

# DRIVING GROWTH WITH INTERNATIONAL TALENT.



**Roadmap for the availability  
and retention of international  
labour 2026–2035**





# CONTENTS

1. PREPARATION AND BACKGROUND OF ROADMAP.....	4
2. DEVELOPMENT OF INTERNATIONAL EMPLOYMENT, RECRUITMENT AND INTEGRATION SERVICES.....	7
3. TARGET STATE 2035.....	10
3.1 Critical success factors for reaching the target state .....	12
4. MEASURES .....	15
4.1 Priorities of the employment strategy .....	20
4.2 Scaling the services for growth .....	26
4.3 More detailed notion of current situation .....	28
4.4 Receptiveness of the labour market.....	30
4.5 Target countries.....	34
5. INCREASING STRATEGIC CO-OPERATION AND ALLOCATING TOTAL RESOURCES .....	38
APPENDICES: Statistical indicators	

#### Photographs:

International House Tampere  
Laura Vanzo / Visit Tampere  
Mikko Vares  
Marko Kallio / Skyfox  
Jousia Lappi / North Arrow Films

# 1. Preparation and background of roadmap



The roadmap for the availability and retention of international labour 2026–2035 for the City of Tampere is a continuation of the Strategic Programme for International Employment, Recruitment and Integration Services and Immigration of the City of Tampere completed in 2019.

The roadmap is an action plan for attracting international talent, promoting the employment of international talent already in Finland and strengthening the retention international talent in Tampere, extending until 2035.

The roadmap for the availability and retention of the international labour is based on the employment strategy of the Tampere region, defining more concrete measures to improve the availability and retention of international labour. The roadmap is co-ordinated with cross-functional development programmes of the City of Tampere. In addition, the roadmap also has a strong connection to the business strategy of the Tampere City Region.

The roadmap for the availability and retention of international labour has been prepared in co-operation with key parties between January and September 2025. The work has consisted of interviews with key regional and national stakeholders. These interviews have focused on the needs of the region, the target country issues of attracting talent, and the expert needs of key strategic business areas. Separate interviews and surveys have been conducted for enterprises and Talent Ambassadors.

The work has utilised available statistics and recent key research evidence. The work has included workshops, group interviews and sparring group work. The group included experts from the city of Tampere and key stakeholders.

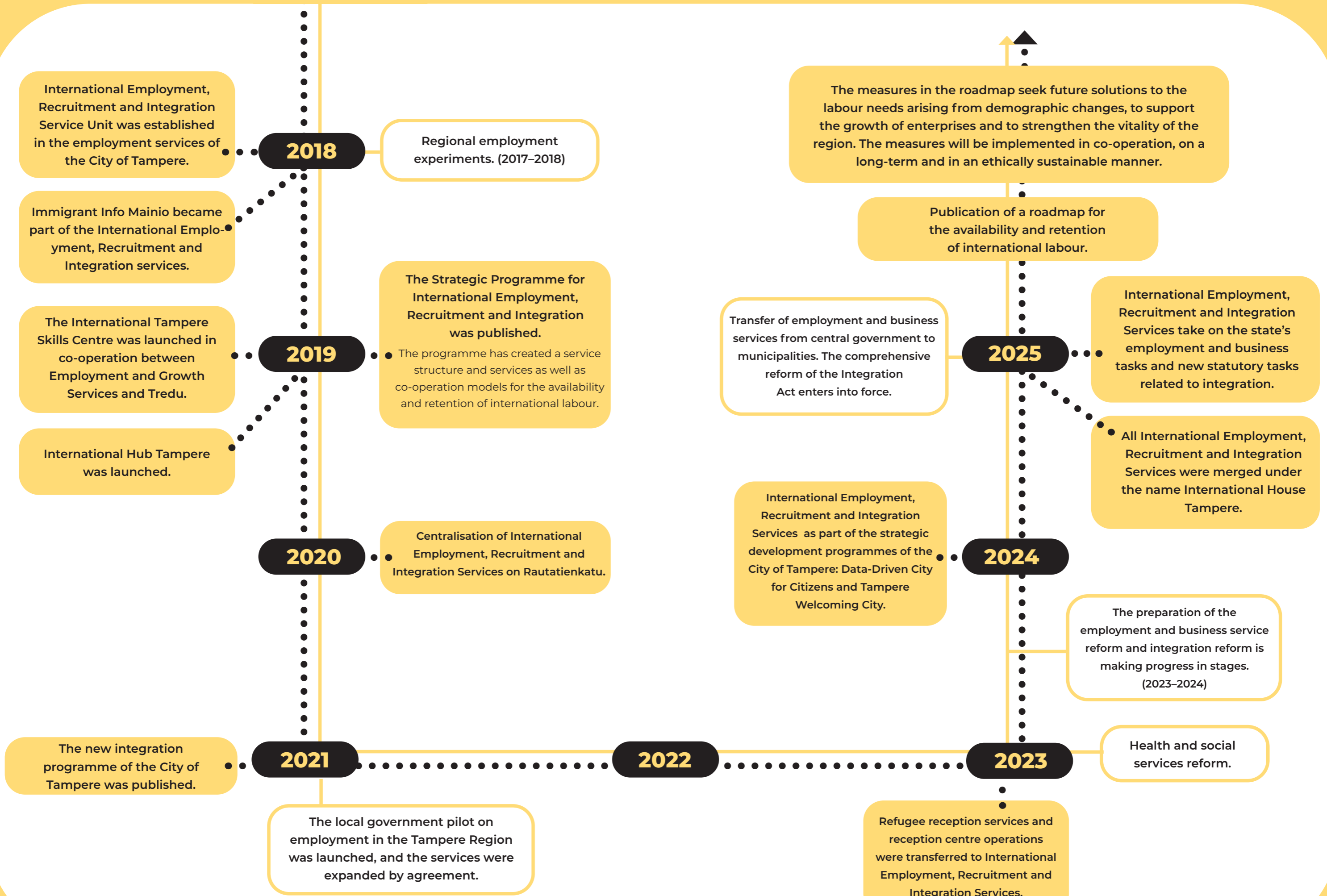
The extensive material of the employment strategy work of the Tampere region has also been utilised in the preparation of the roadmap. The accumulated material has been compiled into a separate background report. Summaries of the work have been prepared in the interim phase and presented to stakeholders, the City management and decision-makers. The Immigrant Council of the City of Tampere has supported the roadmap work, bringing its own perspectives to support the preparation.

The content of the roadmap has been refined throughout the preparation process, and it has been further developed based on the feedback received and the employment strategy process.

The work has been carried out by Mikko Kesä Oy at the assignment from the International Employment, Recruitment and Integration services of the Employment and Growth Services of the City of Tampere, with Mikko Kesä as the responsible specialist. The sub-consultant has been Inno-link Research Oy, with Laura Koskimies as the expert. Within the City of Tampere, the work has been supervised and promoted by Mari Taverne and Laura Ojanen.



## **2. Development of International Employment, Recruitment and Integration services**



# 3. Target state 2035

## INTERNATIONAL EXPERTISE RESPONDS TO EMPLOYMENT NEEDS

- International expertise responds to the labour demands of top sectors in the region and of sectors with demand for labour both in the short and longer term.
- Enterprises have learned to utilise international expertise comprehensively and in a versatile manner in labour needs and in business development.

## GROWTH AND COMPETITIVENESS

- The number of immigrant entrepreneurs, business owners, senior management and experts has grown.
- International expertise is a growth and competitive factor for enterprises and business in the region.

## EMPLOYMENT AND RETENTION

- The labour market in the region matches the expectations of internationals well, and employment is fluent.
- The strengths involved in the cityscape of Tampere are utilised in attracting international talent.
- Well-functioning basic services promote the employment, Finnish language learning and retention of internationals and their families.

## TARGET STATE IN FIGURES

INDICATOR	CURRENT STATE	GOAL 2035
Number of employees born outside Finland	10 500 (2003)	28 500  (during the period on average +1,500 per year),
The number of persons in managerial positions and as special experts and experts	4 300 (2023)	9 300  (during the period on average +400 per year)
Number of entrepreneurs born outside Finland	1 250 (2023)	4 400
Employment rate of foreign-born persons – difference to persons with Finnish background	15.8 percentage units (2023)	Less than 10 percentage units
Unemployment rate among foreign-born residents and the difference compared to the Finnish-background population.	9.7 percentage units (2023)	Less than 5 percentage units
Availability of international labour, impact of international expertise on the development of enterprises	No comparable indicator	Employer survey:  <b>Good</b>
Functioning of labour market and job acceptance, resident retention	No comparable indicator	Resident survey:  <b>Good</b>

### 3.1 Success factors critical to achieving the target state

- Labour needs are anticipated correctly: International training fields and programmes together with work-based immigration support the workforce needs of the region.
- Higher education institutions produce competence for the top industries in regional business policy, and people move from higher education to work in enterprises in the region.
- Start-up ecosystems grow with the help of international talent, producing new innovative enterprises.
- Internationals have access to effective support for starting a business.
- Business development services are available for utilising international talent in business.
- The threshold of SMEs to employ people has become lower by means of individual services in co-operation with the partner network.

RESPONDING TO CHANGE WITH A SHARED UNDERSTANDING OF THE SITUATION

SERVICES RESPOND TO GROWTH

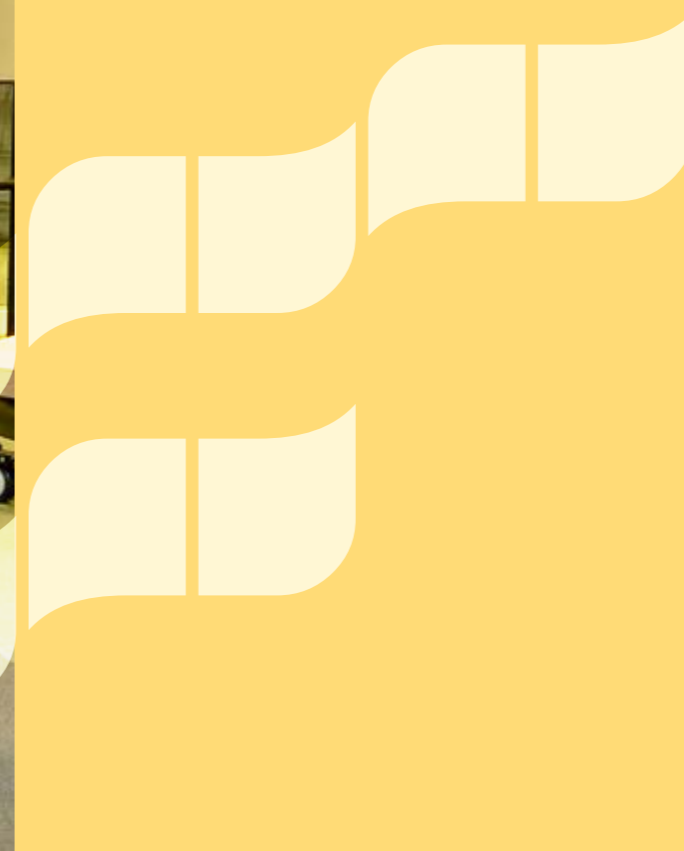
THE ACTIVITIES ARE LONG-TERM AND ETHICALLY SUSTAINABLE

CO-OPERATION IS STRATEGIC, OBJECTIVES ARE SHARED

- The labour market offers equal and versatile job opportunities and effective services for those moving from work to work, those moving from study to work, and all jobseekers. Workplaces are multicultural, the sense of community is strengthened and the City of Tampere sets an example.
- Employers, educational institutions and the city offer comprehensive services and a good service experience to new international residents. Proactive work is done successfully. Guidance and advisory services are uniform and clear for the entire partner network.
- The cityscape and strengths of Tampere reach and speak to those who move to the area from abroad due to work or studies. People want to stay and live in the area.



## 4. Measures



The measures in the roadmap respond to the priorities of the employment strategy and to the growth targets of international expertise.



1. Implementation of the priorities of the employment strategy
2. Expanding services to correspond to the growth of international labour
3. Strengthening the current notion of international expertise and strengthening special expertise
4. Developing an attractive and receptive labour market for international talents
5. Building of target country model and service paths to the labour market

#### STRENGTHENING demand-driven approach

The priorities of the operations of International House Tampere are in line with the growth targets. The guiding objectives are set annually and they correspond to the overall objectives of the planning period:

**On average, the number of paid employees born outside Finland increases by 1,500 per year, of whom 30% are experts and management. On average, 250 more entrepreneurs per year. The differences between the employment rate and the unemployment rate are narrowing and the service experience is good.**

The goals are achieved together with the strategic partners. The objectives guide strategic co-operation. In the annual plans, the objectives are divided into functions, the operational co-operation policies are specified and their implementation is monitored.

## Demand-driven approach from the perspective of the availability and retention of international talent

The increase in work-based and study-based immigration is based on the projected labour needs of enterprises. International expertise secures the availability of labour in the short and long term. Different measures serve different time spans: As an example, language training improves short-term matching, while recruitment directed at the target countries builds on longer-term goals. Measures are carried out on a long-term basis across economic cycles. In addition to attracting people, it must be ensured that immigrants stay in the region and become more permanently attached to the labour market in the region.

In addition to well-functioning basic services, this requires improving equality in the labour market and creating new job opportunities. The labour market and workplaces must be developed to be significantly more receptive to the international labour. The goal is to expand the reception of international employees from pioneering enterprises to mainstream employers.

### The demand-driven operating model is deepened and developed by International House Tampere, in International Employment, Recruitment and Integration services and in network co-operation, for example, as follows:

- Employers' recruitment services are based on a common approach with the City and the employment area. International House Tampere focuses especially on the commercialisation of services and on the implementation of international recruitment assignments on a one-stop-shop basis, as well as on the development of the competence and capabilities of personnel working with corporate and employer customers.
- Co-operation with partners providing public business services, such as Business Tampere and other business network, will be increased. The goal is to increase the network's expertise and practices that promote labour market receptiveness. The goal is also to link international talent and, for example, the work carried out in the target countries more closely to the promotion of exports by enterprises, to the attraction of investments, and to start-up and innovation activities. In order to enhance co-operation, the strategic business priorities of the Tampere region will be taken into account.
- An understanding of the current situation is compiled and maintained, and analytics are created for identifying potential enterprises for international recruitment. The understanding of the current situation and analytics would also cover the identification of the entrepreneurial potential of immigrants, and the identification of the employer potential of the enterprises they have already established.
- Focus on active communication and marketing, service concepts

and separate events organised in co-operation with enterprises and business organisations. (e.g., Work-in-Tampere, Job Fair ja Experience Tampere).

- Co-ordination of co-operation with the target countries at the regional level, with higher education and secondary schools, enterprises in the region and personnel service enterprises.
- Taking care of separate services related to the initial settling-in stage and co-ordinating the City's basic services, for example, in larger international recruitment assignments by enterprises.
- Improving the development and steering of service production and partnership models in workforce and recruitment services as well as separate projects and pilots towards demand orientation (e.g. integration training, workplace language training, and language training in liberal adult education).

## 4.1 Priorities of the employment strategy

### Priority 1 of the employment strategy:

#### SECURING THE AVAILABILITY OF EXPERTISE

##### RESPONDING TO THE KEY MEASURES:

1. **Strengthen the working life relevance of education and transitions from education and training to the labour market.**

The international training fields and programmes are based on anticipating competence needs, and they support the labour needs of employers in the region. Commissioned training is targeted at sectors in demand for labour. Thesis and internship opportunities in local enterprises are being enhanced to ensure that further study paths remain closely aligned with the needs of working life. It is ensured that the Finnish language is learned during studies.

2. **Focus on attracting talent nationally and internationally, as well as on the retention of talent, taking into account the needs of the region's top sectors and sectors requiring skilled workers.**

Specialized international expertise is attracted to the key industries based on the business strategy of the Tampere City Region in co-operation with the University of Tampere and the University of Applied Sciences. The International labour is attracted to high-demand sectors based on projected workforce needs in co-operation with Tredu and TAKK. Talents are attracted in a systematic and long-term manner under the co-ordination of International House Tampere from specifically selected target count-

ries and in partnership with the state (Work in Finland), other large cities and regional players.

3. **Strengthen the region's visibility and making the region more attractive and well-known to international enterprises, specialists and capital.**

Increasing and clarifying our own marketing and communications in order to attract international workforce and students and improve retention. Awareness efforts are carried out on the basis of strengthening the International House Tampere brand and services. Communication is carried out together with strategic partners within the framework of Work in Tampere co-operation. Contributing to the marketing of the City of Tampere with the goal of improving the City's competitive position among international talents.

### Priority 2 of the employment strategy:

#### IMPROVING REGIONAL LABOUR MARKETS AND JOB MATCHING

##### RESPONDING TO THE KEY MEASURES:

1. **Increasing the independence of clients and the receptiveness of the labour market.**

Increase in information, advisory services and guidance on the labour market, jobs and job search. This is also done before entering the labour market. Improving Finnish language skills. Promoting proactively the maturity of enterprises and the labour market in the region to recruit international employees, increasing information and marketing and other business co-operation, promoting anonymous recruitment, improving the language capabilities of workplaces, the awareness of services and the business service network's skills and ability to present international recruitment opportunities to employers. Producing and maintaining insights on the phenomena related to international talent availability to increase awareness. Creating a programme to prevent workforce exploitation.

2. **Preventing the emergence of mismatch problems in the labour market and improving the employment impact of services.**

Especially in the early stages of guidance, emphasis is put on taking into account labour market demand, promoting language skills, identifying competences, and services related to rapid and effective integration. Investigating and promoting the possibilities and increase of commuting among immigrants living in Tampere. Development of employment services procured on the basis of results and effectiveness and aimed at international jobseekers, especially to improve language learning.

3. **Developing co-operation within the employment area and between areas to improve the functioning of the labour market.**

Increasing co-operation between the municipalities in the region and uniform cross-municipal service provision for international talents and employers on the basis of the International House Tampere service package with the goal of improving the region's uniform labour market

### Priority 3 of the employment strategy:

#### PROMOTION OF CONDITIONS OF ENTREPRENEURSHIP AND EMPLOYMENT IN SMES

- 1. Active contacts with enterprises, systematic co-operation and customer relationship management towards employers.**  
Improving commercialisation related to the supply and demand of international talent for a partnership network engaged in business co-operation. Co-operation with enterprises using mutually agreed operating methods and principles as well as client care models. New enterprises that are not yet experienced but have potential are actively sought as enterprises utilising international talent services.
- 2. Building services that are better adapted to the needs of enterprises and are company-specific.**  
Increasing the competence related to the recruitment of international talent and to the identification of service needs for the entire business service network. Improving the transmission of information about the service needs of enterprises. Promoting the demand and supply of international talent services and making them actively available. Commercialising international talent services offered as a one-stop-shop solution based on the identified needs of employers. The goal is to significantly expand the number of enterprises and other employers who are willing and able to recruit for their workforce needs. The international talent demand and capabilities of the public sector are also increased. Contributing to the City of Tampere setting a good example in its own recruitment by recruiting international talents to positions of different levels more extensively than at present.
- 3. Developing services for start-up enterprises and employers.**  
Promoting an increase in the number of enterprises established by internationals by providing information and expert services to support advisory services to start-up enterprises. Reducing the administrative burden associated with the establishment of businesses by immigrants and with residence permits for immigrants by improving advisory services. Promoting communication and disseminating good practices in co-operation with entrepreneur organisations. Reinforcing the capacity of immigrant entrepreneurs to employ sustainably and ethically.
- 4. Focusing on the operating conditions of growth entrepreneurship ecosystems and the services of growth enterprises.**  
Providing advisory services for international talents in growth enterprises and start-ups, increasing international awareness, organising networking events. International students and experts in Tampere are linked to the start-up and innovation communities. Building of services that support the pre-start-up phase for international talents.

### Priority 4 of the employment strategy:

#### PROMOTING EMPLOYMENT IN A SOCIALLY AND ETHICALLY SUSTAINABLE MANNER

- 1. Implementing services for those in a challenging labour market position in an employer-oriented manner and reinforcing the receptiveness of workplaces.**  
Accelerating and streamlining the transition of stay-at-home parents to the labour market. Competence is developed as early as during home parenthood in order to avoid burdensome employment services. The equality of working life paths of immigrant adolescents are improved.  
There is focus on their language skills and study paths in such a way that both academic and vocational career paths would be possible for more people. The societal orientation of those receiving international protection is strengthened in addition to language learning. Language learning and vocational learning are primarily carried out during low-threshold work placements. The intermediate labour market is developed for internationals to be based on results and effectiveness.
- 2. Expanding effectiveness-based and performance-based service procurements for those who are difficult to employ. Guiding the service provider market to operate in a more demand-driven manner.**  
Developing employment services targeted at international jobseekers, procured on the basis of results and effectiveness, as part of the service provision of the City and the employment area. Concentrating especially on learning Finnish in more diverse ways than at present.
- 3. Increase in targeted training and on-the-job learning to get the unemployed into the labour market. Special attention is paid to young people and people with partial ability to work.**  
Improving low-threshold sub-qualifications, in which language learning is strengthened, and further paths to a degree or qualification are enabled especially for young people and young adults.
- 4. Influencing regulation and steering at the national level.**  
Active participation in development projects and experiments that prepare national legislation in co-operation with ministries, labour market organisations and other large cities. Influencing issues such as work-based residence permit practices and the fluency of permit processes.

## Priority 5 of the employment strategy:

### STRENGTHENING THE PREREQUISITES OF CO-OPERATION AND KNOWLEDGE-BASED MANAGEMENT

1. Building of a functional, flexible and borderless ecosystem structure that serves the entire employment area and is able to react quickly to changing needs.

The measures for the availability and retention of international labour in accordance with the priorities of the employment strategy are specified further on the basis of the annual plan. Strategic-level co-operation between educational institutions, businesses and other partners aims at growth targets, which are shared and monitored based on different functions. Through these, operational-level policies are formed, within the framework of which co-operation is implemented at the practical level. The steering relationship at the strategic and operational levels is improved by means such as a shared notion of the current situation and knowledge-based management, shared resourcing and contractual means. Annual planning of operational activities and continuous maintenance of the notion of the current situation also give readiness to react to rapidly changing needs, also taking preparedness into account.

2. Committing personnel and various parties to the new strategy and strengthening their capabilities for the new operating culture required by the strategy.

Developing the competence of the personnel of International House Tampere as required by the employment strategy and the international roadmap. Focus on in-house special expertise and professional skills.

3. Focus on data and its utilisation to support knowledge-based management and knowledge-based decision-making.

Notion of the current situation with the availability and retention of international workforce and forecasting it complement the anticipation carried out on the basis of the work on the employment strategy. The implementation of the roadmap is guided by target indicators. Focus on a broad and diverse description of the phenomena of work-based and education-based immigration for the production of information that supports enterprises' international competence, business and growth, as well as information on the effects of immigration on vitality and municipal finances to support decision-making and management. The production of information and the building of a notion of the current situation are supplemented by target country specific analyses carried out in national co-operation. The availability of real-time information related to immigration is improved in national co-operation with the C6 Cities and governmental parties.

4. Defining the roles of different parties in the implementation of the strategy, linking the implementation to the parties' annual planning, and monitoring the implementation of the strategy by means of party-specific key indicators.

The growth targets of the international roadmap define the target for the entire planning period. Progress is made through the annual targets towards the target state, taking into account annual variation. The annual targets are divided into functions (e.g. study-based migration, work-based migration, humanitarian migration), enabling more targeted monitoring of how each actor contributes to reaching the goal.



## 4.2 Scaling the services to growth

### Expanding the services to match the growth of international expertise

As a result of the strategic programme for international expertise, changes in the operating environment and other long-term development, International Employment, Recruitment and Integration services have been built in Tampere in 2018–2025. The services and other functions, co-operation models and competence have been brought together, and International House Tampere

(IHT) is the shared brand for them. The growth of international expertise and the implementation of the goals recorded in the roadmap require the next phase in the development of IHT's operating model and services.

The IHT brand, operating model and services are directed and developed further towards three goals:

1. To support the attraction of international labour and talent and to arouse interest in placement in the labour market in the region. This dimension is needed in all work-based and study-based immigration to Tampere, and e.g. in target country work.

2. An important factor in the brand and operating model is to **strengthen the service pledge** to students, jobseekers, employees and entrepreneurs who have moved to Finland and settled in the region, as well as to entrepreneurs about the fluency concerning the needs related to the **transition to the labour market, work and entrepreneurship**. This is needed so that immigration leads to the targeted employment and business impacts, the activities are ethically sustainable, and the retention power improves.

3. To increase receptiveness towards companies and other employers in the region. The goal is to expand the recruitment of international employees from pioneering enterprises to mainstream employers.

All these three directions of IHT's brand and concept development support each other. In particular, development work related to receptiveness and retention power supports the attraction of talents.

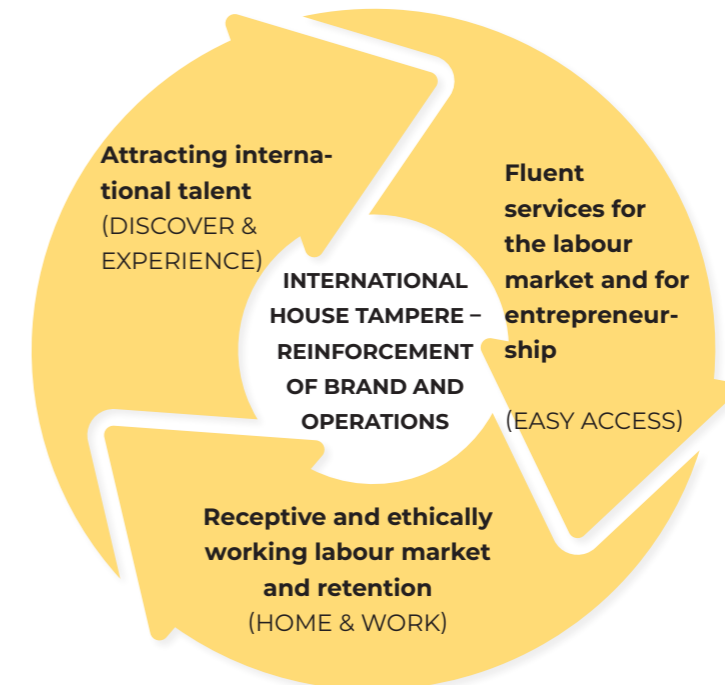
Expanding and scaling the services to growth requires additional resources and their targeting in a more effective way. The core of IHT's own operations, services and expertise is especially the attraction of talent as well as proactive services for those considering moving and those

who have settled in the area, special services in the early stages, and the overall co-ordination of further stages and services. This ensures that the scarce resources available to attract talents work efficiently, comprehensively and effectively.

More total resources required for growth will become available by ensuring that the City's basic services and other functions have better preconditions for the reception and services of international talents and their families.

IHT aims to contribute to ensuring that basic services take into account the conditions for immigrants' work and entrepreneurship. Another important source of resources is the alignment of the city's and its strategic partners' activities towards common goals. The goal is to add such jointly agreed policies that are resourced jointly between the partners. The relationship between the City's own resourcing and the scaling, integration or

mainstreaming of services as well as the goals of co-operation policies are carried out in a sustainable and long-term manner. The organisation methods and responsibilities within the City may change, and this is taken into account in the development of the operating structures of IHT



#### INTERNATIONAL HOUSE TAMPERE - PRIORITIES OF RESOURCING:

Own strong services and additional resources for attracting talent and for well-functioning early-stage services.

Integration and mainstreaming of international talent and service models as part of the basic services of Tampere. Strengthening overall co-ordination, support by International House Tampere and back-office functions.

Services and functions jointly resourced with strategic partners in accordance with the policies.

## 4.3 More detailed understanding of the current situation

### Strengthening the current understanding of international expertise and strengthening special expertise

The increase in work-based and study-based immigration is based on the projected labour needs of enterprises and other employers in the short, medium and long term. In addition to information related to the demand for labour, factors related to the supply of labour and the operating environment have a significant impact on increasing work-based and study-based immigration. These include global changes, Finland's country image and national policies, political and cultural factors related to the target countries, ethical issues and the development of population relations, regional attraction factors, structural factors and changes in the labour market and, ultimately, regional measures and their impact.

The most recent economic research has dealt with the effects of international expertise on the development of enterprises' business operations, such as the trend in the number of patents, the creation of international connections and the development of corporate culture. Utilising these is important for the international receptiveness of the labour market and enterprises. Gathering and improving a notion of the current situation and strengthening special expertise are an important part of the long-term action plan for international growth, and IHT has a natural role to play in this work.

#### Identified areas for development in particular:

- Labour needs of the key industries, workforce demand sectors and the SME sector in the medium and long term from the perspective of international labour needs and solutions.
- Client understanding and gathering of knowledge based on experience: employer and jobseeker clients and students.
- Analytics related to attracting talent and target country work.
- Monitoring the impacts of the attraction factors of Finland and Tampere on actual migration.
- Strategy compatibility in a networked operating environment and the utilisation of national and international research data.
- Changes in legislation and the operating environment, management of phenomena and the ethical issues related to them.



#### KEY MEASURES:

- Understanding of the current situation with the availability of international workforce – annual report.
- Anticipating labour needs from the perspective of the availability of international labour as part of a regional anticipation model.
- Collecting and disseminating good business examples and practices in co-operation with business organisations.
- Training and coaching as well as interactive data analysis with different stakeholders.
- Separate studies and surveys and the related dissemination of information.
- National co-operation with Six Cities and governmental parties to expand and obtain knowledge base.



## 4.4 Receptiveness of the labour market

### Developing a receptive and attractive labour market for international talents

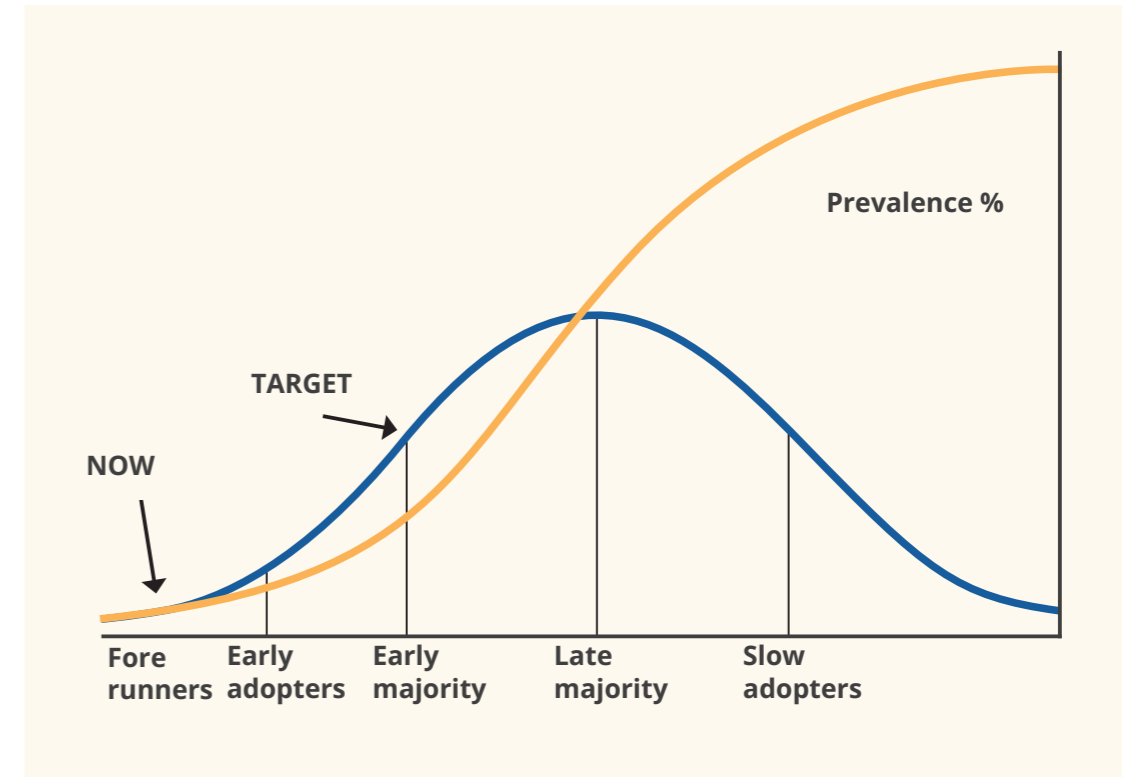
As more employers are willing and able to recruit immigrants, the employer's position in the availability of labour will improve. At the same time, we can achieve a labour market which has more diverse and equal work available for international talents, including work-to-work transitions. The goal is to get a wider second and eventually third wave of employers interested and ready to accept international labour after the pioneers. This requires extensive long-term development work, such as:

- Actively raising the issue and commercialising separate services: It is essential to make international recruitment opportunities a visible part of the employer services of the City of Tampere and the employment area aimed at employers, as well as part of the business services of the region and municipalities.
- A one-stop-shop comprehensive service model for international recruitment assignments, taking into account the strengthening of the operating conditions of the private personnel services sector and educational institutions.
- It is possible to identify the enterprises with potential for international recruitment by maintaining and analysing the current notion of the needs of enterprises.
- Active communication and marketing as well as separate events, with focus on e.g. highlighting examples of good practices.

The most important measure, which has received the most attention in several different studies and in the preparation of the roadmap, is the expansion of Finnish language teaching, both in order to diversify its availability and learning methods. There is a need for several different forms of learning for different target groups and at different stages: study-based daytime teaching (integration training), evening and weekend courses (liberal adult education), learning within the framework of other services (plain language services in Finnish), community learning (learning at workplaces, in hobbies, etc.), versatile electronic solutions that extend all the way to solutions produced in the target countries.

The development work requires comprehensive co-operation with business organisations, current pioneering enterprises, the education sector and other parties. Development work needs to be carried out taking into account the different starting points of employers: the expert needs of the key sectors based on the region's business strategy, the researcher needs of universities, start-up ecosystems, the special characteristics of labour demand sectors, the public sector and organisations, the needs of SMEs, and the needs of new entrepreneurs.

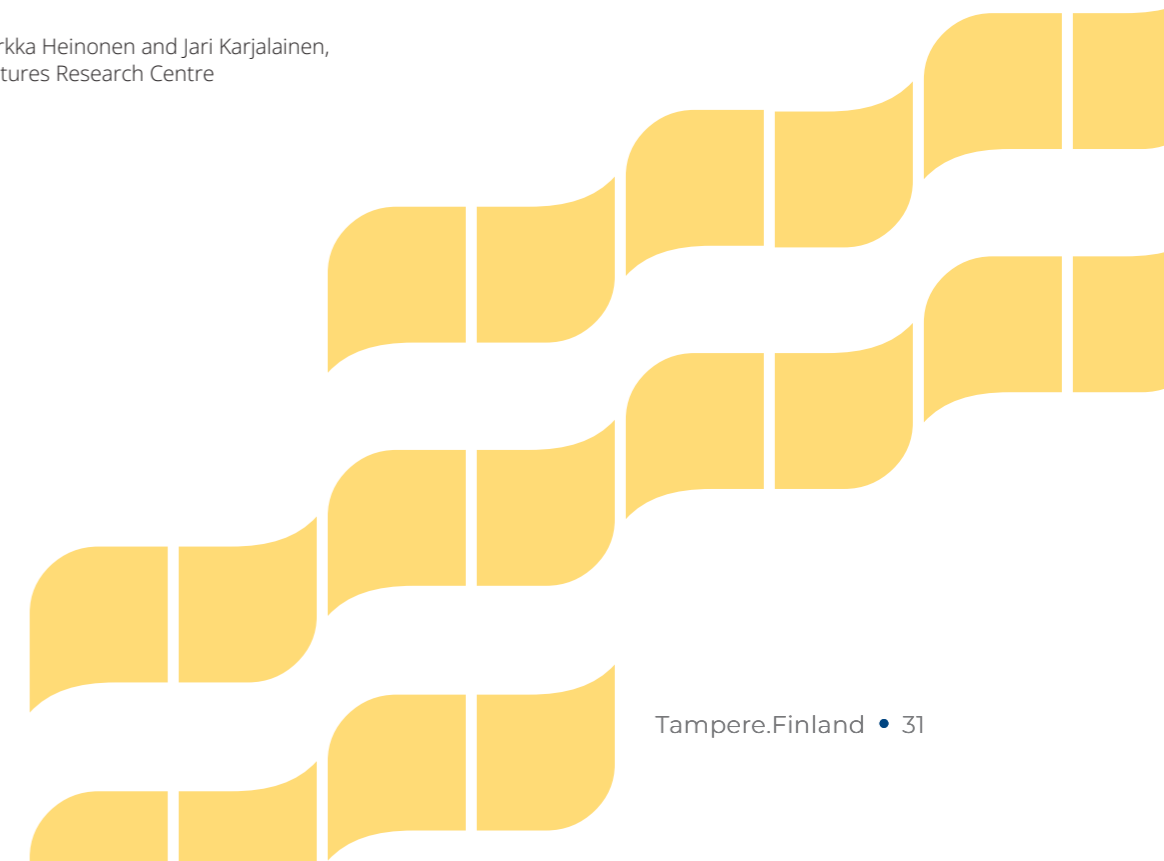
The background material of the roadmap contains more extensive examples of practical measures for different sectors as outputs of the development workshop of International House Tampere.



The share of immigrants among employed persons in Tampere in 2023 was about 10%. There is no exact information on the number of employers who have hired immigrants, but the figure is no more than 10%, more likely 4 to 7%.

The internationalisation of the labour market aims at waves 2 and 3, i.e. expansion from forerunners to early adopters and further to the early majority.

Source: Sirkka Heinonen and Jari Karjalainen, Finland Futures Research Centre



The attractiveness of the labour market in the region is improved more extensively with the image and attraction factors of Tampere. These are a major competitive advantage in attracting international workers and students.

International House Tampere promotes and contributes to the City of Tampere taking international talent into account as a key target group as part of the City's brand work, marketing communications and events. There have also been efforts within the framework of the Tampere

Welcoming City development programme. The continuity of activities is ensured by IHT. The attraction of international talent is carried out in co-operation with strategic partners. Work and study opportunities are gathered under the Work in Tampere brand. IHT's own events and marketing communications support the promotion of the City's employment opportunities and employment-promoting services, as well as the internationalisation of the labour market in the region.

#### IMAGE FACTORS OF TAMPERE INCLUDE:

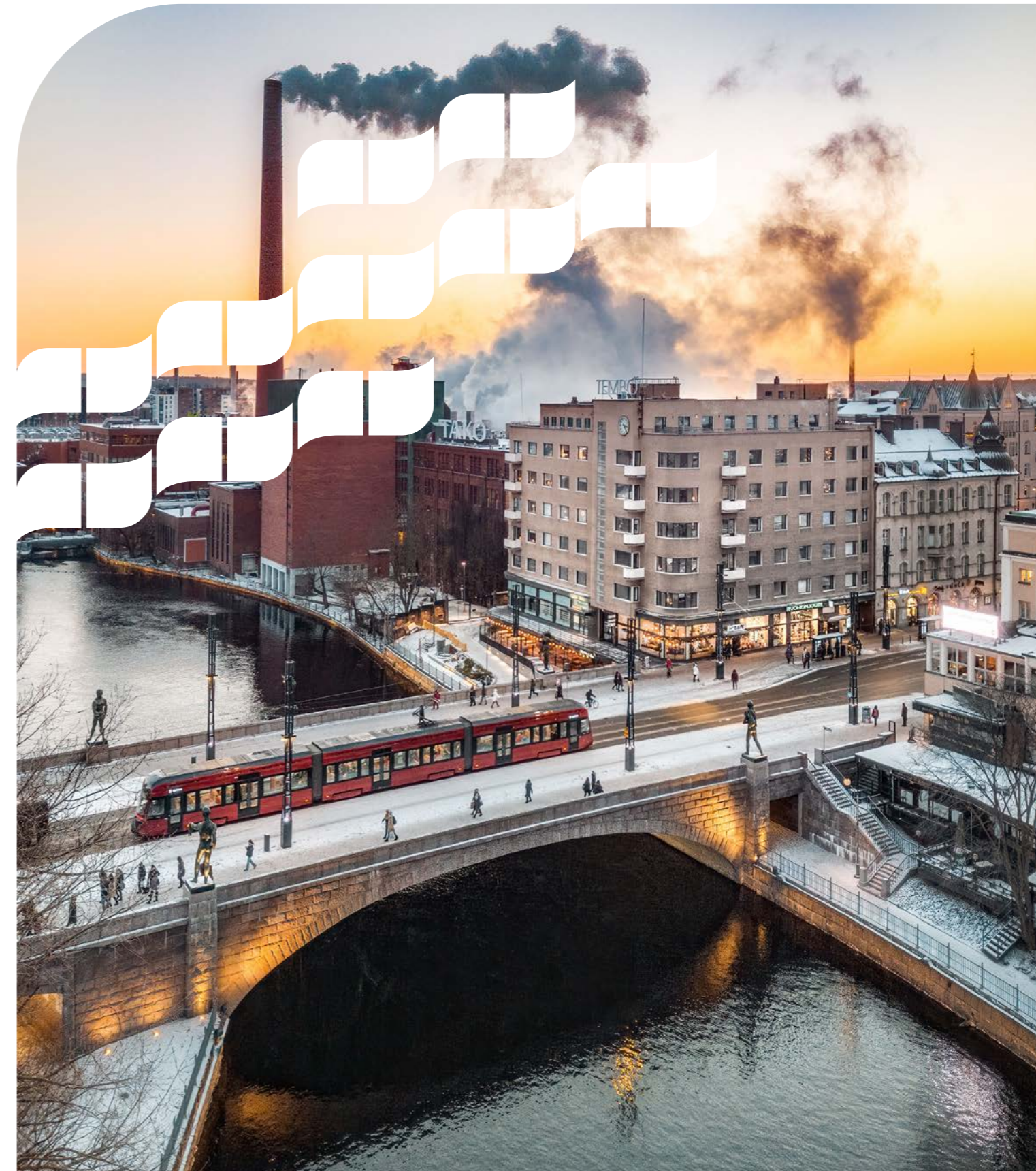
- Openness, relaxed and straightforward approach, easy to make social relationships.
- Best opportunities for physical activity in Finland and diverse international-level events and cultural

#### THE MOST ATTRACTIVE REGION IN FINLAND:

- The most interesting place to study in and move to, good labour market and growth prospects.
- Finland's country image: Happiness, the environment and nature. Balance between work and leisure, family-friendliness, good standard of living and basic services, democracy, human rights and public safety.

#### THE ATTRACTION AND RETENTION OF INTERNATIONAL TALENT IS CHALLENGED BY:

- Language that is difficult to learn, high taxation and lower salary levels than in some competitor countries, small number of internationally attractive and global enterprises, discrimination, strict and unpredictable immigration policies.



## 4.5 Target countries

### Building of target country model for attracting labour and service paths to the labour market

In the City of Tampere, International House Tampere co-ordinates and builds a target country model for attracting international labour and talent.

The work is focused on building long-term partnerships in selected target countries and on the co-ordination of co-operation in the Tampere region. The implementation of the international target country partnership model is guided by the demand-driven nature of the employment strategy and projected workforce needs, which are co-ordinated with updated target country assessments of the countries' labour supply and of the global and target-specific factors affecting the attraction of talent. The target country partnership model is developed into a new service package related to the region's supply of skilled labour and the emp-

loyment strategy. It reinforces the adjustment of global labour supply to the fluctuations in the economic situation and demand in the medium and long term. Local service provision for enterprises and experts creates the prerequisites for successfully attracting international talent and strengthening the global competitiveness of Tampere.

Action lines are created for the target country partnership model to co-ordinate and adapt local co-operation with partners in the region. It is part of the national target country co-operation and partnership model with the Work in Finland activities.



#### KEY MEASURES INCLUDE:

- Regional anticipation of international recruitment needs based on medium-term and long-term workforce needs.
- Annually updated analysis of the target countries.
- Establishing strategic-level and operational-level partnership co-operation with the target countries.
- Proactive co-operation in the Work in Finland network, full utilisation of government services and opportunities (e.g. financial instruments).
- Co-ordination of regional parties in measures targeted at the target countries.
- Events and activities that follow the annual clock for attracting talent in the selected target countries.
- Labour market receptiveness efforts and employers' capacity building - e.g. cultural issues. Proactive measures to prevent workforce exploitation.
- Overall co-ordination of services and partnerships related to settling into the labour market and the region, including statutory tasks.

## Priorities of the target countries

The partner country selections are based on the government policies, which Tampere also follows. This allows efficient and effective allocation of resources. Target country work is used to solve long-term workforce needs. Target country and partner country work does not mean that other countries are ignored. However, systematic work and co-operation are carried out in the selected countries at the governmental and local level. The selection of target countries emphasises issues such as the prerequisites for attraction and recruitment, and identifies the supply of talents and the situation with awareness of Finland.

The partner country work is at an early stage on the Finnish scale. This is why the efforts and priorities of Tampere are also based on long-term work.

Target country work carried out alongside the government is carried out with Finland as the spearhead. Awareness of Tampere is highlighted alongside this, fo-

cus on achieving benefits at the operational level. This means issues such as creating city-level relationships with selected cities in the target countries, and that as many parties in the region as possible benefit and can build their own operating models in the target countries to attract talent.

At the same time, the City of Tampere, co-ordinated by International House Tampere, is responsible for ensuring that the service processes and paths are comprehensive, bringing together all key functions (e.g. recruitment service providers, training providers, the City's basic services, etc.). The sector-specific labour needs of the region are the basic starting point for attracting labour in the target countries. International House Tampere is responsible for providing the target country priorities each year, taking into account the competence needs, the situation in the target country and geopolitical factors.

## TARGET COUNTRIES 2025

- **INDIA:** The labour base is broad in different fields, although international competition for talent is fierce at the same time. Lot of start-up potential and good English skills. A long-term and stable partner country that is still relevant to Tampere. Subsector focus: e.g. technology.
  - **BRAZIL:** Talents in the fields of technology and the game industry as a specific target group. The attraction factors of Finland and Tampere meet the needs of those coming to Tampere. Big potential.
  - **PHILIPPINES:** In particular skilled talents for sectors in demand for workforce, such as the social welfare and health care sector and manufacturing industry. Also great student potential for vocational education and training. Significant potential in the longer term. The target country requires strong national co-operation.
  - **VIETNAM:** Skilled talents for sectors in demand for workforce, such as manufacturing and commerce. The emphases may become more specific. Study-based migration potential is also high. The long-term potential is significant, especially from the point of view of education-based attraction.
- 
- Other countries to be monitored include: **TURKEY, USA, EU: PORTUGAL, NETHERLANDS, POLAND, GERMANY**
  - The target country selections are based on interviews conducted in spring 2025 and country analyses carried out by Business Finland, with more detailed analyses in the background material. The approach varies depending on the target country.





## 5. Increasing strategic-level co-operation and allocating overall resources

### Strengthening of strategic-level co-operation

- Commit to growth targets. Specify annual targets for each function and monitor them by function and operator
- Annual assessment and specification of the policies for longer-term co-operation and the more detailed measures that support these, implemented annually.
- Development of a contract-based partnership model for co-operation, aiming at shared resources and goals.

### Approaches for co-operation in the initial situation:

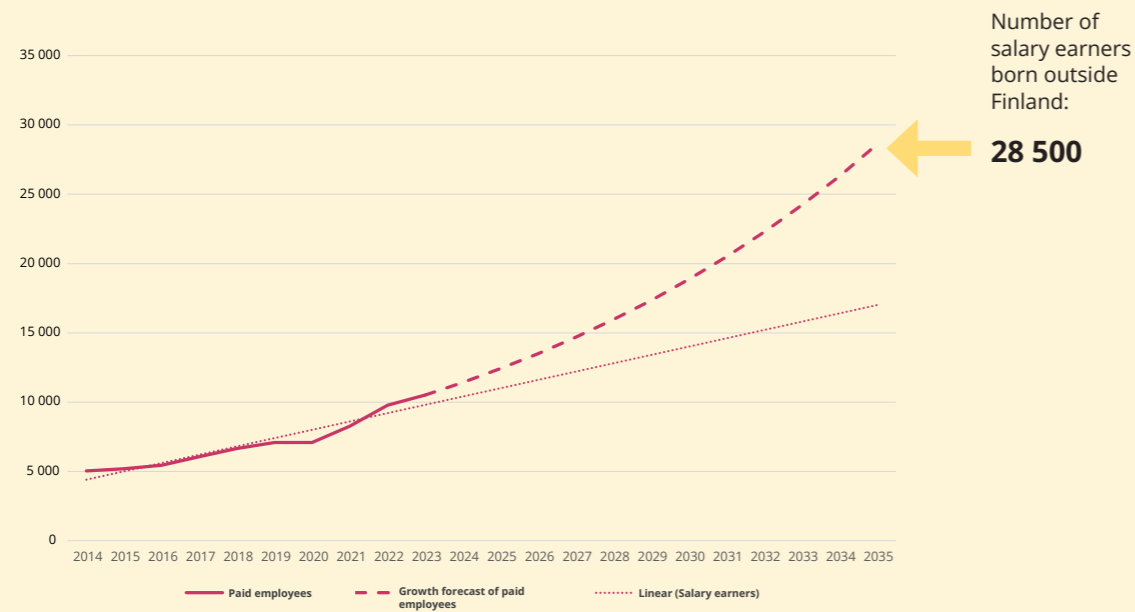
- Expansion and consolidation of joint marketing (e.g. Work in Tampere).
- Increasing information for enterprises and other employers in the region and developing a comprehensive service model for international recruitment.
- Promoting student employment and improving retention.
- Expansion of IHT's services to become regional services.
- Consolidating co-operation between regional business services and IHT.



- **Appendices:  
STATISTICAL  
INDICATORS**

INDICATOR 1:

**NUMBER OF SALARY EARNERS**



The indicator describes migration from abroad to Finland, which has led to employment in the labour market in Tampere. The indicator does not distinguish whether there has been migration directly to Tampere or through some other city, and it describes the attraction and retention power of Tampere more broadly than direct migration.

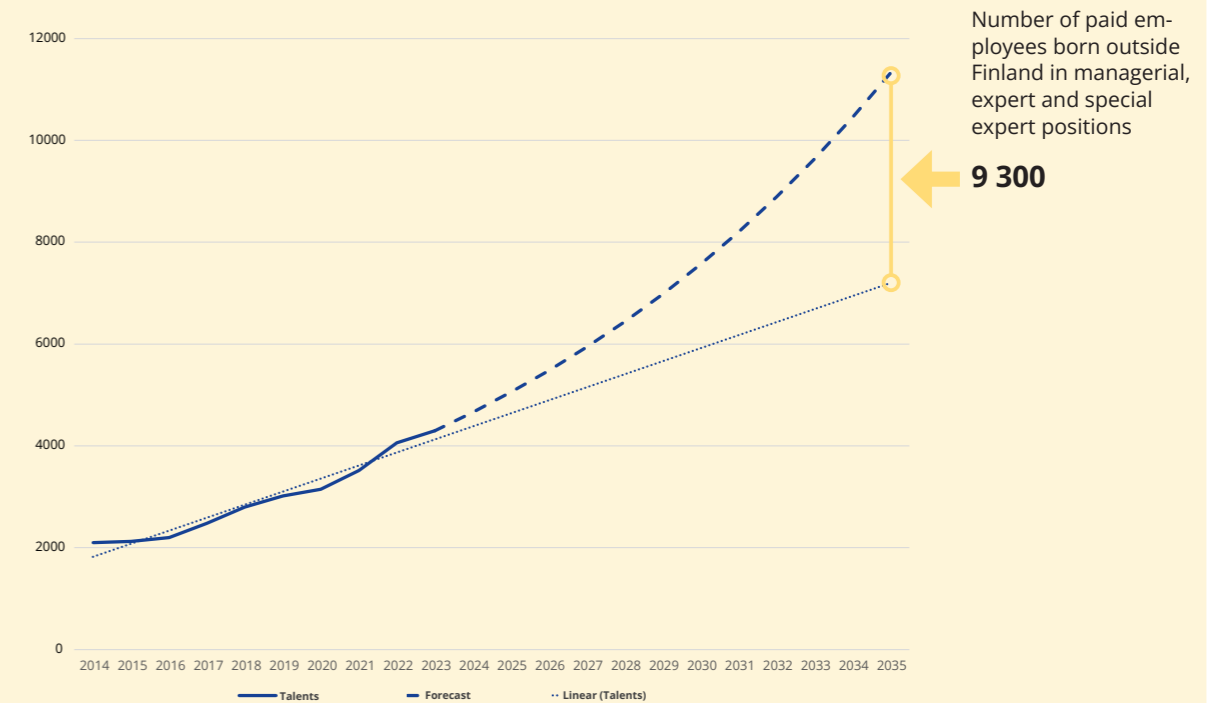
**The target for 2035 has been set on the basis of the average growth over the past 10 years (9% per year).**

The target means an annual growth of an average of 1,500 persons born outside Finland, which is just under 1,000 per year in the first years of the target period and over 2,000 per year towards the end of the period.

Source: KEHA-keskus / Kototietokanta

INDICATOR 2:

**NUMBER OF PAID EMPLOYEES IN MANAGERIAL, EXPERT AND SPECIAL EXPERT POSITIONS**



The indicator is comparable to the previous indicator of wage and salary earners, which distinguishes between the number of management, special experts and experts.

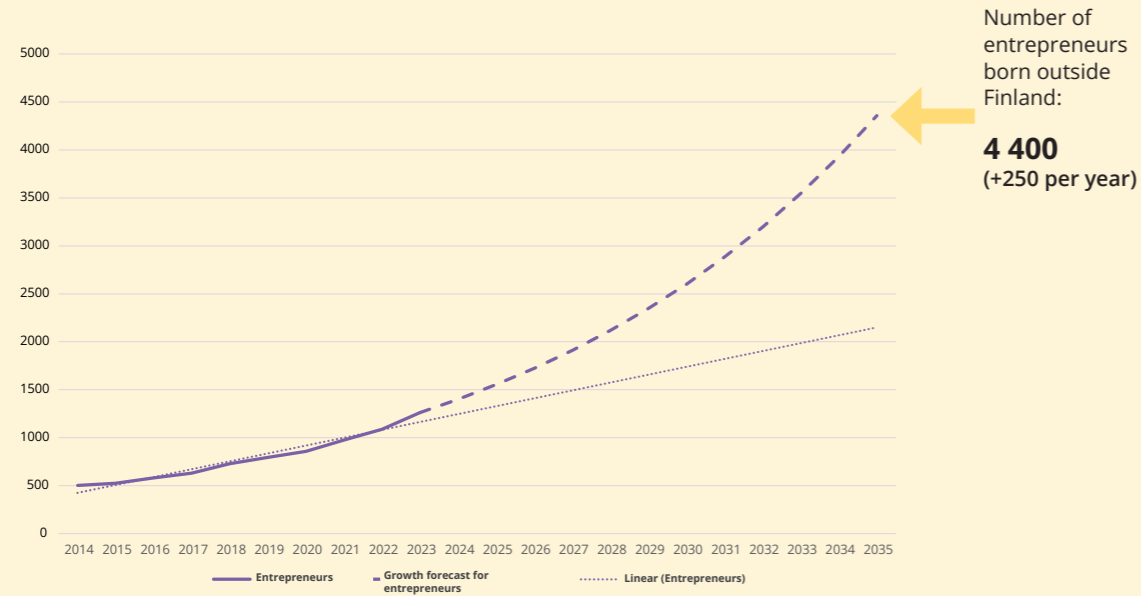
**The target for 2035 has been set halfway between the average growth of the past 10 years (8% per year) and the steady (linear) growth forecast.**

The target means an annual growth of an average of approx. 400 persons, which is just under 300 per year in the first years of the target period and just under 800 per year towards the end of the period

Source: KEHA-keskus/ Kototietokanta

INDICATOR 3:

NUMBER OF ENTREPRENEURS



The indicator describes migration from abroad to Finland that has led to entrepreneurship in Tampere. The indicator does not distinguish whether there has been migration directly to Tampere or through some other city, and it describes the attraction and retention power of Tampere more broadly than direct migration.

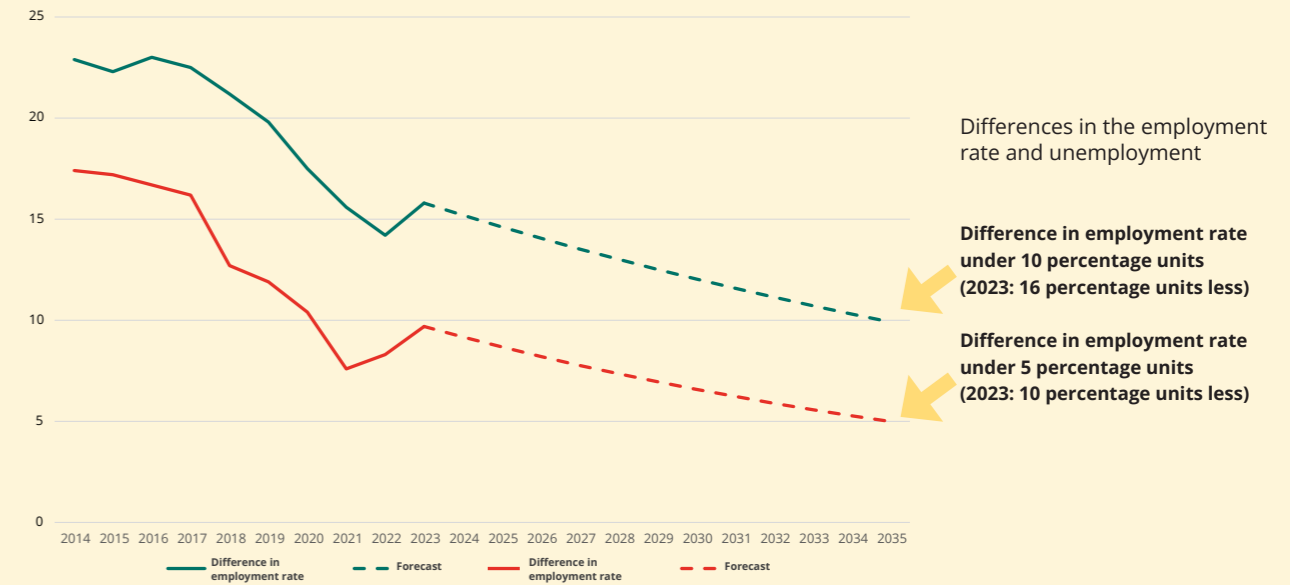
**The target for 2035 has been set on the basis of the average growth over the past 10 years (11% per year).**

The target means an annual growth of an average of **250** persons born outside Finland, which is just under **150** per year in the first years of the target period and over **400** per year towards the end of the period.

Source: KEHA-keskus / Kototietokanta

INDICATOR 4:

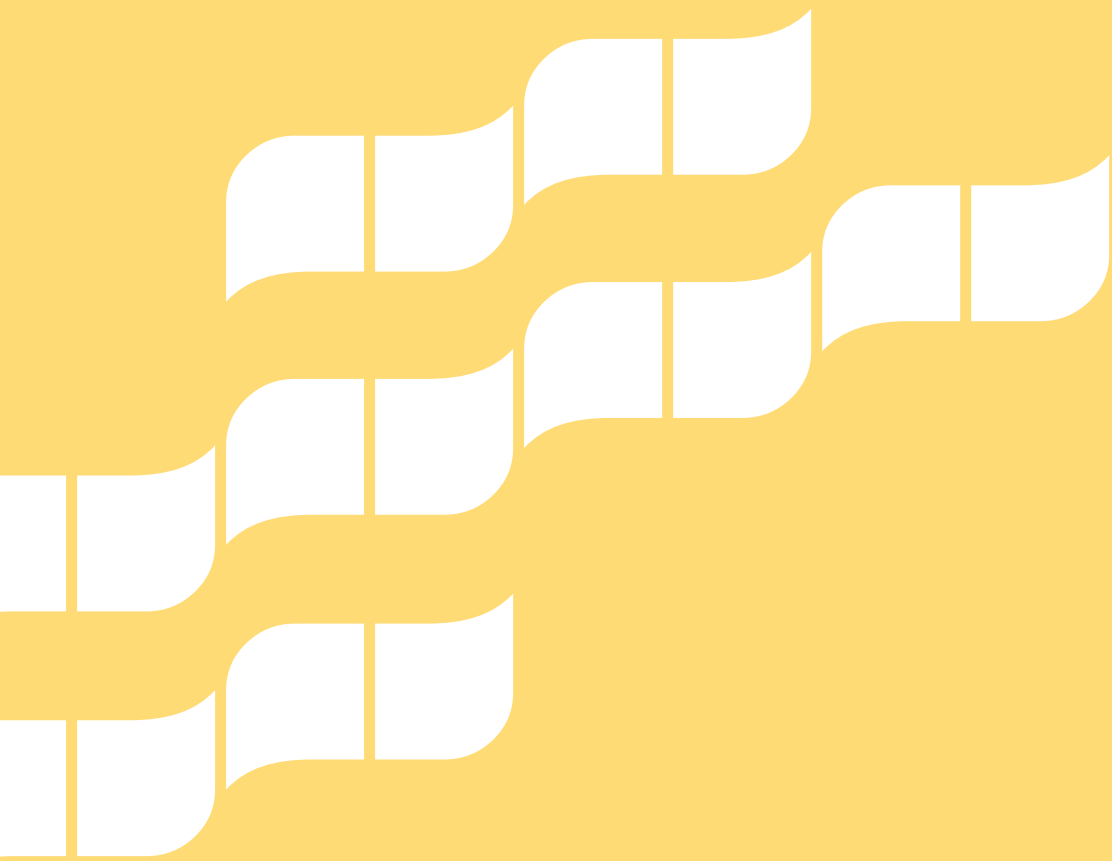
DIFFERENCES IN EMPLOYMENT RATE AND UNEMPLOYMENT RATE



The target for 2035 has been set on the basis of the average growth over the past 10 years.

The indicators describe the difference between people with foreign background born outside Finland compared to people with Finnish background and those with foreign background born in Finland.

Source: KEHA-keskus/ Kotoutumisen indikaattorit



TAMPERE