



Arnaud Couvreur

Perth, Western Australia | Australian Citizen

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TARGET ROLES: Chief Executive Officer | Chief Operating Officer | General Manager | Executive Manager | Head of Strategic Partnerships

CORE EXPERTISE: Cross-Sector Operations Leadership | P&L Accountability | Stakeholder Management | Strategic Planning & Transformation | Governance and Ethics

PROFESSIONAL SUMMARY

Franco-Australian executive with over twenty-five years founding, rebuilding and leading organisations in two countries. In France, I progressed from labour law adviser to Chief Executive over fourteen years, founding a five-entity national employer organisation serving 2,450 companies and 80,000 employees, holding full accountability for €8M in annual operations, and signing forty collective agreements opposite five trade unions and government ministers. Each agreement was a programme of work: a scope, a budget, a deadline, and stakeholders who did not agree. Since relocating to Australia in 2016, I have led operations across hospitality, precision engineering, supply chain, technology and bilateral trade, opening venues, implementing enterprise systems and building a chamber presence in Western Australia from a standing start. I hold the Google Project Management Professional Certificate and completed the University of Oxford and UNESCO programme in AI and the Rule of Law, both in 2026, alongside current advisory work in AI ethics and governance.

CORE COMPETENCIES

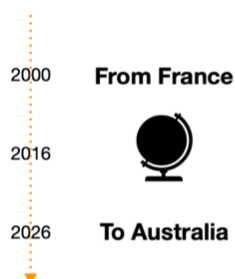
Strategic Leadership: Organisational Transformation | Strategic Planning | Change Management | P&L Accountability (€8M) | Commercial Strategy | Business Development

Delivery and Operations: Programme and Project Delivery | Project Governance and Reporting | Operations Management | Budget and Cost Control | Supply Chain Leadership | Process Optimisation | ERP Implementation | Quality Systems

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

Specialised Expertise: AI Ethics and Governance | Grant and Public-Fund Acquisition | Bilateral Trade Facilitation | Turnaround Management

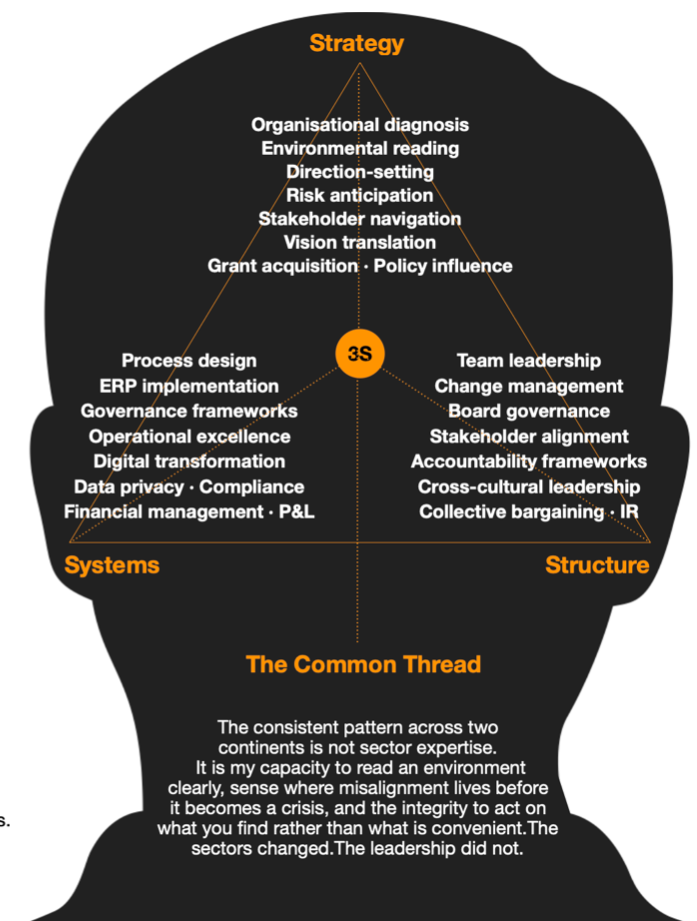
**Twenty-Five Years.
Two Continents.
One Hard-Won Skillset.**



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.



PROFESSIONAL EXPERIENCE

AUSTRALIAN LEADERSHIP EXPERIENCE | 2016 to Present

STRATEGIC ADVISER, AI ETHICS AND GOVERNANCE | September 2025 - Present

Tricore Tech | Perth, WA | Digital Technology & AI

Advises a Perth technology company on responsible AI, shaping strategic direction with a focus on AI ethics and human accountability.

- Methodology delivery: Authored READY, the company's proprietary AI governance methodology for small and medium enterprises, anchored in the National AI Centre's AI6 framework and structured change leadership methods, taking it from concept to a usable method
- Implementation advisory: Advises on responsible AI implementation and the organisational change required to embed human oversight
- Service design and positioning: Contributes to service design and brand positioning

WA HEAD OF CHAPTER | February 2025 - September 2025

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

Appointed to a fixed-term mandate to build the bilateral chamber's Western Australian presence during an expansion phase, drawing on Franco-Australian networks and cross-sector executive experience.

- Government and diplomatic delivery: Planned and delivered ministerial and ambassadorial visits, consular events and official receptions, coordinating protocol, logistics, budgets and multiple external parties to fixed dates; 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

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

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

After leading supply chain transformation and ERP implementation at Profluid, co-founded technology startup with Managing Director to commercialise a manufacturing ERP solution, leading business strategy, operations, product development, and market entry from inception.

- Implementation delivery: Ran ERP implementation projects across hospitality, freight, warehouse and manufacturing clients, from requirements through configuration to go-live, applying waterfall and agile approaches according to client and scope
- Business development and revenue: Designed and executed go-to-market strategy, sales approach and brand positioning, achieving first-year financial consolidation
- Operations and finance: Managed all financial operations including budgeting and cash flow while recruiting and leading a distributed international development team

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

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

Built the performance plan for the sales and supply chain department of a precision engineering services provider, then took the project manager role for the development and integration of a valving manufacturing ERP solution.

- Contract management: Oversaw delivery of contracts valued to \$5M AUD with clients including Lynas, Clough and Mitsui, contributing to executive growth strategy and operational effectiveness
- Supply chain and procurement: Managed worldwide supply chain operations and negotiated freight contracts to \$800K AUD, ensuring ISO 9001, 14001, 45001, NATA and defence sector compliance
- ERP delivery: Managed the ERP development and integration project end to end, coordinating internal teams and external providers to deliver new processes across workshop and office, before co-founding OTOOL to commercialise the solution
- Grant acquisition: Secured WA Government grants for business capability development

VENUE MANAGER | 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, delivering turnaround, margin recovery and operational rebuild while preparing both businesses for ownership transition.

- Wild Bakery: As General Manager, grew gross income and increased net margin on the pastry department through production efficiency improvements and consolidation of business strategy
- CEO Institute Skylounge: As Venue Manager, assisted the Director in defining venue vision and customer offer, repositioning a private members' club toward a broader market and establishing live music partnerships
- People and standards: Rebuilt operational teams across both venues, establishing quality standards, performance metrics and WHS compliance frameworks

OWNER & MANAGING DIRECTOR | 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, then developed a destination tourism venture in the Margaret River wine region built on motorbike rental with pre-designed touring routes through the region. The venture was halted by the COVID-19 pandemic.

- Delivery from zero: Scoped, budgeted and sequenced two venue openings, managing suppliers, contractors, fit-out and licensing to opening dates
- Operations and finance: Held full P&L accountability, managing accounting operations, supplier negotiations, lease management and cash flow through launch, growth and transition
- Team leadership: Recruited, trained and led service and kitchen teams across both venues, establishing service culture and quality standards
- Brand and business development: Built brand identity and customer base from nothing, leading development through catering, events and strategic partnerships
- Destination experience: Worked concurrently as Financial Auditor and Night Manager at ACCOR Pullman Bunker Bay, a five-star resort in the Margaret River region, auditing resort revenues above \$25M AUD annually and managing full overnight operations, in direct preparation for the Margaret River venture (September 2019 to December 2020)

CAREER TRANSITION & PROFESSIONAL DEVELOPMENT | 2015 - 2016

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

FRENCH INSTITUTIONAL AND SECTOR LEADERSHIP | 2000-2014

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 across 2,450 companies and 80,000 employees.

- Organisational design and revenue growth: Created UNIDIS as the strategic evolution of UNIPAS, designing a five-entity structure including a commercial subsidiary, UNIDIS Stratégie et Avenir, and growing organisational income through diversified revenue streams and strategic partnerships
- Executive leadership and financial accountability: Managed €8M in annual operations with full P&L accountability, and as co-founder and board member of OPCA 3+ oversaw its collection and allocation of more than €100 million in professional training funds
- Sector coordination: Maison des Industries des Papiers et Cartons: Appointed by the Council of Presidents to coordinate the chief executives of fourteen independent national organisations of the French paper industry, without line authority, delivering shared premises and services, coordinated HR policy and a common external voice for the sector
- Stakeholder and 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
- Grant acquisition: Secured multi-million euro funding including a €550K Health, Safety and Well-Being at Work Prize in 2010, awarded for the quality of collective agreements on illness prevention, and European Social Fund grants supporting workplace transformation, equality and diversity, and vocational training

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 and stakeholder management: Directed collective bargaining as principal employers' representative in multi-party negotiations, managing strategic relationships with government ministers, trade unions and national employers' organisations
- Operations and member advocacy: Led team management and organisational operations, providing workplace relations advisory services and industrial tribunal representation to member companies
- Training strategy and organisational growth: Defined and supervised national professional training and educational strategy, culminating in the founding of UNIDIS in 2010
- Standards development: Co-developed the QUALI'OP standard for professional organisations through the CEDAP working group, with AFNOR accreditation

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

Led two national industry associations concurrently throughout the UNIPAS and UNIDIS mandates, holding full P&L accountability, membership development and collective bargaining for both

- Organisational turnaround: Brought GPSF from near-bankruptcy to financial sustainability through revenue diversification, membership development and strategic repositioning
- Collective bargaining and 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: Google Project Management Professional Certificate
- 2026: AI and the Rule of Law, Responsible Use of AI in Judicial Systems | University of Oxford in partnership with UNESCO, EU-funded | Certificate of Completion
- 2024: Doctor of Business Administration (DBA), European City University, Paris | Major: Hospitality and Business Management
- 2023: Odoo ERP Functional Certification V16 | Functional configuration, implementation methodology and project delivery
- 2016: Master of Science (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 not-for-profit organisation | Perth
- 2005 to 2014: Board Member and Committee Member | National and European employers' organisations and peak bodies including MEDEF, INRS, CNAM-TS, AFIFOR, OPCA 3+ and CEPI
- Vice President, Paper Committee, CNAM-TS | National occupational health and safety governance
- 2002 to 2015: Co-Managing Director and Board Member | Designers Anonymes, a digital marketing and communication company | Paris, France
- Dual governance: As General Secretary and Chief Executive of UNIDIS, GPSF and SGIEIC, governed boards directly from an executive management perspective while simultaneously serving as a board member on French and European committees

PROFESSIONAL AFFILIATIONS & ADDITIONAL INFORMATION

- Dual French and Australian citizenship, Australian citizen since 2022
- Member, French Australian Chamber of Commerce and Industry (FACCI)
- Member, Institute of Community Directors Australia (ICDA)
- Member, Digital Directors ANZ
- Former candidate, French Overseas Councillor for Western Australia, representing French citizens resident abroad | Élan Citoyen independent list | 2026
- RGL WA Unrestricted Approved Manager Card
- Driver's Licence C and R
- Perth based, open to relocation | Available upon notice | Professional references available on request

