1 | BOARD VALUE PROPOSITION

Where I add board-level value

I bring the board an operator's understanding of how strategy, capital, risk and execution interact in asset-intensive businesses. My value is strongest where the board needs independent challenge on the economics and governance of fleets, plant, maintenance, projects and operational transformation.

ASSET CAPITAL & PERFORMANCE	GOVERNANCE, ASSURANCE & RISK	TRANSFORMATION, GROWTH & RESILIENCE
• Utilisation, uptime and maintenance economics • Capital allocation, lifecycle, replacement and disposal using payback, return-period and ten-point selection controls • Workshop, parts, supplier and OEM performance • Asset-profitability and operating-model challenge using utilisation, maintenance cost, margin and application data	• Policy, delegated accountability and performance controls • ISO 55001, safety, compliance and audit response • Operational resilience, continuity and escalation • Board information, KPIs and evidence-based decisions	• Turnaround and profit-centre development • Multi-country restructuring and change governance • Digital visibility, workflow and AI-enabled reporting • ESG strategy translated into operating controls

Appointment fit

Best-fit roles	Advisory Board Member; Independent NED for a private company; Board Advisor; Operating Partner or Portfolio Company Advisor; Operations, Asset, Risk or Sustainability Committee member.
Best-fit sectors	Construction, contracting, equipment, commercial vehicles, logistics, fleet leasing, facilities management, waste, utilities, municipal services, mining, industrial services and fleet technology.
Business situations	Growth, underperformance, fragmented operations, high asset capital, maintenance cost leakage, post-acquisition integration, governance uplift, digital transition or ESG execution.
Not positioned as	A statutory financial-reporting specialist, legal counsel, listed-market governance specialist or remuneration-committee chair.

Boardroom test: Can the company explain where asset capital is tied up, which operating risks threaten margin, whether maintenance spend is controlled, and who is accountable for execution? If not, I can help the board establish the questions, information and governance required.