

Arnaud Couvreur

Perth, Western Australia | Australian Citizen
Mob: 0436 468 875 | Email: arno.couvreur@icloud.com | Add: 3 Greenway Street, Perth 6000
LinkedIn: linkedin.com/in/arnocouvreur | Web: arnaud.agency

BOARD PROFILE

Twenty-five years leading organisations through structural change, in France and in Australia, as chief executive, company director and board member. An outside view, built across sectors, on two questions boards now face at once: how to grow and diversify without losing what the organisation stands for, and how to govern technology and AI before it governs the business. Variety has been a constant, by choice: many sectors, many kinds of organisation, often several at once. That spirit is one to keep.
Twelve years accountable to boards as general manager and chief executive of national employer organisations. Board and committee seats across several national and European bodies. Director of three private companies. At ease with the numbers: P&L accountability up to €8M, oversight of more than €100M in sector funds.
AICD Company Directors Course to be completed during an initial board term if required.

BOARD AND DIRECTOR ROLES

Apr 2026 to present: **Non-Executive Director**, Edmund Rice Centre WA, Perth
Multicultural not-for-profit. Joined as the board reviews the organisation; contributing to the strategic reflection. Budget and accounts overseeing ($3.5 M) .

Aug 2023 to Oct 2024: Co-founder and **Director**, ERP Power Pty Ltd (trading as OTOOL), Perth
Software (ERP). Set strategy, budget and market entry; governed a distributed international team.

Dec 2016 to Dec 2020: Founder, **Director and Company Secretary,** Par L'Ouest Pty Ltd (trading as Hexagone), Perth
Hospitality. Full financial accountability ($700K) across two venues and a regional tourism project.

2011 to 2013: **Board Member**, employer side (MEDEF mandate), INRS, Paris
France's national occupational health and safety institute. Approved strategy, budgets (> €80M) and accounts; negotiated prevention priorities with trade union directors.

2010 to 2014: Co-founder and **Board Member**, AG 3+, Paris
Employer-governed management body of OPCA 3+. Accountable for the operating budget (€8M), facilities (6 branches) and staff (100 employees), including legal liability for management and safety failures.

2010 to 2014: Co-founder and **Board Member**, OPCA 3+ (successor to FORMAPAP), Paris
National accredited joint collecting agency. Fiduciary role: strategic oversight, financial governance and legal accountability, kept separate from day-to-day management. Oversight > €100M a year in professional training funds.

2008-2012: **Board Member, Vice President,** AGEFPI - INP-PAGORA Grenoble
Public engineering school. Deliberate on and vote to approve the school’s internal regulations, educational tracks. Financial approval (€1.8M) and accountable for national grants allocation.

2007 to 2014: **Board Member, Vice President,** IRFIP (UNIDIS Stratégie et Avenir from 2010), Paris
Not-for-profit vocational education organisation. Strategic oversight, financial governance (> €2.5) and legal accountability.

2006 to 2012: **Board Member**, EIR, Rouen
Private professional school. Personally accountable for the school's budget (> €2M), facilities and non-teaching staff, including legal liability for management and safety failures.

2005 to 2014: **Board Member, Treasurer**, ADEFPA, Paris
State-approved apprenticeship tax collector. Strategic oversight, financial governance and legal accountability, separate from day-to-day management. Oversight of €5M to €8M a year in professional training funds.

2005 to 2012: **Board Member, Treasurer**, FORMAPAP, Paris
National accredited joint collecting agency. Fiduciary role: strategic oversight, financial governance and legal accountability. Oversight > €30M a year in professional training funds.

2002 to 2015 · **Managing Director**, Designers Anonymes (SARL), Paris
Digital marketing and communication. Financial and treasury responsibility (€500K to €1M a year) and full legal responsibility for operations.

BOARD SKILLS AND PROOF POINTS

Financial stewardship: reads budgets, cash flow and balance sheet. Treasurer of two national training-fund bodies; board oversight of more than €100M a year under state financial inspection. As Chief Executive of UNIDIS and General Manager of UNIPAS, GPSF and SGIEIC, prepared budgets and statutory accounts and managed external audits for board approval.
Risk and accountability: raises risk early, from both sides of the board table. Personal legal liability as a director for budgets up to €8M, multi-site facilities and 100 staff; as an executive, wrote board papers that led with risk, managed premises and shared services under delegation, and reported back on decisions implemented.
Structural change, growth and diversification: weighs mergers, new entities and new revenue lines from experience, not theory. Led the employer side of a three-body merger into one national fund; built a multi-entity group that grew new incomes; prepared analysis for board decisions in France and at FACCI WA (2025).
Constructive challenge: challenges assumptions respectfully and builds agreement between opposing interests. Nearly ten years on boards shared with trade unions under government oversight, including saying no to proposals under stakeholder pressure.
Technology and AI governance: a solid grounding in AI ethics and governance, recently completed by ISO/IEC 42001 Lead Implementer training (PECB, 2026) and the University of Oxford certificate in AI and the Rule of Law; co-founded an ERP software company vin Perth, WA.

CHALLENGES NAVIGATED

Building, then governing: founded or co-founded several national organisations, then sat on their boards, accepting full accountability for the vision, its risks and the improvements it required.
Leading mergers across boards: carried structural mergers through political reform, social tension and economic pressure on member companies, persuading boards that had every reason to protect their independence; among them, the merger of three collecting bodies into OPCA 3+ (founding agreement 2010, operational 2012).
Learning at the top table early: joined national boards in 2005, relatively young for that level in France; learned stakeholder management and governance on the ground, in joint administration with trade union directors and under government financial control.
Starting again in a new country: arrived in Perth in 2016 after 14 years of national leadership in France, without a local network; rebuilt from the ground up, founding ventures and taking operational roles, and learned how Australian business, regulation and governance differ from French joint administration before returning to the board table.
Values before position: resigned as director of ERP Power (OTOOL) in October 2024, a company co-founded the year before, over a misalignment of values.

EXECUTIVE CAREER

- Sep 2025 to present: **Co-founder, Strategy Adviser,** AI Ethics and Governance, TriCore Tech, Perth
- Feb to Sep 2025: **WA Head of Chapter** (fixed-term mandate), French-Australian Chamber of Commerce and Industry, Perth
- Aug 2023 to Jan 2025: **Co-founder and Project Director,** OTOOL (ERP Power Pty Ltd), Perth
- Mar 2022 to Jan 2024: **Sales and Supply Chain Manager**, then **ERP Project Manager**, Profluid, Wangara (mining, energy and defence engineering)
- Dec 2020 to Mar 2022: **General Manager**, Wild Bakery, Fremantle, and **Venue Manager,** CEO Institute Skylounge, West Perth
- Dec 2016 to Dec 2020: **Founder and Managing Director**, Hexagone (Par L'Ouest Pty Ltd), Perth; concurrently **Financial Auditor** and Night Manager, Pullman Bunker Bay Resort (2019 to 2020)
- 2015 to 2016: MSc in Tourism and Hospitality Management, France, and relocation to Perth
- 2010 to 2014: Founder and **Chief Executive**, UNIDIS, Paris (five-entity national employer organisation, pulp and paper industry; 2,450 member companies)
- 2000 to 2010: UNIPAS, Paris: **Legal Adviser, Director of Labour and Employment, Deputy General Manager**, then **General Manager** (2006 to 2010)

QUALIFICATIONS AND GOVERNANCE EDUCATION

- 2026: ISO/IEC 42001 Lead Implementer, Artificial Intelligence Management Systems, PECB
- 2026: AI and the Rule of Law, Certificate, University of Oxford with UNESCO
- 2026: Google Project Management: Specialisation, Professional Certificate
- 2024: Doctor of Business Administration, European City University, Paris
- 2016: MSc Tourism and Hospitality Management, Excelia Business School, La Rochelle
- 2012: Industrial Relations Certificate, INTEPF, Lyon
- 2000: Master in Law (French and European Labour Law), University of Nantes
- 1997: Master in Human Resources, Conservatoire National des Arts et Métiers, Nantes

PROFESSIONAL AFFILIATIONS & ADDITIONAL INFORMATION

- Dual French-Australian citizen since 2022
- Member French Australian Chamber of Commerce and Industry (FACCI)
- Member Institute of Community Directors Australia (ICDA)
- Member Digital Directors ANZ
- Member La French Tech Australia
- Professional references available on request

* *
*