

Essendon Football Club

Board Skills Requirements and Directors' Qualities Guidelines

Proposed Skill Category	Description	Directors
1. Business Management	<p>Highly successful and respected business leader with senior management or Board experience with a leading public or private sector organisation.</p> <p>Likely to have skills and experience across a broad range of competencies including corporate strategy, leadership, finance, operations, and people and culture.</p> <p>Possessing extensive professional networks.</p>	At least 2.
2. Finance, Audit, Corporate Compliance & Risk	<p>Extensive experience and expertise in financial management including management accounting, budgeting, audit – both internal and external, compliance and tax.</p> <p>Experience and demonstrated success in risk management at Board or corporate level management.</p>	At least 1.
3. Governance, Ethics, Culture & Diversity	<p>Strong governance and integrity background.</p> <p>Contemporary corporate governance experience as a Director.</p> <p>Skills and experience in organisational ethics and culture.</p> <p>Renowned for having an active leadership role within the community in pursuing diversity and the representation of minority groups.</p> <p>Possibly an experienced and respected member of the legal community.</p>	At least 1.
4. Stakeholder Management	<p>High level reputation and networks in business, government or local community with a proven ability to effectively engage with multiple stakeholders</p>	At least 1.
5. Football and Elite Sport	<p>Former Essendon player with demonstrated leadership and football strategy skills.</p> <p>Should also possess a strong secondary skill competency.</p> <p>Current or recent experience in elite professional sport or sports administration at Board or Corporate level management.</p>	At least 1. No more than 2.

Proposed Skill Category	Description	Directors
6. Media, Communications & Digital.	Senior industry experience within media, communications, public relations and sponsorship. Experience in digital transformation and social media particularly valuable.	At least 1.
7. Entrepreneurship	Successful and passionate entrepreneur with strong background of new business conceptualisation, development and commercialisation.	At least 1.
8. Marketing and Brand	Extensive experience and expertise in marketing, Brand Management, Customer Relationship Marketing, Data Management	At least 1.
9. People and Culture	Extensive experience and expertise in People and Culture (HR) strategy, management and people development. Experience in Work Health and Safety. Remuneration Committee experience with a background in Remuneration Management and Incentive Programs preferred.	At least 1.

Director Qualities

This section is based on the Australian Institute of Company Directors information on the personal qualities that are desirable in all directors.

A candidate for election or appointment to the Board of the Club should possess a sufficient degree of each of the qualities described below:

1. Integrity – fulfilling a director’s duties and responsibilities, putting the organisation’s interests before personal interests and acting ethically;
 2. Curiosity and courage – a director must have the curiosity to ask questions and the courage to persist in asking or to challenge management and fellow Board members where necessary;
 3. Interpersonal skills – a director must work well in a group, listen well, be tactful but able to communicate their point of view frankly;
 4. Genuine interest in the organisation and its business;
 5. Instinct – good business instincts and acumen, ability to get to the crux of the issue quickly;
 6. An active contributor – there is no room on Boards today for those who are not able to actively contribute;
- and

7. Accessibility - directors need to ensure that they have adequate time to devote to developing and maintaining a good understanding of the organisation's affairs as well as meeting the formal obligations of the Board.

The Club may request that any candidate for election or appointment to the Board of the Club provide at least 2 signed references confirming he or she possesses these qualities.