



Melbourne Football Club
MCG Shane Warne Stand,
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Board Credentials Statement - October 2026

The MFC Board regularly assesses the needs of the Club and the required mix of board and committee skills and experience to enable the club to address its operations and most important projects over the next five to ten years, as well as the values and behaviours expected of Directors. The skills and experience required in the Board are set out in the Board Skills Matrix.

All Directors are required to possess the attributes in **Table 1**.

Table 2 matches the Board Skills Matrix to the skills, experience and profile of the current Board.

TABLE 1 – CANDIDATE ATTRIBUTES

Attributes	Description
Commitment to director duties	- Understanding and fulfilling duties and responsibilities of a director and maintaining knowledge through professional development - Putting the 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	- 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 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 ongoing 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: • 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.



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TABLE 2 – BOARD SKILLS AND EXPERIENCE

Skill Area	Description	Comments
Board & Governance, Legal, Risk and Compliance	Previous directorship with sophisticated, contemporary corporate governance structures and accompanying policies and processes • Experience as a director of a complex entity. • Listed entity director experience highly regarded. • Knowledge and demonstrated experience in exercising fiduciary duties of a director. • 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. • Deep financial experience, including in funds or investment management. • Demonstrated relevant experience in the Public or NFP sector that would provide insight into the operations, strategy and overall performance of the organisation. <i>The Board has assessed that all Directors should exhibit one or more skills and experience in this Area.</i>	The Board assesses as highly competent in the governance, legal, risk and compliance areas. Noting director rotations at the 2026 director election, the board assesses as requiring directors with skills in financial stewardship. The Board seeks directors with demonstrated skills and experience in relevant board director roles.
Business Management and Administration	Managing and performing executive administrative services and tasks to enable individuals, teams and organisations to succeed in their objectives • Experience that reflects identifying, creating and implementing opportunities for business growth. • Experience in the development and implementation of best practice human	Noting director rotations at the 2026 director election, the board assesses as requiring contemporary corporate and commercial experience and skills



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	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. <i>The Board has assessed that all Directors should exhibit one or more skills and experience in this Area.</i>	
AFL and Elite Sport Knowledge and Experience	Knowledge and experience working and/or competing in a high-performance sporting environment.	The Board has knowledge and experience in AFL and elite sport. Noting director rotations at the 2026 director election, the board assesses as requiring AFL/elite sports experience and knowledge of the AFL industry
Leadership	Experience leading an organisation or team to achieve organisational objectives through application of strategy. Experience in delivering and/or participating in executive coaching or mentoring programs. Experience delivering culture reform, experience as a decision maker and representative at an executive or director level or similar.	The Board has key strengths in leadership.
Strategic Planning	Creating and maintaining a strategy to align organisational actions, plans and resources with business objectives. - Experience in driving or overseeing transformational change - Experience in strategic approaches to total	Noting director rotations at the 2026 director election, the board assesses that it will require skills in relation to: - strategic



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	asset management and planning - Experience in end-to-end property and facility planning and development Knowledge of and/or experience in the application and development of innovative technology and digital technology strategies	- planning digital and transformational change - facilities planning and development.
Stakeholder Engagement, marketing and communication	Experience that demonstrates engagement and communication across a range of industries, including government and the sporting sector, to achieve desired outcomes. - Demonstrated engagement with MFC coteries, sponsors, corporate or other stakeholders - 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 and/or experience in researching, analysing and stimulating potential or existing markets for products and services, including digital and social media.	The Board has identified key strengths in this area. Noting director rotations at the 2026 director election, the board assesses that it requires directors with strong stakeholder (government and public relations) skills and relationships.

In preparation for the 2026 Board election, the Board has identified that the following skills and experience will meet requirements of the Board Skills Matrix and enhance the operation of the Board:

• Experience in elite sports, both in athlete and management domains • Strategic planning, including transformation and technology • Contemporary business growth and commercial skills • Financial stewardship • Government and public relations skills and relationships • Major Projects and facilities planning
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