

PAUL HERMELIN

Major Career Roles

Group Chair and former CEO, Capgemini
Senior Adviser, Eurazeo
French Chair, India-France Large Companies Forum
Special Envoy, French Government for India-France Economic Relationships

Other Career Highlights

Independent Director, AXA SA
Chief of Staff, Minister of Industry and Foreign Trade

Paul Hermelin is currently Chair of Capgemini SE (since 2020), where he ensures continuity in innovation and purpose following his long executive tenure. Since 2022, he has also acted as a Senior Adviser to Eurazeo, the French investment firm, and sits on the Board of Institut Montaigne (since 2021), guiding public policy and research.
His career at Capgemini began in 1993, after 15 years in the French civil service. He swiftly rose through central coordination roles, becoming CEO of Capgemini France (1996), COO after the Ernst & Young merger (2000), Group CEO (2002–2012), and then Chair & CEO (2012–2020).

Under his leadership, Capgemini grew on from its landmark 2000 merger with Ernst & Young Consulting, and grew into a global leader in digital transformation, today reporting €22bn in revenue.

Beyond business growth, Paul championed purpose-led leadership, embedding CSR and diversity into Capgemini's global strategy. His diplomatic appointment as France's Special Representative for Economic Relations with India (2013) underlined his global influence.

He brings deep cross-sector expertise in:

- Digital & enterprise transformation – steering global consulting through disruptive mergers, digital enablement, and large-scale platform modernisation.
- Governance & purpose – board leadership – embedding CSR, strategy, and innovation across the board and executive structures.
- Cross-border M&A & integration – leading complex consolidations including EY Consulting, and global expansion into cloud, AI, and engineering services.
- Public policy & economic diplomacy – bridging corporate growth, market development, and public-interest strategies, especially in emerging economies.

Educated at École Polytechnique and ENA, Paul combines tech-sector insights with commercial ambition. He is a respected voice in European tech, board effectiveness, and policy leadership, mentoring leaders navigating transformation at scale and with purpose.