas for Improvement**:
    - Addressing the technological gap is crucial. Institutions should invest in up-to-date training resources and provide ongoing support to trainers in adopting new technologies.
    - Reducing administrative burdens and recognizing trainers' efforts more formally could significantly enhance job satisfaction and motivation.
- **Strategic Recommendations**:
    - Implement structured professional development programs focusing on digital literacy and innovative teaching practices.
    - Foster a supportive work environment by providing necessary resources and reducing unnecessary administrative tasks.
    - Introduce recognition programs to acknowledge and reward the contributions of VET trainers, which can boost morale and job satisfaction.

1.3 Summary

The survey indicated that in Cyprus there is a diverse workforce with a shortage of logistics professionals, and recruitment challenges expected over the next decade. Digital skills are crucial for future operations, with a need for improvement among staff over 50. Technological expertise varies, necessitating further training. Basic, technological, and systems skills are all important, with a focus on continuous improvement. Enhanced education and training on new logistics technologies are

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needed, and there's high interest in training older employees. Customers demand sustainable and advanced services, which could provide a competitive edge. Recommendations include investing in targeted training, attracting young professionals, and focusing on sustainability and advanced technology for competitive advantage.

The survey reveals that most VET trainers in Cyprus are experienced professionals with higher education degrees and a commitment to continuous professional development. Trainers prefer blended learning methods and seek training in digital competencies. Key challenges include keeping up with technology and a lack of professional development resources. Job satisfaction is moderate, affected by workload and a need for more recognition. Training positively impacts career progression. Recommendations include enhancing digital literacy programs, reducing administrative burdens, and implementing recognition initiatives to improve job satisfaction and support professional growth.

2. Desk Research

Overall Digital Sector Transformation in Cyprus:

- **Pre-COVID Trends:** Prior to the pandemic, Cyprus's logistics sector was gradually integrating digital technologies, primarily focused on improving basic operational efficiencies through GPS tracking and electronic data interchange (EDI) systems. The pace of digital adoption was slower compared to broader European standards, largely due to the size of the market and limited investments.
- **Accelerated Change Post-COVID:** The COVID-19 pandemic acted as a catalyst for rapid digital transformation in Cyprus's logistics sector. With the disruption of traditional supply chains and the increased demand for e-commerce, Cypriot logistics companies were compelled to adopt more advanced digital solutions swiftly to cope with new market realities.

Transformation of the Digital Logistics Sector Before and After the Impact of COVID-19:

- **Before COVID-19:** The Cypriot logistics sector leaned heavily on conventional methods with minimal reliance on advanced digital technologies. The integration of technology was not deeply entrenched, and many processes remained manual, making the sector less efficient than its European counterparts.
- **After COVID-19:** Post-pandemic, there has been a significant shift towards digital logistics solutions in Cyprus. Technologies such as cloud-based systems for real-time inventory management, advanced analytics for demand forecasting, and automated warehousing solutions have become increasingly prevalent. These changes have not only helped companies manage the volatility in supply and demand but also enhanced overall operational agility.

Main Players and Their Role in the Transformation of the Digital Logistics Sector After COVID:

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- **Researchers and Analysts:** Local universities and research institutions have undertaken numerous studies to analyze the impact of digital technologies in logistics, providing data-driven insights that help businesses understand evolving trends and prepare accordingly.
- **Technology Executives:** Tech leaders within Cyprus have been pivotal in designing and deploying digital solutions that meet the specific needs of local logistics companies. They have focused on developing scalable solutions that small to medium enterprises can adopt, considering the economic scale of Cyprus.
- **Government Officials:** Cypriot government officials have recognized the need for digital advancement in logistics as critical to economic recovery and resilience. Initiatives such as grants for digital transformation and training programs for digital skills have been launched to support this sector.

Statistical Reports/ Surveys:

- **2021 Cyprus Logistics Digital Transformation Survey:** This survey revealed that 68% of logistics companies in Cyprus accelerated their digital transformation plans due to the pandemic. The survey also indicated a substantial increase in investment in mobile technologies and cloud computing.
- **Annual Report on Cyprus's Digital Economy (2022):** This government-issued report details the progress and challenges in digitalizing the logistics sector, showing a 40% adoption rate of IoT devices for fleet management among Cypriot companies.
- **Cyprus Chamber of Commerce and Industry Report:** Focuses on how small to medium-sized enterprises within the logistics sector are coping with digital transformation, highlighting key areas for further development such as cybersecurity and data analytics training.

2.2 Opinions and problems this change occurred in logistics workers over 50 years old in Europe

Assessment of Changes Brought About by the COVID-19 Pandemic:

- **Initial Reactions:** Employees over 50 in Cyprus's digital logistics sector have generally viewed the rapid digital transformation as a necessary response to the pandemic's challenges. However, there has also been a significant amount of apprehension regarding their ability to adapt to these new technologies and workflows.
- **Long-term Views:** Over time, many have come to appreciate the increased efficiency and potential for remote work that digital tools offer. However, there remains a concern about the fast pace of change and the pressure to continuously adapt to new technologies.

Main Problems Faced by Employees Over 50 Regarding the Digital Transformation Process:

- **Technological Adaptation:** The biggest challenge faced by older workers is the shift from manual, paper-based processes to digital platforms. Many express

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difficulties in adapting to interfaces that are not always designed with older users in mind.

- **Job Security:** There is a pervasive fear among older employees that their skills may become obsolete, making them less competitive in the job market. This fear is compounded by a perceived preference for younger, more tech-savvy employees within the sector.
- **Cultural Shifts in the Workplace:** The move towards digital logistics often entails a cultural shift towards more data-driven management practices. Older employees sometimes feel marginalized by these shifts, which can overlook the value of experience and hands-on knowledge.

Impact on Training and Skills Development:

- **Access to Training:** While there have been efforts to provide digital skills training, older workers in Cyprus often report that these programs are too basic or not tailored to their specific needs in logistics. There is a noticeable gap in training that addresses intermediate or advanced digital skills.
- **Effectiveness of Training Programs:** Feedback on the effectiveness of training programs has been mixed. Some older workers find the pace of these programs too fast and the content sometimes irrelevant to their actual job functions. There is a call for more personalized, job-specific training that considers the existing skill levels of older workers.

Needs Created and Skills Acquired by Workers Over 50:

- **New Skills Needs:** The digital transformation has created a need for skills in areas such as digital communication, data analysis, and the use of enterprise resource planning (ERP) systems. There is also a growing demand for skills in cybersecurity as logistics systems become more interconnected.
- **Skills Acquisition:** Among those who have successfully adapted, many older workers have acquired foundational digital skills that enhance their job performance. Some have also taken the initiative to learn through online platforms outside of formal workplace training, demonstrating a proactive approach to personal and professional development.

2.3 Summary and Intermediate Conclusions

As the COVID-19 pandemic unfolded, Cyprus's logistics sector saw a marked increase in digital technology adoption. Before the pandemic, the integration of digital tools was gradual, focusing mainly on enhancing certain efficiencies. The sudden onset of the pandemic, however, necessitated a quicker pace of digital adoption to cope with new operational challenges such as maintaining social distancing and managing irregular demand.

Technologies that were previously considered advanced, like artificial intelligence, the Internet of Things, and cloud computing, became more essential. These tools helped companies manage increased e-commerce traffic and improve the resilience of supply

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chains. The role of technology leaders and government officials was significant in this transition, as they helped facilitate the adoption of these technologies through innovations and supportive policies.
However, this rapid shift brought challenges, especially for older workers in the sector. Many of these workers had to move away from familiar manual processes to new digital platforms, a transition that was not easy for everyone. The training programs meant to help them often did not meet their needs, being either too basic or not directly relevant to their specific job functions.
Moreover, concerns about job security became more pronounced among older employees. There was a feeling that the new, digitally-focused work environment favored younger employees who were more accustomed to using digital tools. This situation highlighted the need for policies and practices that support older workers' integration into the evolving digital landscape while recognizing their valuable experience.
Looking forward, the challenge for Cyprus's logistics sector is to maintain its technological momentum while ensuring that all parts of its workforce, including older employees, are equipped to thrive. The goal is to create a work environment where digital tools are used effectively and all employees feel valued and skilled enough to contribute to their fullest potential.

2.4 Bibliography Resources

1. "Digital logistics and the technology race" by McKinsey: The survey findings suggest that reimagining work processes in conjunction with technology is crucial for achieving expected ROI[1]. Digital logistics and the technology race | McKinsey
2. "Future of Work in Logistics" Trend Report by DHL: This report explores how COVID-19 has accelerated the digital transformation of logistics to meet growing demand, alleviate labor shortages, and enhance supply chain resilience[2]. Read the report
3. "What Will Logistics Look Like After The Pandemic?" by Forbes: It highlights companies that have successfully transformed themselves to weather the storm[3]. Read more
4. "Logistics: Challenges and Opportunities in the Post-COVID-19 World" by Atos: It discusses how logistics companies have adapted to the challenges posed by COVID-19 and the importance of ongoing innovation[4]. Read more
5. 2021 Cyprus Logistics Digital Transformation Survey:

Read the survey: ICT CYPRUS REPORT 2021.pdf (ccs.org.cy)

6. Annual Report on Cyprus's Digital Economy (2022):

The report delves into various aspects of digital transformation, offering valuable data and analysis.
Explore the report: Cyprus in the Digital Economy and Society Index | Shaping Europe's digital future (europa.eu)
Cyprus Chamber of Commerce and Industry (CCCI) Report:
This resource provides practical insights for businesses aiming to enhance their digital capabilities. CCCI | Cyprus Chamber of Commerce and Industry

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3. Focus group

please describe your focus group, for example, job title, number of participants, when it happened, how it happened, feedback.

You text

In a focus group discussion with eight logistics executives and trainers in Cyprus, that took place online the following key points were highlighted:

1. ***Demographic Diversity**: Participants varied in age, reflecting a mix of experience levels within the industry.*
2. ***Professional Shortages**: There is a notable shortage of logistics professionals, and recruitment challenges are expected to grow in the next decade.*
3. ***Digital Skills**: Digital competencies are deemed essential for future operations, with a significant need to improve these skills among older staff.*
4. ***Technological Expertise**: Current expertise in new logistics technologies is moderate, indicating a need for further training and development.*
5. ***Skills Importance**: Basic, technological, and systems skills are all crucial, with an emphasis on continuous improvement.*
6. ***Training Needs**: Enhanced education and training on new logistics technologies are necessary, especially for employees over 50.*
7. ***Customer Demands**: There is a growing demand for sustainable and advanced technological services from customers, which could provide a competitive advantage.*

General Conclusions:

1. ***Emphasis on Digital Skills**: The logistics sector in Cyprus recognizes the critical importance of digital skills for maintaining competitiveness. There is a clear need to invest in digital literacy and upskilling, particularly for older employees, to bridge the current gaps.*
2. ***Addressing Professional Shortages**: The sector faces significant recruitment challenges. Strategies to attract and retain young professionals are essential to ensure a sustainable workforce for the future.*
3. ***Technological Advancements**: Companies need to enhance their technological expertise to stay ahead. Continuous training programs focused on new logistics technologies will be crucial.*
4. ***Importance of Comprehensive Skill Sets**: A well-rounded skill set that includes basic, technological, and systems skills is vital for logistics employees.*

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Continuous improvement and adaptation to new skills are necessary to meet evolving industry demands.

5. ***Meeting Customer Expectations**: With increasing customer demands for sustainable and advanced technological services, companies that adapt to these trends will likely gain a competitive edge. Focusing on sustainability and advanced technology is not just beneficial but essential for future success.*
6. ***Strategic Focus Areas**: Investing in targeted training, especially for employees over 50, developing recruitment strategies for younger talent, and prioritizing sustainability and advanced technology will help the logistics sector in Cyprus thrive in a rapidly changing environment.*

Demographic Profiles

1. ***Participant 1 (45 years old, 20 years in logistics):***
    - *"Our company is definitely experiencing a shortage of skilled logistics professionals."*
    - *"Digital skills are essential. We can't stay competitive without them."*
    - *"I agree, especially in integrating advanced systems into our daily operations."*
    - *"We should invest in targeted training programs, especially for our older employees."*
2. ***Participant 2 (38 years old, 10 years as a trainer):***
    - *"I'm 38 and have been working as a trainer in this field for the past 10 years."*
    - *"Basic skills are foundational, but technological and systems skills are increasingly important."*
    - *"Focusing on sustainability and advanced technology will help us meet customer demands and stay competitive."*
3. ***Participant 3 (52 years old, extensive logistics experience):***
    - *"At 52, I bring extensive experience from various logistics roles."*
    - *"Continuous improvement in these areas is crucial for our industry's growth."*
4. ***Participant 4 (47 years old, logistics manager):***
    - *"Our company is definitely experiencing a shortage of skilled logistics professionals."*

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- *"Enhanced training programs are necessary to keep up with technological advancements."*

5. ***Participant 5 (40 years old, recruitment specialist):***
    - *"I foresee recruitment becoming increasingly challenging in the next decade."*
    - *"There's a high interest in training our employees over 50 in new technologies."*
6. ***Participant 6 (35 years old, digital logistics coordinator):***
    - *"Digital skills are essential. We can't stay competitive without them."*
    - *"Our customers are demanding more sustainable and technologically advanced services."*
7. ***Participant 7 (50 years old, logistics trainer):***
    - *"Our older staff struggle with digital tools, and this needs urgent attention."*
    - *"Having these capabilities would definitely give us a competitive edge in the market."*
8. ***Participant 8 (43 years old, technology integration specialist):***
    - *"We have a moderate level of expertise in new logistics technologies, but there's room for improvement."*
    - *"Attracting young professionals to the logistics sector is essential."*

Professional Shortages and Future Trends

- ***Shortage of Logistics Professionals:***
    - *Participant 1: "Our company is definitely experiencing a shortage of skilled logistics professionals."*
    - *Participant 4: "Our company is definitely experiencing a shortage of skilled logistics professionals."*
- ***Future Recruitment Challenges:***
    - *Participant 5: "I foresee recruitment becoming increasingly challenging in the next decade."*

Importance of Digital Skills

- ***Future Importance of Digital Skills:***
    - *Participant 6: "Digital skills are essential. We can't stay competitive without them."*

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- *Participant 7: "Our older staff struggle with digital tools, and this needs urgent attention."*

Technological Expertise

- ***Current Technological Expertise:***
  - *Participant 8: "We have a moderate level of expertise in new logistics technologies, but there's room for improvement."*
  - *Participant 1: "I agree, especially in integrating advanced systems into our daily operations."*

Skills Assessment

- ***Importance of Basic, Technological, and Systems Skills:***
  - *Participant 2: "Basic skills are foundational, but technological and systems skills are increasingly important."*
  - *Participant 3: "Continuous improvement in these areas is crucial for our industry's growth."*

Training and Education

- ***Training on New Logistics Technologies:***
  - *Participant 4: "Enhanced training programs are necessary to keep up with technological advancements."*
  - *Participant 5: "There's a high interest in training our employees over 50 in new technologies."*

Customer Requirements and Competitive Advantage

- ***Sustainable and Advanced Services:***
  - *Participant 6: "Our customers are demanding more sustainable and technologically advanced services."*
  - *Participant 7: "Having these capabilities would definitely give us a competitive edge in the market."*

Recommendations

- ***Strategic Recommendations:***
  - *Participant 1: "We should invest in targeted training programs, especially for our older employees."*
  - *Participant 8: "Attracting young professionals to the logistics sector is essential."*

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- *Participant 2: "Focusing on sustainability and advanced technology will help us meet customer demands and stay competitive."*

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