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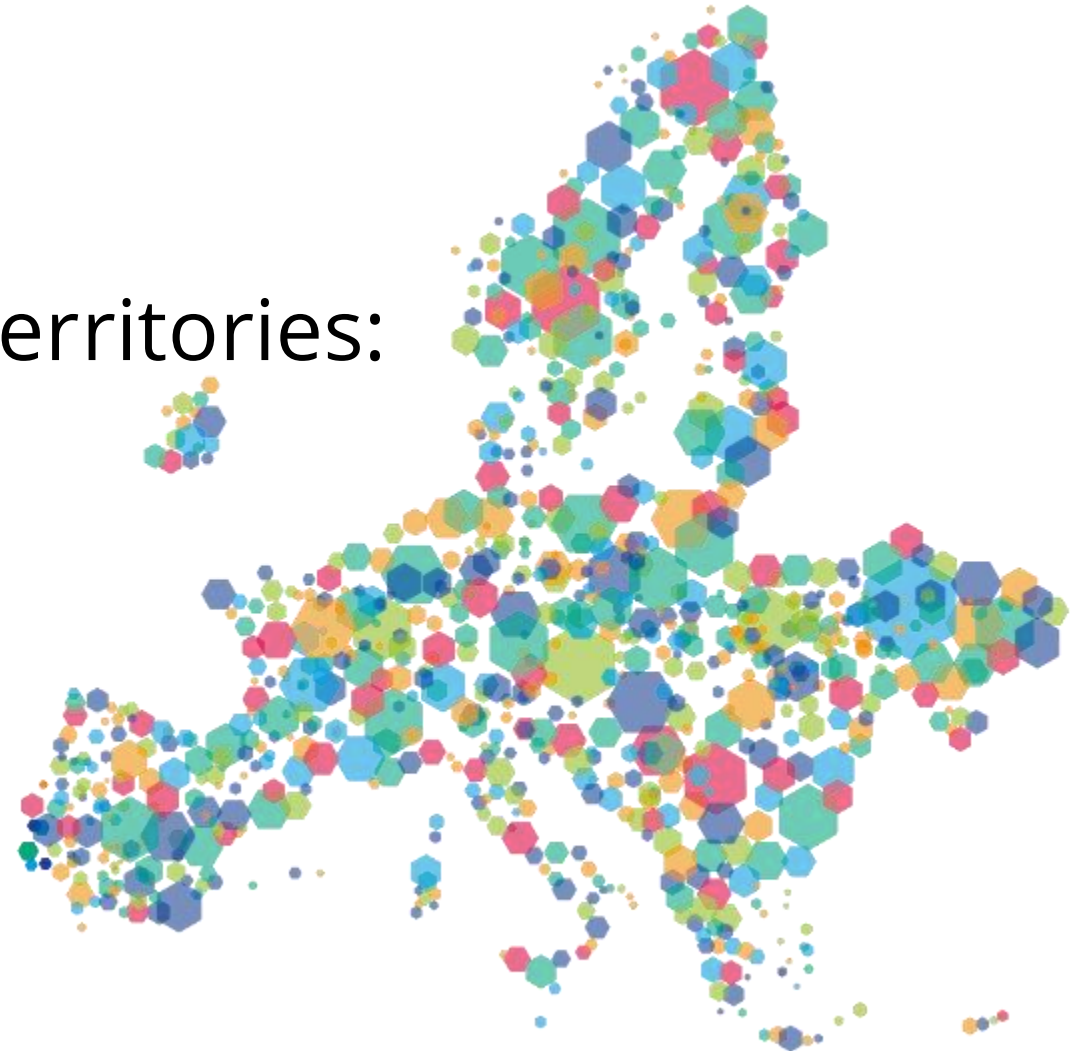
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Connecting people, skills and territories: what works for migrant labour market integration

Erik Gløersen

Thematic Expert – Interreg Europe Policy Learning Platform

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Policy briefs on Migrant labour market integration



Labour market integration of displaced Ukrainians and other third country nationals

Discover good practices and policy solutions to speed up labour market entry and reduce skill underuse of displaced Ukrainians and other third-country nationals.

26 January 2026 | By Platform



Comprehensive local and regional strategies

Inclusion is at the heart of Europe's social model, and it is also essential for strong, sustainable territories. When people face persistent exclusion, their skills and potential remain underused

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Peer reviews on Migrant labour market integration



Labour market integration of immigrants with a focus on Ukrainian refugees

On 26-27 November 2024, the Policy Learning Platform hosted an onsite peer review for Kristiansand Municipality (Norway), which sought advice on how to improve the labour market integration of immigrants, with a specific focus on Ukrainian refugees.



25 - 26 MAR 2026

📍 Teruel Province, Spain,

Peer review: Labour market integration of new residents in rural areas

Teruel aims to connect new residents to viable local opportunities, while preventing the disappearance of essential rural services that sustain community life.

Migrant labour market integration

Key lessons learnt.

ACCESS

Access $\neq$ integration

Rapid access to work removes one barrier, but employment outcomes also depend on language, childcare, housing and recognition of qualifications.

MATCHING

Speed $\neq$ good matching

Fast entry into work can increase employment rates, but often comes with skills mismatch and more precarious jobs.

ECOSYSTEM

Integration is an ecosystem

Sustainable integration depends on coordination between employers, public authorities, training providers, social services and civil society.

Territorial implication:

Migrant inclusion and regional labour shortages increasingly need to be addressed together

What works? Three mechanisms for successful labour market integration

Personalised support and coordination

Bring services around the person rather than sending the person around the system.



Saxony – Labour Market Mentors

Employer-oriented advisory services to support companies in recruiting and retaining third-country nationals.

Direct connection with employers

Create active intermediation between migrant talent and concrete labour demand.



Career Trips – Finland

Bus trips bringing international students and jobseekers to rural employers, combining company visits with local community experiences.

Tailored pathways into employment

Combine language learning, skills development and work experience based on individual needs and labour-market opportunities.



Västra Götaland – Integrated language and employment pathways

Combining language education, vocational training and workplace practice, developed with local employers.

Teruel: Transforming two challenges into one opportunity

NEWCOMERS

International migration is sustaining population growth.

+1,349

net foreign migration balance in 2024 (while domestic balance is negative).

16.4%

of the workforce are foreign workers (9,814 persons, June 2025).

Looking for
**employment · housing ·
settlement opportunities**



There is both supply and demand – but no structured system to connect them.

RURAL BUSINESSES

An ageing business fabric with limited succession.

64.7%

of rural businesses do not have an identified successor (mostly run by people over 45).

69%

of owners without a successor would be open to transferring their business under the right conditions.

Looking for
**workers · entrepreneurs ·
successors**

Start from territorial demand, not generic provision

Importance of local skills intelligence and orchestration

INTERMEDIATION Actively connect people, jobs and business opportunities	TERRITORIAL NEEDS Train for real jobs and succession needs
SETTLEMENT CONDITIONS Employment + housing + mobility + daily life	ORCHESTRATION Someone must convene and align the system

Key recommendations for local and regional authorities

- 1 COORDINATE** | **Build integrated local ecosystems.**
Link employment, language, housing, health, childcare, training, NGOs and employers.
- 2 ENGAGE EMPLOYERS** | **Make employers active integration partners.**
Support recruitment, onboarding, diversity management and qualification recognition.
- 3 TAILOR PATHWAYS** | **Maximise the potential of all migrant groups.**
Combine language learning, vocational training, workplace experience and entrepreneurship support.
- 4 LINK TALENT TO TERRITORIAL NEEDS** | **Connect migrants with opportunities**
Address information gaps and create pathways into local labour markets.
- 5 BUILD COHESION** | **Support belonging and participation.**
Promote intercultural dialogue, inclusive public spaces and positive narratives.
- 6 FUND STRATEGICALLY** | **Use EU funding to strengthen long-term integration.**
Combine AMIF, ESF+, ERDF and other funding within integrated regional strategies.

Forthcoming webinar



 **EVENT** 

05 NOV 2026

 Online

Integrating third-country nationals into rural communities and labour markets

On 5 November 2026, the Policy Learning Platform will host a webinar focusing on integrating third-country nationals into rural communities and labour markets. Join us!

By Platform

Register here



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