



Celebrating **10 years**

EAfA



European Alliance for Apprenticeships (EAfA) and European Training Foundation (ETF)

Seminar for EAfA Partner Countries

7-8 October 2025 | Podgorica, Montenegro

DAY 2

Employment,
Social Affairs
and Inclusion



Welcome

Floriana Folisi, Human Capital Development Expert, ETF

European Alliance for Apprenticeships (EAfA) and European Training Foundation (ETF)

Agenda Day 2, 8 October 2025

Time	Title / Description
09:00 – 09:30	Feedback from the site visits
09:30 – 10:30	Thematic focus 1: Financial and non-financial incentives in apprenticeships
10:30 – 11:00	Coffee break
11:00 – 12:00	Thematic focus 2: Matching of companies and learners
12:00 – 12:30	Conclusions and closing of the seminar
12:30 – 13:30	Lunch and departures

Feedback from the site visits

Christian Wagner, Team Leader, EU4Youth Youth Employment
and Entrepreneurship TA component

Questions & answers

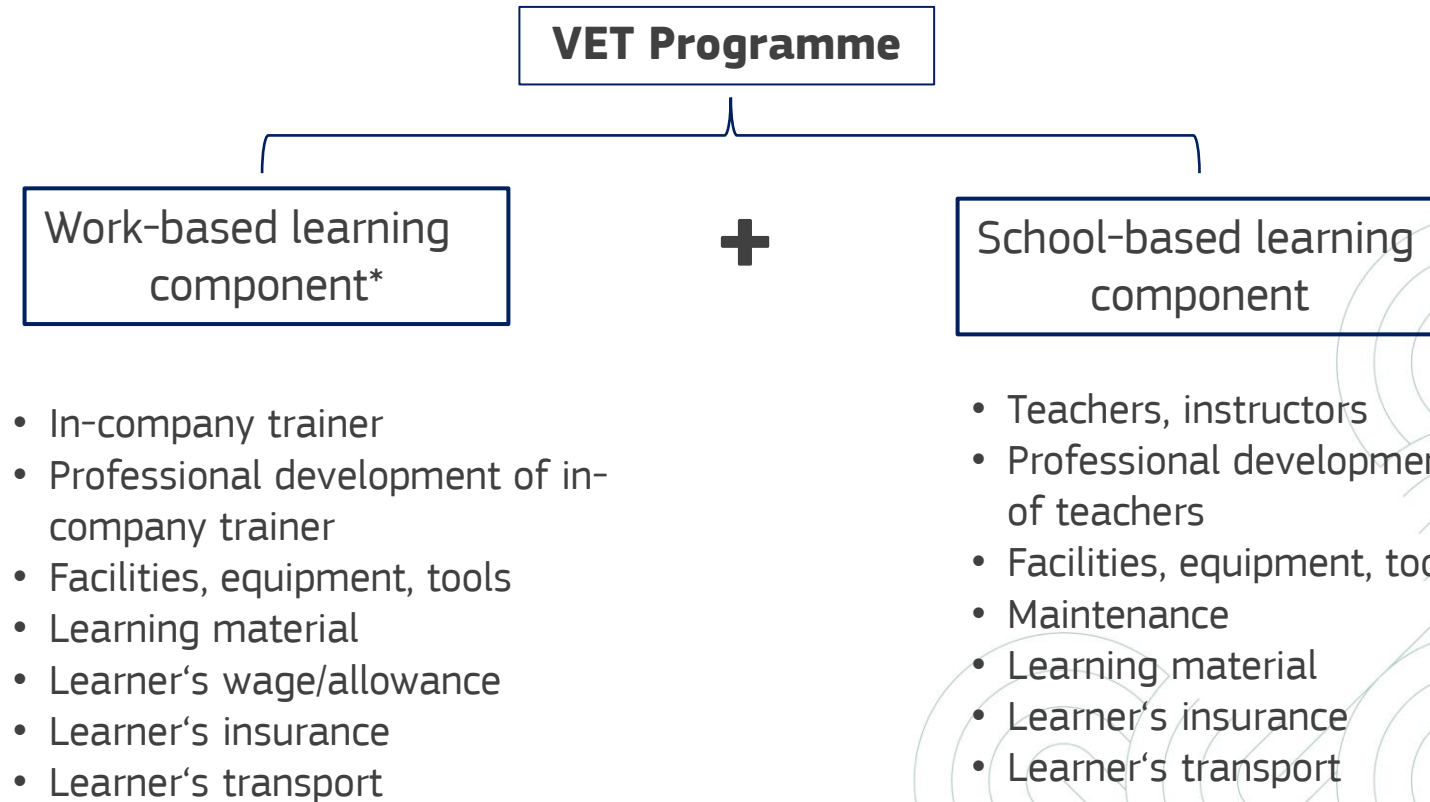
Thematic focus 1: Financial and non-financial incentives in apprenticeships

Floriana Folisi, Human Capital Development Expert, ETF

Panel discussion

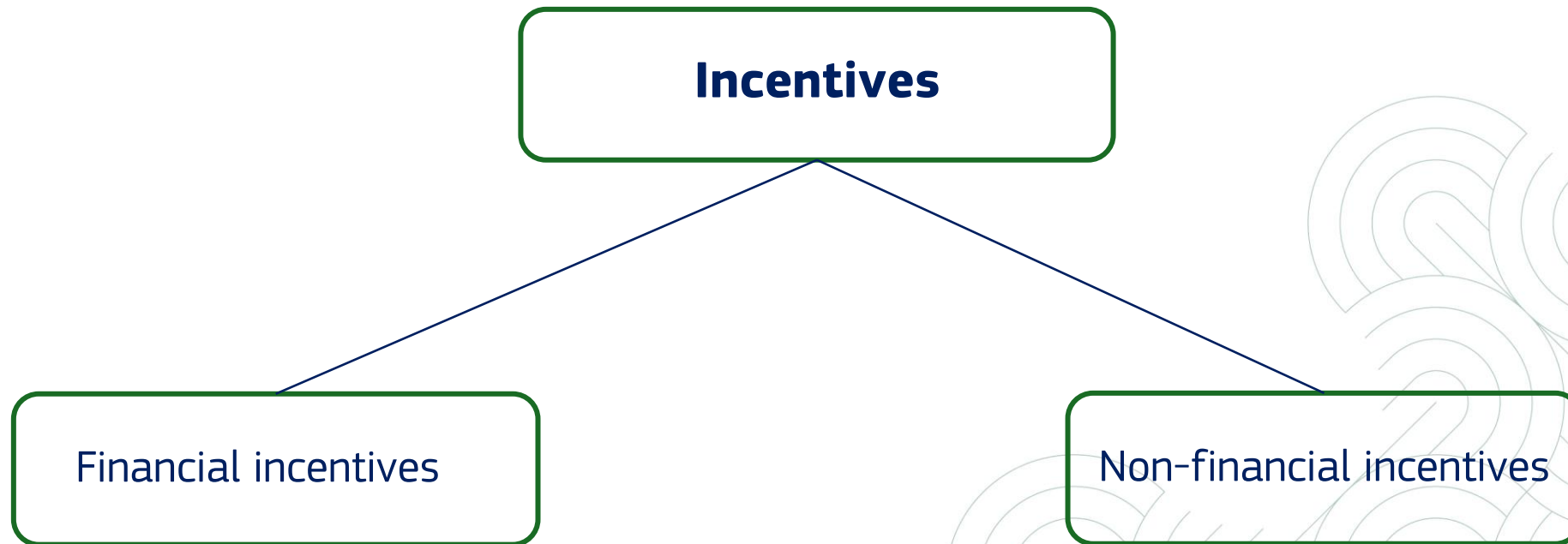
- **Katharina Jaik**, Expert, The Donor Committee for dual Vocational Education and Training
- **Mirjana Kovačević**, Head of Centre/Director of Academy, Chamber of Commerce and Industry of Serbia
- **Marie Turlan**, Expert in Apprenticeship Development, Mobility and Cross-border Cooperation, Ministry of Labour, France
- **Ludovic Voet**, Confederal Secretary, European Trade Union Confederation (ETUC)

Costs (I)

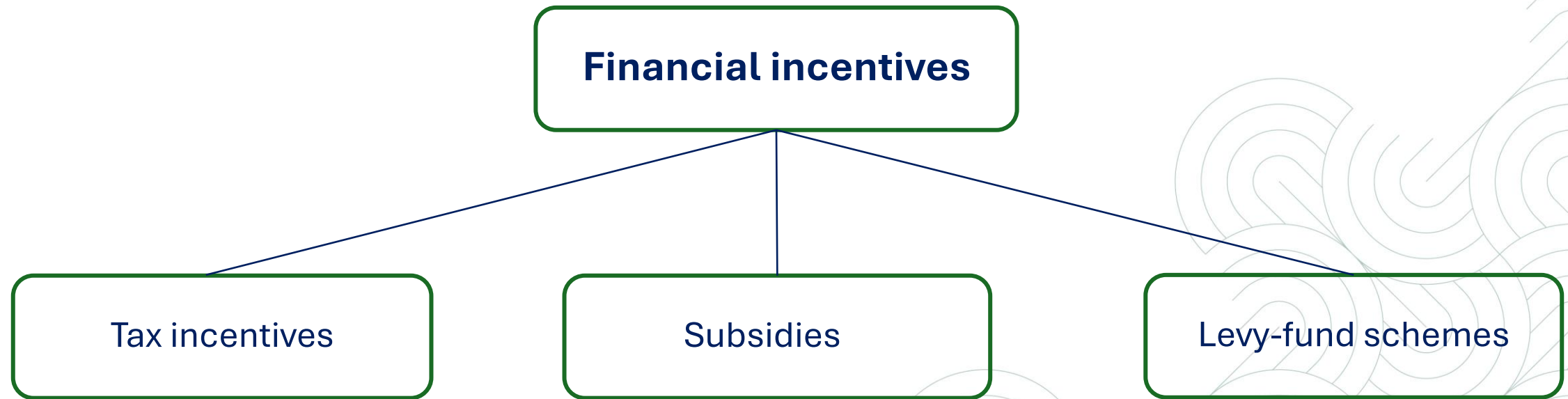


*In some countries, the work-based learning component is complemented by additional training in inter-company training centres.

Improving the cost-benefit ratio for employers



Financial incentives



Non-financial incentives

- Optimise the design of work-based learning schemes
- Improve training capacities within companies (in-company trainers, training material)
- Support cooperation among companies
- Help with managerial and administrative tasks
- Preferential treatment in the award of public contracts

Panel discussion

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- **Ludovic Voet**, Confederal Secretary, European Trade Union Confederation (ETUC)

Questions & answers

Thematic focus 2: Matching of companies and learners

Stefan Thomas, Senior Human Capital Development Expert, ETF

Panel discussion

- **Antonio Mota Cosano**, Ministry of Education, Vocational Training and Sports (MEFPD) - Spain
- **Gergely Pálmai**, Deputy State Secretary for Vocational Education and Training at the Ministry of Culture and Innovation - Hungary
- **Marija Gošović**, Director General, Ministry of Education, Science and Innovation - Montenegro
- **Albert Philip Hendrik Janssens**, Board Member of the Organising Bureau of European School Student Unions (OBESSU) and Member of the European Apprentices Network (EAN)

Matching Learners & Companies

EAfA seminar – Podgorica 7- 8 October 2025

Stefan Thomas

WBL

Challenges in matching learners and training companies

Professional mismatch:

Example: Companies are offering apprenticeships for electricians, but young people are rather searching for apprenticeships (or placements) for web designers.

Individual mismatch:

Example: A young woman is looking for an apprenticeship as an IT technician, and a company is offering one.

However, the young woman thinks that the company is too small and she looks for a more prestigious firm. Or the company considers the young woman's school grades to be too poor.



Challenges in matching learners and training companies

Regional mismatch:

The supply and demand for apprenticeships (or placements) do not match up regionally.

Example: many companies in the fast-growing coastal region cannot find learners, while young people in the interior of the country cannot find placements.

Mismatch due to lack of information:

Companies do not provide sufficient or accurate information about apprenticeships. Or the information does not reach learners because different channels are used. Example:

Companies advertise placements in online newspapers, but young people search on Instagram, YouTube, TikTok, etc.





THANK YOU

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Questions & answers

Conclusions and closing of the seminar

Georgios Zisimos, Head of the Policy advice and EU Programme Unit, European Training Foundation

Beatrice Biolcati Rinaldi, DG EMPL B.3, European Commission

Thank you for your participation!

We would love to hear your thoughts on the event!
Scan this QR code to access the feedback survey.

