



Fan Advisory Board / RFC Leadership Meeting

Ibrox Stadium

Tuesday 12 May 2026

Attendees

Rangers FC

Jim Gillespie, Chief Executive Officer

Fraser Thornton, Executive Director

James Taylor, Chief Financial Officer

Greig Mailer, Chief Communications and Marketing Officer

Jim Liggett, Chief Operations Officer

Greg Marshall, Head of Supporter Engagement

Allison Walker, Fan Engagement and Accessibility Coordinator

Calvin Stroyan, Fan Engagement Executive

Rangers FC Fan Advisory Board

Stuart Langan, Chair

Fahd Bari

Jamie Cook

Craig Hannah

Kelly Johnstone

Gary Ralston

1. Welcome & Introductions

Stuart Langan (SL) opened the meeting and welcomed Jim Gillespie (JG) to his first bi-monthly meeting with the Fan Advisory Board (FAB) as Chief Executive Officer (CEO). SL outlined the planned agenda and noted that the meeting would begin with JG's initial observations upon joining the club, before moving through the substantive agenda items.

2. Actions from Previous Meeting

Actions from the previous meeting had been discussed and circulated prior to the meeting. No further matters were raised under this item.

3. CEO Update

JG provided his first formal update to the FAB as CEO, covering his initial impressions, the club's external position on recent matters and the standards he expects across the organisation.

Initial impressions and leadership approach

JG explained that he views the role as a long-term position and not as a short-term appointment. He stated that he wants to be proud of the work delivered during his time at the club and that the team around him was central to his decision to take the role.

JG acknowledged that the club has not been as successful as it should have been over a long period and emphasised that standards must be raised across every area. He noted that the Rangers mindset should always be that everything can be improved, whether on the pitch, operationally or culturally, and that "good enough" should not be the benchmark for the club, stating that "*good enough is never good enough*".

JG said that the club now has strong alignment at the top of the organisation, with people who care about the club and are prepared to make difficult decisions. He stressed that the objective is not simply to win once, but to return Rangers to a position of sustained and consistent success over multiple seasons.

SPFL hearing and SFA independent review

The discussion moved to the club's position following the 8 March events and the subsequent SPFL hearing regarding the club's ticket allocation for Parkhead. Celtic imposed a condition banning the Union Bears from Parkhead, citing risk as the basis. The club disagreed with this and subsequently made formal representations to the SPFL which have been well publicised.

The club's view is to implement appropriate consequences for individuals where evidence supports action, while opposing collective or disproportionate measures. The club noted that it is continuing to develop and roll out a sanctions policy aimed at tackling unacceptable behaviour in a targeted, fair and proportionate manner. The club outlined they had presented their own risk assessment through the SPFL process and had taken senior legal advice. The club has also written to the SPFL requesting publication of the submissions and the decision, with the aim of supporting consistency across Scottish football.

It was confirmed that the Scottish FA's independent review regarding the match on 8 March is ongoing and some interviews with relevant stakeholders are still to take place. The club will continue to engage with the process in an evidence-based manner.

4. Summer Plans

Transfer window and squad profile

The club confirmed that the summer window would involve with a sharper focus on leadership, mentality and chemistry alongside specific positional needs. The FAB supported these points and also encouraged the club to establish a strong and high-quality Scottish core within the squad - it is imperative that we have a squad geared toward the demands of the SPFL. The club acknowledged this view and noted that while they are positively inclined towards players who are Scottish and/or have SPFL

experience, they must be good enough and that nationality was not the defining criteria in building a team. The planned reintroduction of Findlay Curtis and the development of players such as Ashton Scally was also mentioned. It was emphasised that this forms part of a planned multi-window approach rather than a single rebuild.

Head coach and football performance

The FAB raised supporter concerns regarding Danny Röhl following recent results and performances. They noted that sentiment has deteriorated game by game and referred to the team's record against top six opposition as a key concern.

The club confirmed that no role at Rangers is without expectation but was clear that Danny Röhl will be the head coach going into next season, with a belief that this gives the club the best chance of success. The club's position is that he should be given a pre-season and a revamped squad, with changes both in and out.

The FAB noted the club's position that the head coach should receive a pre-season and an opportunity to change the playing staff but stressed that supporters need to see evidence of what has been learned and what will change next season.

The FAB noted that supporter confidence remains fragile and that visible change in decision-making, leadership and performance levels will be essential at the start of next season. The club acknowledged the strength of supporter feeling and reiterated that performance standards must improve, with plans in place to improve the squad in the summer to help us achieve success.

5. Project Regen Update

The FAB and club discussed summer works and supporter communication around facilities investment, building on previous discussion around redevelopment and stadium feasibility.

Stadium works and supporter communication

The FAB noted that the stadium walk-round with staff from the club's facilities department had been useful and that the scale of work being undertaken across the stadium footprint is not always visible to supporters. The FAB welcomed intentions to communicate the summer works programme, including progress updates and visible recognition of the work being carried out by the facilities team.

Maintenance

The club also referenced planned summer maintenance investment, including main stand leading-edge repairs, Copland Rear glass balustrades and other technical works. It was noted that the planned maintenance and capex programme is now being structured in a way to support fan communication on progress.

6. Financial Update

The club provided a financial update covering shareholder fundraising, European competition scenarios, squad cost management and capital projects.

It was confirmed that there are several variables connected to the European competition pathway, with the UEFA Conference League generating lower revenue than the UEFA Europa League. The club has contingency plans in place across different scenarios,

including the possibility of reduced European revenue, and will continue to manage the squad cost ratio carefully.

The club noted that shareholder fundraising has provided important additional resilience. The discussion emphasised that investment support is not limited to the 51% majority ownership group, with significant continued support also coming from the remaining investor base. The club put on record their appreciation for this ongoing investment.

The FAB noted the importance of maintaining clarity around the financial position, particularly where supporter expectations around recruitment, European competition income and stadium investment intersect. The club confirmed that the financial plan is calibrated to support the summer recruitment requirements identified by the football department while retaining appropriate contingency planning.

7. Fan Engagement

The FAB received a written update on activity across the club's supporter working groups. The update covered the Heritage Working Group, Ticketing Working Group, MyGers Engagement Working Group and European Away Supporter Working Group, with further updates to be provided as each workstream progresses.

Heritage Working Group

The Heritage Working Group has not formally met since the previous FAB update. An internal session is scheduled for the end of the season to set the group's direction for the next phase of activity. FAB members noted that they will be meeting with Club 1872 in the near future, which will include discussions on heritage projects and shared objectives.

In the interim, the club will participate for the second consecutive year in the Unity is Strength event, hosted by the Liverpool FC Foundation and the Hillsborough Survivors Support Alliance at Liverpool's AXA Training Centre. The event brings together clubs, supporter representatives and families affected by football-related tragedies to promote respect, remembrance and solidarity, and to stand collectively against tragedy-related abuse in the game.

Rangers will be represented by club staff, the Rangers Charity Foundation and family members connected to the Ibrox Disasters, continuing the relationships established at the inaugural event in July 2025. A further update will be provided to the FAB once the end-of-season session of the working group has taken place.

Ticketing Working Group

The Ticketing Working Group met to consider planning for the 2026/27 new season ticket sales window, following the close of the renewals process. Participants were thanked for their input ahead of renewals being launched, noting that the feedback provided on tiered pricing and other items was important to the wider decision-making process. The club recognises that the price increase was potentially higher than some may have expected and appreciates the constructive challenge and feedback provided by the FAB and other representatives on the Working Group. The final decision was made by the club following careful consideration of a range of factors. The club confirmed that the renewal rate had reached 98%, which the group recognised as an exceptional outcome given the wider context of the season. The high renewal rate provides a strong

commercial foundation while also shaping the volume of seats available to supporters joining through the waiting list.

Discussion focused on how those seats should be made available, and how the club communicates decisions of this nature to the wider support. Supporter representatives stressed the importance of clear and considered communication, particularly given the value supporters attach to the waiting list and to MyGers membership.

A significant part of the session focused on junior supporter engagement. The group discussed potential mechanisms to support more younger supporters in becoming season ticket holders, building on the previously announced decision to freeze junior ticket prices for 2026/27. The discussion explored how a junior pathway might operate alongside accompanying adult seating, with the group reinforcing that any such approach should be designed to build long-term supporter habits rather than serve as a one-off measure.

The wider matchday experience for younger supporters and families was also raised, with the group noting that ticketing alone cannot deliver the cultural shift required. These matters will be considered further internally.

A follow-up session of the Ticketing Working Group is planned before new sales open.

MyGers Engagement Working Group

The MyGers Engagement Working Group has now met five times, concluding the first phase of structured discussion on the MyGers scheme. Phase 1 focused on feedback that could inform short-term improvements for supporters ahead of 2026/27.

Discussion across the phase highlighted the importance of balancing loyalty, fairness, access and operational deliverability, alongside the need to improve how key MyGers processes are explained to members. The group reinforced that complexity in the current scheme can contribute to supporter frustration and misunderstanding, and that clearer communication is a priority area.

The main themes that emerged from Phase 1 included European away sanctions, Parkhead ticketing arrangements, domestic match categorisation, the ballot process, and the timing and application of points updates. These will now be considered further internally, with a wider supporter engagement session to be convened to test the feedback gathered through Phase 1 with a broader group of supporters before any potential changes are confirmed. Further details on that session will be shared in due course.

Phase 2 of the working group is expected to launch ahead of 2026/27 and will focus on the longer-term development of membership at the club, including overseas supporter engagement, the wider membership offering and how MyGers should evolve in future seasons.

European Away Supporter Working Group

The European Away Supporter Working Group met regularly throughout the season and will be convened again to conduct a structured lessons-learned review of the 2025/26 European campaign. The session will draw together supporter feedback gathered across the season and provide an opportunity to discuss the key themes, issues and potential improvements identified through the club's internal review work.

This will help inform planning for the 2026/27 European campaign, including consideration of which areas should be retained, refined or developed further. An update on the outcomes of the session will be provided to the FAB once it has taken place.

8. Any Other Business

8.1 Parkhead – matchday operations and policing

FAB raised significant concerns regarding the supporter experience at the recent fixture at Parkhead, particularly the post-match policing operation on Springfield Road. The FAB noted that supporters had expected a holdback, but the route was open and groups of home supporters were able to gather along the route with limited visible police presence.

The FAB described reports of disorder on the route, including objects being thrown towards Rangers fans that included children and elderly supporters. It was added that the policing response appeared reactive after disorder had begun, in contrast to the more actively managed pre-match operation.

The club confirmed that the issue had been raised with Police Scotland command on the day and that the club is also pursuing the matter through formal channels. It was noted by the club that Rangers supporters had followed the club's matchday guidance throughout the season and that the designated route had effectively become a shared route with opposition supporters through no fault of Rangers fans.

8.2 Refereeing and governing body engagement

The Club provided an update on the club's ongoing engagement with the Scottish FA regarding refereeing standards. It was confirmed that the club had continued evidence-based dialogue with senior Scottish FA officials, using recent incidents to demonstrate concerns around decision-making and consistency.

The FAB also raised concern about media coverage of refereeing decisions and the prominence of voices associated with other clubs on broadcast panels. The club confirmed that it continues to engage with broadcasters and that concerns around balance have been raised through formal channels.

8.3 End-of-season communication

The club outlined the planned end-of-season communication approach, with Andrew Cavenagh (AC) expected to address supporters and media following the end of the men's first team season.

The FAB encouraged a tone of acknowledgement and honesty accepting that mistakes have been made, rather than any attempt to deflect from the season's shortcomings through commercial announcements or signing-led messaging. The FAB felt the communication should recognise where the season has fallen short, provide clarity on the issues to be addressed and set out a forward-looking commitment around leadership, recruitment and standards.

GMail noted that summer fan engagement planning is underway, with further supporter-facing engagement opportunities to be developed. The FAB supported a measured communication cadence through the summer to maintain supporter engagement and confidence.

8.4 Social media

The club provided a candid account of the social media output from the recent matches and acknowledged the feedback received.

The club confirmed that they are looking to strengthen both process and team capacity following the recent staff departures.

The FAB acknowledged the candour of the explanation and noted that the underlying issue appeared to be one of resourcing as well as approval process.

8.5 Ticket allocation transparency

The club walked the FAB through a detailed discussion of away ticket allocation breakdowns on a match-by-match basis. There was a wider discussion about the end of season communications on ticketing allocations with the FAB encouraging full transparency around how tickets are allocated to the various constituent supporter groups for away fixtures.

Meeting Close

SL thanked all attendees for their contributions. The date of the next formal meeting will be confirmed, currently scheduled for 21 July but subject to change.