Keith Barnard



Board Advisor | Independent Non-Executive Director Candidate

Asset-Intensive Operations | Governance | Transformation | ESG

Dubai, UAE | +971 50 454 2408 | admin@sf-consultants.com | www.sf-consultants.com

Board profile

Company director and senior operations executive with 30+ years of senior operational and executive leadership across government, infrastructure, construction, mining, logistics, defence and industrial services. Brings direct board-reporting experience from multiple General Manager appointments, group-level committee representation, operational and financial accountability for an AED 1 billion-plus annual business, operational accountability for more than 8,000 assets across ALES and HETE operations, and leadership accountability for 6,000+ staff and operatives. Provides practical independent challenge on asset capital, operational risk, maintenance economics, safety, governance, ESG and transformation execution. Best suited to private, family-owned or investor-backed businesses requiring stronger operational visibility, accountability and disciplined delivery.

30+ YEARS	8,000+	AED 1B+	6,000+
Senior leadership	Assets	Annual business accountability	Staff and operatives

CURRENT APPOINTMENT

Director & Principal Consultant

Sustainable Fleet Consultants LLC | Dubai | 2024-Present

- Advises asset-intensive organisations on fleet and asset strategy, maintenance governance, outsourced operating models, KPI frameworks, ESG and digital improvement.
- Develops structured assessment, reporting and governance tools using ISO-aligned methods, Microsoft 365, SharePoint, Power Apps, dashboards and AI-assisted workflows.
- Acts as company director with responsibility for strategy, client delivery, commercial decisions and professional standards.

RECENT EXECUTIVE APPOINTMENTS

Group Plant & Fleet Manager

CAT Group | Middle East & Africa | 2021-2024

- Led plant, machinery and vehicle management across the UAE, KSA, Qatar, Lebanon and Nigeria.
- Held strategic planning, P&L, cost-control, organisational transformation, procurement-to-disposal and technology-roadmap accountability.
- Produced operating policies, compliance procedures and training frameworks across EPC activities.

Operations Director

Government of Ras Al Khaimah - Public Service Department | 2017-2021

- Directed logistics, fleet movement, warehousing, technical workshops and major-project functions.
- Developed procurement, revenue and maintenance policy and governance architecture for a multi-agency fleet centralisation programme.
- Supported senior government and royal offices, requiring discretion, responsiveness and consistently high service

BOARD & GOVERNANCE EXPOSURE

- Direct board-reporting experience in General Manager appointments at Lafarge Portland Transport and Select Plant Gulf.
- Reported directly to the Managing Director and attended local board meetings and working groups as required at Al Jaber Leasing.
- Founding member of Lafarge's Global Mobile Equipment Committee (MEC), representing Africa in a one-representative-per-continent structure; contributed to global equipment strategy and negotiated capital purchases, service-level agreements, maintenance and repair contracts, outsourcing and OEM support with global headquarters and regional dealers.
- Current company-director responsibility through Sustainable Fleet Consultants LLC, plus government executive and cross-agency stakeholder engagement.
- Strategic industry-forum participation together with ISO governance, audit response, risk registers, continuity planning, KPI governance and delegated accountability.
- No previous independent listed-company NED appointment is claimed.

CORE BOARD CONTRIBUTION

- Operational and asset governance
- Capital utilisation and lifecycle challenge
- Maintenance, safety and compliance assurance
- Turnaround and transformation oversight
- ESG and sustainability execution
- Digital performance visibility and AI adoption
- Crisis, continuity and operational resilience

TARGET SECTORS Construction, equipment, commercial vehicles, logistics, fleet leasing, facilities management, waste, utilities, municipal services, mining, industrial operations and fleet technology.

standards; delivered a separate land-levelling method reducing operating cost by 25%.

Operations Director

Al Jaber Leasing | UAE, Qatar and KSA | 2011-2016

- Directed two divisional managers and 11 department heads across 6,000+ staff and operatives; reported to the Managing Director and attended local board meetings as required.
- Held operational accountability for more than 8,000 EMVs within an AED 1 billion-plus annual business across ALES and HETE operations.
- Led ISO 55000 certification and measurable uplift in availability, maintenance completion, utilisation, external sales and cashflow performance.

Career evidence relevant to boards

EARLIER EXECUTIVE CAREER

Director of Plant & Transport

Al Rajhi Construction | UAE & KSA | 2007-2011

Established a bank-financed Plant & Transport profit centre from inception, including facilities, workshops, systems, capital procurement and UAE/KSA infrastructure.

General Manager, Select Plant Gulf

Laing O'Rourke | UAE | 2006-2007

Reported to the Board; reduced accidents by more than 50% and established an AED 60 million MEP and utilities business.

Company Manager, Quarry Plant & Power

Lafarge Cement Division | Africa | 2003-2006

Managed mobile plant, power generation, procurement and maintenance across African operations.

General Manager, Lafarge Portland Transport / Logistics & Mobile Plant Advisor

Lafarge / Blue Circle | Nigeria | 2001-2003

Reported to the Lafarge Board; managed 400 prime movers, 450 trailers and 500 staff; converted a USD 5 million deficit into a USD 5 million margin. Founding member of Lafarge's Global Mobile Equipment Committee, representing Africa.

Senior NCO and operational appointments

British Army, Royal Signals | 1985-2001

Progressed to substantive Sergeant and served as an MT Senior NCO during a 16-year Royal Signals career.

SELECTED BOARD-RELEVANT OUTCOMES

- ISO 55000: led the first plant and logistics business in the GCC to certification and the second organisation in the UAE.
- Operational scale: operational accountability for more than 8,000 EMVs and leadership accountability for 6,000+ staff and operatives.
- Performance: training +20%, manpower utilisation +6%, maintenance completion +7%, CFADS +42%, availability +5% and external sales +7% at Al Jaber.
- Cost and safety: maintenance cost -9%, workforce overhead -4%, workshop equipment cost -4%, and accident ratio improvement of 1.05 per 100 at Al Jaber.
- Turnaround: USD 5 million deficit to USD 5 million net margin in Nigeria.
- Public-sector innovation: 25% operating-cost reduction through a redesigned land-levelling method in Ras Al Khaimah.

PROFESSIONAL CREDENTIALS

- Masters Level 7 - Leadership & Management, City & Guilds of London
- Masters Level 7 - Strategic Management & Leadership with ESG, CMI
- ISO 55001 Asset Management Lead Auditor
- ISO 55000 Asset Management System
- NEBOSH Health & Safety
- Registered Engineering Technician, UK Engineering Council
- Chartered Fellow / Fellowship-level memberships across logistics, plant engineering, operations and leadership

ASSURANCE & RECOGNITION

- RoSPA Gold Award at first entry
- MORR recognition
- ISO 9001, ISO 14001 and OHSAS 18001 governance experience
- Government innovation and customer-service recognition
- Operational continuity and COVID-response planning

DIGITAL & ESG Microsoft 365, SharePoint, Power Apps, dashboards, ERP, telematics, workflow automation, AI-assisted reporting, carbon and ESG tools, structured assessment platforms and digital governance frameworks.

LANGUAGES & LOCATION British national. English fluent; Arabic basic. Dubai-based with extensive GCC and Africa experience.

REFERENCES Professional and executive references available on request. The Level 7 evidence portfolio includes referenced witness statements, audit records, policy documents, process maps, change plans and performance records.