

PAUL BULCKE

Major Career Roles

Chair, Nestlé SA
Vice Chair, L'Oréal (FR)
Chair, World Economic Forum's Community of Chairpersons (WEF)
Board of Trustees, Avenir Suisse
International Council member, JP Morgan
Co-Chair, 2030 Water Resources Group

Other Career Highlights

Board member, Roche Holding AG
Member, European Round Table for Industry (ERT)

Paul Bulcke currently serves as Honorary Chair of Nestlé SA, following a distinguished tenure as Non-Executive Chair. From 2017 to 2026, he was Vice Chair of L'Oréal SA, overseeing strategic governance and sustainability agendas at two of the world's largest consumer-goods companies. He also contributes to global leadership networks as Co Chair of the 2030 Water Resources Group, a member of the J.P. Morgan International Council, and the World Economic Forum's International Business Council.

Paul began his career at Nestlé in 1979 as a marketing trainee. He advanced through country and regional leadership roles – from Latin America to Europe – becoming Executive Vice President responsible for the Americas (2004-2008). As CEO (2008-2016), he led Nestlé through a challenging economic period, maintaining steady growth while reinforcing brand equity and earning the moniker "une force tranquille" for his calm, disciplined leadership.

Under his leadership, Nestlé has deepened its sustainability commitments – especially in water stewardship and food waste reduction – while maintaining robust financial performance. His dual role at L'Oréal reinforces his reputation as a guardian of ESG and long-term brand value in consumer-facing industries.

He brings deep cross-sector expertise in:

- Global brand & consumer strategy – steering iconic brands across geographies and through digital integration
- Governance & long-term value creation – leading global boards with a focus on sustainability and strategic continuity
- Sustainability & shared-value leadership – advocating for water conservation, environmental accountability, and circular economy principles
- Global leadership networks – engaging across multinational councils to shape public–private collaboration on systemic issues

Educated as a commercial engineer at KU Leuven and Vlerick Business School, Paul is fluent in six languages and known for his reserved yet decisive leadership style. His 45 years at Nestlé, combined with his prominent global roles, make him a mentor for business leaders seeking to balance commercial growth with global responsibility.