



## CEO FANS FORUM

TUESDAY 7 NOVEMBER 2023 - EDMISTON HOUSE - 1730HRS

**Chair:**

Nick Thomson            Head of Communications

**Panel:**

James Bisgrove	CEO
Philippe Clement	Manager
Creag Robertson	Director of Football Operations
James Taylor	Chief Financial Officer
Karim Virani	Chief Commercial Officer
Greg Marshall	Head of Supporter Engagement
David Milburn	Head of Customer Services
Natalie Nairn	Head of Retail & Events

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### Welcome

Nick Thomson welcomed everyone to the second CEO Fans Forum of this season and asked each Panel member to introduce themselves.

James Bisgrove

James has been at the Club and on the board for nearly 5 years, initially as Commercial & Marketing Director, and transitioned to the role of CEO over the summer. He oversees and leads the day-to-day operation of the club's business together with the Executive Management Team (Karim Virani, James Taylor & Creag Robertson), reporting to the Chairman, John Bennett, and the RIFC Board.

James Taylor

James joined on 1 September 2023 as Chief Financial Officer, responsible for all aspects of the financial health and sustainability of the Club.

Creag Robertson

Joined in 2016, initially in the Academy and as Head of Football Business, but now works with the First Team, Women's Team and Academy, supporting the Manager across all operational football functions.



### Karim Virani

Joined in August this year – oversees the Commercial & Marketing Department with a focus on driving revenues for the Club to support the work of the Manager in getting a stronger squad on the pitch. Karim brings 9 years' experience working in the commercial side of sport with 5 years spent as a Chief Commercial Officer in the English Premiership League, with West Ham United.

### Greg Marshall

Greg is in his seventh season at Rangers as Head of Fan Engagement and SLO and is looking forward to sharing the exciting developments taking place within fan engagement this year.

### David Milburn

David joined as Head of Customer Services in 2021 and his department is the first point of contact for supporters who have enquiries relating to the day to day operation of the Club.

### Natalie Nairn

Natalie is a lifelong Rangers fan who joined the Club in 2017 and oversees the department responsible for retail, events, MyGers membership and matchday experience.

## **Questions for the Manager**

Nick Thomson thanked the Panel and said, given that time was of the essence for the Manager who was heading to Cappielow to watch the B Team play, he would now direct questions to him.

### **Question:**

**How have you found Rangers and Glasgow in the 2-3 weeks since you arrived?**

PC began by welcoming everyone and saying he was really grateful to have so many fans and people around the city who are passionate about the Club and he is happy he chose to join Rangers. Over the course of the recruitment process, he talked to people who have worked at Ibrox and former players and the feedback was very positive. We have a young, dynamic and ambitious group of people working to restore the stature of the Club and he vowed to work alongside the players and staff to make one big family and achieve success once again.



**Question:**

**Did you think long and hard about taking the job and is it living up to expectations?**

PC said it is better than he thought it would be. I knew about the dynamicism of the Board and Executive Team, but the players reacted in a better way than I expected, the story is going faster than I thought it would. It is now about achieving a level and then letting that level grow. I did my homework and there is more potential in the group than they were showing in the first months of the season.

**Question:**

**Was there a need for everyone - players, staff and supporters to create a bond and do you feel that bond building?**

Yes. I looked at the players and how the supporters were reacting and it was not positive during games, which put pressure on the group. I explained to them it is their job to change the dynamic. They need to play faster and play forward, not laterally. We have been working on this from the start and the supporters have stepped into the story creating a positive and dynamic atmosphere. That energy and positivity lifts the team and we will need that in the coming months. We won't win every game, but I will be pushing and it is in those moments that we need the supporters.

**Question:**

**How is the preparation going for Thursday?**

It is not perfect. I want to believe with every game we can make the group stronger, give players chances, prove we can do the job. But we are missing players who are not on the European list. One player (unnamed) had a reaction after the last game and will not be available, so it is not ideal, but it provides chances for other players. That's the story of the last couple of weeks, players have had chances and many have taken them.

**Question from floor:**

**What do you mean by reaction – an injury?**

Yes, small but it would be dangerous to play him on Thursday and Sunday. The games are coming fast with a match every three days. Even minor injuries can lead to a loss of two games if the player is out five days, but we need to live with that.

**Question from floor:**

**How did you get the players to buy in so quickly to your philosophy?**

I work hard showing them images, working together in training, explaining the story. We spend a lot of hours together. In the last couple of weeks, their wives have been less happy, but that's life! That is what they need. We must grow the ambition in the dressing room. With so many games, we can't do too much physically in training. They have a lot of sessions with the physios so that they know what we want and what they need to



improve. We have a few leaders in the squad who take responsibility (Butland, Goldson, Tavernier, Lundstram) and help the team understand what to do with and without the ball. It is crucial to have players like that on the pitch. I can't lead everyone every second of the game. In the beginning it was a lot of information for them to take in, but now they understand the story and can see the success achieved in the last couple of weeks.

**Question from floor:**

**I read today that Sima has been named the SPFL Player of the Month. Would you like to take credit for that?**

I am not here for myself, I am here for the group. I do the job because I love to do things with people. When I was young, I was good at sports, but I had to choose between tennis and football. I chose football because it is a team sport. I love to win trophies, I love to see the joy it brings to people in the stands, to players and staff. I get the most satisfaction from that.

**Question from floor:**

**The team has had a lot of injuries. I read you said it was the worst you had seen at any club. How do you plan to deal with that going forward, the same players with the same injuries season after season. It is frustrating for fans.**

That is in the past, we need to look forward. We need to make players more robust physically and get them into the rhythm to be ready for three games a week. It takes a different way of training and preparation. It is not easy, you can't train much in between games. The preparation of players is now much more individual. Everyone is at a different level physically. We explain to players that some of them will have fewer days off than others in the coming months because they are below the level of those who are in good condition. We need to push a few to reach a better level physically.

**Question from floor:**

**We have been challenged that the team don't have the mentality – how do you instil that mentality going forward?**

You have to be honest, be yourself. I love to win. I do everything to win. When my children were small, I never let them win in a game because you need to deserve to win. The moment you get a taste of that, you become ambitious. If people let you win, you will never create ambition. These are the things we talk about with the players – how ambitious are they? Do they really want it? It is important to create a safe environment for them to make mistakes because that is part of football. The best players make mistakes. How they react after a mistake is the important thing, as an individual and as a team. After the Semi-Final, I told them they can be satisfied for a moment, but they are facing a big game on Thursday against different opposition. We want them to get the best out of themselves every day. If you do something every day, it becomes natural. We work on that with the players.



**Question from floor:**

**This is more of a comment really – most of us have followed Rangers for years and years and want it to be a club that fights and wins. In the last few weeks, for the first time in a long time, we are seeing the team want to win. Thank you.**

**Question from floor:**

**Do you see the opportunity for our youth players to make an impact in the squad? The fans want to see home grown players in the squad. Is this a possibility going forward?**

It is my passion to develop players. I started as an U21 Coaching Assistant at Bruges. I was always connected to the Academy. It is important to have someone on the staff who is local and knows all the young players and can act as a bridge between the two worlds. In a lot of clubs there is too much distance between the Academy and First Team. The change can't happen in a few months. It is important to get to know the players and I don't know all of them yet, but we get data and reports from their games. We have young players with potential but who have work to do to get to our level. The role linking the Academy to the First Team is important and we have an individual in mind. We will seek to progress this once our games this week are over.

Nick Thomson asked the audience to join him in thanking the Manager for his time. Philippe Clement left the meeting.

**Questions submitted in advance**

Nick Thomson stated he would now put issues to the panel which had been submitted from supporters in advance of the meeting and ask panel members to provide an update.

**SINGING SECTION & SAFE STANDING - update provided by James Bisgrove**

James Bisgrove said the club's assessment of singing section and safe standing had moved on considerably since the last CEO Fans Forum. Four singing section trials have taken place, and a survey of first team players and season ticket holders has been undertaken, to which over 5,000 season ticket holder responses were received.

The support feedback corroborates the positive impact that the energy created by the singing support has on the players and their performance levels. The vast majority of supporters are in favour of creating a singing section. The next challenge is where this should be located within the stadium. We are continuing to engage with supporters in a number of ways ahead of the board taking a final decision on the topics – Greg Marshall and other club staff recently led a collaboration session with supporters on the subject. No decision has been made. A proposal will be taken to the Board, with a recommendation from the Executive Team, taking account of other factors such as the location of away supporters, proximity to any signing section from a police/UEFA perspective and the impact of proposed stadium expansion works.



Looking ahead, with season tickets due to launch in March/April 2024, we will also need to ensure we have sufficient lead-in time to get information out to any supporters who could be displaced by the creation of the singing section, should the board decide to move forward, so we will continue to consult and engage with those potentially affected between now and then.

### **FAN ENGAGEMENT - update provided by Greg Marshall**

Greg reported on the progress made in implementing the Club's Fan Engagement Strategy, the first of its kind in Scottish Football.

The names of those appointed to the Fan Advisory Board will be announced imminently. The standard of candidates has been exceptionally high. The introduction of the Board is a genuine commitment to ensuring that fans' voices are heard at the highest level within the Club.

### **COMMERCIAL STRATEGY - update provided by Karim Virani**

Karim said the commercial performance of the Club in the last 4-5 years has been exceptional, so for him it is not about sweeping change so much as evolving expectations and targets. As a new Executive Team, we must support what Philippe and his team are doing and keep on growing. We can't stand still. Our primary principle is focusing on local and international partnerships, revenue generating activities, introducing new products, propositions and fan experiences to add value.

The secondary principle is performing, acting and delivering as a world class sports organisation globally. From my background in the business side of football in the EPL, there is a lot we can learn from the industry - talking to new partners and articulating how powerful this club is and how powerful our fan base is will lead to more partners and more revenue.

The final principle is innovation. Talking to fans, talking to people in the stadium and in the club, I have learned we don't settle for second best. We want to be the best. Innovation is about not doing the same thing over and over but having higher aspirations for the Club - growing local partnerships and global partnerships, thinking about international territories where we can attract more followers, venturing into different markets. These are all things I am looking at to help build a stronger future for the Club.

### **CLUB EVENTS - update provided by Natalie Nairn**

Natalie heralded the opening of Edmiston House as an exciting opportunity for the Club to host different types of events. For example, we recently held a Ladies Lunch and a Welcome Party ahead of the Hamburg friendly. We recognise that the traditional black tie events don't suit everyone and so we are trying to diversify the portfolio by introducing events such as the Women's Open Training Session, which will be held at the Training Centre, and we will also be introducing our first "Women Only" end of season awards ceremony.



We are looking to build on our very successful “Evening with” events with Rangers Legends and will shortly be announcing the appointment of three new Ambassadors to the Club.

### **IMPROVEMENTS TO STADIUM FACILITIES - update provided by James Bisgrove**

James praised the Facilities team for the improvement works which are taking place at Ibrox, the Training Centre and the Ibrox Community Complex, where we are laying a new astroturf pitch.

We have recently opened the fantastic Museum facility which has been heralded as one of the best football Museums anywhere in Europe. In May, we were proud to launch our new VIP premium lounge ‘Menu by Gordon Ramsay’, the first sports collaboration ever with the world famous chef, who will also transform the menu in our Blue Sky Lounge by introducing a range of his dishes.

We continue to invest in the core stadium facilities, carrying out a phased programme of works to improve the concourse toilets and the introduction of new disabled toilets, which forms part of the broader disabled facilities works. We continue to drive standards at every level, for example instigating a thorough clean of the Club Deck white beam.

There are decisions we have to take in terms of the financial sustainability of the Club. Much as we would like to, we can’t do everything at once, but the Board is fully committed to invest in improving matchday standards. Re-surfacing the stadium footprint is part of the plan as well as the installation and unveiling of the Walter Smith statue in the new year.

### **FINANCIAL SUSTAINABILITY - update provided by James Taylor**

James said the financial sustainability and UEFA monitoring and club licensing are front and centre to how we need to run the Club. We recently went through a UEFA metrics process to get the squad cost ratio to a sustainable level going forward. The commercial performance is allowing us to deliver sustainability. From a ratio perspective, if we qualify for the UCL, then quality of player needed to compete at that level, staying within regulatory parameters is important.

We are focusing on the player trading model to help us ensure we deliver sustainability and to allow us to continue the heritage of success at Rangers Football Club.

### **B TEAM & ACADEMY - update provided by Creag Robertson**

Tonight the B Team plays in the Challenge Cup. We are the last youth team still in the competition. The B Team played in the Lowland League the last two years which served its purpose. This had many benefits but also had some limitations.



Kieran Dowell will play in the Challenge Cup tonight. In the Lowland League he wouldn't have been allowed to do so and hence our focus on a 'Best v Best' programme for the B team squad. Having the flexibility outwith the Lowland League allows First Team players to drop into play when returning from injury. The B Team players get to train with the First Team and play. Another limitation of the Lowland League was the age restriction. If we were still in the Lowland League, Ross McCausland would not be playing in the First Team, he may go out on loan.

We have a new Academy Director, Zeb Jacobs, He is extremely innovative and will push our programme forward and take us to the next level. The focus now is not merely on results, but on individual player development. In the best v best programme, our 16 & 17 year olds get to play against top opposition – Manchester United, Manchester City and AS Monaco. All our younger players will experience a foreign tour every season.

#### **FOOTBALL DIRECTOR - update provided by James Bisgrove**

James confirmed the importance of this appointment saying we are now in the final stages of recruitment. He and the Chairman will be in meetings later this week with potential candidates. We look forward to bringing in the right individual who will add value and fit in with the football strategy and, importantly, drive player trading model, supported by the governance of the Football Board.

The successful candidate will lead the Club's recruitment function, working with Creag Robertson across the entire football strategy at the Training Centre. He will join our Football Board. The focus will be on getting recruitment decisions right and implementing a successful player trading strategy.

#### **TICKETING WEBSITE - update provided by David Milburn**

David said the project is well underway and the expectation is for the new system to be live for supporters in advance of season ticket renewals next year. We have been with our current ticketing provider for 15 years so there is an enormous amount of data to be migrated and processes to be carried over. Staff are receiving training from the new platform provider so that they can see first hand what supporters can expect. The new system will be much more customer friendly, the customer journey will be simplified with supporters being able to move easily between all Club products. Ticket upgrades, seat transfers and seat moves for European games will no longer be a time consuming manual process for staff.

#### **WOMEN'S TEAM - update provided by Creag Robertson**

Creag said the Rangers Women are the only undefeated team in the League to date and Jo Potter has added real value to the programme. We are in the process of appointing a Women's MD to lead in all areas on and off the pitch, supported by the Executive Team. In terms of player contracts, we are being pro-active and looking to open discussions with a





number of our key assets. The aim is to be Scotland's premier team and to progress in Europe.

## Open Floor questions

### Question

I'm interested in the financial sustainability of Rangers. Can you explain where you found the money to get rid of two Managers and their back-room staff and whether that pay off has left us in debt.

Answer – James Bisgrove

In the next week or two, the financial figures for 22/23 will be released. We will report an operating profit for the second consecutive year. The Club is being run in a financially sustainable manner. We are fortunate to have a group of supportive investors. We try to optimise the commercial and football performance of the club, and the departure of the previous Managers is not something that is material in negatively impacting our ultimate financial position.

Answer – James Taylor

We need to be successful on the pitch and sometimes decisions need to be made. We have a very supportive Board so there is no external debt against the former management teams' departure. The material impact of one such decision is low. We need to make better decisions as a Club to drive the right outcomes on the pitch and off.

### Question

As a Club, we are judged to a completely different standard in the media, we can't move for being criticised. How will safe standing be policed? I am worried about how it will be controlled. Across the city they have lost control and I don't want that to happen to us. Will we have more stringent rules for that section?

Answer – James Bisgrove

We have already started the feasibility from an infrastructure point of view. Supporters who want to stand during the game and sing will do so in a safe way. Anything we undertake will be done with the utmost diligence, working with the right authorities making sure the stadium's Safety Certificate is taken into consideration.



### Question

We need to remind people our stadium needs to be respected. In the last few weeks, Hibs supporters disrespected the Ibrox Disaster. We need to put more out to our own fans about what the stadium stands for and to remember why it was built as it was.

Answer – James Bisgrove

The Ibrox Disaster is forever part of our history and the anniversary is commemorated by the club and supporters every year. We will never forget those who lost their lives. The tragedy will always be front of mind for the management team, the Board and everyone connected to the Club. You can be assured that we will take the strongest possible action against any away support that acts in a provocative or disrespectful manner.

### Question

In 2018 Glasgow City Council and the Board met to discuss the relationship. In a freedom of information request, it was noted that in terms of conference business, 22 were allocated to other clubs and none here. Given the upgrade to our facilities, is the Club seeking to address why this is the case?

Answer – James Bisgrove

We have a positive and healthy relationship with Glasgow City Council. When I took over as CEO, I personally went to the City Chambers to meet with Annemarie O'Donnell (Chief Executive). I have also had dialogue this week with the Council about the Albion Car Park project. Any engagement I have had with them so far has been positive.

### Question

MyGers – the threshold for the next level has increased. Can you explain how this happened and how we go about getting away tickets for smaller venues?

Answer – Natalie Nairn

At each update, the threshold has to increase as we are reflecting additional points generating activity such as match attendance and match ticket purchases.

We do however appreciate that this can be disheartening for supporters who are looking to move to a higher tier, which is why at each points update we carefully consider the different tiers and thresholds.

With regard to away tickets, unfortunately there is no perfect system. If we take last season as an example, each domestic away match received over 16,000 applications.



When we introduced MyGers, we chose to create a hybrid system that rewards loyalty but in a way that doesn't create a "closed shop" that locks out younger supporters. We did a lot of research but we settled on creating an allocation method that would offer the highest number of tickets to supporters with the highest level of points, but we also ensure a portion of tickets are still available to supporters with less points as we recognise that it's important for those climbing the tiers to feel that they still have access to important away games. Answer – Greg Marshall

Away allocations are reducing year on year and we have an average of 16,000 applying for every game. We are limited in what we can do to manage fans' expectations. We continue to work with the SPFL on away ticket allocations, but ultimately most clubs give us what they choose.

### Question

Are there any plans to link the Club shop to MyGers points?

Answer – Natalie Nairn

This is a question we are asked a lot, but there are many factors we need to balance. For example, many supporters believe that point generating activity should mainly be connected to activities linked to watching the First Team. This is one of the reasons that over 90% of available MyGers points are linked to attending First Team matches.

However, we also acknowledge that supporters purchasing official merchandise are also directly supporting the Club and we understand that some supporters feel that this should be recognised in the form of points.

One thing we may consider in the future is introducing points for merchandise purchases but capping the number of points that are available in this way. That said, this is something that would need a lot more fan research before implementing and we would go through a lot of plans and processes before introducing.

### Question

Are there any plans to adopt a travel partner for European away games? A lot of fans like to go just for the day.

Answer – Greg Marshall

Our First Team and corporate travel partner is Destination Sport. They will look at each game on a case by case basis. We need to consider if it is feasible and affordable to operate flights, especially to hard to reach destinations.



Answer – Karim Virani

When we have European away travel, we will engage with Destination Sport to discuss feasibility. If they have nothing appropriate or affordable to offer to fans, we won't operate any flights. We will put pressure on them to find and organise affordable packages.

Answer – Greg Marshall

We will endeavour to make a decision as early as possible so that fans don't feel locked out.

### Question

[Asked on behalf of Supporters Club] – at the Hibs game, two elderly members couldn't get to their bus. There were not enough spaces for the buses to park and also the barriers were put up to contain a minority of Hibs fans. Why should the law abiding supporters be punished? Why are the away fans not kept in to allow the home fans to dissipate or why is the Club not looking at a bigger area for parking supporters club buses?

Answer – Greg Marshall

At the Hibs game, their fans were kept in and the barriers were only closed when the Hibs fans were released. Generally speaking there is an announcement when the barriers are in place but it is a police decision, not a Rangers decision. We have no control over this. The barriers will be in place for the Sparta game on Thursday. The Sparta fans will be kept in. The police can't commit to any decision until they see the situation, so it's a Catch 22.

Fan Engagement are now working with the Disability Access Officer and any supporters with access issues should contact the Disability Access team pre-match and someone will be on hand to help. The police are generally supportive and will allow individuals through the barriers. If the situation arises again, phone me and we will make the necessary arrangements.

A meeting is scheduled with Police Scotland regarding bus parking for the NI supporters who struggle to get away from the stadium, which then impacts their travel arrangements. We need to know how many supporters are affected. We need survey feedback on travel related issues in order to get a dialogue going with the police.



### Question

There are double yellow lines along Broomloan Road, next to the spare ground. Why not put buses there?

Answer – Greg Marshall

I broadly agree with this, but the police believe the system in place just now is optimal. Broomloan Road has been used in the past for high risk games. The police are the experts and we need to take their word on it, but we also need to make sure our voices are heard.

### Question

Price of away game tickets – £32 for Dundee. Down south pricing is £30. Is this something the Club will take into consideration before we get to £35 / £40 for places like Dundee? It is getting out of hand, higher pricing for lower end product.

Answer – Greg Marshall

The challenge we have is an average of 16,000 supporters signing up for away games. Other teams in Scotland rely on our income.

Answer – James Bisgrove

I would be happy to raise the issue of away ticket pricing with the SPFL Board. Away ticket allocation is a live topic under review by the SPFL board.

### Question

Given the proposed new minimum allocation rule for away support, will the Club still request tickets for the OF game?

Answer – James Bisgrove

Yes, we will request tickets for the OF away game. It will likely be a matter for the SPFL Board to determine, but we believe we should have Rangers supporters at that game and away fans at all matches. There is an ongoing debate around the percentage threshold for away ticket allocations at certain grounds, it is double edged for us. We always push for the maximum allocation, but the decision is out of our hands. If a rule of commonality is introduced we would need to be careful of the consequences in terms of what Ibrox would be forced to provide and any impact on our season ticket holders.

### Question

Changes to Scouting Department, moving towards being data driven.



Answer – James Bisgrove

The key focus for the Scouting Department is having strong processes in place and right people in key roles; our Scouting leadership team is comprised of John Park (Chief Global Scout), Mervyn Day (Head of UK Scouting), Craig Robertson (Head European Scouting), Fraser Murray (Head of Scouting Operations) and John Park (Chief Global Scout).

The first touch point now for identifying players is video and data analysis, which provides us maximum reach and with reduced bandwidth and costs incurred by live scouting. The traditional process of scouts watching live games, as a first step in the recruitment process, is not effective or optimal.

Answer – Creag Robertson

We have refined the process to make it more efficient. We send scouts to watch live games when we think a player might be close to being right for us. We have a balance of video, data and live scouting at the end of the process.

### Question

In terms of the disabled works, will you communicate in advance with season ticket holders who are facing the possibility of a move?

Answer – Greg Marshall

A lot of work is going on around planning for this issue. Once we have a definitive plan and we know who is affected, we will use the fan consultation feedback and make recommendations. There is a clear expectation from fans around priority moves. We will work with fans on their options. If you are affected, we will contact you as soon as it is confirmed in order that you can have your say.

### Question

Stadium expansion – Ready for the Future scheme – filling the corners and having seats where the big screens are ??

Answer – James Bisgrove

The Board will assess a range of stadium expansion options as part of the mid and long term planning. One of the options on the table is filling the corners, either partially or fully. Another option is lowering the pitch, which would provide 5 or 6 new rows right round the stadium. We are also looking at more ambitious options like expanding the Copland & Broomloan Stands, beyond the cantilevers, which would provide a significant seat increase. A long-term investment and stadium expansion plan is required if we want to be ambitious.



### Question

Fans leaving early. I am worried about getting to 70 minutes of a game and the stadium is only three quarters full. Is this a concern?

Answer – Greg Marshall

This is very topical. The transport discussion earlier is part of it. We will try and get a wider overview and work on some of the external factors.

Answer – James Bisgrove

We recognise people are travelling to our games from all over the country and internationally and have their own transport needs. Everyone has to make their own decision and we can't control that, but having a full stadium right up to 90 minutes undeniably has a positive impact on the players.

### Question

People who do leave early can get stuck on Helen Street for an hour without moving.

Answer – Greg Marshall

We will do what we can to influence change. If the fans can make the sacrifice and stay until the end of a match, it does make a difference. I understand the frustration, but we have a job to do in the stadium. We need to get behind the team and roar them on.

Answer – Creag Robertson

One of the things Philippe has mentioned is the stark difference between playing in Monaco and playing in front of the fantastic home crowds here at Ibrox. The atmosphere has a massive impact from a playing perspective, but also in attracting players and staff to the Club.

### Question

Any progress with the proposed Ibrox train station?

Answer – Greg Marshall

I don't know where we are with this. The original project was £2m, now it would be ten times that. Rangers cannot influence any decision. SPT improvements to the subway will make a difference, although closing at 6.00pm on a Sunday has a negative impact.



### Question

Will any more fans be invited to discuss the singing section as some fans didn't manage to take part in the collaboration session.

Answer – Greg Marshall

It depends on the timeline. The survey report will go to the Board. If we need additional conversations or more specific answers, we will follow this up. If anyone wants to discuss the issue, the Fan Engagement team will be happy to take your calls. It is important for people to feel they are being heard. We are listening.

### Question

Fan behaviour at the Dundee away game and the rockets set off at Hampden. This is completely unacceptable at a football match. I am worried about bringing my granddaughter to games.

Answer – James Bisgrove

Pyrotechnics are illegal. This is not just a Rangers matter, its much wider. The Club has been really clear and strong in its messaging and in subsequent discussions with the SPFL. The government is involved in terms of the broader pyrotechnic topic. The Manager mentioned the positive effect the noise and energy from the fans has on the team, but pyrotechnics are not part of that.

Nick Thomson brought the meeting to a close and reminded everyone that members of the Fan Engagement and Customer Service teams were available at the back of the room to answer any further queries.