



Candidate Brief for the position of Independent Non-Executive Directors Professional Footballers' Association



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Professional Footballers' Association (PFA)

The Professional Footballers' Association (PFA) formed in 1907 is the world's longest established professional sportspeople's union. The PFA aims to protect, improve and negotiate the conditions, rights and status of all professional players, both men and women, by collective bargaining agreements.

The experience and expertise the PFA has gained since its formation ensures the union provides the best advice, representation and assistance in all aspects of a player's career and beyond.

The PFA is a key figure in all aspects of the professional game. The union believes in using the power of football to effect positive societal change and the principle of caring for the interests of the game as a whole.

The PFA has been successful in initiating Community Programmes across the country and led with innovative anti-racism campaigns, working alongside the Premier League, English Football League, The Football Association and the Football Foundation on charity and community initiatives.

The union is a key member of the International Players' Association, FIFPRO, and was instrumental in the changes to the international transfer system following the Bosman ruling. The organisation negotiates with FIFA and the European Commission and is also a key member of the Professional Players' Federation, a body of major sporting players' associations.

In January 2013 The PFA Charity was incorporated with Companies House and registered with the Charity Commission. Company number: 08352024 / Charity number: 1150458. The Charity helps support players both during their football career and beyond, in areas such as coaching, education, wellbeing, equalities and community.



Supporting Current and Former Players

The PFA and the PFA Charity supports players past and present in areas a wide range of advice, funding and services, such as:

Coaching

The role of the Coaching Department is to prepare current and former players for a secondary career within the professional game possibly within coaching or management. The Department works hard to ensure there is a fair geographical spread of coaching courses throughout the country.

Education

The Charity provides guidance for the provision of educational and vocational courses, in preparation for a second career, for all former and current players. The main aim of the Education Department is to encourage as many current and former players as possible to undertake suitable academic/vocational qualifications to develop their career prospects both within and outside the game.

Wellbeing

The Charity provides members with a 24/7 counselling telephone helpline. This 'round-the-clock' support is available to all players past and present. Players can also access a nationwide network of over 100 fully trained counsellors many of whom have played professional sport and understand the emotional roller-coaster this entails.

Community

The Charity is committed to raising the profile and awareness of the extensive work and participation of players in support of community and charitable activities. The Charity's community involvement extends across many areas such as: health, education, social inclusion, and equalities, underlining a commitment to make a positive difference in society.

Equalities

The PFA has a zero-tolerance policy in all areas of discrimination, bigotry and prejudice. This includes all forms of discrimination including sexism, racism, xenophobia, Islamophobia and anti-Semitism, bigotry by way of homophobia and homophobic attitudes and discrimination on the grounds of gender and disability including mental health. The PFA Charity supports inclusion in all areas of the game and are working towards an equal playing field for all.

PFA Finance

The PFA invests a substantial amount of money in member-specific initiatives and charities each year. The PFA has an annual turnover and net asset position of circa £34million and £68million respectively, putting the union in a strong financial position. Most of the revenue comes from a share in the television deals which the Premier League, the English Football League and The Football Association receive. Members' subscriptions and investments also provide revenue for the union.



PFA Awards

The PFA Awards is one of the most high-profile events of the football calendar, where footballers vote for who they feel has performed the best throughout the course of the season. The PFA awards categories include PFA Players' Player of the Year, PFA Young Player of the Year and PFA Merit Award. As well as this, the awards include PFA Divisional Teams of the Year awards across the Premier League, The FA WSL, Championship, League One and League Two. Previous winners of the PFA Players' Player of the Year Award include Gareth Bale, Mo Salah, Lucy Bronze and Cristiano Ronaldo.

PFA Committees, Councils, Boards & Trusts

The PFA have representation in a wide range of committees, councils, boards and trusts that have an impact in every tier of professional football including:

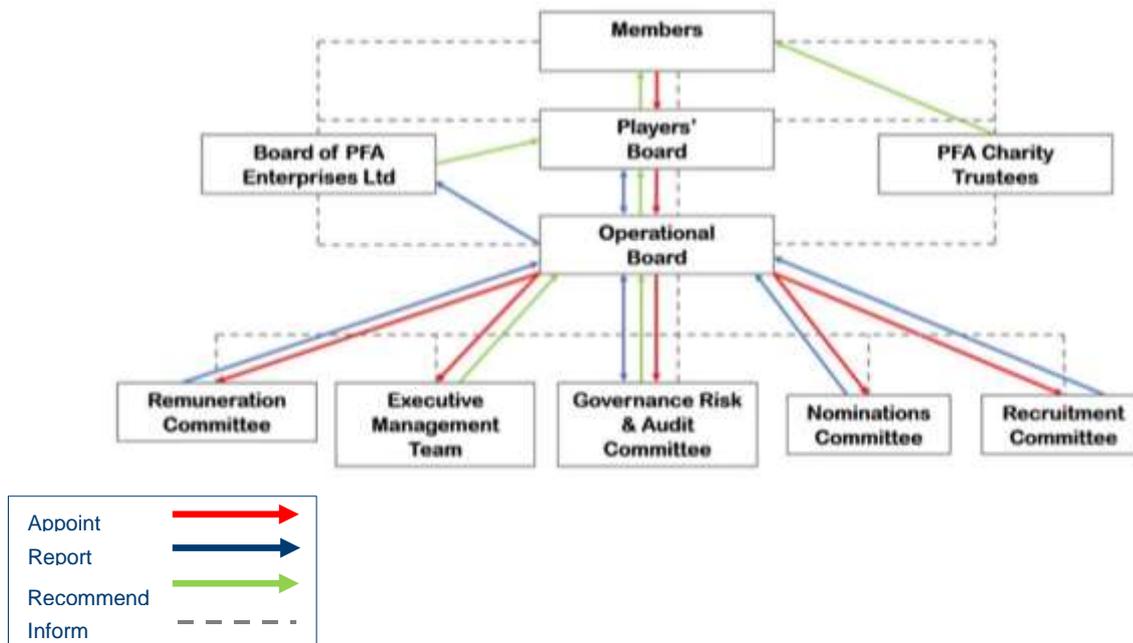
- Professional Football Negotiating and Consultative Committee
- Women's Professional Football Negotiating and Consultative Committee
- Professional Football Compensation Committee
- FA Council
- Professional Game Match Officials Limited
- League Football Education
- Premier League Learning
- PLPFA Community Fund
- Football League Trust
- Professional Footballers' Pension Scheme Trustees
- FIFPRO
- Professional Players Federation

For more information on the PFA, please visit: thepfa.com/thepfa/about



The Opportunity

The new, proposed PFA Governance Structure



Following an in-depth, independent governance review, the PFA is embarking on a transformational change process throughout the organisation. As shown in the organogram above, this includes the creation of a new Operational Board which will comprise four newly appointed Independent Non-Executive Directors (INEDs), the Chair and Vice-Chair of the Players' Board, the Chief Executive Officer and the Finance Director. The appointments process will be subject to Trade Union rules and the members will, therefore, ultimately elect all Board members, including the INEDs and the Chief Executive Officer.

The INEDs will be expected to provide independent advice and support and challenge the PFA Executive to help maximise the PFA's effectiveness. Together with the other members of the PFA the INEDs will be responsible for ensuring that the PFA works effectively and transparently in exercising and discharging its powers, fulfils the decision-making authority that has been delegated to it and leads on relevant matters related to professional football for men and women across the country.

The Operational Board will be responsible to the Players' Board for the governance, oversight, strategy and risk of the PFA and its Executive and will delegate operational delivery to the Chief Executive and the management team. The Operational Board will oversee the Executive's work, adhering to the principles of good governance and act on a collective basis operating on the principles of responsibility, support and respect. It will take decisions after considering recommendations made to it by the PFA Executive and the subsidiary committees.

The recruitment of the INEDs is being managed by the PFA's Selection Panel, which is chaired by Gary Neville. He is joined by John Mousinho and Edward Canty. They seek to recruit an inclusive and diverse group of INEDs with a combination of different and complementary skill sets and experiences, creating a truly exceptional team.

These roles are remunerated at £40k per annum; business travel expenses are reimbursed in accordance with the PFA's policy.



The initial responsibility of the INEDs will be to run the process to recruit the new Chief Executive Officer. It is therefore envisaged that the time commitment for the initial quarter will be much more intense than that expected on an on-going basis. There will also be a requirement for the INEDs to be highly involved in the first six months to lead the restructuring of the organisation.

Each INED will sit on the PFA Enterprises board and at least one of the sub-committees, chairing the Remuneration, Governance Risk and Audit and Nomination Committees.



The Role of the INEDs;

- To abide by best practice corporate governance in the performance of one's duties.
- To help lead and fully support a transformational change programme across the organisation to create a high-performing culture throughout.
- To attend meetings of the PFA's Operational Board, either in Manchester or London, which will be held initially six times per annum and once established, once every quarter.
- Promote and foster effective working relationships with all members of the PFA and representatives from the Premier League, the FA WSL, the English Football League and The Football Association and all other internal key stakeholders.
- Build and maintain constructive working relationships with all relevant football and other external stakeholders across the domestic and global game.
- In conjunction with the Players' Board and members of the PFA, create, oversee and support the delivery of the execution of the agreed strategy for the PFA.
- Support transparency, objectivity, inclusivity, equality and remain independent in all decision-making processes.
- Act as an ambassador for professional footballers across the whole game and with external stakeholders.
- Set rigorous standards on evaluating the PFA's performance, to ensure collective improvement across the organisation.
- Accept responsibility for decisions taken by the PFA.
- Work in harmony with the Players' Board fostering a 'whole game' approach to football, promoting and championing the importance of diversity and inclusion across all stakeholders.



Additionally, the INEDs will;

- Provide leadership and guidance to the PFA in its determination to be admired as a globally leading trade union.
- Establish and build a strong, effective and constructive working relationship with the Chief Executive and the rest of the Executives, ensuring the optimum level of support, challenge and accountability for members of the Executive Team.
- Promote and establish effective communication and trusting working relationships between members of the PFA and other stakeholders.
- Comply with all statutory requirements relating to duties of directors.
- Ensure that proper information and updates are provided to the Players' Board and that all matters requiring Board approval are brought in a timely and appropriate manner.
- With the Executive team, establish annual business plans and KPIs across the organisation, ensuring a clarity of role and purpose for everyone involved.
- Plan for and conduct effective meetings of the PFA's Operational Board.
- Engage all members of the PFA in its work and foster a truly inclusive culture.
- Ensure the PFA focuses on its key tasks and responsibilities with a proven commitment to inclusion and diversity to ensure the PFA is representative of the modern diverse group of members and the society in which it operates.
- Engage the PFA in assessing and improving its performance.
- Ensure accountability of members of the PFA for decisions taken and their consequences.
- Take an active interest in both professional & community football and work closely with the chair of the Players' Board for the overall benefit of football across the country.



The Individuals

The PFA is a significant organisation in scale but more so in influence, with enormous potential to grow its revenues and impact across the game. It strives to become a beacon of excellence in world football. This is a unique opportunity for the newly appointed INEDs to lead and further develop this group of world-renowned, truly influential, high-performing athletes in their daily lives as professional footballers and beyond into post career activities.

The PFA seeks exceptional, highly regarded, individuals with the necessary integrity, independence and leadership credentials to be effective INEDs. They should have an impeccable reputation, be leaders in their chosen field and demonstrate commitment to best-in-class corporate governance. They will be engaged, knowledgeable and available board members both at board meetings and at other times as and when necessary.



They will clearly understand the importance of remaining objective and independent, always declaring any perceived or actual conflicts of interest in the performance of their duties. They will have excellent interpersonal skills, with an ability to engage effectively with board and management colleagues, contribute to debate and challenge constructively. The right candidates will understand the political sensitivities around the sport and the societal power the game holds as well as demonstrate an understanding of the commercial aspects of the game and be confident with media relations and the public aspect of the role.

Candidates will have proven leadership experience at a senior executive level within a complex and substantial organisation, ideally with significant exposure to and accountability for robust governance. Such experience will preferably have been gained in a relevant sector, perhaps with a Trade Union presence or within a similar regulatory environment.

Candidates will:

- Be strategic forward thinkers with the ability to challenge constructively, debate thoughtfully and take decisions dispassionately.
- Be able to build rapport, work collaboratively and maintain strong relationships and partnerships.
- Demonstrate a proven commitment to equality, diversity and inclusion to ensure the PFA promotes effective representation for its membership across all areas of the football industry.
- Have sound and objective judgment and decision-making skills.
- Have a successful track record of negotiating significant contracts within powerful circles.
- Possess excellent analytical skills, be patient, contemplative and diplomatic.
- Be able to promote openness and trust whilst working as an effective member of the PFA.
- Possess strong interpersonal and influencing skills, being empathetic with professional footballers.
- Maintain the highest standards of integrity, impartiality and ethics.
- Conduct themselves with authority and stature that commands respect from all stakeholders and to act as an Ambassador for professional football.
- Have a genuine interest in and knowledge of football and an understanding of the power of sport for influencing and campaigning for social change.



Search Process

Briefing

We will agree the brief, job description and candidate specification with the Selection Panel.

Advertising

The roles will be advertised so they are open to anyone who wishes to apply.

Approaching candidates

We will conduct a global, cross-sector search in parallel to the advert. For those candidates who appear suitable, we will have an initial discussion with you over the phone to determine your interest and match with the brief and discuss your background and other commitments. We will ensure there are no conflicts of interest and candidates will be required to complete a conflicts of interest declaration.

Long Listing

We will be meeting with the Selection Panel to determine who is placed onto a longlist for initial interviews.

Interviewing

You meet with the Partner leading this search and there will be a robust discussion exploring your fit with the brief, motivation and suitability for the role. Soft referencing will begin as will checks into your past, including social media activity and profile.

Short listing

Having met with candidates who will differ on experience, ambition and background, we will select the candidates that best meet the criteria. The Selection Panel will then convene to determine a shortlist.

Meeting the PFA

The Selection Panel will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the PFA Culture and their expectations. You may have further meetings with key stakeholders to get a feel for the business at your request.

Due diligence

As you will appreciate, you will have conducted due diligence on the PFA and they will expect us to do the same for the candidates. We are looking for outstanding candidates.

Offer and acceptance

The PFA puts together the offer which we convey to you. We will fully support you through your potential restructuring of portfolio commitments and beyond in order to find time to carry out your duties effectively.

Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity, we will meet with you after your first couple of months to ensure that your expectations have been met. If they have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

Equality, Diversity & Inclusion

We will ensure that each stage of the search process is inclusive, and we work to fully support the PFA in their commitment to equality of opportunity for all.

Confidentiality

We guarantee that any discussions we have will be in the strictest of confidence.



Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email KScrope.CEO@odgersberndtson.com.



How to Express Your Interest

To express your interest, you should send the following:

- A letter highlighting your motivation for the post and relevant experience
- Up to date biography

The preferred method of submitting the above is online at www.odgersberndtson.com/80881

However, if you prefer, please email Simon, Euan or Lavanya or call them for a confidential discussion about the role;

Simon Cummins +44 (0)20 7529 1053 simon.cummins@odgersberndtson.com

Euan Frizzell +44 (0)20 7529 1078 euan.frizzell@odgersbderndtson.com

Lavanya Attawar +44 (0)20 7529 3076 lavanya.attawar@odgersberndtson.com

The candidate brief is available at; www.odgersberndtson.com/80881

The PFA is committed to achieving equality in football, wider society and within our own organisation. This includes all forms of discrimination under the Equalities Act 2010 and The FA Rules.

Given the under-representation of women and BAME groups in governance positions in football the PFA welcomes and encourages applicants from women and candidates from a BAME background.

Personal data

In line with GDPR, we ask that you do not send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.





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