



Musthafa Kamal

Contact

www.linkedin.com/in/musthafakamalkv (LinkedIn)

Top Skills

Quality, Health, Safety, and Environment (QHSE)

Quality Assurance

Risk Management and Assessment:

Languages

Hindi (Professional Working)

Arabic (Limited Working)

Malayalam (Native or Bilingual)

Tamil (Limited Working)

English (Full Professional)

Certifications

Nebosh International General Certificate (IGC)

HACCP (Food Safety) Auditor

Facility Management: Facility Planning & Management Training

Occupational Health & Safety Management System Training (ISO 45001:2018 Requirements)

Publications

How do we brief our clients on our EHS policy?

Musthafa Kamal

Author | Leading Operations & Regulatory Compliance for High-Profile Assets | Operations and Compliance Manager | Sahara Centre and Sahara Healthcare City|

Dubai, United Arab Emirates

Summary

With over 15 years of experience in high-level operations and regulatory compliance, I lead the full spectrum of operational excellence and safety for multi-faceted, high-profile assets in the Middle East.

Currently, I oversee Sahara Centre, one of the region's premier retail destinations, and Sahara Healthcare City, a complex housing critical medical tenants and enterprise offices. My role bridges strategic operational leadership, robust risk management, and rigorous technical compliance to ensure seamless, safe, and efficient operations.

My core areas of expertise include:

- Integrated Development Oversight: I manage the end-to-end operations of a 1 km-long integrated development that includes retail, F&B, entertainment, and specialized medical zones.
- Regulatory & Technical Compliance: I drive strict adherence to local and federal regulations, including those from the Sharjah Prevention & Safety Authority (SPSA), Civil Defense, and the UAE Fire & Life Safety Code.
- Advanced Facilities & Vendor Management: I supervise over 25 specialist contractors and manage a key FM partner, controlling everything from PPM schedules to quality audits.
- Risk Mitigation & Governance: I develop and enforce comprehensive Permit to Work (PTW) protocols and robust SOPs to mitigate operational, legal, and safety risks.

I excel at optimizing complex operational ecosystems and transforming challenges into opportunities for enhanced efficiency and safety. My experience extends to budget control and cost recovery strategies. Holding qualifications such as a BBA, NEBOSH Diploma, and HACCP Level 3, and expected to complete my MBA in Risk Management and my CFM in 2025, I am dedicated to continuous improvement and innovation.

I am passionate about sharing knowledge and am always open to connecting with fellow professionals in operations, real estate, and risk management.

Experience

Bukhatir Group

Operations and Compliance Manager | Sahara Centre & Sahara Healthcare City

April 2025 - Present (10 months)

Sharjah Emirate, United Arab Emirates

I lead the full spectrum of operations and regulatory compliance for Sahara Centre, one of the UAE's leading retail destinations, and Sahara Healthcare City, a complex housing enterprise offices & critical medical tenants. My role bridges operational leadership, risk management, and technical compliance to ensure both assets operate with excellence and safety.

- Oversee end-to-end operations of a 1 km-long integrated development encompassing retail, medical zones, multiplex cinemas, high-capacity F&B outlets, and major leisure attractions.
- Lead all soft and hard services, tenant relationships, security, control room operations, and regulatory compliance teams to ensure seamless daily functions.
- Drive strict adherence to regulations from the Sharjah Prevention & Safety Authority (SPSA), Civil Defense, and the UAE Fire & Life Safety Code, with a special focus on high-risk tenants.
- Develop, implement, and enforce all Permit to Work (PTW) protocols and critical work classifications, ensuring vendors and internal teams adhere to the highest safety standards.

- Manage a key FM partner and supervise over 25 specialist contractors delivering MEP, HVAC, firefighting, cleaning, and other critical services.
- Maintain asset integrity through rigorous quality & technical audits, meticulous PPM schedules, and the use of real-time operational dashboards.
- Control operational budgets and lead cost recovery strategies for out-of-scope works, aligning asset management contracts with evolving tenant demands.

CBRE Excellerate

Regional QHSE Manager (Middle East)

March 2023 - Present (2 years 11 months)

Middle East

As the regional lead, I implemented the company's QHSE policies and vision, transforming the region's performance and compliance framework.

- Elevated the Middle East to become the top-performing region within CBRE by driving significant improvements in key QHSE metrics.
- Acted as the Lead Auditor, conducting rigorous audits against quality standards across multiple countries, which involved extensive travel for auditing and training delivery.
- Drove key compliance initiatives, including the development of a comprehensive legal register and the setup of new logbook systems for enhanced tracking and quality assurance.
- Monitored operations teams for quality and participated directly in the development of new programs and applications to streamline QHSE processes.
- Developed and executed the region's strategic QHSE improvement plan and operational compliance program.
- Aligned all QHSE activities with the CEMEA Business Group and integrated them with the supply chain to support the company's growth strategy.

Pradera Vindico

Mall Operations Manager

April 2022 - March 2023 (1 year)

United Arab Emirates

As Operations Manager for the prestigious Souq Aljami, located within the Sheikh Zayed Grand Mosque, I reported directly to the Head of the Investment Zone Office, Presidential Court. I provided comprehensive leadership across all business functions to establish and run a world-class retail destination.

- Directed the full spectrum of mall management, leading the operations, compliance, leasing, retail delivery, marketing, and finance teams.
- Spearheaded the initial setup of all management systems, operational procedures, and quality standards from the ground up.
- Led major facility enhancement initiatives and coordinated directly with key authorities for critical infrastructure projects, such as major ADDC modifications.
- Oversaw tenant relations, monitoring performance and ensuring compliance with operational and brand standards.
- Managed budgets, financial reporting, and procurement to ensure the asset's commercial success and operational efficiency.
- Ensured the highest level of customer experience, aligning the Souq's operations with the cultural significance and esteemed reputation of its location.

Al Ain Mall

Facility Operations

April 2016 - June 2022 (6 years 3 months)

UAE.

Strategic & Operational Planning: Developed foundational policies, manuals, SOPs, emergency evacuation plans, and risk assessments for Operations, FM, HSE & Security. Prepared departmental budgets and created a comprehensive building database for legal and compliance tracking.

Tenant & Retail Delivery Management: Assisted the complete tenant lifecycle, from fit-out contractor selection and coordination to inspections. Developed the

Retailer Operations Manual and implemented a tenant management system to ensure quality and standards.

Comprehensive Security Operations: Directed all security functions, including service provider selection, staff interviews, KPI development, site training, and management of all CCTV and security systems.

Facility & Contractor Management: Assisted the FM Head in managing the in-house technical team and all hard/soft service providers, including firefighting services. Developed and implemented KPIs for all staff and contractors.

HSE & Risk Management: Led incident investigations, gap analyses, and risk assessments. Oversaw HACCP monitoring for F&B outlets and ran comprehensive training programs for staff and contractors.

Compliance & Inspection Authority: Managed all building inspections (including play areas, cinema, and restaurants) and third-party compliance audits (Civil Defense, Insurance). Liaised with government authorities for the mall's COVID-19 response and management.

Sustainability & Duty Management: Coordinated with sustainability partners to run 'Save Energy' programs and acted as a Mall Duty Manager as required.

Vindico

2 years 11 months

Health Safety Environment Engineer

July 2013 - April 2016 (2 years 10 months)

DUBAI AIRPORTS, YAS MALL, GALLARIA MALL, BOUTIQUE MALL-AD&AA, ALDAR COMMUNITY RETAILS

- Develop and lead the implementation of Occupational Health and Safety Policy, Programs, and Procedures.
- Encourage a safe working culture amongst the contractors, retailers/ tenants, and others.
- Conduct training and promote HSE awareness, accountability, and responsibility.
- Respond to emergencies, Investigate, and report the accident/ Incident/ Fire.
- Undertake audits, risk assessments, and Fire& Life safety inspections.
- Lead and coordinate HSE staff and resources, including rosters and communication protocols.
- Report on QHSE performance to the Project Director.

- Assist with maintenance of relevant QHSE documentation and records.
- Attend and provide input to site HSE Committee and Toolbox meetings.
- Review and approve HSE inspections and audits.

HSE Coordinator.

June 2013 - December 2013 (7 months)

Sowwah Square, Abu Dhabi

- # Encouraging a safe working culture amongst personnel;
- # Promote HSE awareness, accountability and responsibility;
- # Coordinate introduction and follow up of the Client awareness program;
- # Lead and coordinate HSE staff and resources including rosters and communication protocols;
- # Report on HSE performance to the Project Director;
- # Assist with maintenance of relevant HSE documentation and records.
- # Attend and provide input to site HSE Committee and Toolbox meetings.
- # Review and approve HSE inspections and audits as directed.

The Dubai Mall

Health and Safety Inspector (Under Emaar Malls HSE team)

September 2011 - June 2013 (1 year 10 months)

THE DUBAI MALL

- Assisting Mall Health& Safety Manager in implementing IMS (Integrated Management System).
- To coordinate and supervise contractors and service providers.
- Response, Investigation, and reporting of Accident/ Incident/ Fire.
- Establish and communicate HSE policy, No smoking policy, and Alcohol/ Drug use policy to contractors and service providers.
- Implement safe work procedures for plant/ machinery, F & B Outlets, Fit-out/ Maintenance work.
- Implement and monitor PTW system, smoking areas, first aid, firefighting equipment, waste management.
- Carry out HSE& Fire safety Inspections on retailers/ events/ fit-out units/ public and BOH corridors.
- Conducting the safety induction for new contractors, operators, mechanics, and related services.
- Inspection of fixed firefighting installation such as sprinklers, heat and smoke detectors, etc.

Thouheed Malls Group

Safety and Security Inspector

October 2008 - October 2010 (2 years 1 month)

Kingdom of Saudi Arabia

Responsibilities:

- o Liaison, co-ordination with local authorities like Civil Defense, Municipality as regard to Fire Safety & HSE Inspection.
- o Preparation and implementation of HSE management (Health & Safety plan, Environmental Management plan, Fire management plan, Emergency response plan).
- o Assist in developing Fire, Life and Safety training for the Mall.
- o Carrying out regular reviews of the HSE policy documents, HSE Management System Manual and supporting procedures.
- o Prepare, process, and issue notices and citations.
- o Developed health and safety working programs and strategies.
- o Recommend changes in health and safety policies, procedures and ordinances.
- o Risk Assessment, analyzing and managing of all Job Hazards/ Aspect & Impact evolved on work locations.
- o Following up in implementing the up to date safety regulations through. (Safety Meetings, Fire Drills, Safety alerts, Training Courses etc.)
- o Developing, managing and monitoring all the safety procedure i.e. the Work Permit Procedures, Accident/ Incident Investigation Procedures and applications.
- o Provide continuing education of employees to dissemination of safety publications, rules, posters, bulletin boards etc. Ensure that the employees are trained and competent, Environmental safely -Handling Waste management.
- o Overseeing the activities and functions of the QHSE department, spearheading the entire Safety management process, Fire & Safety equipment procurement process from cost analysis to supplier qualification, bids and final selection as per standards.
- o HSE meeting with consultant / project management. Conduct internal HSE meeting with site team and contractors
- o Construction risk assessment and implementation of safe work procedure.
- o Accident / incident investigation and analysis. Propose and implementation of preventive and corrective measures.

Education

International HSE Council

Diploma, Occupational Health and Safety. · (2014 - 2015)

Green World

HACCP Level 3, Food Safety

NFPA

Certified Fire Protection Specialist (CFPS), Fire Protection

International HSE Council

NEBOSH IGC, Health, Safety and Environmental · (2012 - 2013)

NIFE

Diploma, Fire & Safety Engineering · (2009 - 2010)