



# Arnaud Couvreur

Perth, Western Australia | Australian Citizen

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**TARGET ROLES:** CEO | COO | Executive Director | General Manager | Head of Department

**CORE EXPERTISE:** Cross-Sector Operations Leadership | P&L Accountability | Stakeholder Management | Business Transformation | Strategic Planning

## PROFESSIONAL SUMMARY

Franco-Australian executive with twenty-five years building and transforming organisations across profit, non-profit, and membership sectors in two countries. Since relocating to Australia in 2016, led operations across hospitality, technology, supply chain, and bilateral trade, bringing European strategic rigour to Australian operational contexts. In France, founded and scaled national employer organisations representing 2,450 companies and 80,000 employees, managed €8M+ operations with full P&L accountability, and directed collective bargaining with five trade unions and government ministers. DBA-qualified with a completed Oxford/UNESCO certificate in AI governance and the rule of law. Combines organisational transformation capability with hands-on operational leadership, sophisticated stakeholder management across cultures, and current advisory engagement in responsible AI ethics and governance.

## CORE COMPETENCIES

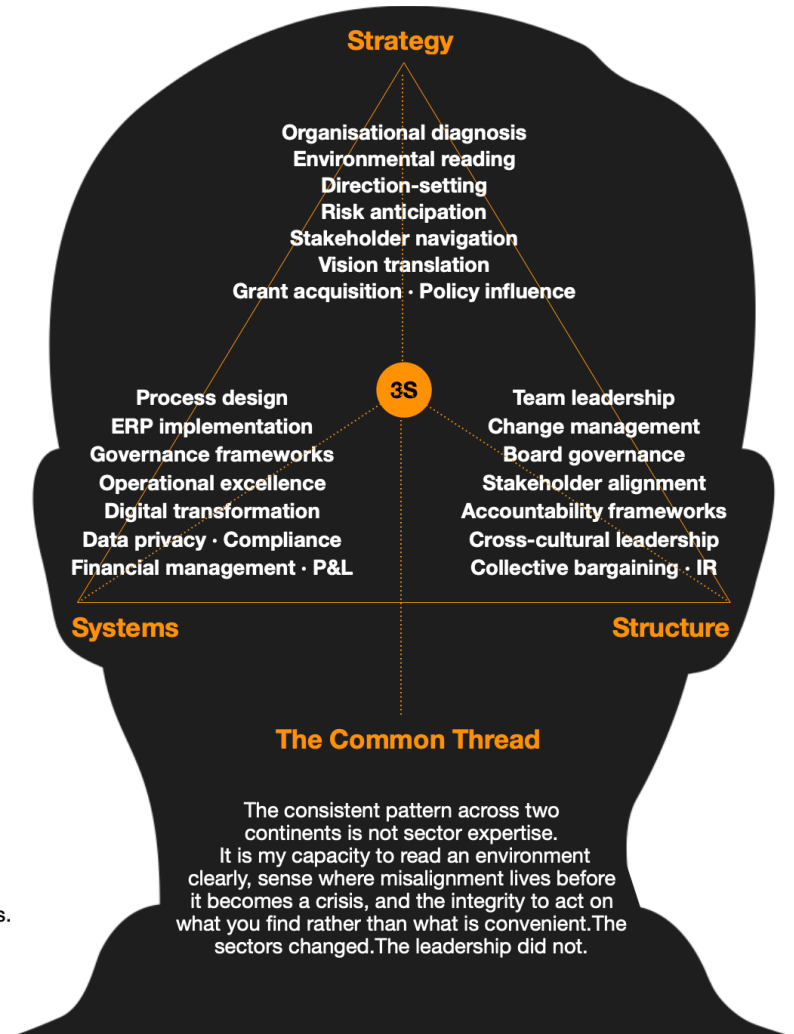
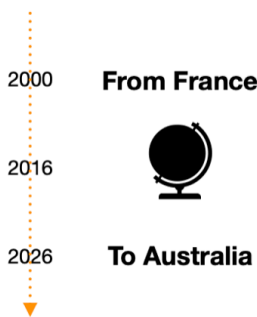
**Strategic Leadership:** Organisational Transformation | Business Development | Strategic Planning | Change Management | P&L Accountability (€8M+) | Commercial Strategy | Revenue Growth

**Operational Excellence:** Operations Management | Supply Chain Leadership | Quality Systems | Process Optimisation | Financial Management | ERP Implementation | Performance Improvement

**Stakeholder Engagement:** Government Relations | Diplomatic Coordination | Industrial Relations | Collective Bargaining | Cross-Cultural Leadership | Board Governance | Membership Organisations

**Specialised Expertise:** Bilateral Trade Facilitation | Digital Transformation | AI Ethics & Governance | Grant Acquisition | Crisis Management | Team Leadership | Workplace Relations | Training & Development

**Twenty-Five Years.  
Two Continents.  
One Hard-Won Skillset.**



### Leadership Values



- Integrity:** act on what you find.
- Curiosity:** questions, not crises.
- Resilience:** rebuilt by choice.
- Equity:** fairness as practice.
- Craft:** quality, experience always matters.
- Authenticity:** same in every room.
- Empathy:** understanding before solving.

**The Common Thread**  
The consistent pattern across two continents is not sector expertise. It is my capacity to read an environment clearly, sense where misalignment lives before it becomes a crisis, and the integrity to act on what you find rather than what is convenient. The sectors changed. The leadership did not.

## PROFESSIONAL EXPERIENCE

### **STRATEGIC ADVISER, AI ETHICS AND GOVERNANCE | October 2025 – Present**

#### **Tricore Tech | Perth, WA | Digital Technology & AI**

Contributes to Tricore Tech's AI ethics and governance practice, applying 20+ years of stakeholder management and a sustained curiosity for technology and digital to responsible AI frameworks.

- Strategic Direction: Shapes strategic direction with a specific focus on AI ethics and human accountability as foundational principles
- Governance Frameworks: Co-develops AI ethics governance frameworks, accountability structures, and responsible deployment standards
- Implementation Advisory: Advises on responsible AI implementation strategies and the organisational change required to embed human oversight
- Service Design & Brand: Contributes to AI ethics consulting service design and supports brand positioning through web development and content production

### **WA HEAD OF CHAPTER | February 2025 - September 2025**

#### **French Australian Chamber of Commerce and Industry (FACCI) | Perth, WA | Bilateral Trade & Commerce**

Accepted fixed-term leadership mandate to build FACCI's Western Australian presence and institutional footprint during a critical expansion phase, drawing on Franco-Australian networks and cross-sector executive experience.

- Government & Diplomatic Engagement: Coordinated ministerial and ambassador visits, consular events, and official receptions, managing senior-level relationships across French and Australian government and diplomatic networks; represented FACCI in First Nations engagement and National Reconciliation Week 2025.
- Business Development: Led membership recruitment and sponsorship acquisition while facilitating trade opportunities and commercial partnerships between French and Australian organisations.
- Strategic Intelligence: Prepared market analysis and competitive intelligence for board decision-making supporting organisational growth.

### **CO-FOUNDER, BUSINESS AND PROJECT DIRECTOR | August 2023 - January 2025**

#### **ERP Power (trading as OTOOL) | Perth, WA | Technology & Business Systems**

Co-founded technology startup to commercialise a manufacturing ERP solution, leading business strategy, operations, product development, and market entry from inception.

- Business Development & Revenue: Designed and executed go-to-market strategy, sales approach, and brand positioning, achieving first-year financial consolidation.
- Operations & Finance: Managed all financial operations including budgeting and cash flow while recruiting and leading distributed international development teams.
- Product & Technology: Directed CRM strategy development and ERP solution delivery as Project Director, overseeing end-to-end technology implementation.

### **SALES & SUPPLY CHAIN MANAGER, ERP PROJECT MANAGER | March 2022 - January 2024**

#### **Profluid | Wangara, WA | Mining, Energy, Water, Infrastructure, Defence**

Managed sales operations, global supply chain, and ERP implementation for a precision engineering services provider serving mining, energy, water, infrastructure, and defence sectors.

- Contract Management: Oversaw delivery of contracts valued up to \$5M AUD with major clients including Lynas, Clough, and Mitsui, whilst contributing to executive growth strategy and operational effectiveness
- Supply Chain & Procurement: Managed worldwide supply chain operations and negotiated freight contracts up to \$800K AUD, ensuring ISO 9001, 14001, 45001, NATA, and defence sector compliance
- Technology & Revenue: Led sales department transformation and designed ERP solutions improving process efficiency across workshop and office operations, before co-founding OTOOL with the Managing Director to commercialise the solution
- Grant Acquisition: Secured WA Government grants for business capability development

### **BUSINESS DEVELOPER | GENERAL MANAGER | December 2020 - March 2022**

#### **CEO Institute Skylounge | West Perth, WA - Wild Bakery | Fremantle, WA - Hospitality and Foods Operations**

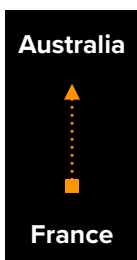
Led two hospitality operations sequentially with full P&L accountability, delivering strategic transformation, revenue growth, and operational turnaround while preparing both businesses for ownership transition.

- CEO Institute Skylounge: Transformed private members' club into public venue, redesigning food and beverage offer and establishing live music partnerships, delivering sustained income growth
- Wild Bakery: Grew gross income and increased net margin on the pastry department through production efficiency improvements and business strategy consolidation
- People & Standards: Rebuilt operational teams across both venues, establishing quality standards, performance metrics, and WHS compliance frameworks

**OWNER & MANAGING DIRECTOR, BUSINESS DEVELOPER | December 2016 - December 2020**  
**Par L'Ouest | Perth, WA (trading as Hexagone on Hay Street, The Crêperie by Hexagone, Down South Dream) | Food & Beverage | Tourism destination**

Founded and operated two French restaurant concepts in Perth before developing a food and wine destination tourism venture in Margaret River's wine region, combining a crêperie concept, boutique accommodation, and experiential motorbike touring. The project was halted by the COVID-19 pandemic.

- Concept & Strategy: Developed full business and marketing plans for two complementary French dining concepts, defining positioning, revenue model, and go-to-market approach from inception
- Operations & Finance: Held full P&L accountability, managing accounting operations, supplier negotiations, lease management, and cash flow through launch, growth, and transition phases
- Business Development & Brand: Built brand identity and customer base from zero, leading business development through catering, events, and strategic partnerships
- Team Leadership: Recruited, trained, and led service and kitchen teams across both venues, establishing service culture and quality standards
- Destination Experience: Worked concurrently as Financial Auditor and Night Manager at ACCOR Pullman Bunker Bay, a five-star resort, gaining destination tourism management experience in direct preparation for the Margaret River venture (September 2019 - December 2020)



**CAREER TRANSITION & PROFESSIONAL DEVELOPMENT (2015 - 2016)**

A deliberate reinvention. After fourteen years leading national organisations in France, completed an MSc in Tourism and Hospitality Management (Excelia Business School, UNWTO TedQual certification), undertook a Boutique Hotel Manager internship at a Michelin-starred property in Burgundy, and relocated to Perth as permanent resident in October 2016 (Distinguished Talent Visa granted).

**FOUNDER | CHIEF EXECUTIVE OFFICER | May 2010 - December 2014**  
**UNIDIS (formerly UNIPAS) Paris, France | Industrial Relations | Pulp & Paper Industries**

Founded and led a national employer organisation serving France's pulp and paper industry, building a five-entity ecosystem delivering industrial relations, training, health and safety, commercial services, and member advocacy.

- Organisational Design & Revenue Growth: Created UNIDIS as the strategic evolution of UNIPAS, designing a five-entity structure including a commercial subsidiary (UNIDIS Stratégie & Avenir), and significantly growing organisational income through diversified revenue streams and strategic partnerships
- Executive Leadership & Negotiations: Managed €8M+ annual operations with full P&L accountability while directing collective bargaining with five major trade unions representing 2,450 companies and 80,000 employees
- Stakeholder & Board Leadership: Served as the organisational public face managing relationships with government ministers, trade union leaders, and media while serving on French and European boards and committees overseeing €100M+ in professional training funds.
- Grant Acquisition: Secured multi-million euro funding including the €550K Health, Safety and Well-Being at Work Prize (2010) and European Social Fund grants supporting workplace transformation, equality and diversity, and vocational training programmes (2011–2015)

**GENERAL SECRETARY | July 2006 - May 2010**  
**UNIPAS | Paris, France | Industrial Relations | Pulp & Paper Industries**

Led national collective bargaining as chief employers' representative while managing organisational operations and member advocacy across France's pulp and paper industry.

- National Negotiations & Stakeholder Management: Directed collective bargaining as principal employers' representative in multi-party negotiations while managing strategic relationships with government ministers, trade unions, and national employers' organisations
- Operations & Member Advocacy: Led team management and organisational operations, providing workplace relations advisory services and industrial tribunal representation to member companies
- Training Strategy & Organisational Growth: Defined and supervised national professional training and educational strategy, culminating in the founding of UNIDIS in 2010

**Earlier UNIPAS Positions:**

- Deputy General Secretary (July 2005 - July 2006)
- Director of Labour and Employment (September 2002 - June 2005)
- Legal Advisor in Labour and Employment Law (September 2000 - September 2002)

## **GENERAL SECRETARY (CONCURRENT APPOINTMENTS) | 2002 - 2014**

### **GPSF (Screen-Printing Industry Association) | SGIEIC (Pens Manufacturing Industry Association) | Paris, France**

Simultaneously led two national industry associations alongside UNIPAS and UNIDIS leadership responsibilities, managing full P&L, membership growth, and collective bargaining for both organisations.

- Organisational Turnaround & Revenue Growth: Significantly grew GPSF income from near-bankruptcy to financial sustainability through revenue diversification, membership development, and strategic repositioning
- Collective Bargaining & Advocacy: Served as public spokesperson in national-level negotiations while building sustainable organisational models and providing strategic guidance to both associations

## **EDUCATION & PROFESSIONAL QUALIFICATIONS**

- 2026: Certificate of Completion | AI and the Rule of Law: Responsible Use of AI in Judicial Systems, University of Oxford in partnership with UNESCO, EU-funded
- 2024: Doctor of Business Administration (DBA), European City University, Paris | Major: Hospitality and Business Management
- 2016: MSc Tourism and Hospitality Management, Excelia Business School, La Rochelle | UNWTO TedQual Certification
- 2012: Industrial Relations Certificate, INTEPF | Ministerial National Institute, Lyon
- 2000: Master in Law, University of Nantes | Major: French and European Labour Law
- 1997: Master in Human Resources, Conservatoire National des Arts et Métiers, Nantes | Major: Sociology of Organisations

## **BOARD & COMMITTEE EXPERIENCE**

- Since April 2026: Board Member Edmund Rice Centre WA | Multicultural NFP organisation | Perth
- 2005–2014: Board Member and Committee Member | National and European employers' organisations and peak bodies including MEDEF, INRS, CNAM-TS, AFIFOR, OPCA 3+, and CEPI (full list: <https://www.linkedin.com/in/arnocouvreur/details/organizations/>)
- 2002–2015: Co-Managing Director and Board Member | Designers Anonymes, a digital marketing and communication company | Paris, France
- Dual Governance: As General Secretary and CEO of UNIDIS, GPSF, and SGIEIC, governed boards directly from an executive management perspective whilst simultaneously serving as board member on French and European committees

## **PROFESSIONAL AFFILIATIONS & ADDITIONAL INFORMATION**

- Dual French-Australian Citizenship (Australian citizen 2022)
- Member of French-Australian Chamber of Commerce and Industry (FACCI)
- Member of Institute of Community Directors Australia (ICDA)
- Member of Digital Directors ANZ
- Member of CEO Institute WA
- Candidate, French Overseas Councillor for Western Australia (representing French citizens resident abroad) | Élan Citoyen independent list | 2026
- Odoo ERP functional certification V16 (2023)
- RGL WA Unrestricted Approved Manager Card
- Driver's Licence C & R
- Internationally Mobile | Available upon notice | Professional References available on request

