



RICHARD SCUDAMORE Premier League Executive Chairman

THE PREMIER LEAGUE

hard to create the conditions for our clubs to succeed. Collective decisionmaking and revenue distribution are critical to this. We are privileged to have always had clubs who support this model by delivering on and off the pitch. Throughout this Review you will see examples of where clubs' investment is making a real difference to this competition, their fans and their communities; creating attitudes, structures and facilities that will serve football for years to come."

THE FOOTBALL

"José Mourinho's Chelsea are worthy Barclays Premier League Champions. Their skill combined with their will to win are embodied by players like Eden Hazard and John Terry. This is the sort of combination clubs are trying to achieve with their continued investment in Youth Development, as clubs want to be producing worldclass players as well as buying them. That is why the investment in the coaching and education of our best young players is so important."

never tire of achieving it; our top strategic priority is full and vibrant stadiums. This is the third season in a row that the Barclays Premier League has had occupancy in excess of 95% – the highest in Europe. Clubs work season it is particularly pleasing to see fans and more young people coming

THE COMMUNITIES

"One of the Premier League's proudest achievements is the scope and scale of our clubs' delivery for their communities. Seeing the impact these programmes can have on people really drives home their importance. Getting more young people involved in sport requires facilities, coaching and like Premier League Kicks and competitions like the Premier League Schools Tournament, which inspire and engage thousands each year, creating a sporting habit, offering routes into further education and training and even providing players

THE FANS

"The Premier League has always worked "I never tire of saying it and the clubs incredibly hard to achieve this, but this an increase in away attendance, female through the turnstiles than ever before."

> opportunity. Our clubs deliver schemes for professional club Academies."

THE

PREMIER LEAGUE
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INVESTING IN THE COMPETITION AND DRIVING STANDARD

COMMUNITIES **PAGES 24-31**

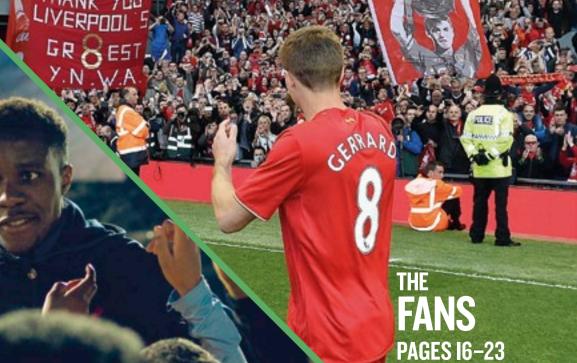
INVESTING IN COMMUNITIES AND DEVELOPING THE WHOLE GAME

THE FOOTBALL

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SEASON HIGHLIGHTS AND DELIVERING CONTINUED SUCCESS

SUPPORTING FANS HOME AND AWAY





Go online for Richard's interview review.premierleague.com

DELIVERING FOR FOOTBALL THROUGH SUPPORT AND INVESTMENT

Go online for more information review.premierleague.com

PASSIONATE SUPPORT

Competitive and compelling football creates interest from fans - whether

in the grounds, at home or on social

media. This attracts investment

from broadcasters and sponsors.

which allows the clubs to keep

delivering for fans.

COMPETITIVE FOOTBALL

At the Premier League the football drives everything we do. Worldclass players and managers put on competitive and compelling matches in full

and vibrant stadiums.

54

home-grown players made their Premier League debut

57%

growth in U9-U16 Academy festivals and tournaments

95.9%

185

countries now watch the Barclays Premier League

RESPONSIBLE DISTRIBUTION

Our focus on youth and education means investing in facilities and supporting schools. This delivers increased participation and opportunities to play sport, with professional football clubs serving as hubs for their communities.

546,000

projects

1.53:1

Ratio of top to bottom earning clubs

GENERATING INCOME FOR THE GAME

We distribute central revenues to clubs equitably to keep the League competitive and encourage investment. We share our success to help benefit the development of the game outside the Premier League.



"This is the league where every match is a real match. Every opponent is difficult. Every detail can make a difference. This is the league where you want to be champion and risk finishing fifth. Where you want a Europa League spot and risk being relegated. This is the Barclays Premier League. This is a real competition."

José Mourinho, Chelsea

A MODEL OF SUCCESS

Stoke City CEO Tony Scholes believes Premier League investment has a vital impact on and off the pitch: "Seven years ago we won promotion to

the Premier League – the best league in the world in our view. Success on the pitch enables us to invest in facilities, infrastructure and development off the pitch, which in turn delivers success on the pitch. Our aim is to be in that 'virtuous cycle' and stay in the Premier League. Being in the Premier League enables us to invest in our Youth Development and in the Community. Also for the city itself, having a club in the Premier League is a massive economic boost to the local area. It's great for the fans of Stoke City as well, in terms of helping the morale of the city. We try to sell the stadium out for every single match and that 'sell-out atmosphere' helps the team of course."



► Tony Scholes, Stoke City Chief Executive



Go online for José Mourinho's exclusive interview review.premierleague.com

SHARING SUCCESS

The Premier League has the most equitable revenue distribution of any major league in Europe. And, in ventures big and small, our clubs put the money they receive to great use in their local area. Liverpool, Tottenham Hotspur and West Bromwich Albion are three clubs doing just that.

How equitable distribution creates competition

Competitive and compelling football played in top class stadiums that are full of passionate fans is what makes the Barclays Premier League the most watched football league in the world. The unscripted drama of bottom beating top is created from the collective strength and equitable distribution of our broadcast revenues.

There is a mechanism for distributing this revenue based on the Premier League Founder Members' Agreement, the contract signed by the initial clubs that formed the League in 1992.

The mechanism resulted in a ratio of 1.53:1 between the club finishing top and bottom in 2014/15 and works as follows:



Go online for full
Payments to Clubs table
review.premierleague.com

• 50% of UK broadcast revenue split equally between the 20 clubs ALBION'S LOCAL HISTORY PROJECT

West Bromwich Albion is investing a six-figure sum in a Fan Zone on a historic site. The new

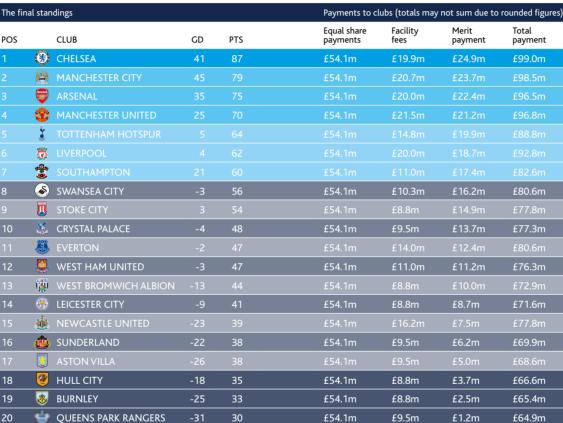
supporters' area will be situated in front of the old Hawthorns pub, a Grade II listed building, and will feature on-the-day catering and bar facilities, as well as matchday

attractions for fans young and old.

- · 25% of UK broadcast revenue paid in Merit Payments ('Prize Money' per place in the table)
- · 25% of UK broadcast revenue paid in Facility Fees each time a club's matches are broadcast in the UK

All international broadcast revenue, and central commercial revenue, is split equally among the 20 clubs.

The table opposite – which also shows the finishing positions of the clubs – details the value of the central income payments made to our clubs in the 2014/15 season.





LIVERPOOL'S HOME IMPROVEMENT

The club is redeveloping its Main Stand at Anfield as part of a wider £260m social and economic area regeneration programme. The expanded Main Stand will become one of the largest all-seater single stands in Europe, a new noisy home for their fans and an impressive addition to one of the most famous stadiums in world football.









DELIVERING MORE AND BETTER PLAYERS

For the last three seasons the Premier League and our clubs have invested heavily in developing a worldleading Academy system. The Elite Player Performance Plan (EPPP) is about one thing; producing more and better home-grown players capable of playing first-team football. Here we look at its three key elements, speak to those at its heart and see how the investment is already delivering results.

STAFF

IMPROVING THE QUALITY OF STAFF

In addition to developing and expanding a world-leading coaching network, we also want coaching provision to be improved. They are supported by the very best sports science, medicine, performance analysis and education specialists.

RESULT

fgo increase in full-time coaches



"Through the EPPP there's increased recognition of the importance of coaches on players' development. When I was coming through the Academy system 10-15 years ago, the support for a player was a couple of coaches and a physio.

Now, there's not only a bigger team of coaches, but a complete network

Ryan Garry, Arsenal U13: coach and Year 2 Elite Coach Apprenticeship Scheme participant

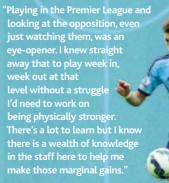
PLAYERS

DEVELOPING TECHNICALLY EXCELLENT PLAYERS

At its core, the EPPP is about producing tactically astute and independent decision-makers, fully equipped for a successful career as a professional footballer. Central to that is providing more time for players to play and be coached, with a clear pathway to first-team football.

RESULT

50% increase in contact time between players and coache



Reece Burke, second-year West Ham United scholar who made his Premier League debut this season

ENVIRONMENT

CREATING AN ELITE LEARNING ENVIRONMENT

Clubs have invested heavily in their Academies to provide inspirational facilities for their players, while a flexible and wide-ranging Games Programme ensures they are competing in best-with-best environments from U9s to U21s. We are also committed to the rounded development of players through a holistic education programme.

RESULT

growth in U9-U16 Games
Programme festivals and
tournaments



The on-and-off pitch experience from the Christmas Truce Tournament in Ypres was amazing. We had a wonderful football education playing and winning against some of the best teams of Europe, and got to play on an amazing 3G pitch that the Premier League donated to the city. It was also a unique chance to learn about the history of World War I and the cultures of the foreign boys we played against. I will never forget this.'

Valentino Livramento, player in Chelsea Christmas Truce Tournament U12 winning tea



is a support network helping those individuals fulfil their dream



COMPETITION IS KEY

"Competition is essential fo stretching a player's individual learning objectives. Tournaments take players out of their comfort zone. How do they cope against other players with different styles of play, how do they respond to their coaches' instructions, how do they cope being away from home

Mark Atkinson, Sunderland Youth Development Coach

THE PLAYER AT THE HEART

The Elite Player Performance Plan is empowering every player to be an independent decision-maker and take more ownership of their development. Premier League clubs have invested in support structures that put the player at the heart of

Rushian Hepburn-Murphy is a great example of the pathway to the first team. Aged 16 years and 176 days the Aston Villa Academy graduate made his debut in the away match at Sunderland in March. The Birmingham-born youngster was also Villa's leading goalscorer at U18 level during the 2014/15 season.

A ROUNDED EDUCATION

"We want every player to be a rounded individual, to understand everything about their technical, tactical, physical and mental development as a footballer, but also develop young men that have the personal skills to make a positive contribution beyond the Academy."

Ian Cawley, Leicester City Head of Academy Education



COACHING FOR RESULTS

"It's not about a player's size, it's about their technique, understanding of the game, and their ability. Mark Hughes asks, 'Can they play?' He always has kids over to train with the first team. We had Oliver Shenton, a local 16 year-old, make his debut because he's capable."

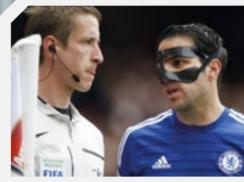
Dave Wright, Stoke City Academy Director



SPORTS SCIENCE IN ACTION

"The single most important thing is that player on the pitch. It is getting them on the pitch and staying there, getting time with the coach so that he can share his knowledge with

Sports Science a Medicine



Assistant referee John Brooks with Cesc Fàbregas

IN SAFE HANDS

Already a Select Group assistant referee, John Brooks' goal is to take charge of a Premier League match. Commitment to the game, dedication to learn and the support structure of Professional Game Match Officials Limited (PGMOL), will help him on his journey:

of PGMOL Panel 2A coach

Mike Riley (right)

"My goal is to referee in the Barclays Premier League. One thing is for sure, the right people are helping me get there. The support structure created by PGMOL General Manager Mike Riley means that everything is there for me to succeed. As a Select Group assistant referee I have a full-time coach. Adam Watts and his team are the ones who help us reach that 99% accuracy on offside decisions. At Premier League matches I have the best learning environment in the world, seeing the strategies our Select Group refs use. The close bond in the Select Group means they are never slow to pass on that knowledge.

"I've another referee coach at Conference level to talk to before and after games. Steve Dunn gives me the confidence to go out and perform to the best of my ability. Add to the mix PGMOL's in-house psychologist, who has developed a mental toughness training programme for all those of us who aspire to be Premier League referees, and we're well prepared for the future."





THE VALUE OF FOOTBALL

With over 13.7 million seats sold for Barclays Premier League matches this season, we consider the investment that clubs and fans make in supporting their teams.



EVERTON: SEASON TICKET MASTERS

• 90%

were early birds who saved £85

• 17%

of adults paid less than £10 per game

+£5

per match for under 12s

Achieving full stadiums does not happen by accident. Clubs work very hard to ensure that as many fans as possible have the opportunity to follow their team in person. Everton Chief Executive Robert Elstone believes his club is making football affordable:

"All football clubs think long and hard about ticket prices and most develop broad pricing structures that meet the needs and budgets of the vast majority of fans.

"Junior prices are invariably attractive, as clubs work exceptionally hard to get young fans in their stadia. Many clubs work with local schools, junior football clubs and businesses to offer heavily discounted group rates."



Robert Elstone, Everton Chief Executive ▼ Jason Howard with his wife and daughter at Goodison Park



WE ARE FAMILY

Lifelong Everton fan Jason Howard explains how football brings his friends and family together:

For me, Everton is about friends and family time. There's nothing better than myself, my family and my best friend Roger and his sons all heading to Goodison for a day out.

We get brilliant value for money from our season ticket. This year we paid around £550 each for our adult tickets through the early bird club scheme; the kids are £95 each, which is fantastic as it's only £5 a game.

We have great seats and all the stewards and staff are brilliant with the kids.

The match day experience has improved a lot since my first match as an eight year-old in 1977. There's a Fanzone before the game and the kids love all the entertainment, food and bands. Half-time is much improved, with old players returning, competitions for fans, and kids allowed on the pitch. There's a lot to be said for modern football.

"As with everything we've achieved at QPR, we won the Autism Access Award through our focus on listening to and talking with our fans."



Andy Rees, *QPR Supporter Liaison Officer*

All Premier League clubs must employ a Supporter Liaison Officer (SLO). The key aim of the SLO is to listen to the fans and bring them closer to their club. The Premier League organises events for the network of 20 SLOs from the clubs, so they can learn from each other and share ideas, whilst tailoring them to fit their club.

SUPPORTING THE SUPPORTERS

How Premier League Supporter Liaison

Officers go above and beyond.

Andy Rees is the SLO at Queens Park Rangers. Having only joined the club in January 2013, he was able to get up and running very quickly in his role:

"It's largely thanks to the Premier League and their support of the events and the open network of SLOs that I was able to make a difference so quickly at QPR." Soon after joining the club, Andy decided to have a refocus on the team of people who are on the ground at the stadium.

Officer Andy Rees with the Loftus Roadies

▼ QPR Supporter Liaison

"The Loftus Roadies are our match day customer service agents and play a key role in welcoming people and answering any questions. They wear red Nike uniforms and are a team of 10-20 people who work around the ground, with at least five in the family stand." The team hand out match day activity cards for youngsters, as well as a supply of free fruit bags. Alongside this, Spark the mascot is on hand and the Matchday Activity Centre is open 90 minutes before the match.

Andy's season highlight this year came in February when Loftus Road became the first spectator sports arena to be awarded the National Autistic Society's 'Autism Access Award'.

22 THE FANS

"THERE IS NO BETTER DRAMA ON TV"

What does the Premier League deliver for our UK and international broadcasters that is so special? As BBC's Guy Mowbray and NBC Sports' Rebecca Lowe explain, it is the live and unscripted drama.



▲ Guy Mowbray in the commentary box for Match of the Day

EXPECT THE UNEXPECTED

"At Match of the Day we have a running order and, if everything went as you would expect, then nothing would change. I don't think the order has stayed the same all season."

UNPREDICTABLE ACTION

"What makes it the most exciting league is the unpredictability, there's a result every week that makes you go 'wow'."

LIVE DRAMA

"There is no better drama on TV. This is live, being played out in front of you, you don't know what's going to happen and it's different every time. I love the pace and intensity. I don't think there's another league like it in terms of end-to-end action."



▲ Rebecca Lowe in the NBC Sports' studio

VIBRANT ATMOSPHERE

"Despite the fact they live 3,000 miles away our job is to bring US viewers the sounds, the smells through the pre and post-match, going over to England through the season and presenting pitch side."

FAMILY VIEWING

"We're 'appointment viewing' for families because it's same channel, same time and same place for nine months of the year."

GAME CHANGING

"My favourite weekend was when there was a game-changing moment – an equaliser, a winning goal, a red card – in every 3pm game we cut to. All that is great about the Barclays Premier League was encapsulated in the space of five minutes."

THE WORLD'S LOCAL LEAGUE

The Barclays Premier League is the world's most watched football league; all 38 match rounds are broadcast to 725 million homes in 185 countries.

We want our fans across the globe to get closer to the excitement and drama, and through in-country events like the Barclays Asia Trophy and Barclays Premier League Live, they can. In December 2014, over 20,000 Premier League fans flocked to Mumbai to watch Manchester United v Liverpool being broadcast live at a Premier League fan park.

Rachin, 23

League Live

in Mumbai

Liverpool fan at

Barclays Premier

"I was astounded when my cousin told me the Premier League was coming to Mumbai. I had to go, so I travelled 800km on an overnight train from my home city to get there. It was so good to mix with all those supporters and see a tent devoted to my beloved Liverpool.







▲ Liverpool legend Robbie Fowler surrounded by young fans in Mumbai





Schools are a vital location for club-delivered activities, so play a key role in our strategy. A three-year, £10.5m investment in School Sport saw over 125,000 primary school children take part in P.E. lessons funded by the Premier League last year.

Our commitment to schools helps drive sports participation among young people. We support 67 Premier League and Football League clubs to deliver this across England and Wales.

The Premier League also provides competitive opportunities, with 4,333 schools taking part in major national competitions we organise and fund.

Following club qualifying tournaments involving 12,144 pupils, the final of this year's Premier League Schools Tournament culminated in a unique opportunity to play in the final at Tottenham Hotspur's White Hart Lane.

Manchester City's City in the Community girls' team qualified as part of a celebration of International Women's Day. More than 300 aspiring footballers from 29 local secondary schools took part in the event hosted at City Football Academy.



CITY IN THE COMMUNITY

"Manchester City are very passionate about creating solid pathways for girls to get into football and to have positive role models like our women's team at the City Football Academy is a real boost for participants. Being able to show young women that there are opportunities for them to be involved in football both on and off the pitch is really important across the board at City."



Hannah Steele,

City in the Community Women and Girls Co-ordinator

Manchester City players in the Premier League Schools Tournament Final at White Hart Lane



Delivering first-class facilities is a key element of our strategy to get as many people participating in sport as possible. This season saw the delivery of the 525th artificial grass pitch funded by the Premier League and The FA Facilities Fund.

"I grew up in Nottingham and everyone comes here to play their football, so for the Premier League to have invested so much money to redevelop it, to regenerate it and to take care of it as well, is huge."

BBC pundit and former Premier League player Jermaine Jenas, who started his career at Nottingham Forest.
The new Forest Recreation Ground pitch is the result of a £900,000 grant from the Premier League and

The FA Facilities Fund, which is delivered by the Football Foundation. Funding is provided by the Premier League, The FA and Government via Sport England.

6

CHANGING LIVES AROUND THE WORLD

Our communities work not only has a powerful impact in the UK, it is an international success story too.

"HRH The Duke of Cambridge at a Premier Skills event in Shanghai

Since 2007 the Premier League and our clubs have worked with the British Council and other local partners to deliver Premier Skills. We have trained 6,300 new coaches and referees through the project and last season we worked in communities as diverse as western Kenya, downtown Chicago and across China's schools.

▼ Local men and women being trained on the new DfID-funded Premier Skills project in Kenya "By coaching both boys and girls, it shows people that girls can do what boys can do. Having male coaches talking about difficult issues will influence other men. Victims and survivors will learn their rights and avenues for moving forward."

Elizabeth Njeri Nyaga, Premier Skills football instructor, Kenya



HOW WE DELIVER PREMIER SKILLS

Training community coaches and referees to run their own football projects

Kenya's Premier Skills project was specially developed with the UK Department for International Development (DfID) to tackle violence against women and girls. Alongside experts on this issue, trainers from Aston Villa and West Bromwich Albion are teaching local coaches to run football and education activities.

Setting up community projects based on the Premier League Kicks model

Premier League trainers are working with coaches from Major League Soccer club Chicago Fire. They use young people's passion for football to help create safer neighbourhoods by building bridges with the Chicago Police.

Producing football-based materials that inspire millions to learn and teach English

Over 600,000 people around the world have visited a dedicated Premier Skills English website that offers free downloadable football-related resources to learn and teach English.

ECONOMY NETS PREMIER LEAGUE BOOST

An Ernst & Young (EY) Economic Impact Assessment of the Premier League and our 20 clubs has reported a total tax contribution of £2.4bn to the UK Exchequer in the 2013/14 season. "Being in the Premier League and the economic benefits that it brings has been key. Possible stadium purchase and expansion, continuing club growth and the city of Swansea being known around the world are all linked to our success on the Premier League stage."

Huw Jenkins, Swansea City AFC Chairman

PREMIER LEAGUE CLUBS

THE **PREMIER**

FOOTBALL SOLIDARITY

COMMUNITIES **GOOD CAUSES**

ocal and national tourism

nternational exports and

TAX CONTRIBUTION

103,354

GROSS VALUE ADDED (GVA)

£3.4bn

This would pay for the salaries of 93.000 police constables 90% of all constables in England and Wales)

The £2.4bn includes £891m tax directly paid by Premier League players.

CONTRACTOR AND

GVA reflects the value to the economy of goods and services produced by a given

WIDER **ECONOMIC** BENEFITS

LEAGUE

For the full EY report go to: www.ey.com/PremierLeagueEconomicImpact

Premier League Clubs

Wage for all full-time employees by

also committed to adopt the Living

the start of the

2016/17 season.

PREMIER LEAGUE CLUBS 2014/15 SEASON









































SEASON 2014/15 PARTNERS

UK BROADCAST PARTNERS

sky SPORTS









UK RADIO BROADCAST PARTNERS







TITLE SPONSOR



OFFICIAL PARTNERS AND LICENSEES













