



Employee Structure Brenntag

The number of employees indicated is based on the Group's headcount as at the end of the year (Dec. 31, 2025).



Employees by region and gender

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Region	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
EMEA	7,800	45.3	7,998	44.5	7,847	44.3	7,753	44.2	7,690	44.6
Women	3,044	39.0	3,092	38.7	3,062	39.0	3,001	38.7	2,950	38.4
Men	4,756	61.0	4,905	61.3	4,785	61.0	4,752	61.3	4,740	61.6
Not specified ²⁾	-	0.0	1	0.0	-	0.0	-	0.0	-	0.0
North America	5,269	30.6	5,243	29.1	5,313	30.0	5,401	30.8	5,127	29.8
Women	1,223	23.2	1,244	23.7	1,259	23.7	1,260	23.3	1,243	24.2
Men	4,046	76.8	3,999	76.3	4,054	76.3	4,141	76.7	3,884	75.8
Latin America	1,834	10.6	2,000	11.1	1,729	9.8	1,756	10.0	1,776	10.3
Women	766	41.8	764	38.2	668	38.6	669	38.1	669	37.7
Men	1,068	58.2	1,236	61.8	1,061	61.4	1,087	61.9	1,107	62.3
Asia Pacific	2,333	13.5	2,757	15.3	2,820	15.9	2,630	15.0	2,643	15.3
Women	1,153	49.4	1,189	43.1	1,201	42.6	1,115	42.4	1,082	40.9
Men	1,179	50.6	1,564	56.7	1,619	57.4	1,515	57.6	1,561	59.1
Not specified ²⁾	1	0.0	4	0.2	-	0.0	-	0.0	-	0.0
Brenntag Group	17,236	100.0	17,998	100.0	17,709	100.0	17,540	100.0	17,236	100.0
Women	6,186	35.9	6,289	35.0	6,190	35.0	6,045	34.5	5,944	34.5
Men	11,049	64.1	11,704	65.0	11,519	65.0	11,495	65.5	11,292	65.5
Not specified ²⁾	1	0.0	5	0.0	-	0.0	-	0.0	-	0.0

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ Brenntag records information on binary gender identity. The status "Not specified" includes employees for whom no gender information is known or who prefer not to provide this information.

Employees by area of work and gender

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Area of work	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Sales	6,265	36.4	6,568	36.5	6,330	35.8	6,108	34.8	5,990	34.8
Women	3,330	53.2	3,413	52.0	3,355	53.0	3,223	52.8	3,173	53.0
Men	2,934	46.8	3,154	48.0	2,975	47.0	2,885	47.2	2,817	47.0
Not specified ²⁾	1	0.0	1	0.0	-	0.0	-	0.0	-	0.0
Supply Chain	8,172	47.4	8,328	46.3	7,695	43.4	8,023	45.7	7,896	45.8
Women	1,305	16.0	1,206	14.5	839	10.9	883	11.0	854	10.8
Men	6,867	84.0	7,118	85.5	6,856	89.1	7,140	89.0	7,042	89.2
Not specified ²⁾	-	0.0	4	0.0	-	0.0	-	0.0	-	0.0
Administration	2,799	16.2	3,102	17.2	3,684	20.8	3,409	19.5	3,350	19.4
Women	1,551	55.4	1,670	53.8	1,996	54.2	1,939	56.9	1,917	57.2
Men	1,248	44.6	1,432	46.2	1,688	45.8	1,470	43.1	1,433	42.8
Brenntag Group	17,236	100.0	17,998	100.0	17,709	100.0	17,540	100.0	17,236	100.0
Women	6,186	35.9	6,289	35.0	6,190	35.0	6,045	34.5	5,944	34.5
Men	11,049	64.1	11,704	65.0	11,519	65.0	11,495	65.5	11,292	65.5
Not specified ²⁾	1	0.0	5	0.0	-	0.0	-	0.0	-	0.0

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ Brenntag records information on binary gender identity. The status "Not specified" includes employees for whom no gender information is known or who prefer not to provide this information.

Employees by type of employment and gender

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Type of employment	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Full-time	16,722	97.0	17,498	97.2	17,070	96.4	16,864	96.1	16,554	96.0
Women	5,772	34.5	5,883	33.6	5,714	33.5	5,558	33.0	5,457	33.0
Men	10,949	65.5	11,610	66.4	11,356	66.5	11,306	67.0	11,097	67.0
Not specified ²⁾	1	0.0	5	0.0	-	0.0	-	0.0	-	0.0
Part-time	514	3.0	500	2.8	489	2.8	484	2.8	518	3.0
Women	414	80.5	406	81.2	399	81.6	407	84.1	433	83.6
Men	100	19.5	94	18.8	90	18.4	77	15.9	85	16.4
Apprentices					150	0.8	192	1.1	164	1.0
Women					77	51.3	80	41.7	54	32.9
Men					73	48.7	112	58.3	110	67.1
Brenntag Group	17,236	100.0	17,998	100.0	17,709	100.0	17,540	100.0	17,236	100.0
Women	6,186	35.9	6,289	35.0	6,190	35.0	6,045	34.5	5,944	34.5
Men	11,049	64.1	11,704	65.0	11,519	65.0	11,495	65.5	11,292	65.5
Not specified ²⁾	1	0.0	5	0.0	-	0.0	-	0.0	-	0.0

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ Brenntag records information on binary gender identity. The status "Not specified" includes employees for whom no gender information is known or who prefer not to provide this information.

Employees by type of contract and gender

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Type of contract ²⁾	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Permanent contracts	17,079	99.1	17,817	99.0	17,305	97.7	17,183	98.0	16,861	97.8
Women	6,114	35.8	6,212	34.9	6,000	34.7	5,894	34.3	5,812	34.5
Men	10,964	64.2	11,601	65.1	11,305	65.3	11,289	65.7	11,049	65.5
Not specified ³⁾	1	0.0	4	0.0	-	0.0	-	0.0	-	0.0
Fixed-term contracts	157	0.9	181	1.0	404	2.3	357	2.0	375	2.2
Women	72	45.9	77	42.5	190	47.0	151	42.3	132	35.2
Men	85	54.1	103	56.9	214	53.0	206	57.7	243	64.8
Not specified ³⁾	-	0.0	1	0.6	-	0.0	-	0.0	-	0.0
Brenntag Group	17,236	100.0	17,998	100.0	17,709	100.0	17,540	100.0	17,236	100.0
Women	6,186	35.9	6,289	35.0	6,190	35.0	6,045	34.5	5,944	34.5
Men	11,049	64.1	11,704	65.0	11,519	65.0	11,495	65.5	11,292	65.5
Not specified ³⁾	1	0.0	5	0.0	-	0.0	-	0.0	-	0.0

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ Brenntag distinguishes between permanent employment contracts, which are concluded for an indefinite period, and temporary employment contracts, which are limited to a specific duration and terminate automatically. Employees in education or academic studies are included under temporary employment contracts in the metrics for the years 2021 to 2023.

³⁾ Brenntag records information on binary gender identity. The status "Not specified" includes employees for whom no gender information is known or who prefer not to provide this information.

Employees in leadership positions according to management level and gender

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Management level ²⁾	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Level L1	24	1.0	37	1.5	38	1.2	44	1.4	35	1.2
Women	10	41.7	14	37.8	9	23.7	10	22.7	7	20.0
Men	14	58.3	23	62.2	29	76.3	34	77.3	28	80.0
Level L2	139	5.8	160	6.6	228	7.3	207	6.9	180	6.3
Women	47	33.8	56	35.0	75	32.9	63	30.4	46	25.6
Men	92	66.2	104	65.0	153	67.1	144	69.6	134	74.4
Level L3	390	16.4	438	18.0	622	19.9	503	16.7	466	16.4
Women	172	44.1	173	39.5	218	35.0	181	36.0	178	38.2
Men	218	55.9	265	60.5	404	65.0	322	64.0	288	61.8
Level L4	701	29.4	752	30.9	1,040	33.3	942	31.2	883	31.0
Women	297	42.4	301	40.0	379	36.4	351	37.3	318	36.0
Men	404	57.6	451	60.0	661	63.6	591	62.7	565	64.0
Level L5+	1,130	47.4	1,047	43.0	1,194	38.3	1,320	43.8	1,284	45.1
Women	376	33.3	314	30.0	296	24.8	329	24.9	334	26.0
Men	754	66.7	733	70.0	898	75.2	991	75.1	950	74.0
Brenntag Group	2,384	100.0	2,434	100.0	3,122	100.0	3,016	100.0	2,848	100.0
Women	902	37.8	858	35.3	977	31.3	934	31.0	883	31.0
Men	1,482	62.2	1,576	64.7	2,145	68.7	2,082	69.0	1,965	69.0

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included. In addition, countries in which the setting of targets is legally prohibited have no longer been included in the calculation of the metrics since 2025. The figures for 2024 were recalculated based on the aforementioned changes.

²⁾ The management levels are determined based on the global organizational chart, starting with the Board of Management of Brenntag SE. Management level L1 consists of employees who report directly to the Board of Management of Brenntag SE, while L2 includes employees who report directly to L1, and so on. The metrics for L5 and the following management levels are aggregated reported under the designation L5+.

Departed employees by turnover type and region

Financial Year ¹	2025		2024		2023		2022		2021	
Turnover type ²⁾	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Voluntary turnover	1,485	7.4	1,457	7.3	1,553	7.8	1,924	9.4	1,854	9.3
EMEA	493	5.7	450	5.3	535	6.2	703	8.0	636	7.4
North America	507	8.4	513	8.3	474	7.8	624	9.8	628	10.3
Latin America	183	8.0	162	8.1	181	8.7	196	9.2	205	9.6
Asia Pacific	302	9.8	332	10.5	363	11.9	401	12.8	385	12.2
Involuntary turnover	847	4.2	782	3.9	843	4.2	704	3.4	606	3.0
EMEA	260	3.0	225	2.6	307	3.5	247	2.8	145	1.7
North America	331	5.5	329	5.3	264	4.3	214	3.4	202	3.3
Latin America	190	8.3	167	8.4	166	8.0	161	7.6	147	6.9
Asia Pacific	66	2.1	61	1.9	106	3.5	82	2.6	112	3.5
Natural turnover	214	1.1	256	1.3	239	1.2	239	1.2	287	1.4
EMEA	101	1.2	114	1.3	114	1.3	115	1.3	139	1.6
North America	96	1.6	118	1.9	94	1.5	98	1.5	114	1.9
Latin America	1	0.0	6	0.3	6	0.3	10	0.5	13	0.6
Asia Pacific	16	0.5	18	0.6	25	0.8	16	0.5	21	0.7
Brenntag Group	2,546	12.7	2,495	12.6	2,635	13.2	2,867	14.0	2,747	13.7

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ The number of employees leaving the company is determined based on the date and reason of exit. Brenntag distinguishes between three types of turnover: voluntary turnover includes exits due to resignations initiated by employees; involuntary turnover results from terminations initiated by the employer; and natural turnover covers exits beyond the control of both employees and employers, such as retirement, disability, or death. To calculate turnover rates, the Schlüter formula is applied, which relates the total number of exits per category during the reporting period to the number of employees at the beginning of the reporting period plus the organic new hires during the reporting year.

New employees by type of entry and region

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Type of entry ²⁾	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
New hires	1,979	89.8	2,365	78.9	2,499	85.6	2,995	90.4	2,285	82.9
EMEA	578	29.2	803	34.0	1,015	40.6	1,076	35.9	720	31.5
North America	796	40.2	880	37.2	724	29.0	1,027	34.3	882	38.6
Latin America	290	14.7	334	14.1	324	13.0	349	11.7	304	13.3
Asia Pacific	315	15.9	348	14.7	436	17.4	543	18.1	379	16.6
Company acquisitions	224	10.2	633	21.1	422	14.4	318	9.6	470	17.1
EMEA	58	25.9	272	43.0	112	26.5	65	20.4	45	9.6
North America	166	74.1	22	3.5	43	10.2	215	67.6	347	73.8
Latin America	-	0.0	339	53.5	-	0.0	-	0.0	-	0.0
Asien Pazifik	-	0.0	-	0.0	267	63.3	38	12.0	78	16.6
Brenntag Group	2,203	100.0	2,921	100.0	2,921	100.0	3,313	100.0	2,755	100.0

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ Brenntag distinguishes between two types of entry: On one hand, there are new hires, which include employees acquired through external recruiting (organic hires). On the other hand, there are company acquisitions, which pertain to employees who have joined as a result of a company purchase.

Employees by age group as well as average age and average length of service by region

Financial Year ¹⁾	2025		2024		2023		2022		2021	
Age group	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
<.30	1,518	8.8	1,696	9.4	1,774	10.0	1,861	10.6	1,784	10.4
30 - 50	10,013	58.1	10,515	58.4	10,297	58.2	10,162	57.9	10,188	59.1
> 50	5,702	33.1	5,779	32.1	5,635	31.8	5,517	31.5	5,264	30.5
Not specified ²⁾	3	0.0	8	0.1	3	0.0	-	0.0	-	0.0
Brenntag Group	17,236	100.0	17,998	100.0	17,709	100.0	17,540	100.0	17,236	100.0

Financial Year ¹⁾	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
Region	Average age in years ³⁾					Average length of service in years				
EMEA	46	45	45	45	45	12	11	11	11	11
North America	46	46	47	46	46	9	9	9	9	9
Latin America	40	40	40	40	40	8	8	7	7	7
Asia Pacific	41	41	40	40	39	8	8	7	7	7
Brenntag Group	45	44	44	44	44	10	10	9	9	9

¹⁾ Starting with the 2025 financial year, the definition of employees according to German commercial law (HGB) will be applied for personnel metrics, and the figures for 2024 have been recalculated on this basis. Accordingly, individuals who are not considered employees within the meaning of the HGB are not included. This includes, among others, employees in vocational training or academic study programs as well as members of the Executive Board. For the figures from 2021 to 2023, these two groups were still included.

²⁾ For employees for whom no date of birth is recorded, the status "Not specified" is reported.

³⁾ Employees without a recorded date of birth were not included in the calculation of the average age.

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