

SALAM

SALAM - Sustainable Accessibility to the LABour Market

Learning from European Good Practices on Migrant Inclusion and Inclusive Labour Markets

Regional Challenges and Solutions to Integrate Migrants

8 OCTOBER 2026
11:00 -12:30 CEST

ONLINE
via zoom

For policy makers, public
authorities, practitioners and
stakeholders

ONLINE
WEBINAR



WHAT TO EXPECT

8 regions sharing their
Learning Journey and
inspiring **Good Practices**

European perspectives
Other projects and
experiences

Open exchange
on transferability, challenges
and role of regions

Welcome to the SALAM Learning Journey

Before we begin...

 This session is **being recorded and live streamed**: By participating, please be aware that your contributions may be recorded and publicly visible.

 Please **check your display name**: Add your name + organisation so we know who is joining us.

 Please **stay muted** when you are not speaking.

 Use the **chat for comments, reflections and questions**.

 **Raise your hand** if you would like to contribute verbally.

Thank you for helping us create an open and engaging learning space.

Today's Learning Journey

A shared route from regional challenges to transferable learning.

PROGRAMME

11:00	Welcome & Opening by Prof Francesca Torlone , University of Florence, SALAM Coordinator
11:05	Setting the Scene: Policy Learning for Inclusive Labour Markets and Migrant Integration by Erik Gløersen , Policy Expert – More Social Europe, Interreg Europe Policy Learning Platform
11:15	Framing the SALAM Learning Journey by SALAM Regions
11:40	SALAM Good Practice Gallery: Approaches for Migrant Inclusion and Inclusive Labour Markets
11:55	 Technical Pause
12:00	Learning from Each Other: European Perspectives with WISE – Supporting Ukrainian (UA) Refugee Women's Socio-Economic Integration and Wellbeing and HEROES - Affordable Housing Enhancement and Regional Oversight for European Sustainability
12:15	Open Discussion & Exchange: From Learning to Transfer
12:30	Closing & Key Takeaways by Prof Francesca Torlone , University of Florence, SALAM Coordinator

Welcome to the SALAM Learning Journey

Connecting regions, experiences and people to build more inclusive labour markets.

1

CONNECT

Meet regions,
practitioners and
stakeholders.

2

LEARN

Explore approaches,
experiences and good
practices.

3

INCLUSION

Identify ideas that can
strengthen local labour
markets.

ABOUT SALAM

SALAM - Sustainable Accessibility to the LABour Market

SALAM aims to support public authorities in fast-tracking the sustainable inclusion of migrants into local labour markets, harnessing their competences, capacities and ambitions, through developing targeted education, guidance and learning opportunities.

**8
REGIONS**

**GOOD PRACTICES
+ POLICY INSTRUMENTS**

**GOOD PRACTICES
+ POLICY INSTRUMENTS**



Setting the Scene

Policy Learning for Inclusive Labour Markets and Migrant Integration

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Interreg Europe Policy Learning Platform – Thematic Expert

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Erik Gløersen

**Policy Expert – More Social Europe, Interreg
Europe Policy Learning Platform**

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Framing the SALAM Learning Journey

1. Tuscany Region – Regional Government – Continuous Training and Professions Sector
2. Public Employment Service of Catalonia (SOC)
3. University of West Timisoara and West Regional Development Agency
4. Centre-Val de Loire Regional Council
5. Region Västra Götaland – Administration of Folk High Schools
6. Association of the Folk High Schools Baden-Württemberg
7. Municipality of Mark – Labour Market Unit / Labour Market Centre

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Tuscany Region – Regional Government – Continuous Training and Professions Sector

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Regione Toscana

Tuscany context and challenge:

- Our demographic situation: reducing and aging population
- Foreign citizens make up 11.8% (around 433,000) of our population
- Foreign entrepreneurship is highly dynamic, with 59,255 foreign-owned businesses, representing 17.5% of all enterprises in Tuscany.
- Migrant background businesses show a strong spirit of adaptability, but they face specific barriers (language, administrative,...)
- Support is scattered across multiple actors and governance levels—regional administration, municipalities, chambers of commerce, civil society,...

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Tuscany Region – Regional Government – Continuous Training and Professions Sector



Regione Toscana

The approach and solution

Process:

- **At local level:** meetings with key stakeholders
- **At European level:** bilateral exchange with the Municipality of Mark and SOC-Catalonia.

Lessons learnt:

- **A: Enhance Coordination:** the goal is to create a multi-actor ecosystem supporting migrant entrepreneurship
- **B. Structure Integrated Pathways:** Develop support services that accompany migrants throughout their entire business creation process, including specialized services, networks and targeted training.
- **C: Extend Post-Startup Assistance:** Support should not stop at the beginning but should accompany new businesses through their most critical phase, up to their first financial statement.

Output:

- Launch of an experimental call for proposals in the coming months to support migrant entrepreneurship
-

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Tuscany Region – Regional Government – Continuous Training and Professions Sector

Transferable lessons

- Key role of stakeholders in addressing the migrant target group
- Difficulty in maintaining and engaging the stakeholder network

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 Generalitat de Catalunya
Departament d'Empresa i Ocupació

SOC Servei d'Ocupació
de Catalunya

Public Employment Service of Catalonia (SOC)

The regional context and challenge

→ Irregular migrants faced labour market exclusion

Who faced barriers?

→ People without work permits

What needed to change?

→ Access to formal employment

The approach or solution

→ A policy to facilitate access to the labour market while improving migrants' employability.

Who was involved?

→ Public administrations, SOC and employers

What made it relevant?

→ Work as a pathway to inclusion

Transferable lessons:

What worked?

→ Linking employment and regularisation and improving employability

What was difficult?

→ Coordinating multiple stakeholders

What can others adapt?

→ Employment-based integration pathways

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Public Employment Service of Catalonia (SOC)

 Generalitat de Catalunya
Departament d'Empresa i Ocupació

SOC

Servei d'Ocupació
de Catalunya

LESSONS LEARNT

High employment rates showed the need for employment support policies for migrants.

What can other regions take away?

→ Employment as a key integration tool

TAKEAWAYS

- 67% employment insertion rate six months after participants completed their contract.
- Coordination takes time, and support is essential.
- Training, support and regular employment for migrants.
- Employment as an integration tool.

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University of West Timisoara and West Regional Development Agency

West Region Romania context and challenge:

- Massive brain drain;
- Growing migration;
- Low unemployment rates;
- Highest NEETs rate in EU in 2025 (19.2% in Romania, EU average: 11.0%);
- Fragmented support for migrants, with barriers related to language, skills recognition, information and access to public services;
- Need for a more coordinated, long-term approach to labour-market inclusion.



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University of West Timisoara and West Regional Development Agency

The approach or solution:

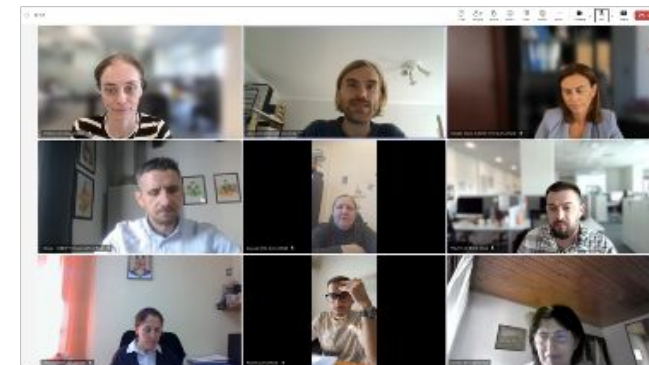
- West RDA and WUT mobilized regional public authorities, universities, employment and social services, employers, NGOs, recruitment & international organisations;
- Cooperation strengthened through stakeholder meetings, workshops, peer reviews, bilateral exchanges, interregional exchanges and the Residential Peer Learning Event hosted in Timișoara (Jan.2026);
- Legal framework governing labour migration

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University of West Timisoara and West Regional Development Agency

Transferable lessons:

- Build lasting partnerships through continuous cooperation with regional stakeholders;
- Integrated understanding of social and labour-market inclusion;
- Link migrant integration measures to local labour-market needs;
- The Gothenburg learning experience (June 2026) opened discussions on adapting a community-led support network in Timișoara, based on *Support Group Network* NGO, financed by the local stakeholder, Timișoara Municipality;
- Learning from Catalonia's *Work in the Neighbourhoods Programme* - WIP improving Policy Instrument (West Regional Programme 2021-2027) - new "Social Housing" funding guide.



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Centre-Val de Loire Regional Council

Centre-Val de Loire context and challenge:

- Centre-Val de Loire faces demographic ageing and limited population growth, increasing the need to mobilise all available skills.
- Newly arrived migrants can contribute to regional labour-market needs if barriers to employment and training are addressed.
- Key barriers include language, skills recognition, access to training, mobility and childcare.
- The challenge is to combine sustainable migrant inclusion with demographic and labour-market needs.

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Centre-Val de Loire Regional Council

The approach or solution:

- The CTAI provides a regional framework connecting language, skills, training, employment and stakeholder professionalisation.
- VAE and DEFI FLE help recognise existing skills and connect language learning with qualifications and employment.
- Professionalisation Days strengthen the capacity of frontline professionals supporting newly arrived migrants.
- The Round Table of Foreigners mobilises employers and local stakeholders around migrant recruitment.
- SALAM connects these regional good practices with European peer learning to strengthen the CTAI.

**From CTAI priorities
to regional good
practices**

VAE • DEFI FLE •
Professionalisation Days •
Round Table of Foreigners
• Stakeholder coordination

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Centre-Val de Loire Regional Council



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Transferable lessons:

- Recognise existing skills through adapted VAE pathways.
- Connect language learning directly with training and employment through.
- Professionalise frontline actors to provide more effective and coordinated support.
- Engage employers directly to address recruitment barriers.
- Use SALAM peer learning to strengthen regional coordination and improve the CTAI.

KEY TAKEAWAY

Combine skills recognition, language and training pathways, professionalisation of support actors and employer engagement to build sustainable migrant inclusion.

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Region Västra Götaland – Administration of Folk High Schools

The regional context and challenge

- Skills mismatch!
- identifying & validating prior learning & work experience among third-country nationals.

Who faced barriers?

- Foregin-born residents
- NEETs

What needed to change?

- Access to formal employment

The approach or solution

- Strengthened collaboration between sectors; public sectors inviting civil society / social enterprises

Who was involved?

- VGR regional development, municipal public administrations & social enterprises

What made it relevant?

- Addressing skills shortages through competence validation

Transferable lessons:

What is working?

- Learning from the Italian counterparts in Tuscany about the role of social enterprises in labour market integration

What is difficult?

- Different tradition in relating between public institutions & CSOs

What can others adapt?

- Cross-sector collaboration for labour market integration

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Baden-Württemberg - Association Folk High Schools

Baden-Württemberg context and challenge:

- Rising unemployment rates, in particular among immigrants and young people (NEETs) - at the same time shortage of (skilled) workers.
- Newly arrived immigrants including refugees and asylum seekers can contribute to regional labour-market needs - and benefit from work-related learning of language, culture and profession.
- Key barriers: matching experiences and skills of workers with demands of companies, motivation on both sides, communication at the workplace, mobility within the region, childcare.
- The challenge is to combine expectations of employers with sustainable strategies for the integration of individuals.

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Baden-Württemberg - Association Folk High Schools

Combined approaches and solution:

- **Policy intervention:** Immigrants including asylum seekers and refugees get access to fast-tracks to work (New strategy of the “Alliance for lifelong learning”, a network of BW ministries and stakeholders related to adult learning and education, coalition treaty of the new BW government)
- **Operational activities:**
- “Guidance from day 1” (combines integration offers for immigrants with educational and career guidance: region-wide and within existing structures!)
- concepts of work-related learning of language, culture and profession like Tübinger Model and BEST
- **Cooperation of key stakeholders:** Baden-Württemberg “Alliance for Lifelong Learning” and local networks (job centers, companies, training providers)

Key takeaway

Policy strategy
motivates operational
implementation and
cooperation of key
stakeholders

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Mark

Municipality of Mark

The context and challenge

→ Migrants, foreign-born and NEET's labour market exclusion

Who faced barriers?

→ Individuals with little or no formal skills with no network or pathways in to the labour market

What needed to change?

→ Increased collaboration with SME's and job matching from Day 1

The approach or solution

→ A co-created integration strategy policy to facilitate inclusion and access to the labour market and social contexts

Who was involved?

→ SME employers, the target groups themselves, politicians, public administrations

What made it relevant?

→ SME's skills supply needs and work as a pathway to inclusion

Transferable lessons:

What worked?

→ Stakeholder collaboration and the bilateral exchanges with SALAM partners

What was difficult?

→ Coordinating multiple stakeholders

What can others adapt?

→ Early, cohesive and employer based establishment to the labour market job matching targetgroups informal and soft skills

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Municipality of Mark



Mark

LESSONS LEARNT

Knowledge about and to act fast on employers work force and skills supply needs, is a key to engagement in an inclusive labour market.

What can other regions take away?

→ Co-creating a multi actor eco-system to facilitate and support inclusion in the labour market. Employment and employers skills needs as integration tool. Early job matching highlighting formal, informal and soft skills, desired characteristics and goals.

TAKEAWAYS

→ Exploring good practices and the joint learning with our stakeholders – from SALAM partners and their stakeholders - has been extremely valuable

The co-creation and collaboration with many others is a key to support inclusion to the labour market and for the integration

→ Employment is an integration tool - not only for job, also in a social inclusion context.

 **Video from Fredrik Ung - Dynamic Collaboration AB (Stakeholder)**

SALAM Good Practice Gallery

Approaches for Migrant Inclusion and Inclusive Labour Markets

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Good Practice — Social Enterprises!



1. **Challenge:** Many jobseekers face barriers to labour market entry.
2. **Approach:** Social enterprises provide tailored support, training and work experience.
3. **Why it matters?** Combines social inclusion with pathways to employment.
4. **Key takeaway:** Strengthen public-social enterprise partnerships for integration.

Good Practice — Company Supports Language Learning!



1. **Challenges:** The path to employment and the language learning process take a lot of time; gaps in skills and language still exist.
2. **Approach:** BEST - The company as a language learning arena.
3. **Why it matters?** Combines pathways to employment with individual language learning at the workplace, supported by company staff, job-related language training and language coaching.
4. **Key takeaway:** Better access to (qualified) jobs.

Good Practice - Enterprising Mark - FöretagSAM MARK



- **Challenge:** Newly arrived individuals—especially women and those with limited formal education—often face long periods of exclusion from the labour market. At the same time, the municipality has a strong entrepreneurial tradition, but significant gender inequalities persist, with only 19% of companies led by women.ods of exclusion from the labour market.
- **Approach:** The practice integrates language learning (SFI), labour market orientation and business development into a cohesive pathways enabling participants to build skills, networks and confidence while exploring self-employment and employment opportunities.
- **Why it matters?**
- **Key takeaway**

Good Practice — Migrant entrepreneurship

Standard Good Practice Gallery card

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CHALLENGE: Facing Demographic Decline and Fragmented Support for Migrant Entrepreneurs

- **Regional business contraction:** Loss of 300–350 registered companies per month (2025), specifically impacting manufacturing and retail.
- **Untapped entrepreneurial potential:** 59,255 foreign-led enterprises (accounting for 17.5% of all active businesses in Tuscany) with a steady annual growth rate of over 2%.
- **Unaddressed policy gap:** Impact evaluations revealed generic entrepreneurship training instruments failed to meet the specific needs of populations with a migrant background.
- **Obstacles:** language and administrative barriers, and Institutional fragmentation
- **High early-stage risk:** Critical lack of structural accompaniment during the initial, high-risk operational phases of a new business.

Good Practice — Migrant entrepreneurship

Standard Good Practice Gallery card

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APPROACH: A specific regional Call for proposals and Multi-Stakeholder Network

- **The collaborative starting point:** Designed through rigorous local stakeholder consultations and mutual learning with Mark Municipality and SOC-Catalonia.
- **Action:** A strategic regional investment of €272,000 targeting the Tuscany Region ESF+ Regional Plan to finance local projects supporting migrant entrepreneurship.
- **Personalized training architecture:** Creation of a multi-phase, individualized pathway combining orientation, specialized training and business-plan drafting.
- **Network:** to build a territorial network of public and private services to support migrant entrepreneurship through local support and professional expertise: business associations, public employment services, municipalities, training providers, social enterprises, professional associations

Good Practice — Migrant entrepreneurship

Standard Good Practice Gallery card

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Why it Matters: Personalized Accompanying and Risk Mitigation

- **Hyper-personalized architecture:** Shifting from flat courses to individual acceleration plans and direct expert matching.
- **Early failure detection:** Preventative monitoring built into the system to identify business risks and promote second opportunities.
- **A shift to active citizenship:** Overcoming emergency-driven logic to focus on long-term inclusion, talent retention and socio-economic autonomy.
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Good Practice — Migrant entrepreneurship

Standard Good Practice Gallery card

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Key Takeaway: Success Hinges on Longitudinal and Embedded Support

- **The 'Ecosystem' Model transfer:** Adapting Mark Municipality and SOC's model to establish multi-stakeholder governance.
- **Extending to the post-startup phase:** expanding the policy to accompany entrepreneurs until their first financial statement.
- **The Transferable Model: Success requires localized multi-stakeholder mapping and continuous tracking to turn integration into economic resilience.**

Technical Pause

Let's get back in 5 minutes



Learning from Each Other

European Perspectives

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European Perspectives

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Supporting Ukrainian (UA) Refugee Women's
Socio-Economic Integration and Wellbeing

- **Elena Lanteri**, Case worker, IRC Italy
- **Olga Chizhevskaya**, EARLALL's Project & Partnership Officer – WISE Communications Officer

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HEROES

Affordable Housing Enhancement and Regional Oversight for European Sustainability

- **Dr Costanza Pallini**, Department of Urban Planning and Sustainability (Direzione Urbanistica e Sostenibilità) at Regione Toscana.