











Effective engagement of the private sector in dual VET

Birgit Thomann Federal Institute for Vocational Education and Training

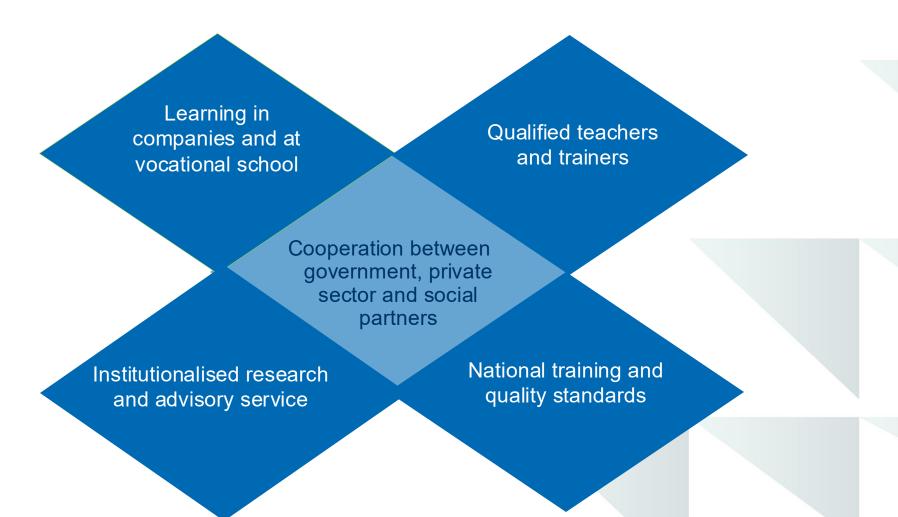
22 October 2025, Wednesday



The Role of the Private Sector in Skills Development: **Driving Innovation and Impact**



Key elements of the German dual VET system







Dual learning at two



70 % practice-oriented training in the company

- Trainees sign a training contract with a company
- Structured training under real work conditions
- Trainees learn on real tasks and with real clients
- Trainees receive a remuneration

30 % theory in vocational school

- Lessons in class
- Occupation-related (2/3) and
- ► General (1/3) subjects

Federal Institute for Vocational Education

Dual VET lasts from 2 - 3 ½ years.





Gross costs, returns and net costs per apprentice in the 2022/2023 training year (in Euro; differentiation of the gross costs and returns additionally in %)

30,000 Total: 26,210 25,000 Other costs: 2,783; 11 % Equipment and materials: 1,148; 4 % Total: 18,124 20,000 Personnel costs of trainers: Financing from funding programmes: 254; 1 % 6,471; 25 % 15,000 Returns from skilled worker tasks: 10,651; Total: 8,086 59 % 10,000 Personnel costs of Returns in the training centre: 174; 1 % apprentices: 15,808; 60 % 5,000 Returns from simple tasks: 7,045; 39 % **Gross costs** Returns Net costs Federal Institute for Source: BIBB-CBS 2022/23; Wenzelmann et al (2025)



Current challenges of VET in Germany

- Demographic Change & Skilled Worker Shortages
 - Aging Population
 - **Declining School Leavers /** declining birthrate
- > Academisation & Skills Mismatch
 - Trend Towards Higher Education
 - Digitalisation
- Operational & Systemic Issues
 - Matching Problems
 - Vocational School Challenges
 - Learner Diversity





Launch Event of the Initiative "Towards a Global TVET Agenda" –

28 & 29 October 2025 Join the livestream!







Register for online participation

Background

The world is undergoing profound transformations that affect societies, economies and the lives of individuals. Technological innovation, particularly the rise of artificial intelligence (AI), is reshaping job profiles and skills requirements. Climate change, migration and demographic shifts are placing new demands on labour markets. Challenges to multilateralism are threatening international cooperation and global citizenship. These transformations call for agile, inclusive and high-quality Technical and Vocational Education and Training (TVET) systems.

Organized by UNESCO-UNEVOC

in collaboration with the German Federal Ministry for Education, Family Affairs, Senior Citizens, Women and Youth (BMBFSFJ)

with the support of ETF, ILO, OECD and BIBB



Federal Ministry for Education, Family Affairs, Senior Citizens, Women and Youth



Promote joint agenda setting for innovation and excellence in TVET



Foster global exchange and mutual learning to drive policy reform processes



Connect leading TVET institutions



Address common challenges and advance innovation



Thank you for your attention!

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