

Tailor-made training pathway leading to employment in Brussels

POLICY DEVELOPMENT

PRACTICAL MEASURE/INITIATIVE

 BELGIUM-FR

Timeline

2023 Implementation

2024 Implementation

2025 Implementation

ID number 48866

Background

The employment challenge in Brussels can be explained by several interconnected factors, linked to the specific characteristics of the Brussels area, its economic fabric and its demography, which has also grown in recent years as a result of significant incoming migratory flows and internal demographic growth. However, despite a sufficient supply of young labour, the Brussels labour market is facing structural difficulties resulting largely from the mismatch between the skills available on the Brussels labour market and those required by companies (both private and public). The importance of language skills and the impact of the digital and environmental transitions are also accentuating the shortages.

On the one hand, Brussels has a higher proportion of higher-skilled jobs than other regions. This is partly due to the 'tertiarisation' of its economy. On the other hand, not all occupations in demand require high-level training.

The sustained demand for labour in Brussels does not affect all occupations in the same way. Low- and medium-skilled occupations are also concerned.

It is necessary to provide workers with sufficient and appropriate training so that their skills are adapted to the dynamic needs of the labour market, and this involves both initial training and lifelong continuing training.

Objectives

The aim of the 'training-employment pathway' is to equip suitable job seekers with the skills they need to facilitate their integration into the workplace, either directly with the employer or elsewhere. The emphasis is on developing skills that bring real added value to the job market, and not just skills that are specific to the company applying for them. The pathway to employment combines the acquisition of technical skills, soft skills and in-company experience.

Description

The 'employment-training pathway' supports large Brussels companies (or clusters of smaller companies) that are planning to recruit at least eight people for specific positions and requiring training. These companies work with Bruxelles Formation to create a tailor-

made training pathway.

The principle of the 'training-employment pathway' is the pooling of financial, human or material resources to pursue an objective inherent in the missions of Bruxelles Formation, and which takes the form of a partnership agreement between the involved parties (employer, Actiris, Bruxelles Formation and VDAB Brussels in some cases), which defines, among other things, the objective(s) pursued, the rights and obligations of each of the parties and the resources made available by the parties. There is thus no financial flow between the parties but a mutualisation of the costs (from providing training rooms to equipment, etc.). Besides, also private stakeholders are involved and the first collaboration agreement with a company was signed in 2017.

Agreements are submitted to the Bruxelles Formation Management Committee for approval.

Employers are supported by a support committee, which exists out of Bruxelles Formation, Actiris and, when relevant, VDAB Brussel, is then set up to monitor the proper implementation of the action: it supports and monitors trainees throughout the training pathway (including during the in-company training period).

The target group for this training pathway are jobseekers registered with the Brussels public employment service (PES). They are entitled to the same rights as any other conventional training offered by Bruxelles Formation, including a training allowance of EUR 2 per hour. Depending on their situation, they thus may also benefit from assistance such as unemployment benefit. However, the training itself is not remunerated. The training is covered by a training contract between the Bruxelles Formation and the learner.

'When examining a 'training-employment pathway', the following points are checked:

- (a) structural training offered at Bruxelles Formation cannot be transformed into a training-to-employment pathway, but the reverse is possible if there is a recurring need;
- (b) if an existing structural training programme covers 70 to 80% of what is required by an employer, two options are favoured:
 - (i) customise the end of training programme in conjunction with structural training;
 - (ii) initiate a discussion on a proposed pathway based on existing structural training, with some minor and innovative additions, but always with a view to a real opportunity for employment.
- (c) there must be real added value on the job market: the skills developed during the course must be transferable;
- (d) there must be a clear commitment of the company, to offer a contract to at least to 80% of the trainees after the completion of their training;
- (e) in the event of a proven shortage, a pathway can be followed if specific regulations limit the potential placement of job seekers. If not, structural training should remain the priority way of responding to a long-term shortage.

The training duration is determined during the programme development, and the location follows the same principle—it can take place either at Bruxelles Formation facilities or at the employer's premises.

In the 'training-employment pathway', the partners (employer, Bruxelles Formation, the Brussels public employment service Actiris and the Flemish Agency for Employment and Vocational Training, Brussels (VDAB, Brussel) undertake to:

- (a) co-construct the training programme and any entry tests: prerequisites, educational objectives, professional and cross-disciplinary skills, etc.;
- (b) promote the programme;
- (c) organise and run information sessions;
- (d) organise the selection and possible screening of candidates;
- (e) co-supervise and monitor learners throughout the programme (including the work placement);
- (f) participate in the Support Committee.

Role of the employer (obligations):

- (a) define their needs in terms of profiles, skills, deadlines, etc.;
- (b) participate in the screening and selection of candidates;
- (c) supervise the learner with competent and trained staff (company tutor);
- (d) limit the learners' tasks to those set out in the programme;
- (e) hire a minimum of eight trainees and offer at least to 80% of the group probationary, fixed-term or permanent contracts at the end of the training course (deadline to be set in the agreement).

Role of Bruxelles Formation:

- (a) host the information session and entry test;
- (b) provide the space and equipment for the training;
- (c) issue and manage vocational training contracts for learners;
- (d) provide some or all of the training via in-house trainers or trainers recruited under public contracts.

Role of Actiris and VDAB Brussel (depending on the project):

- (a) send out a targeted mailing to promote the programme to the job seekers and find participants;
- (b) organise a pre-selection of candidates before the information session;
- (c) check aid conditions: Activa, ICT cheques, training cheques, etc.

2023 Implementation

In 2023, this scheme was implemented on request and in cooperation with eight companies (five companies in 2022).

2024 Implementation

In 2024, this scheme was implemented on request and in cooperation with 10 companies.

In 2024, internal facilitation at Bruxelles Formation for the agreement of 'employment-training pathways' has been entrusted to the Employers' Service within the General Directorate of Bruxelles Formation. This gives new impetus to the project, with the aim of formalising the scheme framework, monitoring key elements in agreements, harmonization of procedures across training centres, promoting and increasing the number of pathways.

2025 Implementation

In 2025, Bruxelles Formation prepared a vademecum for Bruxelles Formation training centres and Actiris. Its aim was to clarify what an 'employment-training pathways' entails, who the key actors are and what their respective roles involve, as well as the financial aspects of this partnership and the commitments expected from each party. At the same time, the tripartite agreement templates were updated from a legal standpoint and to improve clarity.

Bodies responsible

- Bruxelles Formation (Brussels Institute for Vocational Training)

Target group

Learners

Young people (15-29 years old)

Young people not in employment, education or training (NEETs)
Adult learners
Unemployed and jobseekers

Entities providing VET

Companies
Small and medium-sized enterprises (SMEs)

Thematic categories

Modernising VET offer and delivery

Modernising VET standards, curricula, programmes and training courses
Acquiring key competences
Reinforcing work-based learning, including apprenticeships

Supporting lifelong learning culture and increasing participation

Promotion strategies and campaigns for VET and lifelong learning
Financial and non-financial incentives to learners, providers and companies
Providing for individuals' re- and upskilling needs
Ensuring equal opportunities and inclusiveness in education and training

European priorities in VET

VET Recommendation

VET agile in adapting to labour market challenges

Subsystem

CVET

Further reading

[Cross-policies Actiris - Bruxelles Formation](#)

[Go4Brussels 2030 Strategy](#)

[Employers' Service at Bruxelles Formation](#)

[Past cooperation agreements](#)

“ ... ” Cite as

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<https://www.cedefop.europa.eu/en/tools/timeline-vet-policies->

