

2024

Annual Report of the
Federal Employment
Agency



Bundesagentur für Arbeit
bringt weiter.

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Annual Report of the Federal Employment Agency

Organisation chart

**German Federal
Employment
Agency (FEA)**

Organisation

Self-governance

Board of Directors (self-governance)

**Administrative committees at the
regional Employment Agencies**

2,800 representatives

... Group of employees

... Group of employers

... Public bodies

Personnel representatives

Executive Board

- ... Chair of the Executive Board at the FEA
- ... Board Member for Services and International at the FEA
- ... Board Member for Resources at the FEA
- ... Board Member for Regions at the FEA

- ... Head office in Nuremberg (Primary Personnel Council)
- ... 10 Regional Directorates (District Personnel Council)
- ... 150 Employment Agencies and around 600 branch offices
- ... 300 Job Centres ("Jobcenter") in a joint provider setup with districts and independent cities
- ... Central Office for International Placement and Specialty Professions (ZAV) in Bonn
- ... Institute for Employment Research (IAB) in Nuremberg
- ... Staff College for Management and Leadership of the Federal Employment Agency (FBA)
- ... University of Applied Labour Studies of the Federal Employment Agency (HDBA)
- ... IT Systems House – Information technology at the FEA
- ... BA Service House – The FEA's internal service provider

Each central office has a Personnel Council, an equal opportunities officer and a representative body for severely disabled employees. They manage the following:

- Ensuring compliance with employee rights
- Complaints and suggestions from employees
- The workplace integration of severely disabled employees
- Equal opportunities



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Executive Board of FEA

The Executive Board manages the German Federal Employment Agency (FEA) and conducts its business. It consists of the Chair and three other members.

Andrea Nahles

Chair of the Executive Board
born 1970



- **since 1 August 2022:** Chair of the FEA Executive Board
- **since May 2023:** Chair of the Board of Trustees of the President Friedrich Ebert Memorial Foundation
- **July 2020 – March 2022:** Special Envoy of the European Commission for Social Dialogue
- **2020 – 2022:** President of the Federal Post and Telecommunications Agency
- **2018 – 2019:** Chair of the SPD party
- **2017 – 2019:** Chair of the SPD parliamentary group in the Bundestag
- **2013 – 2017:** Federal Minister for Labour and Social Affairs
- **2009 – 2013:** General Secretary of the SPD
- **2007 – 2009:** Labour market policy spokesperson and Deputy Chair of the SPD parliamentary group in the Bundestag
- **2005 – 2019:** Member of the German Bundestag

Daniel Terzenbach

Board Member for Regions at the FEA
born 1980



- **since 14 March 2019:** Board Member for Regions at the FEA
- **October 2023 – July 2024:** Special representative of the federal government for the labour market integration of refugees
- **2017 – 2019:** Managing Director for Quality, Implementation, Consultancy (QUB) at the FEA head office
- **2015 – 2018:** Representative of the Executive Board of the FEA for operational refugee management
- **2012 – 2017:** Management tasks in the operational control areas of the FEA's head office
- **2009 – 2012:** Project management at the FEA head office
- **2006 – 2009:** Manager at the Job Centre for Märkischer Kreis

Vanessa Ahuja

Board Member for Services and International at the FEA
born 1968



- **since 1 May 2022:** Board Member for Services and International Affairs of the FEA
- **2019 – April 2022:** Head of the “Labour Market Policy, Employment of Foreigners, Unemployment Insurance, Basic Security for Jobseekers” department at the Federal Ministry of Labour and Social Affairs (BMAS); furthermore, a member and spokesperson for the public bodies on the FEA’s Board of Directors (self-governance)
- **2018 – 2019:** Head of the “Participation, Issues of People with Disabilities, Social Compensation and Social Welfare” department at the BMAS
- **2014 – 2018:** Head of the “Labour Market Policy and Unemployment Insurance” sub-department at the BMAS; furthermore, Head of the “Refugee Project Group” (2015–2017)
- **2007 – 2014:** Head of various units at the BMAS
- **1999 – 2007:** Consultant in various federal ministries, also member of the office for the “Modern Services on the Labour Market” Commission in 2002 (the so-called “Hartz Commission”)
- **1995 – 1999:** Labour policy advisor for the “Bündnis 90/Die Grünen” parliamentary group in the Bundestag

Dr. Katrin Krömer

Board Member for Resources at the FEA
born 1973



- **since 1 October 2022:** Board Member for Resources at the FEA
- **2018 – 2022:** Head of Personnel and Executive Development at Deutsche Bahn AG
- **2015 – 2018:** Chair of Executive Management for DB JobService GmbH
- **2009 – 2015:** Managing Director for Human Resources, Finance, Controlling and Infrastructure at the FEA’s Berlin-Brandenburg Regional Directorate
- **2000 – 2009:** Management consultant at McKinsey & Company



Foreword from the Executive Board

The year 2024 was characterised by an economic downturn, which also affected the labour market. At the same time, long-term trends such as digitalisation, de-carbonisation and demographic change continue to lead to transformation pressure and changes in demand behaviour. Despite redundancies and rising unemployment, there was still demand for labour and skilled workers in 2024.

In this environment of a divided labour market, in which the German Federal Employment Agency acts as an advisor and mediator, as well as a provider of the welfare state, we are also required to continue developing through learning. With the future model initiated in 2024, we are taking the initiative to actively shape the future and be the engine that drives change – not only within the FEA, but also with a signalling effect and role model function beyond.

In 2024, operational work continued to focus on implementing further provisions of the Skilled Labour Immigration Act (Fachkräfteeinwanderungsgesetz) and the Training and Further Education Act (Aus- und Weiterbildungsgesetz), as well as preparing for the responsibility transferred by the legislator to the Employment Agencies for promoting further vocational training and rehabilitation for recipients of citizens' benefits (so-called "Bürgergeld").

In this Annual Report, we want to take stock of what we have achieved in 2024 and what activities have been implemented. At the same time, we report to the Federal Ministry of Labour and Social Affairs (BMAS) on our business and financial results. This is the reason why the FEA's Annual Report, in accordance with the supervisory function of the BMAS, accounts for the scope of the German Social Code (SGB III).

Enjoy reading!

Warm regards

ANDREA NAHLES
Chair of the Executive
Board

VANESSA AHUJA
Board Member for Services
and International at the FEA

DR. KATRIN KRÖMER
Board Member for
Resources at the FEA

DANIEL TERZENBACH
Board Member for Regions
at the FEA

Foreword from the alternating Chairs of the Board of Directors (self-governance)

Ladies and Gentlemen,

In 2024, the financial risks for the FEA increased. The economic outlook deteriorated further, while unemployment and short-time working also increased. At the same time, the German economy finds itself in a phase of transformation. This renders it all the more important for employees and companies to be able to rely on an effective and crisis-proof FEA.

By drawing up the 2025 budget, the Board of Directors (self-governance) has sent a clear signal that no necessary funding will fail in the future due to tight budgets. The budgets for active labour promotion in 2025 have been increased once again when compared to 2024, in particular, for the training of people in employment. This is the right approach to structural change.

We anticipate above-budget expenditure in the course of the year. The economic research institutes have once again lowered their economic forecasts. It is to be expected that expenditure on passive benefits will develop less favourably than calculated on the basis of the federal government's autumn forecast.

As social partners on the Board of Directors (self-governance), we – together with the Executive Board – have criticised the repeated shifting of tasks and costs to the contribution fund and will continue to do so. The FEA must be able to protect people from unemployment – especially in difficult economic times. It must be prepared for crises and be able to build up sufficient reserves.

The remaining reserve is not sufficient for stronger phases of economic weakness. There is a risk that FEA will run into a deficit. Despite this tense financial situation, we support the Executive Board in its forward-looking objective of investing more in qualification and integration-related programmes, in order to combat and prevent unemployment and to limit the budget deficit through effective economic action.

The FEA itself is on the path to transformation by scrutinising and realigning customer processes and internal services. At the proposal of the Executive Board, the Board of Directors (self-governance) has launched the internal and operational future projects with orientation and initial directional decisions.



We expect this to result in optimised, modern processes for the FEA's customers and efficient internal workflows. The first results from the future projects are expected in 2025. In its role as a strategic supervisory and monitoring body, the Board of Directors (self-governance) will make the key decisions regarding the area-specific implementation phase.

The Board of Directors (self-governance) approved the Executive Board's proposal to further develop the range of services in this area, and to reorganise customer access. The Employment Agencies are now called upon to make

use of the local opportunities to shape their range of services and organisation in line with local needs, with the involvement of the administrative committees. The Board of Directors (self-governance) will make a final decision on the bundled proposals for a modern, future-proof organisation of the Employment Agencies in 2025.

The FEA and its employees have proven time and again in the past that they can be relied upon. Despite major challenges, we are, therefore, looking to the coming financial year with confidence. The FEA's self-governance function will make its contribution to the success of the tasks ahead.

CHRISTINA RAMB

Chair of the Board of Directors (self-governance)

ANJA PIEL

Deputy Chair of the Board of Directors (self-governance)

Our strategy – a guide, jointly developed

Citizens, companies and our social partners expect a modern social administration that is up to the current challenges, especially those posed by crises and megatrends, and that is able to meet them with foresight. We have, therefore, developed a new strategic direction for the FEA up to the year 2030. Under the motto “GEMEINSAM. bringt weiter” (“TOGETHER. moves forward”), it provides long-term orientation for all three parts of the organisation – for SGB II, SGB III and the Family Benefits Office (“Familienkasse”).

We started the strategy process with the Leadership Congress 2023 in Essen, where we first looked at future scenarios and the current megatrends that affect and impact us as the FEA. Important questions for the future direction have thus become visible, in order to address them in the further process. What makes this strategy special is that it was developed in a broad-based participatory dialogue – as part of “Strategy Talks”. In total, we discussed their perspectives with almost 1,400 people in various formats, both online and offline, and sharpened our focus. Employees from all areas of the FEA – from the Employment Agencies, Job Centres and the Family Benefits Office – contributed their expertise and experience in numerous discussion formats. The results and impressions have helped us – together with the Board of Directors (self-governance) – to derive the key questions for the future, in order to formulate a vision for the future of the FEA. This will guide us in the coming years.

Our strategy for the FEA’s direction up to 2030 consists of a mission statement and the resulting strategic derivations for the customer perspective, digitalisation and collaboration. We see the product as an “umbrella strategy”. In this way, we want to provide orientation both internally and externally – for people, companies and organisations, as well as internally for all employees and managers.



Our mission statement

In a changing world, we provide people and companies in Germany with a sense of orientation and security. We work with them to develop individual prospects on the labour market and secure livelihoods through intensive consultation. With the help of placement and integration, we pave the way to a self-determined working life. Employment Agencies, Job Centres and Family Benefits Offices work hand in hand to achieve this.

Together with our external partners, we help people to improve and utilise their opportunities in work and training. As an expert in the labour market, we provide advice and support to strengthen the economy and help companies to recruit skilled workers. As a digital service provider, we make our products and services available to customers quickly and reliably, and keep our promise of personalised advice. We are consistently developing into a sustainable and climate-neutral organisation. We embrace change and are flexible, adaptive and crisis-proof. We act as partners both internally and externally, on an equal footing and with respect. We take personal responsibility seriously and demand it.

We are all crucial to success. **TOGETHER. moves forward.** This will make us the most modern public service provider in Europe.



Strategic derivations

The strategic derivations under the mission statement provide the direction for achieving the mission statement. They help us navigate and define how we want to achieve this goal. All activities and decisions regarding the organisation's strategic plans and projects are based on this. In particular, this will enable us to better achieve the objectives of labour promotion and strengthen the FEA's role in society, as well as trust in the state and governance.

“For people & companies”

We want to optimise our customer service and offer needs-based support, in order to bring people and work together and reliably secure livelihoods. Customers increasingly expect that they will only have to enter their data once with us – if at all – and that we will provide them with good and quick orientation, as well as neutral and needs-based advice.

“Leading the way digitally”

We want to lead the way digitally. The digitalisation and automation of our processes and the use of AI applications play a key role in the FEA's future development. Customers expect government organisations to offer modern digital services that provide real added value. However, demographic developments within the FEA also make this necessary, as numerous employees will be retiring in the coming years and will probably not be able to be fully replaced.

In line with the digitalisation strategy of the labour and social administration, the digitalisation of the FEA contributes to social security and efficient administration. It enables existing administrative structures and processes to be digitally optimised and consistently developed further. At the same time, we consciously focus on personal advice and customised offers that help to strengthen our customers' digital skills and promote their digital participation.

“Hand in hand”

Another key aspect for the strategic derivations is to view people and their concerns holistically and not through the lens of jurisdictions or legal circles.

In order to provide our customers with a modern range of government services, all levels of government (federal, state and municipal) and organisational units must work together optimally and be coordinated accordingly. The FEA wants to achieve this in the best possible way for the units for which it is responsible. In this way, synergy effects can also be achieved among the network partners – especially for the labour and training market. Contributions and taxpayers' money are used more efficiently and customers receive a more comprehensive range of services. Better cooperation also enables better fulfilment of the legal and social mandate. The structure and existence of legal circles remain unaffected.

Our guiding principles: crisis-proof – learning – sustainable

The three strategic derivations are flanked by the three maxims of crisis resilience, continuous learning and sustainability, to which the FEA aligns its strategic actions:

- We want to be able to anticipate rapidly changing conditions and offer quick and effective solutions in acute crisis situations.
- As a learning organisation, we continuously develop skills and competencies, build new ones and empower our employees.
- The FEA assumes responsibility for social, economic and ecological sustainability in its sphere of influence.

With a clear view to the future and a shared commitment to progress and cooperation, we are ready to take on the challenges of tomorrow and establish the FEA as a leading force for sustainable and innovative labour market solutions in Europe.

Evolution in the employment and training market in the financial year 2024

The German economy is in a phase of stagnation. In 2023, economic output fell by 0.3 per cent and a similar trend is expected in 2024. The foreign trade environment of the German economy showed a moderate upward trend in 2024. German exports were unable to benefit from this, however, and their development remained weak as in the previous year. The restrained foreign trade had a particular impact on industrial production, which has been declining for over a year. In connection with this, corporate investment fell significantly in 2024. Investments in both equipment and buildings have decreased in equal measure. Decarbonisation, digitalisation and demographic change are putting pressure on companies to adapt. At the same time, persistently high interest rates and increased uncertainty – in relation to transformation and climate policy – are hampering the investments required for adjustments to be made.

As a result of the persistently weak economic situation, unemployment and underemployment rose again significantly on average in 2024. On the one hand, the demand for labour was too weak to absorb the increasing supply of labour, and on the other hand, the profiles of the unemployed often did not match the demand. Although the risk of becoming unemployed from employment is low in a long-term comparison, it has increased further compared to the previous year. At the same time, the chances of ending unemployment by taking up employment are declining and are at a historically low level.



Labour market 2024*



Average figures for 2024, unless otherwise stated, and changes compared to the previous year.

* Data spanning all legal circles and all providers (Employment Agencies, as well as Job Centres in joint institutions and Job Centres of the authorised municipal providers)

↑ +0.2%

46.08^m

employed persons

↑ +0.3_{pp}

6.0%

unemployment rate

related to the entire
civilian labour force

↓ -8.8%

694,000

registered jobs

3.58^m

persons in underemployment
without short-time working

↑
+3.8%

↑
+1.4%

706,000

participants in active labour market
policy measures

2.37^m

entries into unemployment
from employment in the primary
labour market

(annual total 2024)

↑
+5.8%

↑
+6.4%

1.84^m

termination of unemployment due
to commencement of employment
in the primary labour market

(annual total 2024)

↑ +0.5_{WEEKS}

23.6^{weeks}

average completed duration of
unemployment benefit receipt

(moving annual average October 2024)

↑ +11.9%

0.89^m

recipients of unemployment
benefit

↑ +5.2%

1,252[€]

average claim amount for the
receipt of unemployment benefit

(October 2024)

Employment covered by social security

In June 2024¹, 34.84 million people were employed in Germany covered by social security, 128,000 more than in June 2023. In the previous year, the increase was twice as high at 264,000.



+ 128,000

subject to social insurance
contributions Employees

As in the previous year, the growth in employment covered by social security in 2024 was driven exclusively by foreign nationals. Their number rose by 253,000 to 5.58 million. In 2024, the increase in employment among foreign nationals – standing at 258,000 – originated exclusively from so-called third countries, including 56,000 from Ukraine, 55,000 from countries of asylum² and 33,000 from countries in the Western Balkans. By contrast, employment of people from countries in the European Economic Area and Switzerland, which for a long time contributed significantly to the increase in employment against the backdrop of the unrestricted free movement of workers for the Eastern European member states of the European Union (EU), actually fell slightly in 2024 (-4,000).

The analysis by economic sector shows clear differences compared to June 2023. For example, there were some sharp declines in employment covered by social security in cyclical sectors such as temporary employment, manufacturing, trade and construction. In contrast, increases were recorded in almost all service sectors, particularly in government-related sectors such as the public sector, healthcare, education, nursing and social services.

Unemployment

On average, 2.79 million people were registered as unemployed in Germany in 2024, 178,000 or 7 per cent more than a year earlier. Underemployment (excluding short-time working), which takes into account the development of labour market policies that provide relief, increased by 130,000 or 4 per cent to 3.58 million. This means that unemployment and underemployment have risen for the second year in a row. The increases are primarily a result of the tense economic situation; Ukrainian refugees play only a minor role in the increases in 2024.

In the scope of SGB III, unemployment rose by an annual average of 105,000 or 12 per cent to 0.98 million and underemployment (excluding short-time working) by 116,000 or 11 per cent to 1.15 million. This was mainly due to economic factors.



+ 178,000

people registered as unemployed

Registered jobs

The reported demand for new employees continued to decline significantly in 2024 due to weak economic development. Although the number of jobs remains at a high level in a long-term comparison, the number of new job registrations is at an all-time low. In 2024, an average of 694,000 jobs were registered with Employment Agencies and Job Centres, 67,000 fewer than a year ago.

¹ Data for employment covered by social security is generally available after a waiting period of 6 months. This means that no final annual value is available immediately after the turn of the year. However, it transpired that the June value is very close to the annual value. The June value is, therefore, used as the annual value.

² The asylum countries of origin (TOP 8) include the non-European countries from which the most asylum applications were received between 2012 and the beginning of 2015. For reasons of comparability, the aggregate remains unchanged. These include Afghanistan, Eritrea, Iraq, Iran, Nigeria, Pakistan, Somalia and Syria.

In 2024, there were 402 unemployed people for every 100 registered jobs, compared to 343 unemployed people in 2023. As the unemployed often do not match the demand for labour in terms of occupational specialisation, qualifications and region, there are still clear tensions and bottlenecks, particularly in the nursing professions, in the medical professions, in construction and skilled trades and in IT professions. Professional drivers and nursery school teachers are also in high demand.



- 67,000
registered jobs

Short-time working

The development of short-time working over the course of the year is primarily determined by cyclical short-time working, the average annual level of which was also higher in 2024.

According to an initial estimate³ from the German Federal Employment Agency's statistics, the average annual number of short-time workers increased to around 320,000 in 2024, compared to 241,000 short-time workers in 2023. In the pre-coronavirus year 2019, an annual average of 145,000 short-time workers were registered. The short-time working rate has also increased. In 2024, 0.9 per cent of employees covered by social security were on short-time working, compared to 0.7 per cent in 2023. This was higher than in the pre-coronavirus year of 2019, when it was 0.4 per cent. In a long-term comparison, short-time working is, therefore, at a higher level, but not at a crisis level.



320,000

people received short-time working compensation on an annual average

The increase in short-time working is primarily determined by those on short-time working due to the prevailing economic cycle. Over the course of the year, their number tended to decrease until the summer months, with utilisation increasing significantly from September onwards. Most recently, more than 80 per cent of cyclical short-time working was accounted for by the manufacturing industry. No information is yet available for November and December 2024.

Support

In 2024, the Employment Agencies supported an average of 392,000 people with active labour market policy measures in the scope of SGB III. Compared to the average of the previous year, their number increased (+24,000; +7 per cent). Compared to 2019, the figure was 50,000 or 11 per cent lower.

In 2024, supporting continuing vocational training was once again the most important instrument of active labour market policy. On average over the year, 122,000 people were enrolled in such support measures funded by SGB III. With 100,000 participants, just under a quarter of the funding activities in SGB III were accounted for by instruments to support career choice and vocational training.

³ Initial extrapolated results on the utilisation of cyclical short-time working are available after a two-month waiting period. This means that the annual value must be estimated on the basis of initial projections.



Contribution of the FEA to equalisation on the labour market

Supply and demand on the labour market are increasingly diverging. This relates primarily to regional, qualification and professional needs and demand. This trend is being exacerbated by demographic change. Successful integration into employment on the primary labour market is all the more challenging the higher the proportion of unemployed people with barriers to placement.

Professional advice that focuses on individual support needs is a key factor in the successful and rapid integration of our customers into the labour market. Since the end of the pandemic, the focus of consulting has been on the key phrase “close to the customer”. Only by consistently aligning the intensity of advice with individual support needs, both in terms of time and content, can it be possible to start the integration process with all customers in a timely manner.

The aim is, therefore, to sensibly reduce the intensity of support at the same time where there is little need for support and to initially support these customers primarily through the existing digital options – such as automated job recommendations, search assistants and digital messages, as well as information and online services.

Due to the transformation and structural change in the labour market, the requirements for skills and qualifications are changing rapidly and continuously. With its service entitled “Vocational Counselling in Employment” (BBiE), the FEA is able to help employees and people returning to work in their professional development. BBiE shows ways and possibilities for successful further development. It also advises and guides customers on re-entering the labour market, particularly after family-related breaks. The representatives for equal opportunities for women and men in the labour market provide support in informing and approaching people returning to work. Employees and people returning to work

with foreign professional qualifications are supported in the form of referral counselling on the possibilities of qualification recognition in Germany.

In addition to counselling, the FEA has developed the online portal entitled “mein NOW – das nationale Onlineportal für berufliche Weiterbildung” (“my NOW – the national online portal for continuing vocational training”). It creates comprehensive transparency with regard to continuing professional development. “my NOW” provides employees, employers and training providers with an overview of the market for continuing professional development. The online portal also supports people in their decision-making process. Through cooperation with the federal states and other partners, “my NOW” bundles a large part of the continuing vocational training programmes, as well as the funding opportunities and advisory services for continuing vocational training.

Another important component of targeted further training and thus the support of company transformation processes is the networking of all those involved in the labour market. To this end, networked educational spaces or so-called “further education agencies” (“Weiterbildungsagenturen”) have been and are being created in which all relevant players work together in a network. In addition, various social partners and employers are increasingly joining forces – mainly in regional networks – to form so-called “labour market hubs”. With these labour market hubs, employees are supported at an early stage when moving from a company that has to reduce its workforce to another company that is expanding its workforce. High-quality, individual and holistic labour market advice for employers – for example, on alternative recruitment strategies and employee training – is, therefore, more necessary than ever and remains a core task of the FEA. In order to utilise all potential, special attention is also paid to people with disabilities, refugees and skilled workers from abroad when filling vacancies and advising employers.

Refugees are also part of the FEA's integration work. The "Job-Turbo" programme has succeeded in integrating refugees with basic German skills into work at an early stage and promoting their further development in parallel with their occupation. Instead of waiting for perfect German language skills, comprehensive further training and the recognition of existing qualifications, Job-Turbo enables "entry to advancement".

Vocational training year 2023/24

As in previous years, there were more registered apprenticeship positions than applicants in the advisory year 2023/24. The gap between the two sides of the market has narrowed, as the number of applicants has risen while the number of jobs has fallen.

The challenges of bringing young people and apprenticeship positions together have increased. The number of registered applicants totalled 432,000, 9,000 more than in the same period last year. On the other hand, there were 502,000 registered in-company apprenticeship positions, 26,000 fewer than in the previous reporting year. In total, 71,000 more in-company apprenticeship positions than applicants were registered. There were 86 registered applicants for every 100 registered in-company apprenticeship positions. In the previous year, there were 80 applicants for every 100 registered in-company apprenticeship positions.

For years, the equalisation of the training market has been made more difficult by the fact that supply and demand often do not match regionally, in terms of occupational specialisation or qualifications. The fact that the number of unplaced applicants has increased significantly while the number of unfilled apprenticeship positions has risen can be interpreted as an indication that the matching problems have increased.

At the end of the advisory year on 30 September 2024, there were still 69,000 unfilled apprenticeship positions to be filled, 4,000 fewer than in the previous year. At the same time, 31,000 applicants were still unplaced, 5,000 more than last year on 30 September. In addition, 39,000 applicants who had switched to an alternative were still looking for an apprenticeship position.

Contribution of the FEA to equalisation in the training market

Young people with and without disabilities receive individual and reliable support for a successful start to their training or studies, through to the realisation of their training or study endeavours. The FEA is thus implementing the training guarantee in a holistic, inclusive, gender-sensitive and cross-legal circle manner. The training guarantee consists of a broad range of counselling and support services, as well as various funding instruments, and is implemented through a trust-based and targeted cooperation with the network partners.

In order to reach young people, the approach is target group-orientated, as barrier-free as possible and is also aimed at those who no longer go to school or who are leaving school without any concrete career prospects. Personal contact rooted in trust between the counsellors and the young people is essential. It is flanked by attractive online services to appeal to young people on all the channels they usually use. Young people with difficult starting conditions receive more intensive, needs-orientated support. If necessary, young people can also be supported until they have successfully completed their training or studies.

The FEA's Employer's Service also supports employers in filling their vacant apprenticeship positions, bringing young people and employers together.



Training market 2024

The gap between applicant and job registrations has narrowed

432,000

reported applicants for apprenticeship positions



+2.2%



-5.0%

502,000

reported operational apprenticeship positions

Federal states with few reported applicants in relation to the reported apprenticeship positions:

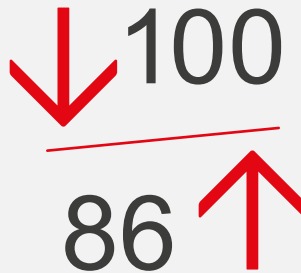
- Thuringia,
- Bavaria,
- Hamburg,
- Baden-Württemberg,
- Mecklenburg-Western Pomerania,
- Saxony-Anhalt,
- Saarland,
- Rhineland-Palatinate,
- Schleswig-Holstein.

Regional differences

Many registered applicants in relation to the reported apprenticeship positions:

- Berlin.

For every 100 apprenticeship positions registered with the FEA, there were 86 applicants.



Occupations with few registered applicants in relation to the reported apprenticeship positions:

- Food production and sale,
- Construction and construction-related professions,
- Sales,
- Mechatronics, automation technology,
- Warehouse logistics,
- Hotel and catering professions.

Professional differences

Occupations with many registered applicants in relation to the reported apprenticeship positions:

- Hairdressing,
- Software development,
- Joinery,
- Automotive engineering,
- Office and administration.

Snapshot at the end of the advisory year (30 September 2024)



+18.1%

31,000

unserved applicants



+5.1%

39,000

applicants with an alternative



-5.5%

69,000

unoccupied apprenticeship positions

Vocational rehabilitation and participation in working life

In addition to the task of equalisation on the training and labour market, the FEA is also the provider for vocational rehabilitation and participation in working life in accordance with SGB IX. The consistently high funding intensity to support integration was continued in 2024. As a matter of principle, funding is provided as close to the company as possible. The aim is to achieve sustainable professional integration into the primary labour market. To ensure the sustainable integration of people with disabilities, the FEA relies on networked action with local partners.

Labour migration from abroad

The recruitment and integration of foreign labour and skilled workers is a key element in securing Germany's economic and social system. The FEA, therefore, sees support for labour migration as an essential pillar of securing jobs and skilled workers and also makes a contribution to fair migration.

As part of the amended Skilled Labour Immigration Act (FEG), the comprehensive preparations for implementing the new legal situation at the FEA have been successfully completed. The stabilisation of these measures and the technical support of the operating units are a focus of the activities of the International Affairs division. It is also the FEA's task to ensure efficient and effective application processing for employees and employers within the framework of labour market admission (AMZ). Labour market admission has become even more important as a result of the new FEG regulations. In order to cope with the increased volume of applications and to ensure a smooth process, the FEA took steps towards personalisation and automation in good time. In addition to the digitalisation of the overall labour market admission process, the focus is also on optimising the processes of all authorities involved. As part of the "Electronic Labour Market Admission" (EAMZ) project, the various legal immigration options were digitalised and sub-processes automated. The digitalisation of the FEA was also driven forward by the project "International Web Presence of the German Federal Employment Agency" (IntWeb). IntWeb has great potential for increasing labour

migration – through user-friendly digital services for independent information and job searches, as well as through the multilingualism of the website.

In the European context, the FEA is active in the EURES-NCO (National Coordination Office) co-operation network. It coordinates the EU-wide mobility of employees and also promotes language courses and relocations, among other things. The European representation efforts of the FEA make an important contribution to the many bilateral exchanges between EU countries. The most important European policy initiative for the FEA at present is the EU Talent Pool, which was discussed intensively in the EU Parliament and the EU Council in 2024.

The FEA also opens up international corridors for potential labour migration through agreements with partner countries, administrations and companies. The project and programme business was adapted and realigned to the new focus occupational groups for active recruitment defined in the 2023 sector strategy. In the context of the "India Strategy" created in 2024 by the federal government, the FEA intends to significantly increase the employment of Indian workers in the German labour market. In addition to India, active cooperation with Uzbekistan was also launched as a new focus country in 2024.

The increased interest of people from abroad in working in Germany, on the one hand, and the higher demand for international labour and skilled workers, on the other, is also reflected in the work undertaken by the Central Office for International Placement and Specialty Professions (ZAV). Activities in the service-orientated area of the Central Office for International Placement and Specialty Professions (ZAV) were expanded. Over the course of the year, the Central Office for International Placement and Specialty Professions (ZAV) assisted 4,139 international workers in finding employment and training in Germany. This corresponds to an increase of 10.5 per cent, or 393 instances of taking up employment, compared to the previous year 2023. The number of applications for labour market admission also rose from 495,276 in the previous year to 622,178 applications in 2024. This corresponds to an increase of 27 per cent. This included 477,515 approvals (2023: 383,606, +24 per cent).



Active labour market policy

Active labour market policy instruments are used to counteract the emergence of unemployment, shorten the duration of unemployment or even out the gap between supply and demand on the training and labour market.

In the legal circle of the German Social Code Book III (SGB III), the following central funding options are available:

- **Measures to promote continuing vocational training in accordance with Section 81 et seq. SGB III (FbW):** A rough distinction can be made here between (1) adaptation qualifications for job-related and cross-occupational further training, (2) support with the aim of achieving a qualification in an occupation requiring formal training. This includes retraining programmes, preparatory courses for the so-called “external examinations” or partial qualifications that can be used for other occupations. In addition, there are (3) other measures to enhance qualifications, such as professional development programmes.
- **Measures for activation and professional integration with a provider in accordance with Section 45 SGB III (MAT):** These can either be purchased as an award measure from the Employment Agency or an activation and placement voucher can be issued to jobseekers, which jobseekers can then use to find a provider themselves.
- **Measures for activation and professional integration with an employer in accordance with Section 45 SGB III (MAG):** This instrument of active labour market policy is generally used for in-company trials, during which the recipients continue to receive unemployment benefit. In principle, these may not exceed a duration of six weeks with an employer. For the long-term unemployed or unemployed persons whose workplace integration is particularly difficult due to serious barriers to placement, the duration can be up to twelve weeks.
- **Workplace integration subsidies according to Section 88 et seq. SGB III (EGZ):** Integration subsidies are wage cost subsidies, which employers can receive for a limited period if they employ unemployed people with so-called “placement barriers”. They are intended to compensate financially for initially lower productivity at the new workplace. The monthly allowance can amount to up to 50 per cent of the regular salary paid and the employer’s flat-rate contribution to the total social security contribution. This is granted for a maximum of twelve months. For certain groups of people, the workplace integration subsidy can be paid for longer and in a different amount.

Scope of active labour market policy in SGB III

The statistics of the German Federal Employment Agency show, among other things, how many people have taken up support with these measures. The following figures relate to the annual figure for 2024⁴ in the SGB III legal circle. In cases where the information is not yet available by the end of the year, the moving annual value for October 2023 to September 2024 is shown.

In 2024, a total of 232,700 unemployment insurance customers started a training programme. This is almost 13 per cent more than in 2023.

A good 58,400 of the entries were made as part of the continuing education programme for employees on a rolling annual basis up to September 2024. This was 14,000 or 32 per cent more than in the same period of the previous year.

In 2024, a total of 405,200 participants began an activation and workplace integration measure (MAbE) in SGB III, a good 1 per cent more than in the previous year. In the rolling annual figure up to September 2024, the number of new MAbE participants was slightly below this level, at 400,000.

⁴ From October 2023 till September 2024, 225,300 participants had started a support measure, including 31,500 who were aiming for a vocational qualification.

232,800 of these began a “MAT” and 167,200 a “MAG”. This was slightly less for MAT (– 2,700 or – 1 per cent) and slightly more for MAG (+ 1,600 or + 1 per cent) than in the same period in 2023.

A good 41,600 people were supported with a workplace integration subsidy (EGZ) in 2024, a good 1 per cent more than in 2023. In addition, almost 4,100 severely disabled people received a workplace integration subsidy (EGZ) for severely disabled people who were particularly affected in 2024 (– 5 per cent).

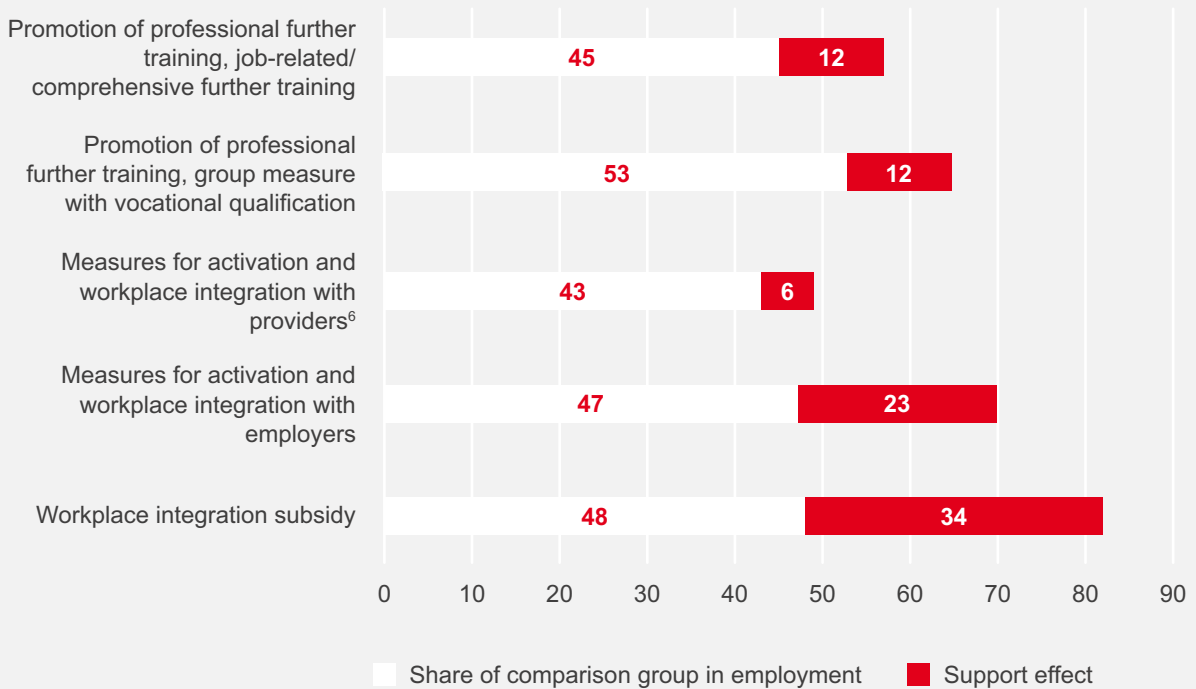
Effect of active labour market policy in SGB III

Labour market policy services should pursue a social and economic policy mission, but also be used effectively and efficiently. Using the TrEffeR (“Treatment Effects and Prediction”) procedure, the FEA’s head office continuously reviews the impact of participation in active labour market policy measures on the labour market opportunities of unemployed people receiving support. In order to determine the funding effect of a measure, TrEffeR compares the results of unemployed people who received funding with those of “statistical twins” who did not receive funding or only received it later.⁵ In the following, the focus is on people who completed a measure in 2023. The analyses show how the support has affected the proportion of those receiving support who were not in subsidised employment covered by social security 180 days after the end of the measure (and thus in some cases in 2024). Figure 1 shows the proportions of the comparison group “statistical twins” in employment and the support-related effects.

- Following adaptation qualifications for job-related and cross-occupational further training, 12 percentage points more of those receiving support were employed 180 days after leaving the measure than in the comparison group of “statistical twins”, where the figure was 45 per cent. In group measures with vocational qualifications, 53 per cent of the comparison group were employed, while the figure was also 12 percentage points higher for those receiving support.
- Subsidies with a “MAT” – without the introduction to self-employment and stabilisation of employment and without purely success-oriented placement – slightly increase the proportion of employed persons among those subsidised persons six months after the start of the subsidy by around 6 percentage points, compared with 43 per cent in the comparison group.
- Subsidies with a “MAG” increased the proportion of people in employment 180 days after leaving the measure by 23 percentage points, with 47 per cent of the comparison group being employed.
- After 180 days, the proportion of people in employment who received workplace integration subsidy (EGZ) support is around 34 percentage points higher than without support (48 per cent).

⁵ The subsidised “twins” are then assigned the measure entry and exit dates of their respective unsubsidised “twin”, in order to calculate the retention results.

Figure 1: Effect of labour market policy measures on the subsidised unemployed



Proportion of the comparison group in unsubsidised employment covered by social security and the effect of support on the unemployed receiving support in the scope of SGB III 180 days after leaving a labour market policy measure that ended in 2023 (in per cent or percentage points); source: TrEffeR; own analysis.

Number of support recipients by support category: 105,023 support for continuing vocational training, job-related/interdisciplinary continuing vocational training, 12,500 support for continuing vocational training, group measure with vocational qualification, 188,192 measures for activation and vocational integration with providers, 151,873 measures for activation and professional integration with employers, 30,067 workplace integration subsidy.

The estimated support effect, therefore, appears to be particularly high for people who were supported with company-related measures. However, a company has already decided in favour of testing or hiring people, which may indicate that they have positive characteristics (e.g. high motivation) that may not be fully taken into account on the basis of the available data. In addition, side effects can occur, particularly in the case of company-related measures, which cannot be measured using the methodology used

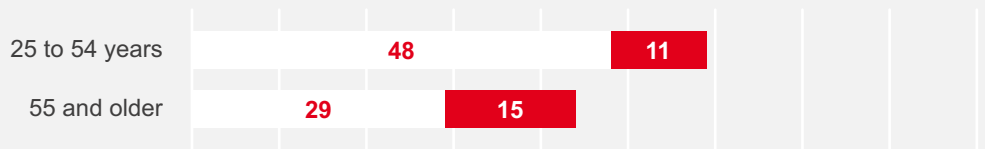
here.⁷ A company would be said to have taken a person on board at company level if it had hired them without a support measure and employed them for the same length of time. Substitution and displacement would occur if subsidised employment were to displace unsubsidised employment – either in the same company or in other companies (because these can only produce more expensively without subsidisation, for example).

⁶ Only familiarisation with the training and labour market, identification/reduction/elimination of obstacles to placement, combination benefits.

⁷ See also Wolff, Joachim; Stephan, Gesine (2013): Subsidized work before and after the German Hartz reforms – design of major schemes, evaluation results and lessons learnt, IZA Journal of Labor Policy 2.

Figure 2: Effect of support on the unemployed receiving support by age

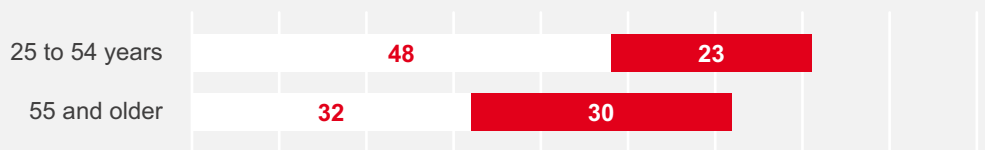
Support for continuing professional development, job-related/comprehensive further training



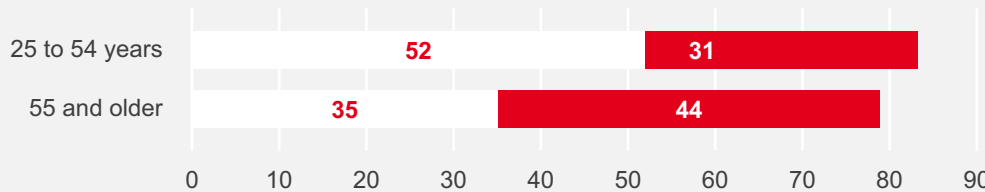
Measures for activation and vocational workplace integration with providers⁸



Measures for activation and vocational workplace integration with employers



Workplace integration subsidy



□ Share of comparison group in employment ■ Support effect

Proportion of the comparison group in unsubsidised employment covered by social security and the effect of support on the unemployed receiving support in the scope of SGB III 180 days after leaving a labour market policy measure that ended in 2023 by age (in per cent or percentage points); source: TrEffeR; own analysis.

Number of new support recipients by support category: 80,452 or 17,414 support for continuing vocational training, job-related/interdisciplinary continuing vocational training, 127,401 or 35,884 measures for activation and professional integration with providers, 101,299 or 23,104 measures for activation and workplace integration with employers and 19,163 or 7,379 integration subsidy. Measures to promote continuing vocational training with a vocational qualification are not shown here, as only a small number of older people are supported with this measure.

⁸ Only familiarisation with the training and labour market, identification/reduction/elimination of obstacles to placement, combination benefits.

It is often more difficult for older unemployed people to find a new job than for younger people. Possible reasons are productivity reductions, reservations on the part of companies or relatively high wages. A relevant question is, therefore, the extent to which support with labour market policy instruments can help them to return to work. Figure 2 shows that, on average, older people can benefit even more than younger people from support. Support measures can, therefore, help to increase the employment potential of older people.⁹ Although older people are consistently employed at a lower rate than younger people, the estimated support effect is consistently higher for older people than for younger people.

Overall, the results presented here are compatible with the IAB's findings for previous funding cohorts.¹⁰ Most of the measures were, therefore, able to improve the employment opportunities of certain – though not all – groups of people. Targeted support is, therefore, important. In the case of subsidised further training, the IAB's impact research has also shown: the worse the employment prospects of participants before starting the measure, the more they benefited from support¹¹. Shorter measures are associated with lower costs and lead to faster workplace reintegration into the labour market. However, the higher and more sustainable effects were found in measures that lead to the acquisition of a recognised training qualification.

Financial results in SGB III including the development of reserves and the development of the pension fund

The difficult economic conditions had a significant impact on the labour market in the 2024 financial year, resulting in a noticeable increase in expenditure for the FEA's budget. While revenue as per the FEA's budget largely developed according to plan, expenditure was well above budget. The surplus envisaged in the budget could not be realised and, consequently, the general reserve could not be built up to the level originally planned.

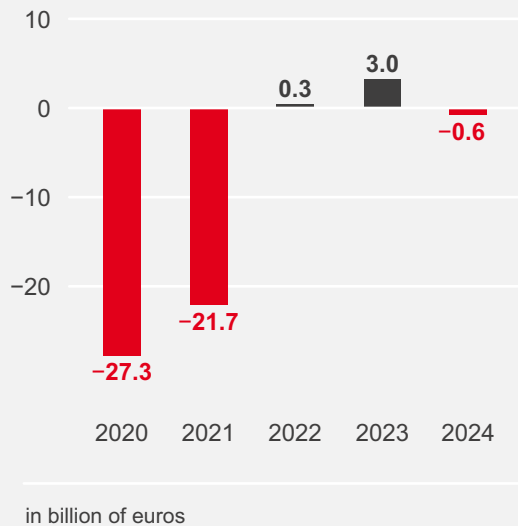
The 2024 financial year closed with a deficit of 0.61 billion euros (previous year: surplus of 3.01 billion euros). Revenue totalled 44.61 billion euros (previous year: 42.24 billion euros) compared to a significant increase in expenditure of 45.21 billion euros (previous year: 39.23 billion euros). After settling the pay-as-you-go reserves for winter employment promotion and insolvency money, a net amount of EUR 0.14 billion was added to the FEA's reserves (including the workplace integration reserve).

⁹ See Stephan, Gesine; Büttner, Thomas; Schewe, Torben (2024): Supporting older unemployed people improves their employment opportunities, IAB-Forum.

¹⁰ See also the overview articles by the IAB in the series "Evaluation of active labour market policy instruments" (www.iab-forum.de/category/serien/arbeitsmarktpolitik). In the IAB studies, however, the retention and the effect of the measure are determined consistently from the start of the programme.

¹¹ See Kruppe, Thomas; Lang, Julia (2023): Subsidised continuing vocational training for the unemployed: declining entries despite positive effects, IAB-Forum.

Figure 3: Balance of the German Federal Employment Agency budget



Revenue of 44.61 billion euros generated in the past year exceeded the previous year's figure by 2.36 billion euros and was just below budget. At 38.09 billion euros, the largest revenue item, contribution revenue, increased by 2.04 billion euros compared to the previous year and was slightly higher than calculated.

In the 2024 financial year, the FEA spent 45.21 billion euros, 5.98 billion euros more than in the previous year. The expenditure planned in the budget was exceeded by 2.46 billion euros. In the past year, approval had to be obtained for above-budget expenditure of around 3.60 billion euros, particularly for the additional expenditure on unemployment benefit, short-time working compensation and insolvency money. The strongest increase in expenditure can be seen in unemployment benefits. The overall economic weakness led to a further increase in the number of benefit recipients.

While the annual average for 2023 was still around 799,000, the annual average for 2024 is expected to rise to around 894,000 benefit recipients (November and December: provisional figures). This increase and higher average expenditure per beneficiary led to total expenditure on unemployment benefit of 22.16 billion euros (previous year: 18.76 billion euros).

The FEA spent 1.61 billion euros on insolvency money last year. The previous year's expenditure of 1.24 billion euros was exceeded by 0.38 billion euros. The strong dependence on economic performance was also evident here.

In the past year, the FEA invested 10.36 billion euros (previous year: 9.03 billion euros) in active employment promotion efforts. The budget of EUR 10.41 billion was narrowly missed by EUR 0.05 billion. There were major increases in expenditure compared to the previous year, particularly for the following services:

- Promotion of continuing vocational training: +0.54 billion euros (2.48 billion euros);
- Cyclical short-time working compensation: +EUR 0.23 billion (EUR 0.70 billion);
- Unemployment benefit for further training: +0.22 billion euros (1.45 billion euros);
- Participation of people with disabilities in working life: +0.19 billion euros (2.86 billion euros).

By the end of the year, 10.90 billion euros had been spent on personnel and administrative expenses within the scope of SGB III, for collection cost reimbursements, for personnel expenses within the scope of SGB II and for the provision of services within the scope of SGB II. The 2024 budget originally envisaged 11.25 billion euros. The increase compared to the same period last year is around 0.89 billion euros. Of this amount, 0.33 billion euros is attributable to increased allocations to the FEA's pension fund.

**Table 1:
Revenues and expenses**

in billion of euros

	2020	2021	2022	2023	2024	2024 vis-a-vis 2023
Total revenue	33.7	35.8	37.8	42.2	44.6	+ 2.4
of which contributions to unemployment insurance permanently employed	28.2	29.6	31.7	36.1	38.1	+ 2.0
Total expenditure	61.0	57.6	37.5	39.2	45.2	+ 6.0
of which cyclical short-time working compensation	22.1	20.2	3.2	0.5	0.7	+ 0.2
of which active employment promotion (without cyclical short-time working compensation)	8.2	8.4	7.9	8.6	9.7	+ 1.1
of which unemployment benefit	20.6	19.4	16.5	18.8	22.2	+ 3.4
of which insolvency money	1.2	0.5	0.5	1.2	1.6	+ 0.4
of which administrative expenses incl. basic security and equalisation of family benefits	8.8	8.8	9.1	10.0	10.9	+ 0.9
Result (balance of revenue and expenses)	-27.3	-21.7	0.3	3.0	-0.6	-3.6
General reserves	6.0	0.0	0.0	3.0	3.2	+ 0.1

At the end of 2024, the FEA's expenditure exceeded revenue by 0.61 billion euros. This shortfall was offset against a withdrawal from the insolvency money reserve (+ EUR 0.82 billion) and an allocation to the insolvency money reserve to the winter employment reserve (-0.08 billion euros). Together with the transfers to and credits from the workplace integration reserve, the FEA's reserves were strengthened by a net amount of 0.14 billion euros.

The general reserve (including the workplace integration reserve) had a target balance of 3.18 billion euros at the end of 2024. The volume of pay-as-you-go reserves for insolvency money and winter employment totalled 2.06 billion euros at the end of the year.

The FEA transferred 0.94 billion euros to the pension fund for pension provisions in 2024. This was an increase in expenditure of 0.33 billion euros compared to the previous year, as the contribution rate was raised in 2024. The market value of the pension fund totalled 8.89 billion euros at the end of 2024.

Personnel of the German Federal Employment Agency

The German Federal Employment Agency embraces diversity. At the end of 2024, the FEA employed 114,100 people with a total of 109 different nationalities. 11.9 per cent of employees have a recognised severe disability or are equivalent to severely disabled employees. The figure for managerial positions is 6.0 per cent. 41.2 per cent carry out their tasks part-time (2023: 40.1 per cent). In the previous year, 113,000 people were employed by the FEA. The rate of severely disabled employees was 11.6 per cent.

In 2024, for the first time in the FEA's history, a plenary meeting of all representatives of employees with severe disabilities from all over Germany was held to support

networking in a learning organisation. The central topic was the human resources-related development of colleagues with severe disabilities.

The majority of tasks at the FEA are performed by women (72.0 per cent). More than half of management positions are held by women (55.2 per cent). With the proportion of women among all employees remaining the same as in the previous year, more management positions were filled by women (2023: 54.7 per cent).

Table 2:
Employee capacity of the German Federal Employment Agency in full-time equivalents

	Total		Unemployment insurance and basic security		Basic security		Family Benefits Office	
	Actual Previous Year	Actual	Actual Previous Year	Actual	Actual Previous Year	Actual	Actual Previous Year	Actual
Total	100,500	101,300	55,000	55,300	39,600	39,400	5,900	6,500
of which permanently employed	94,700	95,800	50,800	51,700	38,500	38,300	5,400	5,700
of which temporarily employed	5,800	5,500	4,200	3,600	1,100	1,100	500	800
Share of permanently employed	94.2 %	94.6 %	92.4 %	93.5 %	97.2 %	97.2 %	90.9 %	87.8 %
For information purposes								
Students	1,500	1,500						
Apprentices	2,100	2,200						

As of: December 2024 (current actual status; actual previous year was transferred from last year's report for the reporting month of December 2023; does not correspond to the number of employees); data source: Personnel Report.



The demographic trend in Germany is also affecting the FEA: a quarter of the workforce is already over 55 years old. Around 32,500 employees are expected to leave the FEA by 2032 due to retirement and other staff turnover. This corresponds to around one-third of the total personnel capacity.

The German Federal Employment Agency is countering this trend with various personnel policy levers. In 2023, an employer brand was developed that focuses on the FEA's meaningful activities as a special feature and serves to position the German Federal Employment Agency as an attractive employer in the public eye. On this basis, target group-specific HR marketing will be further expanded and recruitment will be supported by a cross-media marketing mix and suitable campaigns. Around 8,900 new employees were recruited in 2024, including 600 students and 900

trainees. In addition to recruiting external applicants and training junior staff, the FEA also covers its personnel requirements with suitable internal human resources development measures and training programmes for employees.

Furthermore, the optimisation of operational processes and the consistent automation of the FEA's services will have to make an increasingly important contribution to solving the demographic challenges facing the German Federal Employment Agency. These processes are explicitly not set up to cut jobs, but to compensate for future labour shortages and avoid overworking the remaining workforce. This is implemented in line with the values of the FEA's Executive Board – Human Friendly Automation. In the case of automation, the focus is thus expanded from a purely technological perspective to include the effects on employees and customers.

Corporate Governance

The Federal Ministry of Finance has created the “Public Corporate Governance Code” (PCGK) in connection with the participation policy of the federal government. The PCGK applies to companies in which the federal government holds a majority stake and which are not listed on the stock exchange. The PCGK, therefore, does not apply directly to the FEA. The following description of the FEA's corporate governance is, therefore, based solely on the PCGK. The governance structures for the FEA as a federal corporation under public law with legal capacity and self-governance are essentially prescribed by law (Section 367 et seq. German Social Code [SGB III]). They are specified further by statutes of the FEA and the rules of procedure of the Board of Directors (self-governance) and the Executive Board.

Executive Board

The Executive Board manages the FEA, conducts its business and represents the FEA in and out of court. It consists of a Chair and three other members of the Executive Board. In accordance with the rules of procedure of the FEA's Executive Board, each member of the Executive Board is assigned business areas. In principle, each member of the Executive Board performs the associated tasks independently.

Board of Directors (self-governance)

The Board of Directors (self-governance) proposes the appointment of the members of the Executive Board to the federal government, and can decide on their dismissal with the approval of the federal government. It also approves the FEA's budget. The members of the Board of Directors

(self-governance) perform their duties on an honorary basis. They must not be hindered in taking on or exercising an honorary office, or be disadvantaged because of taking on or exercising such an office. They are not subject to the instructions of the body sending them.

The Board of Directors (self-governance) consists of 21 members. It is made up of one-third representatives of employees, one-third representatives of employers and one-third representatives of public bodies. The task of the Board of Directors (self-governance) is to monitor and advise the Executive Board on all issues relating to the labour market. The statutes of the German Federal Employment Agency define the approval and authorisation requirements of the Board of Directors (self-governance) for important decisions. These are, in particular, the determination of the FEA's strategic direction and business policy objectives, important organisational and personnel decisions and legal transactions of business policy significance. The Board of Directors (self-governance) also has legislative rights. These are the resolution of the statutes of the German Federal Employment Agency and orders in accordance with the German Social Code (SGB III).

Budget and auditing

The provisions of the Federal Budget Code shall apply mutatis mutandis to the preparation and implementation of the budget and other budgetary management of the FEA (Section 77a German Social Code [SGB IV]). The Board of Directors (self-governance) adopts the German Federal Employment Agency budget prepared by the Executive Board (Section 71a German Social Code [SGB IV]). The Federal Audit Office audits the FEA's annual accounts (Section 111 BHO).

Internal auditing

In accordance with the statutory requirements of SGB III, the FEA's Internal Auditing department examines whether services should not have been provided in compliance with the statutory provisions, or could have been utilised more appropriately or economically. Internal Auditing reports to the Executive Board and the Board of Directors (self-governance).

Risk management

In addition to the statutory regulations, the Executive Board has established an institutionalised risk management system. It receives regular information about actual and potential future risks. The aim of risk management is to plan preventive measures to safeguard the FEA. The Board of Directors (self-governance) receives reports every six months on the risks that could materialise.

Compliance organisation

In line with the legal obligation for stock corporations, the Executive Board has set up a compliance organisation. The compliance organisation acts both preventively – in particular, through corruption prevention training – and repressively in the event of suspected criminal acts by FEA employees. It also acts as an internal reporting centre in accordance with the Whistleblower Protection Act (Hinweisgeberschutzgesetz).

Equality and inclusion

The FEA pursues goals for society as a whole both on its own initiative and on the basis of legal obligations (e.g. Federal Equal Opportunities Act, Disability Equality Act, UN Convention on the Rights of Persons with Disabilities). These include equality between women and men within the authorities and inclusion with a focus on people with disabilities. These cross-disciplinary tasks are located at the head office and are implemented both through counselling and knowledge transfer activities, and by supporting regulatory and change processes in the sense of "mainstreaming".

Sustainability

All federal authorities are to be organised in a climate-neutral manner by 2030. The FEA's aim is to implement the federal government's climate targets and make a significant contribution to reducing CO₂ emissions, e.g. in the organisation of the vehicle fleet, travel management, buildings and their management. The FEA wants to be a role model in the public sector. It aims to make a contribution to the overall social responsibility for shaping sustainable environmental, working and living conditions. In this way, the FEA can contribute to the reduction of emissions and a resource-conserving approach to the environment.

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