

Board Credentials Statement

November 2021

The Board of the Melbourne Football Club has identified the attributes, skills and experience that are required of Directors of the Club:

- The attributes in Table 1 are required of all Directors
- The skills and experience in Table 2 are required by the Board overall and will change based on the current and projected needs of the Club. Particular requirements (if any) are identified.

Candidate assessment will be based on alignment with Tables 1 and 2.

TABLE 1 – CANDIDATE ATTRIBUTES

Attributes	Description
Commitment to director duties	<ul style="list-style-type: none">- Understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development- Putting Melbourne Football Club's interests before any personal interests (selflessness)- Acting in a transparent manner and declaring any activities or conduct that might be a potential conflict- Maintaining Board confidentiality- Representing the views of the Board in good faith
Effective Communicator	<ul style="list-style-type: none">- Listen to, and constructively and appropriately debate, other people's viewpoints- Develop and deliver cogent arguments- Communicate effectively with a broad range of stakeholders.
Constructive Questioner	The preparedness to ask questions and challenge management and peer Directors in a constructive and appropriate way about key issues.
Contributor and team player	The ability to work as part of a team and demonstrate the passion and time to make a genuine and active contribution to the Board and sub-committees in a voluntary capacity. A demonstrated ability to contribute to positive board dynamics.
Commitment	A visible commitment to the purpose for which the Club has been established and operates, and its on-going success.
Influencer and negotiator	The ability to negotiate outcomes and influence others to agree with those outcomes, including ability to gain stakeholder support for Board decisions.
Critical and innovative thinker	The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative solutions to problems.
Leader	Innate leadership skills, including the ability to: <ul style="list-style-type: none">• Role model the Club Values of Trust, Respect, Unity and Excellence• Appropriately represent MFC• Establish and uphold appropriate Board and organisation culture• Make and take responsibility for decisions and actions.

TABLE 2 – BOARD SKILLS REQUIREMENT

Skill Area	Description	Comments
Business Management and Administration	<p>Managing and performing administrative services and tasks to enable individuals, teams and organisations to succeed in their objectives</p> <ul style="list-style-type: none"> • Experience that reflects identifying, creating and implementing opportunities for business growth. • Experience in the development and implementation of best practice human resource management systems, policies and procedures and/or qualifications in this area of expertise. • Delivering agreed outcomes from projects using appropriate management techniques, collaboration, leadership and governance. • Demonstrated relevant experience in the Corporate and/or private sector that would provide insight into the operations, strategy and overall performance of the organisation. • Experience in collecting and analysing data and developing narratives to support business objectives. <p><i>The Board has assessed that all Directors should exhibit skills and experience in this Area.</i></p>	<p>The Board has identified key strengths in business management and administration.</p> <p>At this time, the Board has identified no specific skills gaps in this area.</p>
AFL and Elite Sport Knowledge and Experience	<p>Knowledge and experience working and/or competing in a high-performance sporting environment.</p>	<p>The Board has identified key strengths in AFL and Elite Sport knowledge and Experience.</p> <p>At this time, the Board has identified no specific skills gaps in this area.</p>

Skill Area	Description	Comments
Governance, Risk and Compliance	<p>Previous directorship with sophisticated, contemporary corporate governance structures and accompanying policies and processes</p> <ul style="list-style-type: none"> • Experience in driving or overseeing transformational change agendas. • Accounting and/ or financial, audit, compliance and risk management. • Experience in corporate and/or commercial law, with the ability to understand and oversee compliance with relevant legislation and/or legal qualifications. • Planning and implementing organisation-wide processes and procedures for the management of risk to the success or integrity of the organisation. • Experience in and/or knowledge of government processes and public policy, relevant Government legislation, stakeholder engagement with Government, experience in advocating to Government and/or leadership of Government engagement activities. • Demonstrated relevant experience in the Public or NFP sector that would provide insight into the operations, strategy and overall performance of the organisation. <p><i>The Board has assessed that all Directors should exhibit skills and experience in this Area.</i></p>	<p>The Board identified the need for succession planning in the Skills Area of Board and Governance, Risk and Compliance.</p> <p>Ms. Sally Freeman was appointed to the Board on 17 November 2021, which addresses this need.</p> <p>There are no additional skills gaps in this area.</p>
Leadership	<p>Experience leading an organisation or team to achieve organisational objectives through application of strategy.</p> <p>Experience in delivering and/or participating in executive coaching or mentoring programs.</p> <p>Experience delivering culture reform, experience as a decision maker and representative at an executive or director level or similar.</p> <p>Possesses key personal attributes as per the Board Attributes Table and consistent with the Club's Values of TRUE, including:</p> <ul style="list-style-type: none"> - Integrity - Effective Communication - Constructive questioner - Contributor and team player - Commitment - Influencer and Negotiator - Critical and Innovative thinker - Leader <p><i>The Board has assessed that all Directors should exhibit skills and experience in this Skill Area.</i></p>	<p>The Board has identified key strengths in Leadership.</p> <p>At this time, the Board has identified no specific skills gaps in this area.</p>

Skill Area	Description	Comments
Strategic Planning	<p>Creating and maintaining a strategy to align organisational actions, plans and resources with business objectives.</p> <ul style="list-style-type: none"> - Experience in the creation, development and implementation of strategy for complex organisations including culture, people, revenue and operational strategies - Experience in driving or overseeing transformational change - Experience in strategic approaches to total asset management and planning, including facility planning - Knowledge of and/or experience in the application and development of innovative technology and digital strategies 	<p>The Board has identified key strengths in Strategic Planning.</p> <p>At this time, the Board has identified no specific skills gaps in this area.</p>
Stakeholder Engagement, marketing and communication	<p>Experience that demonstrates engagement and communication across a range of industries, including government and the sporting sector, to achieve desired outcomes.</p> <ul style="list-style-type: none"> - Experience in and/or knowledge of government processes and public policy, relevant legislation, stakeholder engagement with Government, experience in advocating to Government and/or leadership of Government engagement activities. - Qualifications, knowledge of and/or experience in the development and implementation of best practice public relations and communication concepts and strategies, including digital and social media. - Qualifications, knowledge and/or experience in researching, analysing and stimulating potential or existing markets for products and services, including digital and social media. 	<p>Whilst the Board currently has considerable expertise in stakeholder engagement, marketing and communication, the Board considers that this is an area requiring continual review.</p> <p>The Board is considering additional skills, in particular through the working groups and administration.</p>