



Fan Advisory Board / Rangers FC Leadership Meeting

Ibrox Stadium – 8 October 2025

Attendees

Rangers F.C.

Greig Mailer – Chief Communications & Marketing Officer

James Taylor – Chief Financial Officer

Greg Marshall – Head of Supporter Engagement

Allison Walker – Fan Engagement Coordinator

Calvin Stroyan – Fan Engagement Executive

Fan Advisory Board

Stuart Langan (Chair)

Matt Boyd

Craig Hannah

Gary Ralston

Jamie Cook

Kelly Johnstone

Apologies: Patrick Stewart (Chief Executive Officer), John MacFarlane (Head of Facilities), Fahd Bari

1. Welcome & Introductions

Greig Mailer opened the meeting on behalf of Patrick Stewart, who was unable to attend due to other club commitments. He thanked attendees and confirmed that the meeting would focus on agenda points carried forward from the previous session, including club finances, supporter engagement, and stadium and facilities updates.

2. Head Coach Recruitment Update

Ahead of the main agenda, the FAB provided comment on the previous Head Coach appointment and ongoing recruitment process. FAB members stressed the

importance of the next managerial appointment in restoring belief and unity across the club, and highlighted key supporter concerns, including:

- The importance of selecting a candidate who can inspire confidence among supporters and players.
- A desire for clearer communication regarding who is leading the process and the role of ownership.
- Ensuring the new Head Coach reflects the demands and identity of Rangers Football Club.

Greig Mair acknowledged these views as reflective of wider supporter sentiment and confirmed the process is being led by the Chairman, Vice-Chairman, Chief Executive, and Sporting Director.

The club confirmed plans to organise a series of roundtable engagement sessions in the coming weeks. These will provide an open and constructive alternative to large-scale fan forums, allowing senior staff and supporter representatives to discuss key topics across football, operations, and community matters in more depth.

FAB members posed a number of questions to the club about managerial and football recruitment. The club reconfirmed that this meeting was arranged to progress outstanding agenda items not covered at the previous meeting, rather than to revisit football-specific discussions, and that dialogue on football matters will resume once the recruitment process concludes. The FAB noted this and the reason for the meeting being scheduled.

3. Finance Update

James Taylor provided an overview of the club's financial position, which is stronger than previous years through disciplined cost management, improved commercial performance and significant documented investment. European qualification continues to be a major factor influencing annual income, with fluctuations in prize money and future risk to coefficient ranking noted.

Net summer spend was confirmed at approximately £20 million, with wage and football earning management remaining a central focus under UEFA's Financial Sustainability Regulations. Football Earnings and Squad Cost Ratio are both compliant, supported by the recent ownership investment, though future financial results remain closely tied to on-field performance domestically and in Europe.

FAB members sought clarification regarding transfer spend and the role of loan fees. The club confirmed the figure is accurate and that loan fees are included but

not a major factor. The FAB also emphasised the importance of player trading for long-term sustainability, which the club reaffirmed.

It was confirmed that managerial changes have a financial impact but, were not currently expected to materially affect future budgets. Player movement is expected in January as part of the club's commitment to reinvestment in the first team.

The club outlined changes following the transition from PLC to limited company status. While statutory requirements for an AGM no longer apply, the ownership group will hold an annual meeting, to maintain transparency and engagement with fans and shareholders. The aim is to organise this in the summer of 2026. Financial statements will continue to be published via Companies House in line with statutory requirements.

4. Senior Executive Appointments

Greig Mailer provided updates on senior leadership appointments:

- Jim Liggett, formerly Operations Director at Manchester United, will join as Interim Chief Operating Officer (COO) in November.
- Recruitment for a permanent COO is underway, supported by an external agency.
- The new Chief Commercial Officer (to be announced) will start in January 2026, and the recruitment process of the Chief People Officer is in progress.

FAB members raised points about optics and perception. Greig Mailer acknowledged these sensitivities but reaffirmed that appointments are based on experience, professionalism and capability and are underpinned by strong process and objective criteria. FAB members noted the update.

5. Stadium & Infrastructure Update

Greg Marshall provided an overview of ongoing and completed maintenance works at Ibrox and the Rangers Training Centre, much of which takes place behind the scenes. Completed projects include:

- Ongoing seating renewal across the west enclosure and Club Deck.
- Upgraded audio, lighting and ceiling systems.
- Replacement dugouts, increasing technical area capacity and accessibility.
- Completion of the pulley system, pending building control approval.

- Structural upgrades and toilet refurbishments in the Copland Stand.
- Refurbished hospitality suites, including the Cooper Lounge and Barry Ferguson Room.
- LED lighting replacement across concourses and undercroft areas.
- Installation of new gym and recovery facilities at the Training Centre.

The club noted that certain improvement works have been rescheduled to ensure safe delivery and avoid impact on matchday operations. It was emphasised that safety and compliance remain the club's priority. FAB members highlighted that a number of the feedback points they received from question posed on X could be addressed within this plan and supported this approach and encouraged clear public communication once revised timelines are confirmed. Fan Feedback has been shared with the club.

FAB members also raised feedback from the Disability Matters Group regarding surfaces and access routes used by wheelchair users. The club confirmed that they will review the specific areas highlighted.

6. Collaboration with Club 1872

Greig Mailer provided an update on ongoing discussions with Club 1872 regarding the future direction of their project funding. Conversations have focused on supporting heritage and supporter-experience initiatives aligned with FAB consultation themes.

Both parties remain committed to ensuring any agreed projects deliver visible, lasting benefits for supporters and the wider Rangers community.

Greg Marshall confirmed that the club's Heritage Working Group is being formalised, with terms of reference in development. Club 1872 will be invited to participate alongside other supporter representatives and club experts to ensure heritage work is delivered collaboratively and respectfully.

7. Ibrox Campus Masterplan

Greig Mailer provided a detailed update on the Ibrox Stadium and Campus Masterplan project. The club is finalising the appointment of a consultancy to deliver a feasibility and design study covering:

- Stadium infrastructure, accessibility and maintenance.

- Capacity analysis and future expansion options.
- Matchday fan experience improvements.
- Long-term use of Edmiston House, G51 and office spaces.
- Hospitality, retail and commercial opportunities.
- Parking, transport links and campus flow.
- Heritage preservation and commemoration.

The selected firm will produce short-, medium- and long-term recommendations balancing ambition with financial feasibility. The ownership team is engaged in the process, bringing international experience.

The study will include supporter consultation through focus groups, surveys and interviews to ensure fans' voices inform the project.

FAB members asked about planning and government factors. It was confirmed that any major elements will require Glasgow City Council planning and regulatory approval. The club will work closely with relevant bodies to ensure compliance as plans are developed.

FAB members also raised public investment models used elsewhere in Scotland. The club confirmed that the club is exploring multiple funding options, including shareholder investment, commercial partnerships and potential public or infrastructure grants.

Greig Mailer added that Rangers are contributing to an SPFL-led study on economic impact and matchday alcohol licensing. While pilot schemes are being trialled elsewhere, all stadium development plans will be based on existing legislation with one eye on future opportunities.

The club also confirmed that the proposed G51 Bar will not proceed in its previous format but will instead be integrated within the wider masterplan.

8. Fan Behaviour & Sanctions

The club provided an update on recent disciplinary matters.

The SPFL confirmed that no action would be taken following the April fixture against Celtic, having reviewed the club's submissions and defence, and measures taken regarding the tifo display. The league was satisfied with the response and closed the case without sanction.

The SPFL investigation into smoke devices at Motherwell resulted in a suspended 50-ticket sanction, to be applied should a similar incident occur. UEFA imposed a

€20,000 fine for pyrotechnics at the Club Brugge fixture, along with a suspended away section ban for two years.

For the upcoming Hampden Park Semi-Final, the SPFL has applied a 500-seat reduction following previous pyrotechnic use, with a further 800 seats suspended pending future conduct. The club outlined how the sanction would be applied proportionately and in a targeted manner, focusing on those directly involved. FAB members acknowledged the approach and the advised of the importance of transparent communication.

9. Ticketing & Pricing

FAB members expressed disappointment that supporters moving seats for European fixtures were required to pay in full without instalment options and noted that the booking fee reduced the value of the discount offered. The club committed to address this.

Members also suggested that the Hibernian fixture could have benefited from a tiered pricing model similar to the UEFA Europa League packages. The club confirmed that tiered pricing is under review for future domestic cup matches and that work is under way to explore instalment options for supporters required to move seats for European fixtures. FAB members welcomed the return of official club flights for European fixtures and encouraged continued review of travel options for away matches.

10. Supporter Dialogue & Engagement

The club outlined upcoming Fan Engagement activity, reaffirming its commitment to open and transparent communication during this period of transition. Planned roundtable sessions will involve representatives from the FAB, Rangers Supporters Association, Copland Collective and Disability Matters Group, providing opportunities for focused discussion with senior staff.

The club confirmed that the FAB structure will be reviewed in early 2026 to ensure effective and representative dialogue. A dedicated session between the Disability Matters Group and RSA is also planned to share best practice ahead of the relaunch of the Rangers Disabled Supporters Association.

FAB members discussed recent challenges around away ticket collections, noting that communication confirming when a collection would take place had, at times, been issued too late. The club reaffirmed that in-person collection remains the default approach for European fixtures to ensure tickets are used by the correct individuals and that as many issued tickets as possible are utilised. The club

acknowledged feedback on communication timing and said that they will continue to communicate future collection arrangements as soon as they are available and, ideally, at the point of sale.

FAB members also raised the importance of consistent communication across supporter groups. The club confirmed its ongoing commitment to engage constructively with all recognised groups while maintaining appropriate structure and governance. The FAB remains the principal advisory body for structured dialogue, with other supporter forums continuing to play a valuable role in representing sections of the fanbase.

Meeting Close

The Chair of the FAB thanked club representatives for their openness and detailed discussion. The club acknowledged the FAB's constructive input and reaffirmed the club's commitment to maintaining regular, transparent dialogue with supporters.