



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

EXECUTIVE APPROACH: Assess · Design · Build · Govern · Lead

PROFESSIONAL SUMMARY

25 years helping businesses and not-for-profit organisations build the Strategy, Systems and Structure they need to perform, grow and endure, without the disruption, governance failure or loss of institutional trust that complex transformation too often produces. Brings a consistent diagnostic approach: identifying where an organisation is misaligned across all three dimensions, designing the governance frameworks and operational architecture to resolve it, and leading the program of change required to make it hold. Track record spans national employer organisations (€100M+ fund oversight, 40+ collective agreements, 80,000 employees), ERP implementation and digital transformation, precision engineering supply chain, bilateral trade facilitation and multi-site hospitality operations, with consistent delivery in regulated, multi-stakeholder and politically complex environments. Perth-based; Australian citizen; open to relocation.

CORE COMPETENCIES

Strategic Leadership: Strategic Planning | Organisational Transformation | Change Management | P&L Accountability | Business Development | Program Management | Performance Management | Commercial Strategy

Operations and Delivery: Operations Management | Project Delivery | Supply Chain Management | ERP Implementation | Process Optimisation | Continuous Improvement | Budget and Cost Control | Risk Management

Governance and Compliance: Board Governance | Corporate Governance | AI Ethics and Governance | Regulatory Compliance | Industrial Relations | Collective Bargaining | WHS and Quality Systems

Stakeholder Engagement: Government and Diplomatic Relations | Stakeholder Management | Cross-Cultural Leadership | Negotiation | Grant Acquisition | Bilateral Trade Facilitation | Membership Organisations

Digital and Technology: Digital Transformation | ERP Systems | AI Governance | Business Systems Design | Technology Strategy

PROFESSIONAL EXPERIENCE

Sep 2025 - Present: **Strategic Adviser, AI Ethics and Governance**

TriCore Tech | Perth, WA | Digital Technology and AI Governance

Shapes responsible AI strategy for a Perth technology company, translating governance frameworks into deployable methodology and advising on the organisational change required to embed human oversight at operational level.

- Authored READY, a proprietary AI governance methodology for small and medium enterprises, grounded in the National AI Centre AI6 framework and structured change leadership principles, taking it from concept to deployable tool
- Advises on responsible AI implementation and the change management required to integrate human oversight into business operations
- Contributes to service design, brand positioning and market development including commercial partnerships

Feb - Sept 2025: **WA Head of Chapter (Fixed-Term Mandate)**

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

Appointed on fixed term to lead the Western Australian chapter following the resignation of the incumbent, stabilising operations and delivering the full activity programme through Franco-Australian government networks and cross-sector executive relationships.

- Planned and delivered 12 WA events including ministerial and ambassadorial visits, official parliamentary receptions, the annual gala, and sectorial events across energy and mining, coordinating protocol, logistics, budgets and multiple stakeholders to fixed deadlines; represented FACCI in First Nations engagement and National Reconciliation Week 2025
- Led membership recruitment and sponsorship acquisition, facilitating trade opportunities and commercial partnerships between French and Australian organisations
- Prepared competitive intelligence and market analysis for board decision-making

Aug 2023 - Jan 2025: **Co-Founder and Project Director**

ERP Power Pty Ltd (trading as OTOOL) | Perth, WA | Technology and Business Systems

Co-founded a technology startup to commercialise the manufacturing ERP solution developed and implemented at Profluid, driving digital transformation for clients across hospitality, freight, warehouse and manufacturing sectors, with full responsibility for project delivery, business strategy and market entry from inception.

- Led as Project Director across all ERP implementation engagements, delivering end-to-end projects from requirements analysis and configuration to go-live, applying waterfall and agile methodologies by scope and client context
- Designed and executed go-to-market strategy and brand positioning, achieving first-year financial consolidation
- Managed all financial operations including budgeting and cash flow, and recruited and led a distributed international development team

Mar 2022 - Jan 2024: **Sales and Supply Chain Manager; ERP Project Manager**

Profluid Pty Ltd | Wangara, WA | Mining, Energy, Water, Infrastructure and Defence

Restructured the sales and supply chain function of an engineering services provider, then led end-to-end ERP development and integration for a valving manufacturing solution, subsequently commercialised through the co-founding of OTOOL.

- Managed contracts to \$5M AUD with clients including Lynas, Clough and Mitsui, contributing directly to executive growth strategy and operational performance
- Directed worldwide supply chain operations and negotiated freight contracts to \$800K AUD, maintaining ISO 9001, 14001, 45001, NATA and defence sector compliance and managing operational risk throughout
- Led ERP development and integration from scoping to delivery, coordinating internal teams and external providers across workshop and office operations
- Secured WA Government grants for business capability development

Dec 2020 - Mar 2022: **General Manager; Venue Manager**

Wild Bakery, Fremantle and CEO Institute Skylounge, West Perth | Hospitality and Food Operations

Led two hospitality operations sequentially through business development, margin increase and operational efficiency improvements, in preparation for ownership transition and concept change.

- Wild Bakery: delivered consolidation of the pastry operation and professionalisation of the front office, growing gross income and increasing net margin
- CEO Institute Skylounge: repositioned a private members' club toward a broader market, redefining the customer offer, event programme and live music partnerships
- Rebuilt operational teams across both venues, establishing quality standards, performance management frameworks, continuous improvement processes and WHS compliance

Dec 2016 - Dec 2020: **Founder and Managing Director**

Par L'Ouest Pty Ltd (trading as Hexagone) | Perth, WA | Food and Beverage; Tourism

Founded and operated two French restaurant concepts in Perth, then developed the business and marketing plan for a destination tourism venture in Margaret River; the project was halted before launch by the COVID-19 pandemic.

- Scoped, budgeted and sequenced two venue openings from zero, managing suppliers, contractors, fit-out and licensing to opening dates
- Held full P&L accountability across both operations, managing accounting, supplier negotiations, lease management and cash flow through launch, growth and transition
- Built brand identity and customer base from zero through catering, events and strategic partnerships
- Concurrent: Financial Auditor and Night Manager, ACCOR Pullman Bunker Bay Resort (Sep 2019 - Dec 2020): audited annual resort revenues above \$25M AUD and managed full overnight operations

2015 - 2016: **Career Transition and Professional Development**

After fourteen years of national leadership in France: MSc in Tourism and Hospitality Management (Excelia Business School, La Rochelle; UNWTO TedQual certification), Boutique Hotel Manager internship at a Michelin-starred property in Burgundy, and relocation to Perth in October 2016 as a permanent resident under a Distinguished Talent Visa.

May 2010 - Dec 2014: **Founder and Chief Executive Officer**

UNIDIS (formerly UNIPAS) | Paris, France | National Employer Organisation, Pulp and Paper Industry

Founded and led the organisational transformation of UNIPAS into a five-entity national employer organisation, with full P&L accountability and executive governance responsibility for €3.5M in annual operations, serving 2,450 companies and 80,000 employees across France's pulp and paper industry.

- Designed the five-entity structure including commercial subsidiary UNIDIS Stratégie et Avenir, scaling member services through diversified revenue streams and strategic partnerships
- As co-founder and board member of OPCA 3+, held full P&L accountability for €8M in annual operations and oversaw the collection and allocation of more than €100M in professional training funds
- Appointed by the Council of Presidents to coordinate fourteen independent national industry organisations without line authority, delivering shared premises, coordinated HR policy and a unified external voice for the sector
- Social dialogue built at UNIPAS reached full maturity: 40+ collective agreements signed including foundational wage awards, sector recognised by the French Ministry of Labour as one of the most active in France in 2012; continued sector representation in media, parliamentary commissions and ministerial engagements at CEO level
- Recognised for social dialogue quality through a €550K national Health, Safety and Well-Being at Work Prize (2010) and secured more than €3M in European and National Social Fund grants; served as Project Director on WHS, diversity, retirement planning, health and life insurance, and social dialogue funding programmes

Jul 2006 - May 2010: **General Manager**

UNIPAS | Paris, France | National Employer Organisation, Pulp and Paper Industry

Led national collective bargaining and organisational operations as principal employers' representative for France's pulp and paper industry.

- Rebuilt autonomous collective bargaining for the sector at the point of Ministry of Labour intervention: reformed negotiation strategy and method, rebuilt trust with five trade union federations and the Ministry, and established independent social dialogue as the sustainable governance framework for the profession
- Built the sector's institutional voice through national media, parliamentary commissions and ministerial consultations (Labour, Education nationale), assuming board positions across French and European professional organisations
- Developed member services across industrial relations, legal representation and workplace compliance, growing the member base and building the service model that structured UNIDIS's commercial strategy; co-developed QUAL'OP, a professional quality standard accredited by AFNOR
- Designed national professional training strategy, culminating in the founding of UNIDIS in 2010 as the strategic and commercial evolution of UNIPAS
- Led the national Human Resources committee; developed the profession's first digital member services including an interactive workplace law CD-ROM, online service portal and member website platform; represented member companies before the employment tribunal

Earlier roles at UNIPAS: **Deputy General Manager** (2005-2006), **Director of Labour and Employment** (2002-2005), **Legal Advisor** in **Labour and Employment Law** (2000-2002)

General Manager (2002-2014 - Concurrent throughout the UNIPAS and UNIDIS period)

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

- Served as public spokesperson and principal representative in national-level negotiations, collective bargaining and industrial relations proceedings for both associations, holding full P&L and general manager accountability
- Returned GPSF from near-bankruptcy to financial sustainability through revenue diversification, membership development and strategic repositioning

EDUCATION & PROFESSIONAL QUALIFICATIONS

- 2026: ISO/IEC 42001 Lead Implementer, Artificial Intelligence Management Systems | In progress
- 2026: Google Project Management Professional Certificate
- 2026: AI and the Rule of Law, Responsible Use of AI in Judicial Systems, Certificate | University of Oxford in partnership with UNESCO, EU-funded
- 2024: Doctor of Business Administration, European City University, Paris
- 2023: Odoo ERP Functional Certification V16
- 2016: Master of Science (MSc) Tourism and Hospitality Management, Excelia Business School, La Rochelle
- 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

PROFESSIONAL AFFILIATIONS & ADDITIONAL INFORMATION

- Dual French and Australian citizenship
- Member: French Australian Chamber of Commerce and Industry (FACCI) | Institute of Community Directors Australia (ICDA) | Member, Digital Directors ANZ | The French Tech Australia
- Former candidate, French Overseas Councillor for Western Australian Élan Citoyen independent list | 2026
- Driver's Licence C and R
- Perth based, open to relocation | Available upon notice | Professional references available on request

