

# ANDREW MERCER

## PERSONAL/CONTACT DETAILS

**Date of birth:** 14<sup>th</sup> March, 1980  
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## KEY SKILLS & CHARACTERISTICS

**Senior management experience**  
**Football industry knowledge**  
**Governance and legal expertise**

**Strategic thinking and planning**  
**Political acumen and stakeholder focus**  
**Astute negotiator**

**Strong communication**  
**Commercial background**  
**Global outlook**

## PROFESSIONAL EXPERIENCE

**2017 – Present**

**Asian Football Confederation (AFC), Kuala Lumpur, Malaysia**

**Current role:** General Counsel & Director of Legal Affairs (since April 2020)  
**Previous role(s):** Deputy Director of Legal Affairs & Head of Sports Legal, Disciplinary and Governance

I am the chief legal officer of the AFC, with responsibility for the supervision and management of the AFC's legal function and all legal activities undertaken by the organisation. Notable areas of my activity include:

- Acting as the secretary to the AFC's judicial bodies and committees, including managing the AFC's disciplinary processes and investigations (for on-field discipline, safety and security issues, match-fixing, anti-doping, corruption and other disciplinary matters), drafting legal communications, drafting minutes and decisions, and ensuring compliance with all applicable corporate/governance standards. I also act as prosecutor before the AFC's judicial bodies and represent the AFC at the Court of Arbitration for Sport (CAS).
- Providing legal advice in connection with the AFC's commercial rights portfolio and commercial disputes/litigation. This includes negotiating, drafting and reviewing high value sponsorship agreements and broadcast licence agreements, etc. with the AFC's commercial partners, as well as managing the legal and governance aspects of the AFC's selection, appointment and management of commercial rights agencies. In the context of the COVID-19 pandemic, I have also led on the complex renegotiations with commercial partners brought about by the unprecedented force majeure circumstances.
- Providing legal advice in connection with the AFC's corporate arrangements. This includes negotiating, drafting and reviewing employment agreements, service agreements, consultancy agreements, etc. and ensuring the appropriate governance and compliance safeguards are followed in respect of tender documents/processes.
- Managing the AFC's intellectual property portfolio and protecting/enforcing the AFC's rights through settlement agreements, consent letters, cease and desist letters, etc. and the implementation of effective rights protection programmes.
- Managing legal matters relating to the organisation, hosting and staging of the AFC's national and club team competitions. This includes the provision of legal and governance support in respect of bidding requirements/processes and host selection, as well as the drafting and negotiation of staging agreements, agreements with local authorities and governments, and other events-related documentation.
- Drafting, reviewing and interpreting the AFC's codes, rules and regulations (for example, the AFC Disciplinary & Ethics Code, the AFC Code of Conduct and competition regulations). Linked with this, I also provide advice in matters relating to the interpretation of competition regulations, competition design/format/scheduling, competition-related disputes, referee/coaching issues and other sporting matters.
- Managing the development and maintenance of the AFC's corporate, regulatory and governance framework (for example, the AFC Statutes and the AFC Organisation Regulations) and managing the legal aspects of the operation of the AFC Executive Committee and Congress, including the preparation, delivery and management of meetings and elections.

- Dealing with the AFC Human Resources unit as regards internal AFC employee disciplinary matters, and the application of internal policies and procedures across the organisation.

In addition to my legal duties, I also have responsibility for managing the staff in the Legal Department, which has a head count of twenty persons (including recruitment matters, conducting performance reviews, drafting KPIs and job descriptions, and managing leave and budgets).

**2010 – 2017**

**UEFA, Nyon, Switzerland**

**Roles:**

**Legal Counsel & Venue Director**

From 2013 until 2017, I had responsibility for the legal aspects of UEFA's club licensing and financial fair play programme. In this capacity, I advised UEFA's Club Financial Control Body (CFCB) in respect of the various club licensing and financial fair play investigations carried out throughout the football season and the disciplinary cases brought against clubs/national associations. In addition, as a senior member of UEFA's team on these matters, I was also required to participate in the development and implementation of UEFA's strategy for financial fair play, including performing strategic analysis. From 2015, I broadened the scope of my practice and also took on responsibility for various cases brought before UEFA's judicial bodies in general disciplinary matters (including anti-doping, match-fixing/integrity, discrimination and other disciplinary offences). During the period 2010 to 2013, I worked in UEFA's Marketing Legal Services Division where I had responsibility for the preparation, negotiation, interpretation and management of a wide range of commercial contracts in respect of UEFA's various club and national team competitions (including sponsorship, licensing, media rights and service agreements, tender documents and intellectual property related contracts).

As well as the abovementioned legal roles, during my time at UEFA, I also acted as a Venue Director for UEFA Champions League/UEFA Europa League matches. This gave me first-hand experience of operational matters at high-profile football events. This was a venue management role and was entirely independent of my position as Legal Counsel. I had responsibility for the overall implementation of the relevant competition on-site (focusing on organisational and sporting matters) and acted as the main UEFA contact person for the home and away clubs, the UEFA Delegate and the referees. I also assumed the role of UEFA media officer. On-site, I headed a team of UEFA employees (which included a venue operations/broadcast manager and signage coordinators) and club staff (including commercial, ticketing, stadium and security managers). I had responsibility for making time-critical decisions relating to a range of challenging issues, including anti-doping, anti-racism, security matters and commercial activations, and played a key part in the delivery of the prestigious UEFA club competitions.

**2006 – 2010**

**Slaughter and May, London, United Kingdom**

**Role:**

**Legal Associate**

I completed my legal training at Slaughter and May, a leading international law firm. On qualification I joined the commercial law/intellectual property practice where I advised a variety of clients in relation to general commercial contract matters, the protection and enforcement of intellectual property rights, and the intellectual property/information technology aspects of corporate transactions. As well as my general corporate practice, I also worked very closely with a number of clients from the football world, including Arsenal Football Club (in connection with its agreements with commercial partners/service providers) and Tottenham Hotspur Football Club (in relation to player image rights).

## **OTHER ACTIVITIES**

**Other employment:**

From 2002 to 2003, I worked as a radio journalist at Radio Beijing in China. My duties included reading and presenting the daily news, and producing cultural programmes.

**Volunteering:**

I am a keen volunteer with community projects. My past activities include:

- Providing support for the homeless and individuals with drug/alcohol problems at The Hope Centre, St. Helens, UK.
- Serving on the Board of Visitors at Thorn Cross Young Offenders Institute in Warrington, UK.

Now, in Malaysia, I volunteer with the local Beavers/Scout movement.

## EDUCATION

**2016 – 2018**                      **University of Limoges, France (and others)**

**Master's degree in Sports Governance (known as the 'MESGO' programme)**

Grade achieved: Distinction

This is a unique programme designed for sport sector professionals wishing to master the complex dimensions and diversity of international practices related to professional sport on an international level. My thesis focused on matters of financial fair play and competitive balance in European football.

**2014 – 2015**                      **University of Lausanne, Switzerland**

**Certificate of Advanced Studies in Management - Football (known as the 'UEFA Certificate in Football Management')**

Grade achieved: Excellent/With Merit

This programme included modules in strategic management, operational management, marketing, sponsorship, human resources, public relations and communications – all in a football context.

**2003 – 2005**                      **Nottingham Law School, UK**

**Graduate Diploma in Law (GDL) and Legal Practice Course (LPC)**

Grade achieved in each programme: Distinction

**1999 – 2002**                      **King's College London, UK**

**BA English Language and Literature**

Grade achieved: 1st class with honours