



From relocation to retention:

A practical guide to international recruitment for SMEs



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International Centre for
Migration Policy Development

Key topics

covered in this guide

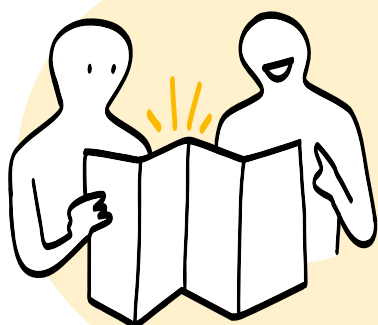


1 Before the employee arrives

- Before finalising the job offer
- Employer preparation
- Relocation support
- Destination guidance

2 Relocation and arrival of the new employee

- Practical local orientation
- Initial workplace orientation



3 Onboarding and the first days and weeks

- The basics of daily life
- Inclusion in the workplace
- Settling into the community

4 Longer-term inclusion, settlement, and retention

- Legal and administrative matters
- Professional growth and career development
- Building a life outside of work



Introduction

As labour shortages persist across many sectors, recruiting talent nationally or within the European Union is often no longer sufficient to meet employers' workforce needs. As a result, more and more employers are looking beyond the EU to attract the talent they need and fill vacant positions. Successful international recruitment does not end with a signed contract: High turnover, unsuccessful relocations, and poor workplace integration can be costly for SMEs. Supporting employees to settle in effectively can improve productivity, wellbeing, and retention.



Employers play a key role in helping international hires to relocate and settle into their new workplace and local community. The support and information you provide in the early stages – from practical help with their move to robust onboarding at work – can strongly influence whether they decide to stay with your company for the longer term. The time and resources you invest in onboarding and inclusion often pay off quickly: When new employees feel supported from the start, they can focus on settling into their new roles.

International recruitment is typically more resource-intensive than local hiring. Investing in retention through integration and inclusion can help your efforts pay off by encouraging your employees to stay. Integration in communities is usually described as a two-way process, and the same can be said about the workplace: Employers and employees both adapt. Newcomers adjust to an unfamiliar professional and social environment, perhaps learn the local language, and build new relationships. At the same time, you and your team create a welcoming and inclusive workplace where new colleagues feel valued. This guide is designed to support you throughout this process. While some of the content is relevant for all new employees, this guide is specifically aimed at supporting SMEs with international recruitment. It outlines common challenges, highlights key moments where your support can make a difference, and points to organisations and services that can support both you and your employee(s).

This last point is important to emphasise: You are not alone! There are a range of so-called 'bridging actors' in your community and country that are working with SMEs like you and with international talent over the course of the international recruitment journey. They are a valuable resource. These bridging actors include online help desks, international houses, public employment and investment agencies, chambers of commerce, recruitment agencies, diaspora organisations, and other intermediaries. This guide draws on consultations and workshops with these actors. Alongside the key considerations for employers at each stage of the recruitment process, from relocation to retention, the guide highlights actors and resources that already exist and that you can tap into to make your work easier. In many cases, you can refer new employees to websites and actors that can help them find this information.

How to use this guide

Who it is for

Small and medium-sized enterprises (SMEs) recruiting international talent, including leadership, supervisors, and mentors.

International talent

In this guide, 'international talent' refers primarily to employees recruited from outside the destination country, with particular attention to those relocating from outside the EU; however, much of the content is also applicable to relocating EU nationals.

Purpose

Gain an overview of the recruitment journey and practical guidance on supporting the integration and inclusion of international hires.

Structure

The guide follows the employee journey from relocation to retention, with each section highlighting key considerations, the bridging actors who can help, and practical ideas you can adopt.

- SMEs vary in size and capacity – this guide therefore shares the actions that matter most, while also noting in grey those worth doing if capacity allows.
- A checklist summarises the main action points from each section.
- **Yellow text** highlights relevant bridging actors.
- Icons help you quickly identify tips, actions, and resources:



pointing to
additional
resources



sharing
ideas



providing
details and
considerations



This guide is tailored to the situations and needs of SMEs. There are other guides, focusing on specific topics/audiences, that may also be useful. Some are location-specific (e.g. Sweden's [The Insider's Guide to Recruiting International Talent](#) and the [Vienna Expat Guide](#)). Others cover a specific work environment (e.g. European University Institute's [Welcome Guide](#), the Federation of European Social Employers' [Guidelines for recruiting foreign workers in social services](#)) or a specific population (e.g. Tent and Deloitte's [Guide for refugee inclusion](#)). These or other relevant guides can be consulted for tailored information. An online search is a good starting point, but it is worth checking with your local international house, employment agency, or other stakeholders, who may have published a guide specific to your region.

Checklist

Onboarding, inclusion, and retention of international talent

0. Before you get started

- ❑ Have you checked which bridging actors operate in your area? Think about online help desks, international houses, public employment and investment agencies, chambers of commerce, recruitment agencies, or other intermediaries. They may already have resources you can use, or you might point your new hire to them for further information or hands-on support.

1. Before the employee arrives

Before finalising the job offer

- ❑ Have you provided transparent information about life in the country, city, and workplace?
- ❑ Have you considered offering financial support for relocation or initial settlement costs?



Employer preparation

- ❑ Have you initiated the necessary administrative steps (e.g. social security, insurance, pension)?
- ❑ Have you translated all onboarding materials and safety regulations to a language your new employee feels comfortable with?
- ❑ Have you thought about how you will make your new employee feel welcome?
- ❑ Have you prepared your team, for example through cultural sensitivity training?
- ❑ Are you assigning a buddy or mentor to support onboarding and settlement?

Relocation assistance

- ❑ Have you shared or pointed your new hire to practical information on transport options, timelines, costs, and customs procedures?
- ❑ Can you recommend a trusted relocation company or service provider?

Destination guidance

- ❑ Have you identified the key information your new employee needs before arrival, and decided what you will share directly versus what resources you will point them to? Think, for instance, about safety information, housing, communication services, social customs, workplace norms, language courses, and guidance regarding accompanying family members.

2. Relocation and arrival of the new employee

Practical local orientation

- ❑ Have you identified how your new hire will get to your town/city and their accommodation on arrival?



- ☐ Have you shared information on local transportation options, emergency services, banking, communications, and other key practical services?

Initial workplace orientation

- ☐ Have you introduced your employee to workplace structures, policies, and key contacts?
- ☐ Have you clearly explained your expectations around performance, communication styles, teamwork, and workplace culture?
- ☐ Have you organised a gathering so your new employee can meet their new colleagues?

3. Onboarding and the first days and weeks

The basics of daily life

- ☐ Have you ensured your employee understands key legal and administrative processes such as registration with local authorities?
- ☐ Have you shared practical information on healthcare, driving regulations, public holidays, and commonly used apps or websites?



Inclusion in the workplace

- ☐ Have you identified concrete steps to make your workplace more inclusive?
- ☐ Can you arrange an informal social gathering to foster team-building and cohesion?
- ☐ Have you considered taking into account cultural or religious considerations when planning social activities or celebrations?

Settling into the community

- ☐ Have you thought about how you can support your employee's new life outside of work? Consider sharing your favourite places in town or recommendations for local activities, clubs, courses, or community networks.
- ☐ For employees arriving with partners, are there services or community hubs you can suggest?
- ☐ For employees with children, are there recreational activities or family networks you can suggest?

4. Longer-term inclusion, settlement, and retention

Legal and administrative matters

- ☐ Are you aware of important visa and permit timelines and renewal requirements?
- ☐ Have you provided or referred your employee to information on banking, taxation, or international financial transfers (where relevant)?



Professional growth and career development

- ☐ Have career development opportunities and future prospects been discussed transparently?
- ☐ Are there regular check-ins to discuss inclusion, wellbeing, and possible concerns?

Building a life outside of work

- ☐ Have you shared ways for your employee to build connections beyond the workplace? Consider sharing information on social and cultural events and local community centres.
- ☐ Do you have any travel tips for the city/region/country you can share?

1 Before the employee arrives

What do you need to know?

This section covers:

- Before finalising the job offer
- Employer preparation
- Relocation support
- Destination guidance



Before finalising the job offer

For international recruits, accepting a job offer often entails significant personal, financial, and practical considerations. Clear communication and early support can help candidates make informed decisions, reduce uncertainty, and ensure a smoother transition into their new role and community.

- Be in touch with (potential) new employees early and provide honest information about life in the country and city, as well as the workplace, so they know what to expect and can make an informed decision.
- You may consider offering financial support for relocation, either as reimbursement of actual moving and travel costs or as a set payment to cover relocation and upfront accommodation costs (e.g. security deposits and the larger first month's rent payment).

Employer preparation

International recruitment is not only about preparing international talent for their new role, but also about being prepared as an employer. This means that the whole team is supportive of hiring internationally and willing to engage in onboarding and inclusion efforts.

Creating a welcoming environment is crucial to make your new employee's first days as smooth as possible. Always keep in mind their situation and the changes they have to adapt to. Showing that you support them from the start builds trust and sets the foundation for your relationship.

- Prepare yourself and your team. This might include:
 - Training on cultural sensitivity and awareness
 - Addressing existing stereotypes and biases
 - Recognising hospitality and inclusion as shared responsibilities
 - Learning about the new employee's (cultural) background to show interest and openness



See [Interlocality's Employer Readiness Guide](#) to evaluate your own readiness for international recruitment and gain insight into potentially useful adaptations.

To support the new employee's inclusion from day one:

- Start the registration process for your new employee's social security, social insurance, taxes, and pension schemes so all formalities are complete when the employee arrives. The necessary procedures vary depending on the country – if you need support, contact your **local economic development agency** or **business agency**, which can provide guidance on administrative procedures and help you identify the necessary steps.
- Ensure that all onboarding materials and safety regulations are available in a language your new employee feels comfortable with – this might not (yet) be the local language.
- Assign a current member of your team as an onboarding guide, mentor, or buddy to help the new employee settle in and ask questions – putting the two in touch before arrival will help your new employee feel supported from the start.



Choosing a buddy or mentor from your team is worth some thought. Both you and the potential mentor should consider:

- Time commitment and capacity to be a reliable point of contact
- Prioritisation and organisational ability
- Language skills (if applicable)
- Patience, emotional resilience, and approachability
- Genuine interest, curiosity, and openness to cultural differences



Public employment services often offer capacity building support for employers on diversity and inclusive workplace practices as well as other aspects of international hiring.

Relocation support

Moving to a new country not only brings a lot of change, but also requires a lot of preparation. Your new employee will have a range of things to figure out before arriving. You can help them by sharing your own knowledge or connecting them with resources so they can familiarise themselves with the local system and know whom to contact if they have additional questions.

- Once a job offer is accepted, connect new hires to information on transport options, timelines, costs, and customs fees, and consider recommending trusted relocation companies. Place-based guides and other resources offered by **international houses**, **employment agencies**, or other stakeholders often include this information.
- While visa and administrative procedures are ongoing, you can encourage your future employee to take part in language courses or cultural orientation. This can help them prepare for daily life and the working culture in your country. **Chambers of commerce**, **SME federations**, and **business networks** often offer such programmes or can connect you to relevant partners and (online) options.

Destination guidance

The points below cover aspects of settling in in your city/town and country that are worth sharing with relocating employees. SMEs are not expected to provide all of this guidance themselves – most of these points can be found in existing guides such as those offered by **international houses** and **welcome centres**. You might also decide to tailor key information for your specific context.

- Share key points about living in your city/town to guide your new employee through the relocation process. The below points are important to consider:
 - Safety: Mention any safety concerns, including those related to food and water such as whether to drink tap water or buy street food.
 - Social customs: Provide guidance on everyday social norms and expectations to help your employee feel more confident in daily interactions. This can include norms around greetings, levels of formality, attitudes towards punctuality, social etiquette in public spaces, common practices around hospitality, and personal boundaries.



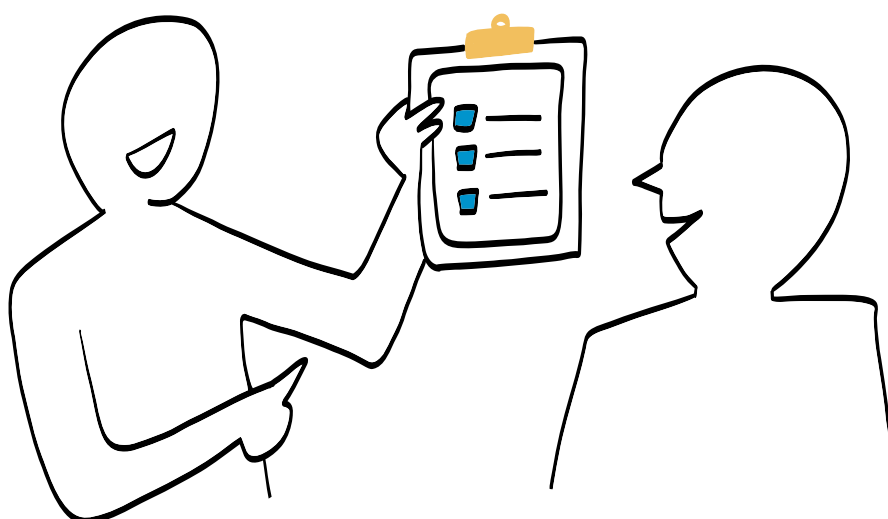
Many communities have 'one-stop shops' for international talent that provide practical guidance and information on local life in person and through digital tools. A quick internet search for '**welcome centre**', '**international house**', and '**expat centre**' could point you to one in your area.



- **Housing:** Share websites and platforms to look for housing as well as information on different neighbourhoods; local practices around renting and subletting, contracts, and deposits; buying a home; public housing waitlists; home/renter's insurance; and utilities (e.g. different options/mandatory services). Consider a 1-2 month accommodation rental directly by your company to allow your new arrival some time to find their own housing and meet the usual requirements of having a bank account, local registration, etc. in order to sign a rental contract.
- **Information for accompanying family members:** Share information on visa and residence/work permit processes, or connect them to actors such as **welcome centres**, **international houses**, or **recruitment agencies** that can help their partners find employment or educational opportunities.
- **Language courses:** Share information about local language schools, online platforms, and work-related vocabulary lists. You can get in touch with **local language schools**, **SME federations**, or **public employment services** – they often offer online-learning platforms including language learning.
- **Childcare and education:** For employees with children, share information the local school system, including early childcare as well as the availability of international schools; registration requirements, processes, timelines, and costs; and babysitting services and evening childcare (this is especially relevant for shift work).
- **Information on bringing pets to the EU:** Make your new employee aware of regulations such as animal health certificates, micro-chipping, required vaccinations, and pet passports.



Consider creating a practical checklist with essential tasks or preparing a document with links to useful resources that can help new international hires with these matters that are not covered by existing resources in your community.

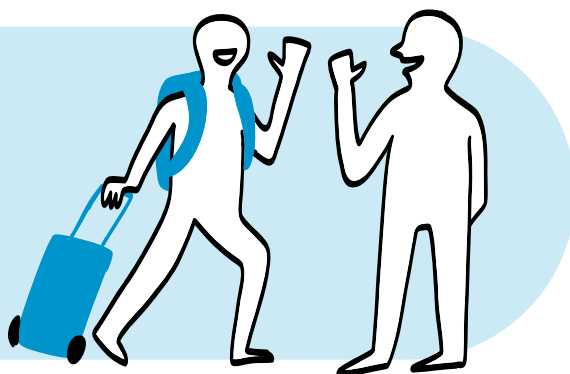


2 Relocation and arrival of the new employee

What do you need to know?

This section covers:

- Practical local orientation
- Initial workplace orientation



Practical local orientation

Your new hire may have never travelled internationally before, or may already know the country well. Either way, they are juggling a great deal in their first days and will welcome guidance on how things work and what they need to take care of.

→ Provide guidance on travel and arrival logistics

- Explain how your employee can best get from the airport or train station to their new place of living. Inform them if there is anything they should consider on their way from the airport/train station – e.g. risk of pickpocketing or whether they will be understood if they do not speak the local language.

→ Introduce them to local transport

- Provide information on available modes of public transportation and their reliability, as well as options for purchasing tickets or subscriptions. Here, you can refer your employee to relevant websites or apps that make local or national travel easier.
- Tell them if it is important to use an official taxi, and if other services (e.g. ridesharing) are options.



If possible, consider offering to pick up your new employee from the airport or train station. That way they will not have to worry about finding their way and they will arrive feeling a bit more relaxed. Being there the moment they arrive sets the tone for the relationship.



→ Share other essential information

- **Emergency services and support:** Make sure your new employee is well prepared in case of an emergency. Provide them with emergency phone numbers such as ambulance, fire department, police, and health advice hotlines, as well as the location of emergency rooms and national emergency alert apps.



Consider creating a short document to share key information and links if a guide does not exist in your area. You might also find it helpful to create one guide that covers the entire process, from pre-departure to longer-term considerations, like this guide does.

- **Banking:** Tell your employee whether a local or EU bank account is necessary (for salary payments or utility contracts, for instance), and what other services may be linked to one, such as online ID. Share basic information on the banking system: which banks offer services in English, how to set up an account, what documents are needed, and what fees they can expect. Help them book the first appointment if you can.
- **Communications:** Tell your new employee about mobile, internet, and TV options.



You might also connect your new employee to services offered by **international houses**, **welcome centres**, or **diaspora organisations**. They often offer in-person events on specific integration-related topics or even have dedicated apps that can guide newcomers on local procedures and customs.

Initial workplace orientation

To ensure your new employee feels well prepared as they begin work, provide them with all necessary information before their first working day. You might arrange an informal meeting to discuss these points and provide them with a written summary they can use as a reference later. Some points to consider:

→ Explain workplace structure and policies

- Provide an overview of the departments and organisational structure to give them the full picture of the company.
- Ensure they are familiar with the logistics of the workplace, e.g. working hours, office layout, building access, parking, canteen/food options, dress code, and commuting options.
- Make sure they are aware of workplace policies including vacation entitlements and practices (e.g. expectation to take main vacation during a specific time of the year or maximum number of consecutive weeks of holidays), parental leave, public holidays, and sick leave.



- Introduce them to whoever handles HR questions, as well as any staff associations or unions available, and provide them with a contact list of all members on their team.
- Take them through workplace safety procedures.



While your new employee might have worked in a similar position before, they are probably less familiar with the local work culture and market, and they might be used to different processes and structures.

→ Discuss work culture and expectations

- Share your expectations of your new employee and what their role and responsibilities will entail.
- Mention any recurring meetings such as weekly/monthly team check-ins.
- Explain the working culture. Is it very formal and hierarchical or more laid back? How do you communicate with one another – is it common to address each other by the first or last name? Do employees care about titles?
- Share any unwritten rules or expectations your new employee should know about (e.g. joint coffee breaks or lunches, joint social activities, uninterrupted working hours, common practices around public holidays like finishing at mid-day the day before, flexible work hours, bringing cake on your birthday).



Consider organising a gathering to welcome your new employee on their first day(s), such as a dinner, after-work drinks, or lunch. This can enable you all to get to know each other more informally.



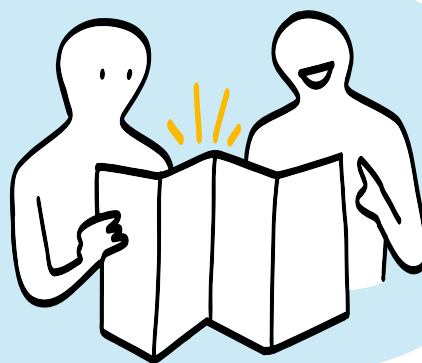
3 Onboarding

and the first days and weeks

What do you need to know?

This section covers:

- The basics of daily life
- Inclusion in the workplace
- Settling into the community



The basics of daily life

- ➔ Once your new employee has arrived and managed their first day, they will slowly start to settle in, both at the workplace and in the local community. Many things might be unfamiliar to them or handled differently than in their home country and may take some getting used to.
- ➔ To help your employee navigate their new environment and official processes, you can provide them with some guidance and basic information (check your local [international house](#), [online helpdesk](#), or place-based guide where available):
 - Legal and administrative processes: Your employee may need to register themselves (and family members) with the local authorities or immigration offices. The necessary procedures vary by location – if you need support in providing information on the registration process and the documents they need to submit, contact your [international house](#) or [business agency](#).
 - Healthcare: Consider providing a brief overview of the healthcare system (typical opening hours and after-hours services, free choice versus assigned doctors e.g. by district or depending on the insurance plan), what it looks like (e.g. larger health clinics versus individual practitioners), and how it works (appointment-based versus drop-in). Also consider providing an info sheet with local hospitals and emergency rooms, building on the emergency numbers you shared on arrival.
 - Driving in the country: Share information on driving licenses, registration, insurance, car leasing, purchasing, and short-term rental processes. This is especially important in places with less robust public transportation or where employees will need to drive to carry out their work.



- **Holidays:** Share a list of public holidays and what is open/closed.
- **Nearby shops and opening hours:** You can give an overview of shopping options for essential needs and their typical working hours. This includes grocery stores and international supermarkets, household goods and furniture stores, and personal care stores, as well as well-equipped second-hand shops.
- **Pets:** You might share the location of veterinarians, animal clinics, and pet stores.
- **Faith:** You might share information about faith-based organisations and sites of worship, and the activities and services they offer.
- **Commonly used apps and websites:** You can help employees navigate daily life and stay informed by sharing common messenger and communication apps; platforms for local events, activities, and community life; and official apps or websites for public information.



While AI-powered tools can complement existing support, they should not replace official information sources or professional advice. Employers and employees should always verify important legal, immigration, employment, tax, and administrative information through the relevant authorities or trusted bridging actors.

Inclusion in the workplace

Inclusion is not only about providing information – it is about supporting your new colleague and building a relationship from day one.

→ Did you assign a mentor or buddy before your new employee arrived?

- If yes: now might be a good time to check in with both to see how things have been going and whether you could support them in any way.
- If no: now would be a good time to do so, to help them settle in better and facilitate opportunities for social connections.



A buddy can help your new employee navigate the work environment, explain how things work, take them to the nearest lunch places, and answer questions that formal introduction and onboarding do not cover. While a buddy or mentor may not be able to answer all questions, they can be a first point of contact and direct them to the right contact person. They can be an important entry point into the local community and become a social contact outside of work.

Some **chambers of commerce** organise buddy programmes that can support your new employee with administrative tasks, housing searches, navigating local processes, and learning about social activities.

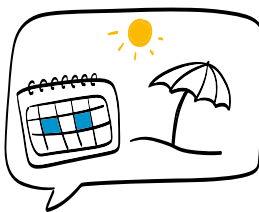
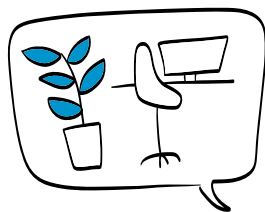


If you have not yet brought the team together socially, now is the time. You could organise a welcome lunch for your new employee or arrange a dinner or informal social gathering after work. Try to ensure your new employee gets to connect with you and their other colleagues on a one-to-one basis from the start so they feel included and able to build personal connections. While this may seem of secondary importance to you, personal connections at work have a strong impact on employee retention and will also affect your employee's motivation and performance.

- Have you considered offering a space for worship at your company? How about cultural celebrations – which ones does your company currently celebrate, and could you adapt them to reflect your new employee's cultural and religious background?



SME federations and public employment services can often advise on adapting workplace practices, celebrations, and leave policies for a diverse team.



Consider allowing employees to swap some local public holidays for days when they personally celebrate (e.g. swapping up to three holidays per year), if allowed by legislation in your area. This can offer greater flexibility and support inclusivity.

Settling into the community

- Share recommendations on connecting with the local community. Consider sharing tips on:
- Community networks: **Diaspora networks** and events organised by **embassies** can support social connections, provide formal and informal support, and can help employees feel more settled in their new environment.
 - For employees with children: Consider sharing playgrounds, swimming pools, family networks, and children's clubs in your city/town, as well as family-friendly activities.



Consider asking your employees to share their tips for living in and enjoying your city/town. This might include suggestions for exploring the city, key words to know, and favourite places to go. You could collect these in a short document or email.

4 Longer-term inclusion, settlement, and retention

What do you need to know?

This section covers:

- Legal and administrative matters
- Professional growth and career development
- Building a life outside of work



Legal and administrative matters

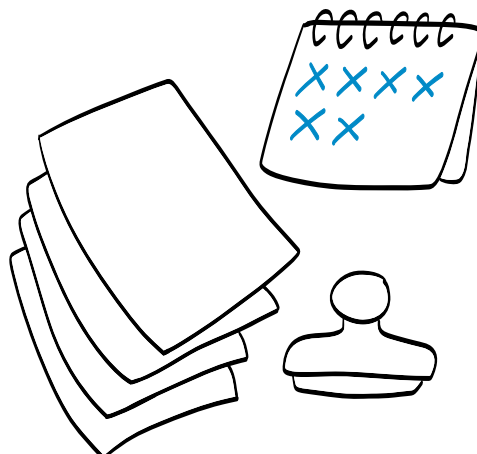
Employees gradually settle in during the first weeks. However, some legal and administrative matters only arise later or may change over time as the employment situation develops. While your employee most likely needs to take care of them personally, it is worth keeping these tasks in mind and offering your help with procedures.



It is important to keep in mind that changes in residence status and financial arrangements can directly affect your employee's ability and rights to continue working and residing in the country.

- Keep in mind the validity and expiration date of visas and permits, and make sure you and your employee are aware of timelines and necessary steps so you can start the process on time. In some countries and migration pathways, changes to an employee's role, salary, or employment conditions may have implications for residence or work permits. Verify applicable requirements with the relevant authorities.

- Recommend where employees can find information on requirements for applying for long-term residency.



→ Share key information on financial transfers and banking

- Tax forms tend to be quite complex – even for native speakers. Consider informing your employees about requirements and deadlines and directing them to official institutions and trusted support services. International tax advisors and tax authorities can provide information and guidance on taxation requirements for employers and employees. This may also be provided by **SME federations** and **business associations**. You can also check if your local **international house** can refer you to a reputable tax advisor/service. **Diaspora organisations** may also be able to give some initial information on tax matters.
- Your employee's (extended) family or friends often remain in their home country. Consider helping them navigate different remittance services and supporting them to find the best and most economical solution. **Diaspora organisations** may also be able to share their experience with financial transfers and banking.



Additionally, **country-of-origin embassies, consulates, and other services for emigrants** may assist with legal and administrative matters.

Professional growth and career development

Professional development and social connections are important factors for employee retention. If your employee lacks a sense of belonging or feels stuck in their position, they are more likely to look for new employment elsewhere. To encourage engagement, motivation, and commitment to the organisation, there are several things you can do:

- Be transparent with your employee with regard to professional development opportunities. Offer them the chance to take part in trainings and seminars to enhance their knowledge and keep them engaged and motivated.
- Consider offering your employee internal or external mentoring to support them in determining their career goals and pathway.



Social inclusion is one of the biggest factors for retention. Make sure social inclusion efforts do not stop after the initial onboarding period. This could entail formal or informal team-building events or team lunches during work hours, but also regular after-work social events (e.g. drinks, museum visits, team dinners, public holiday celebrations) and staff groups (e.g. running or hiking clubs, painting or craft groups). You do not have to organise all of these yourself – you can also support your employees to initiate or implement such activities.





Have regular check-ins with your employee to get a sense of their inclusion at the workplace, their well-being, and whether they have any concerns or questions. Make sure to ask questions and seek feedback – have there been any issues, or is there something you as an employer could do to support them better or make them feel more included?

Building a life outside of work

Feeling at home in the wider community and social environment takes time. You can support your employee in building a life outside of work to make them feel more connected and reduce isolation.

→ Share opportunities for your employees to connect with the local community (e.g. via email or a bulletin board). This could include:

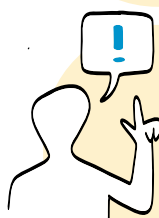
- Social events and festivals
- Local community centres
- Parent networks and family-oriented activity groups
- Music and sport programmes
- Cultural events, happenings, and public celebrations
- Volunteering opportunities



Food can be a great way to bring people together. Consider hosting, or encouraging your staff to host, a gathering where colleagues can share their favourite foods or traditional dishes at the workplace, a local restaurant, or a home.



Welcome centres and international houses often organise events that serve a dual purpose of providing information and enabling social interaction. Similarly, embassies of origin countries and diaspora groups may organise social gatherings and events to maintain links to the international talent's origin country.



Language offers international employees the opportunity to immerse themselves in the workplace, the local culture, and everyday life. It also supports practical tasks like engaging with local authorities or navigating the healthcare system. Language has a great impact on one's sense of belonging, independence, and participation. Even when English is the language of work, learning the local language can be valuable. You might consider supporting language learning (e.g. providing information on courses and language groups; providing space for a language group/class at work; offering financial support; or allowing employees to take courses during working hours).



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Design by Visuality www.visuality.eu

Bridging small and medium-sized enterprises with international talent: The BRIDGE project

SMEs are crucial to the EU's economy. Yet, while many are interested in tapping into international talent, they often encounter significant hurdles to doing so. Under the BRIDGE research project, ICMPD's Policy Unit investigated how 'bridging actors', intermediaries who work directly with SMEs and international talent, can support SMEs in navigating international recruitment. This included two stakeholder workshops with bridging actors as well as one-on-one interviews with a range of additional bridging actors to gain insights on their activities and experiences.

You can find more information about the BRIDGE project at: <https://www.icmpd.org/our-work/projects/bridging-small-and-medium-sized-enterprises-with-international-talent-bridge>

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