

## Best practices guide

In the context of the DiRECT project and more specifically in WP 2, after the completion of the field research and desk research, a guide of best practices has been produced that examines the most current and efficient approaches in the logistics sector in various European countries. The focus of the guide is on the importance of digital process upgrading and digital skills development, with a special focus on workers over 50 years of age. This age group often faces significant challenges in adapting to rapidly evolving technologies, which necessitates the adoption of targeted training strategies. Below, best practices adopted by countries such as Austria, Poland, Greece, Spain, Bulgaria and Cyprus will be presented.

**Austria:** Austria places a strong emphasis on the digital empowerment of workers, particularly those over 50. Training focuses on Industry 4.0 technologies such as 3D printing, cloud computing, and automated processes. Additionally, sustainable technologies like RFID (Radio Frequency Identification), EDI (Electronic Data Interchange), and Big Data are widely adopted, providing companies with a competitive edge. These technologies help improve inventory management and streamline supply chain processes, enhancing overall business performance.

**Poland:** In Poland, logistics companies focus on closing the digital skills gap through systematic training initiatives. Workers, especially those over 50, are trained in technologies such as big data, supply chain analytics, and automated warehouse management. Tailored programs enable employees to adapt to market demands, while Poland fosters strong partnerships between private enterprises and training centers to enhance recruitment and retention strategies.

**Greece:** Greece prioritizes the adoption of digital tools and upskilling employees to boost competitiveness in the logistics sector. Post-pandemic COVID 19, there is a strong focus on remote work and digital collaboration tools, with specific training programs designed to help older workers, particularly those over 50, adapt to modern technological requirements. Collaboration with educational institutions and businesses helps create targeted programs that address the specific needs of this age group.

**Spain:** In Spain, continuous training in digital skills is a key pillar for growth in the logistics sector. Technologies such as the Internet of Things (IoT) and RFID are critical for improving supply chain management by enabling real-time tracking and data





analysis. Targeted educational programs support workers over 50 in enhancing their technological skills, improving their adaptability and performance within the logistics field.

**Bulgaria:** Bulgaria promotes digital training through innovative programs that focus on older workers, equipping them with the necessary digital skills for today's logistics landscape. One notable example is the implementation of mentoring programs, where younger employees share their knowledge of digital tools with older colleagues, fostering a culture of collaboration and knowledge sharing within companies.

**Cyprus:** Cyprus emphasizes sustainable logistics practices and the integration of advanced technologies such as autonomous transport and smart warehouse management systems. The country focuses heavily on workforce development through educational programs that balance the needs of older employees with the skills required by the younger generation. Flexible work arrangements and tailored training programs allow workers to progress at their own pace, ensuring their long-term success and efficiency.

Digital transformation in the logistics sector is crucial for the competitiveness of European countries. Workers over 50 face significant challenges in adapting to new technologies, but with targeted training strategies, mentoring, and supportive environments, they can remain engaged in the workforce. The adoption of these best practices can ensure a more sustainable and inclusive future for work.

