SEASON REVIEW
2013/14

COMPETITIVE AND
COMPPELLING TO THE LAST
WELCOME TO THE 2013/14 SEASON REVIEW

PAGES 4–7

INSIDE THE PREMIER LEAGUE

Our main focus is to run the best possible football competition. We undertake a progressive and responsible approach across the Premier League to achieve this.

PAGES 8–15

AT THE MATCH

The 2013/14 Barclays Premier League Season was competitive, compelling and packed with incident. Playing and refereeing standards were both high, and we attracted record crowds from diverse backgrounds.

PAGES 16–25

BEHIND THE SCENES

The Premier League is committed to improving standards in everything we do. We are particularly focused on investing in youth development and supporter engagement initiatives.

PAGES 26–32

IN OUR COMMUNITIES

Along with our clubs, we use our profile to support communities. The Premier League makes significant investment in grassroots facilities and inspires young people to get involved in sport and education.
FIND OUT MORE
Visit our online review for more depth, analyses, video interviews and match highlights of our most competitive and compelling season yet.
review.premierleague.com
When the leadership of the League changes 25 times you know we have had a competitive and compelling season. We start each season willing it to be like this and the 2013/14 Barclays Premier League certainly delivered.

Most importantly, the fans liked it, with stadia 95.9% full (a League record) and television viewers watching in ever greater numbers.

It takes commitment for football to thrive at the very highest level. It is about what it means to support your club home and away. It is, of course, about investing our broadcasting and commercial revenue in the best players, but also in wider sustainable activities. It is about using the standing of our clubs in their communities and the stature of their players to inspire young people to get involved in sport.

All of this, and more, is brought about by creating the highest quality football competition possible. This drives everything the Premier League does. Without a successful and popular League, the investment that can be made across all of our activities is diminished.

**OVER A THREE-YEAR PERIOD 152 NEW 3G ARTIFICIAL GRASS PITCHES WILL BE BUILT USING PREMIER LEAGUE FUNDING. HUNDREDS OF THOUSANDS OF YOUNG PEOPLE WILL BENEFIT FROM THESE NEW FACILITIES, BUT ALSO FROM COACHING AND PARTICIPATION PROGRAMMES RUN BY PROFESSIONAL FOOTBALL CLUBS.**

This season saw a refocusing of the Premier League’s grassroots and good causes strategy, aligning our investment in community facilities, participation, school sports and youth development. Over a three-year period 152 new 3G artificial grass pitches will be built using Premier League funding. Hundreds of thousands of young people will benefit from these new facilities, but also from coaching and participation programmes run by professional football clubs.

Football fans want to see their clubs producing talented players who can compete with, and take their place alongside, some of the world’s most gifted footballers. It is that high-octane and quality-driven mix that means broadcasters, domestically and internationally, continue to invest in, and produce, fantastic programming and marketing for the competition.

Ultimately that mix, great football combined with passionate and loyal support, is what keeps the show on the road. Both the League and the clubs will keep striving to improve the standards that have been set. Only by doing that will the Premier League maintain its position as a professional and progressive organisation geared to delivering the best possible football.
It was a beautiful season in all senses. Not only because we won two trophies but also in the way that we finished the season.

MANUEL PELLEGRINI
Manager, Manchester City

We couldn’t be what we are without the Premier League funding in terms of developing a player.

ROBERTO MARTINEZ
Manager, Everton

The Premier League has invested in facilities to make sure that seven days a week there is something for young people in this area to be involved in.

KATE BRADLEY
Head of Foundation, Newcastle United
Inside the Premier League

Football drives everything we do

Competitive Football

The Premier League is all about the football. And that is exactly as it should be. High quality players and managers put on competitive and exciting matches in world-class stadia that are full of committed fans.

1,052 Goals scored

25 Changes in League leaders

152 New artificial pitches funded over three years

Responsible Distribution

Success also allows us to invest in grassroots football, community projects and school sport, as well as the rest of the football pyramid to ensure participation in the game can thrive at every level.

67 Football League clubs receive significant youth development investment and support
PASSIONATE SUPPORT

Competitive and exciting football generates local and global interest. This gives us profile, presence, positive influence and of course revenue from broadcasters and sponsors who want to be associated with our competition.

GENERATING INCOME FOR OUR CLUBS & THE GAME

We share that revenue equitably with our clubs to allow them to improve all areas of their operations and make themselves as competitive as possible.

95.9% Stadia full – a record high

2.7 BN Page views for Premierleague.com – a 48% increase on 2012/13

£1.9 BN Central revenue

£62M To lowest earning club from central revenue

Go online for more info: review.premierleague.com
PREMIER LEAGUE SEASON REVIEW 2013/14
THE EQUITABLE LEAGUE

The Premier League has the most equitable revenue distribution of any major league in Europe.

<table>
<thead>
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*Equal payments include Overseas TV and Central Commercial revenue.

It was important that we stuck to the principles that had got us this far – sustainable investment and planning for the future.

STEVE PARISH

Co-Chairman, Crystal Palace
The Premier League’s football world comprises more than simply 20 teams playing 380 games across the season, it also includes our contribution to all levels of the game.

**OUR FOOTBALL WORLD**

**THE PREMIER LEAGUE**

Competition organiser of the top flight of English football and runs the body owned by our 20 members.

**THE FOOTBALL LEAGUE**

Organises the second, third and fourth tier leagues in English professional football (Championship, League One, League Two) and the Football League Cup.

We make solidarity payments to all Football League clubs and invest heavily in their youth development and community programmes.

**THE FOOTBALL CONFERENCE**

Organises the fifth, sixth and seventh tiers of English football (Conference Premier, Conference North, Conference South).

We make solidarity payments to all Conference clubs and run a Conference youth and community fund.

**FIFA**

The world governing body of football and a competition organiser, including the FIFA World Cup and FIFA Club World Cup. It sets the international regulations for player transfers and player agents, which are in turn administered by The FA in England.

FIFA administers the International Football Association Board that is responsible for the Laws of the Game that must be adhered to by Premier League players and match officials.

**THE FA**

The governing body of English football with responsibility for: England national teams; FA Cup; grassroots football; FA Women’s Super League; on-pitch disciplinary matters; regulating player agents; administering FIFA’s transfer regulations.

Our clubs train and develop players who are selected for The FA’s England national teams. Our clubs compete in The FA Cup. The FA regulate our on-pitch disciplinary matters.

**UEFA**

Competition organiser, including the Champions League, Europa League and the European Championships.

Premier League clubs compete in the UEFA Champions League and the UEFA Europa League. UEFA has rules and regulations but these only apply to clubs that compete in their competitions.

**PROFESSIONAL FOOTBALLERS' ASSOCIATION**

The PFA are the association for current and former professional footballers in England.

We invest £17.3m per season in the PFA to pay for programmes, grants and projects.

**PROFESSIONAL GAME MATCH OFFICIALS LIMITED**

Responsible for the training and development of match officials in English professional football – it provides referees and assistant referees for Premier League matches.

We are a shareholder in, and joint-funder of, PGMOL along with The FA and Football League.

**LEAGUE MANAGERS ASSOCIATION**

The LMA is the association for current and former professional football managers and coaches in England.

We fund and support the LMA in several areas including funding their ‘Fit to Manage’ health programme.

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The 2013/14 Barclays Premier League season was one of our most exciting and competitive ever as the lead at the top of the table changed place between five teams 25 times – during the 2012/13 season it only changed four times. Here are six matches that helped define the title race.

**1 SEPTEMBER 2013**

**LIVERPOOL WIN THEIR FIRST THREE MATCHES 1–0. DANIEL STURRIDGE SCORES ALL THREE GOALS.**

**POS** | **CLUB** | **P** | **PTS**
--- | --- | --- | ---
1 | LIVERPOOL | 3 | 9
2 | CHELSEA | 3 | 7
3 | MANCHESTER CITY | 3 | 6
4 | ARSENAL | 3 | 6
5 | STOKE CITY | 3 | 6
6 | LIVERPOOL | 3 | 6

**29 DECEMBER 2013**

**BETWEEN SEPTEMBER AND FEBRUARY ARSENAL ARE TOP OF THE TABLE FOR 128 DAYS.**

**POS** | **CLUB** | **P** | **PTS**
--- | --- | --- | ---
1 | ARSENAL | 19 | 42
2 | MANCHESTER CITY | 19 | 41
3 | CHELSEA | 19 | 40
4 | EVERTON | 19 | 37
5 | LIVERPOOL | 19 | 36
6 | MANCHESTER UNITED | 19 | 34

**14 DECEMBER 2013**

**Manchester City beat Arsenal in a nine-goal thriller at the Etihad Stadium. Arsenal’s lead was reduced to just two points at the top after the defeat.**

**1 27 OCTOBER 2013**

**CHELSEA 2–1 MANCHESTER CITY**

The first of two Chelsea wins over Manchester City in the season. Fernando Torres seals a dramatic late winner to put Chelsea within two points of league leaders Arsenal.

**2 2 NOVEMBER 2013**

**ARSENAL 2–0 MANCHESTER CITY**

Arsenal cemented their position at the top of the Barclays Premier League table with this victory, by moving five points clear of second place.
11 May 2014

MANCHESTER CITY LEAD THE LEAGUE FOR JUST 15 DAYS BUT END UP CHAMPIONS.

Manchester City took a huge stride towards their second Barclays Premier League title when they returned to the top of the table on goal difference by beating Everton.

8 February 2014

Arsenal were knocked off the top of the table for the first time since 23 December. This was the last time Arsenal led the League in the 2013/14 season.

4 May 2014

After defeat to Chelsea the previous week, Liverpool’s title hopes were dealt a huge blow in remarkable fashion, as Crystal Palace came from three goals down in a thrilling 10-minute spell.
OPEN SEASON
The best of the statistics from a season full of drama.

RACE TO THE TOP

1ST
This is the first Premier League season where both the bottom team at Christmas stayed up (Sunderland) and the top team didn’t win the title (Liverpool).

7TH
The Premier League was decided on the final day for the seventh time in 22 seasons.

100+
This was the first Premier League season to feature two teams scoring over 100 goals (Man City on 102, Liverpool on 101). Chelsea (103) in 2009/10 are the only other Premier League team to score 100 in a single season.

25
The lead changed 25 times this season. This is the highest figure since a Premier League record of 29 in 2001/02.

RED HOT
For the first time since 1905/06 (Bolton Wanderers), one team (Liverpool) provided the two outright top scorers in an English top-flight season (Luis Suarez 31 and Daniel Sturridge 21).

9
Liverpool scored more goals from counter-attacks than any other side – 9.

20
Daniel Sturridge’s goals won Liverpool 20 points this season, more than any other player in the Premier League.

THE TOP 5 SELLING NAMES ON SHIRTS

VAN PERSIE
20

GERRARD
8

SUAREZ
7

HAZARD
17

OZIL
11

THE OFFICIAL LINE

95%
Match officials accuracy on major decisions (fouls, penalties, yellow and red cards, etc) was 95%, up from 94.1% last season.

30%
Drop in incidents of simulation. In the 2012/13 season there were 33 incidents of simulation, last season there were 23.

15.2%
Most headed goals in the season: Wilfried Bony (Swansea City) and Christian Benteke (Aston Villa) – 5

30.54
Most open-play crosses in the season: Ahmed Elmohamady (Hull City) – 241

22.5%
Goals from set pieces

Player with most goals from free-kicks: Yaya Toure (Manchester City) – 4

HIGHS
LOWS

PREMIER LEAGUE
ALL-TIME

Craft courtesy of SportingiD

Drop in incidents of simulation. In the 2012/13 season there were 33 incidents of simulation, last season there were 23.
DECISION TIME

This season, the Premier League broke new ground when it became the first league to introduce goal-line technology. The Goal Decision System (GDS), provided by Hawk-Eye, uses seven cameras pointing at each goal to give an accurate and almost instantaneous ruling to the four match officials on whether the ball has crossed the line or not. In total GDS was used 19 times throughout the season and on four of those occasions it awarded the winning goal.

The player’s view

THE GOAL DECISION SYSTEM HAS BEEN A COMPLETE SUCCESS AND A GREAT ADDITION TO THE GAME.

Frank Lampard
Chelsea midfielder

The match official’s view

IT’S BEEN VERY, VERY SUCCESSFUL IN TERMS OF INTEGRATION AND THE WAY IT’S HELPED THE REFEREES HANDLE THE GAME.

Mike Riley
General Manager, Professional Game Match Officials Limited

MY FAVOURITE PREMIER LEAGUE MOMENT

JAMIE CARRAGHER
SKY SPORTS

Philippe Coutinho’s 78th minute winner against Manchester City
LIVERPOOL VERSUS MANCHESTER CITY WAS EVERYTHING THAT YOU WANT AND ASSOCIATE WITH THE PREMIER LEAGUE.

DAVID JAMES
BT SPORT

Luis Suarez’s sublime second against Norwich City
THE DIFFERENT ASPECTS OF SKILL TYPIFIED WHAT WE HAD IN TERMS OF A FANTASTIC SEASON.

ROBBIE MUSTOE
NBC

Jack Wilshere’s team-goal versus Norwich City
AN OUTSTANDING TEAM EFFORT.

DANNY MURPHY
BBC

Pajtim Kasami’s volley against Crystal Palace
THAT WAS MY ‘OH MY GOD’ MOMENT OF THE SEASON. I JUMPED OFF THE COUCH AT KASAMI’S VOLLEY.

SEE THE FULL LIST AND VIDEO OF THEIR MOMENTS BY 12 FORMER PLAYERS NOW WORKING AS ANALYSTS FOR OUR BROADCAST RIGHTS HOLDERS
YOUNG, GIFTED AND ENGLISH

The 2013/14 season was an excellent one for young English talent cementing their places in first team Premier League squads. These six, who also excelled internationally at senior and U21 level, were the top performers aged 21 and under.

RAHEEM STERLING
Liverpool
Premier League
Appearances 33
Goals 9
England Named in the 23-man squad for the FIFA World Cup
Opta Stat The youngest player in the Barclays Premier League to create more than 30 chances this season (34 in total).

LUKE SHAW
Southampton
Premier League
Appearances 35
England Named in the 23-man squad for the FIFA World Cup
Opta Stat The youngest player in the Barclays Premier League to create more than 30 chances this season (34 in total).

ROSS BARKLEY
Everton
Premier League
Appearances 34
Goals 6
England Named in the 23-man squad for the FIFA World Cup
Opta Stat Won more fouls than any other player at Everton this season (65).

NATHAN REDMOND
Norwich City
Premier League
Appearances 33
Goals 1
England Scored a hat-trick for U21’s versus Wales, May 2014
Opta Stat Attempted 121 dribbles for Norwich this season, 37 more than any other player at the club.

JOHN FLANAGAN
Liverpool
Premier League
Appearances 23
Goals 1
England Made senior debut 4 June 2014
Opta Stat Attempted 3.4 tackles per game in the Barclays Premier League this season; more than any of his Liverpool teammates.

JAMES WARD-PROWSE
Southampton
Premier League
Appearances 34
Goals 1
England Scored the goal of the 2014 U20 Toulan Tournament
Opta Stat Created 18 chances from set plays this season; more than any other Southampton player.

IT WAS A MASSIVE HONOUR, AS NO PLAYER PLAYING FOR AN ACADEMY SIDE HAS WON GOAL OF THE SEASON BEFORE.
Lewis Baker, captain of Barclays U21 Premier League winners Chelsea and scorer of the Blues’ Goal of the Season.

Watch the goal online: review.premierleague.com
The Premier League engaged with its supporters like never before in the 2013/14 season, with record interest from fans in the stands and those watching on television and on social media.

**Attendance**

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**Broadcast**

**Domestic Audiences Increasing**

- 30% Live match audience increase
- 5.4% Live match audience increase
- 9.3% Average audience increase

**International Live Audience Growth**

- USA: 115.5M (114% increase from 2012/13)
- Nigeria: 89.6M (39% increase from 2012/13)
- Hong Kong: 17.4M (76% increase from 2012/13)
- Malaysia: 23.6M (21% increase from 2012/13)
- South Africa: 43.9M (23% increase from 2012/13)

**Social**

**Weibo Account Launched**

- Aaron Ramsey Instagrams his thanks for being included in the Team of 2013

**Carlsberg Live Match Centre Launched**

Providing fans with a one-stop shop for team news, live text commentary, fan interaction, and Fantasy Premier League updates.

**Domestic Audiences Increasing**

- Live match audience increase: 30%
- Live match audience increase: 5.4%
- Average audience increase: 9.3%

**International Live Audience Growth**

- USA: 115.5M (114% increase from 2012/13)
- Nigeria: 89.6M (39% increase from 2012/13)
- Hong Kong: 17.4M (76% increase from 2012/13)
- Malaysia: 23.6M (21% increase from 2012/13)
- South Africa: 43.9M (23% increase from 2012/13)

**Social**

- 6M Facebook likes
- 2.2M Twitter followers
- 3.2M Fantasy Premier League hits a record 3.2M users (23% increase on 2012/13)
- 13.4M Premierleague.com hits 13.4M unique users, a year-on-year increase of 79.8%
- 20M Facebook likes
- 4.5M Twitter followers
The cumulative attendance at Barclays Premier League matches last season was 13,944,100, a new record. We are always interested in finding out more about who our fans are and what they think about football. We ask over 40,000 fans every season what they think and it is the starting conversation for how we improve their experience. Here’s what we found out in 2013/14.

**WHO OUR FANS ARE ...**

- **12%**
  - Of season ticket holders were under 16 years of age.

- **39%**
  - Were aged 18-34 years old – our biggest age group of adult attenders.

- **11%**
  - Of the adult population of England (5.2m people) attended a live Premier League match last season.

- **18%**
  - Of all match-attending Premier League fans were black or minority ethnic (BME) 14% of the total population is BME.

- **23%**
  - Of those who came to matches were female. Last season over 4.5m women were actively engaged with the Premier League.
74% of match attenders think that the Premier League is good for football in the UK.

76% of fans believe that their club is making a significant contribution to the local community.

72% of those who come to matches say that the quality of refereeing is of a high standard.

81% of supporters who watched matches with their children think that their club makes an effort to make their ground child-friendly.

83% of those Premier League fans that attended matches believe that their club is well-run.

... AND WHAT THEY THINK
The Elite Player Performance Plan (EPPP) completed its second full season in 2013/14. The EPPP’s aim is to develop more and better home-grown players. By the end of the 2015/16 season £340m will have been invested by the Premier League in the EPPP – this will benefit not only our clubs, but also those in the Football League. Last season there was £87m invested in the EPPP – here are some things that money helped to achieve.

\[2,600\] **U9–U15 players got tournament ready**

- Domestic youth tournaments and festivals: 60
- Futsal tournaments for U9-U14 age groups: 40
- Tournaments featuring international clubs: 10

\[93\%\] **Of U9–U18 academy players are British**

\[76\%\] **Of scholars received a pro contract**

- 76% gained professional contracts
- 10% went into further education or scholarships at American Universities (facilitated by the Premier League)
- 5% went into other employment (most via careers support from the Premier League)
- 2% returned home (foreign players)
- 5% are still trying to obtain contracts (and we’re still in touch with them)
- 2% lost contact/do not want to engage

\[95\%\] **Of all 8-15 year old players are British**

\[87\%\] **Of all 16-18 year old players are British**

- 618 British players played in the Barclays U21 Premier League

\[180\] **Coaches became better qualified**

- Every Category 1 Academy has a Head of Coaching whose sole focus is on developing coaches
- 180 Premier League Academy coaches attended nine Premier League Leadership courses
- 2,600 Domestic youth tournaments and festivals
- 60 Futsal tournaments
- 40 Futsal tournaments for U9-U14 age groups
- 10 Tournaments featuring international clubs
- 618 British players played in the Barclays U21 Premier League
- 95% Of all 8-15 year old players are British
- 87% Of all 16-18 year old players are British
- 76% Of scholars received a pro contract
- 5% went into other employment (most via careers support from the Premier League)
- 2% returned home (foreign players)
- 5% are still trying to obtain contracts (and we’re still in touch with them)
- 2% lost contact/do not want to engage
As part of EPPP funding, clubs commit to ensuring that they cater for every element of a player’s development. This includes the environment in which players train and, to support that, our clubs are now undertaking the largest capital investment programme in academy facilities. Last season Stoke City opened their new £7m Clayton Road training ground.

Five years ago we had four Portakabins at the training ground as well as a handful of grass pitches which were always waterlogged...

For the Academy we now have: three full-size grass pitches, a floodlit show pitch, a full-size 3G pitch, two specific goalkeeping areas, mini-soccer areas, changing rooms, medical facilities, physio room, hydrotherapy pool, laundry facilities, strength and conditioning areas, dining room, parents’ room, meeting rooms as well as two multimedia classrooms...

The change has been phenomenal and, for me, that is a signal of how serious the club is in wanting to produce home grown players, not only for Stoke City but for the game...

Facilities help you to deliver the programmes that you want to deliver, and work with the players in the way you want to work with them...

Clayton Road has to be an inspirational place. We have displays on the club’s identity, what we are involved in, what we stand for, and what our philosophy is – so they are living and breathing it on a regular basis.
The EPPP’s Games Programme includes all of the football festivals, tournaments and fixtures that the Premier League centrally administers. It supports the different coaching objectives at each of the three phases of the Player Performance Pathway. Here, a winning club captain in each of the Pathways explains how the Games Programme is developing them into tactically astute and technically excellent independent decision-makers.

**OBJECTIVE – LEARNING TO LOVE THE GAME**

**YUNUS MUSAH**
Arsenal, U11 National champions

“I PLAYED IN SEVEN PREMIER LEAGUE TOURNAMENTS OVER THE SEASON AND WHAT IS GREAT ABOUT THEM ARE THE DIFFERENT EXPERIENCES THAT YOU GET.”

**OBJECTIVE – LEARNING TO COMPETE**

**ED FRANCIS**
Manchester City, U14 National champions

“It is great to have competitions where there are actual winners and it has helped teach me to manage game situations where the result is the most important thing.”

**OBJECTIVE – LEARNING TO WIN**

**LEWIS BAKER**
Chelsea, Barclays U21 Premier League champions

“My coaches have encouraged me to go forward and score goals, whilst learning how to be a team player and a good teammate. Playing in Premier League stadiums was excellent.”
DEVELOPING WORLD-LEADING COACHES

The Premier League’s Elite Player Performance Plan not only aims to create more and better home-grown players. One of its core objectives is to develop a world-leading coaching network. One programme helping achieve that is the Elite Coach Apprenticeship Scheme (ECAS).

ECAS is about educating and developing coaches to produce more talented and better skilled players. We don’t want coaching machines but practitioners who can create an environment where players find their own solutions on the pitch.

There were 17 clubs who nominated one of their coaches as an ECAS student in the two-year course.

The coaches are released to the programme for three-day residential workshops in elite coaching environments. Among the organisations the ECAS coaches worked with and learnt from were British Cycling, UK Athletics, Team GB and Ashridge Business School.

Additionally every ECAS coach works in a ‘cell’ with four mentors. These people are from in and outside football and offer their guidance and experience to improve their performance and set them on a path for career success. Here, five people, who each have different roles in the cell, explain why they think ECAS is changing coaching.

PREMIER LEAGUE ADVISOR

Liaises with club for high level feedback on ECAS

If you see the ECAS coaches working, the empowerment kids get from their own learning is fantastic.

Chris Casper – former Manchester United defender

WORKS WITH

ECAS COACH

The person whom the cell supports

I’m a better coach than I was 12 months ago. I’ve more self-belief in how I go about things.

Sean Verity – Development Coach

WORKS WITH

PROFESSIONAL SKILLS MENTOR

Focuses on personal effectiveness

ECAS provides lots of ideas, frameworks and ways of working rather than telling people how to be.

Heidi Hunter-Cope – Business Psychologist

WORKS WITH

COACH MENTOR

Focuses on practice improvement as a coach

It’s difficult to set up a learning environment in which players make decisions, ECAS does that.

Brian Ashton – former England, Ireland and Bath rugby union head coach

WORKS WITH

MASTER COACH

Mentors the ECAS coach at their club and attends the final day of the three-day residential

Our coach is now using different strategies to develop players, technically, tactically, physically and mentally.

Mark Harrison – Academy Manager

WORKS WITH

PREMIER LEAGUE SEASON REVIEW 2013/14

Go online for more info: review.premierleague.com

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As one of the UK’s leading teachers, Sir Paul Grant knows what education excellence looks and should behave like. Here he shares a personal perspective on how Premier League Education is a shining light in delivering scholars, both on and off the pitch.

In my 37 years of teaching I have rarely seen an approach as progressive as Premier League Education. The professional game takes the welfare of each and every boy very seriously.

When I first met with the Premier League three years ago to discuss how education would be central to the EPPP, their vision for the boys in their charge from age nine to 19 was simple: deliver high calibre qualifications, create experiences they would learn from, nurture their personalities, and ensure their holistic development.

I’m privileged to be part of their Education Advisory Group. In meetings the attitude is always, “Can we make it even better? Can we insist on an even higher standard?” To hear people in the education sector say these things is to be welcomed, but for the professional game to act and speak in such a manner is very impressive indeed.

I know from my own experience how thorough the approach of Premier League Education is. I’m headteacher of Robert Clack School of Science in the London Borough of Barking and Dagenham and two years ago West Ham United placed 16 of their scholars into our school.

They came from 16 very different schools and around half were exhibiting attitudes which didn’t sit well with our school ethos. I knew those attitudes were defensive screens. But if you had told me that, two years on, those eight lads who caused us concern would be singing the praises of school, its discipline and rules, I would have been surprised.

Looking back I actually should have had more confidence. I have found these young men want people to give them the tools to be effective operators and communicators. With the permission of the West Ham staff, I instituted a lot of communication. We meet every month, formally. The club has been able to see them in their sessions in a football context but we have all the information on how the boys are getting on in all of the EBac subjects, and what their attitude is to punctuality and attendance.

And it’s made the conversations we’ve had with these boys much more powerful, because they know we, the club and they, are a united team. If one of the boys has wanted to be negative, the rest of the group would say ‘no way’, as we’ve worked as partners respecting each other, valuing what we both do.

That holistic element should not be underestimated, and it certainly isn’t by the Premier League. We know, actually, there is a lot of evidence to suggest that if you are mentally sharp to make the right decisions, it does translate on the football pitch. You could say a lot of decision making is about instinct, but a great deal is about practice, refinement and being given examples to follow.

What Premier League Education is doing is producing generations of players who are more well-rounded individuals, who can make a positive contribution and who reflect well on the professional game.
OFFICIALLY IMPROVING

The standard of Premier League refereeing has never been higher – match officials were 95% accurate on major decisions last season. However, Professional Game Match Officials Limited (PGMOL) is committed to improving standards even further.

The 2013/14 season saw over £1m invested in coaching and training for six key groups of officials. PGMOL wants to ensure that there is a constant supply of high-calibre match officials rising through the pyramid. Here we explain what that investment was spent on.

SELECT GROUP REFEREES
- Fortnightly two-day training sessions at St George’s Park
- Increased 1-2-1 coaching
- Simulated practice sessions at St George’s Park
- Dedicated coaching and analysis around ProZone data
- Funding for a three-year Masters degree in Management at the University of Gloucester

SELECT GROUP ASSISTANT REFEREES
- Monthly two-day training sessions at St George’s Park
- Increased 1-2-1 coaching
- Increased training time with Select Group referees
- More coaching on providing assistance to the referee beyond offside calls

NATIONAL LIST REFEREES
- More hours of flexible coaching – National List referees are not professional
- Double the amount of coaching time

FA DEVELOPMENT GROUP (PANEL 2B AND LEVEL 3)
- A newly created group of 70 referees that PGMOL is working with long term
- Aim to make these officials ready for the Select Group or National List in the next 5-10 years
- Working with The FA to specialise coaching around dealing with the future demands of the main leagues
- Quarterly training sessions with the Select Group

NATIONAL LIST ASSISTANT REFEREES
- Increased investment in online and distance learning coaching
- Double the amount of practice time

PANEL 2A
- Training days extended to include a number of training weekends
- Double the amount of coaching time for training ground exercises

MATCH OFFICIAL LEVEL
Top leagues they can officiate in
- SELECT GROUP
Barclays Premier League
- LEVEL 1 – NATIONAL LIST
Football League
- LEVEL 2A – PANEL LIST
Conference National, Football League (Assistant)
- LEVEL 2B
Conference North, Conference South, Football League (Assistant)
- LEVEL 3
Contributory leagues, Football League (Assistant)

Go online for more info: review.premierleague.com

PREMIER LEAGUE
SEASON REVIEW 2013/14

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Supporting the Supporters

Record occupancy at Premier League grounds does not happen by accident. Each club employs hundreds of people off the pitch who work to ensure that each supporter’s matchday experience is so good that they want to come back. The Premier League has, since 2010, run a scheme with national tourism body VisitEngland, called VisitFootball, that assesses standards of customer care. Sunderland are consistently one of the best performing VisitFootball clubs and these are just some of the people at the Stadium of Light who make that happen.

Phil Clarkson
Sales Operations Manager
The man who gets fans the best ticket deal.
Season highlight Increasing sales by over 15% in our recently established Family Zone, which is now close to selling out to our season ticket holders.

Peter Weymes
Facilities Manager
The man who ensures the stadium is in clean and great working order.
Season highlight Two major projects going to plan: converting a large part of the stadium to an ergonomic press area and refurbishing one of the largest function rooms in the stadium.

David Moses
General Manager, Executive and Outdoor Events
The man who caters for the fans and corporate guests.
Season highlight Increasing the level of positive feedback about our 300 employees who delivered a top-end product to over 700,000 fans and 60,000 corporate guests.

Chris Waters
Supporter Liaison Officer
The man who is the main contact for supporters to liaise directly with the club.
Season highlight Sunderland fans winning the Behaviour of the Public Award in the Barclays Fair Play competition.

Bernie Quinn
Assistant Store Manager
The woman who supports the store manager with running the club store team. She strives for excellence in all areas of store performance and aims to create a premium retail experience for Sunderland fans.
Season highlight We increased the sales of our replica shirts by 24% last season, which was very good.

Paul Weir
Safety Officer
The man who ensures the safety of everyone in and around the stadium.
Season highlight A record low number of medical incidents, making the Stadium of Light one of the safest venues to enjoy Premier League football.

Louise Wanless
Media and Communications Manager
The woman who delivers the club story to fans and media externally and staff internally.
Season highlight In a challenging season, maintaining a positive connection between the fans and the football club to ensure we were one of the highest attended clubs in the League.
TACKLING DISCRIMINATION

Supporters inside Premier League grounds have never been more diverse, and we are proud of how football has become more welcoming and comfortable. Although abuse is uncommon we want to make it even rarer. That is why last season we worked with equality and inclusion body, Kick It Out, to launch a revolutionary alternative to reporting incidents of discrimination. The free mobile phone Kick It Out app has supplied supporters and club staff with a quick, easy and discreet way of reporting discriminatory behaviour they may see, hear or be on the receiving end of.

ROISIN WOOD
DIRECTOR, KICK IT OUT

We have been greatly encouraged by the feedback we have received so far from Premier League clubs and their fans, and the statistics instantly back up the positive contribution the app has made.

During the 2013/14 season, 40% of complaints submitted to Kick It Out relating to Premier League fixtures were filed via the app.

DAMPENING A BURNING ISSUE

The use of pyrotechnics had been on the increase inside English football grounds. Though not as prevalent as in some European grounds, it was still impacting the enjoyment of fans at matches. After conducting fan research the Premier League launched a poster and online campaign to educate on the dangers – we wanted supporters to have more knowledge on how to address the issue.

KEVIN MILES
CEO, FOOTBALL SUPPORTERS’ FEDERATION

As a campaigning organisation there are going to be lots of issues where the Football Supporters’ Federation and the Premier League do not see eye to eye. But there are areas where we have similar objectives, and one of those is supporter safety.

We welcomed the Premier League’s education campaign – their posters and their website – because it helped tell people about the dangers of pyrotechnics.

We didn’t think that anyone using pyros had malicious intent, but they were perhaps unaware of the potential consequences.

There was a safety impact on other fans which concerned a lot of people and the education on pyros has made the discussion around the issue a lot more concrete. It was good to see pyros decline as an issue as the season went on.
It was a hugely encouraging season for supporter numbers: more seats sold than ever with 95.9% utilisation; a 3% increase in season ticket sales to 491,263; and a 2.8% rise in average away attendance.

Premier League clubs worked harder than ever to make fans welcome, from individual club schemes to the introduction of the Away Supporters Initiative – that saw all Premier League clubs commit to spending £200,000 each per annum for three years on making the matchday experience better for travelling fans. Here are six of the best:

**ENGAGING FANS LOCALLY**

**Fulham’s Legendary away-day**
For their opening day trip to Sunderland, Fulham’s sponsor treated 200 fans to free travel, an away shirt, a pub lunch with Fulham legend Luis Boa Morte and a 1-0 win.

**Swansea City rewarding fan loyalty**
Swansea was the king of offers – reciprocal ticket deals, free hats, scarves and programmes for fans at their home matches, and free meal deals for their away supporters.

**Stoke City driving free travel**
The Potters introduced free coach travel to all of their away matches – 10,731 supporters travelled for nothing over the season.

**Cardiff City’s information management**
Cardiff City distributed over 27,000 ‘Away Fan Packs’ so that fans had all the information they needed when they visited Wales. They also set up an official Twitter account for away fans.

**Everton’s employee engagement**
Everton truly engaged with their supporters – all 202 of their staff members attended at least two fan events during the season.

**Arsenal first for disabled facilities**
Arsenal became the first Premier League club to install a Changing Places Toilet, which benefits more severely disabled supporters as they are a much larger spaced facility.

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The Barclays Premier League is the most watched and supported football league in the world. The map shows how many TV viewers and fans we have across the world.

- **645m homes**: The Barclays Premier League is broadcast in 645m homes across 175 countries and 212 broadcast territories.
- **1.163bn fans**: There are two billion football fans across the world: over half (1.163bn) of them are fans of the Premier League.
IN OUR COMMUNITIES

HOW PREMIER LEAGUE COMMUNITIES WORK

Our strategy is to support clubs in their role as hubs at the heart of their communities. Effective partnerships are built that underpin club delivery of a wide range of activities for young people. We have a clear focus on investing in facilities and grassroots as well as inspiring sports participation and supporting education and skills.

CLUBS AS HUBS OF THEIR COMMUNITIES

- Enhancing the lives of young people
- Delivering in high need areas
- Supporting schools
- Working in partnership
- Engaging locally, inspiring globally

PROGRAMMES FOR YOUNG PEOPLE

- **PREMIER LEAGUE PLAYERS’ KIT SCHEME**
  The Premier League Players’ Kit Scheme provides brand new Nike kit and equipment for hundreds of schools every year.

- **PREMIER LEAGUE 4SPORT**
  Offers young people the opportunity to participate in 12 other sports and inspires teenagers to develop a sporting habit for life through regular physical activity.

- **PREMIER LEAGUE KICKS**
  Uses the reach and appeal of professional football clubs to engage young people from challenging communities in regular football, sport and personal development activities.

- **PREMIER LEAGUE GIRLS FOOTBALL**
  Engages girls through the provision of regular football sessions and in the process aims to tackle the drop-off in participation in secondary schools.

- **PREMIER LEAGUE SCHOOL SPORT**
  Improves the quantity and quality of primary school physical education, opening pathways to other sporting opportunities and helping children develop a love of staying active.
The Premier League has supported this national competition for Under 16s for over two decades with over 700 schools entering in 2014.

Each Premier League club stages a regional competition to find a school to represent them in the finals, with over 10,000 young footballers and 1,300 schools involved in 2014.

Uses the backdrop of professional football club business models to deliver enterprise education to inspire young people and increase their aspirations and skills.

Harnesses children’s passion for football and uses Premier League player ambassadors to motivate them to enjoy reading and improve their literacy levels.

Combines the Premier League’s global appeal with the British Council’s reach to use football to develop a better future for young people in 25 countries around the world.
The multi-million pound programme is heavily weighted toward areas most in need of investment and supports the development of strong links between communities and local professional football clubs.

In the last 12 months, through our investment into the Football Foundation, 167 facilities projects have been awarded grants worth £28.4m. This in turn has attracted an additional £30.7m in partnership funding. That money has delivered 52 brand new 3G Artificial Grass Pitches, 224 grass pitches and 51 changing facilities.

This partnership – with The FA and Government via Sport England – will see 152 3G pitches built over the course of the three-year deal, adding to the 469 that have been built since the Foundation was launched in 2000.

I HAVE WITNESSED FIRST-HAND THE EFFECT 3G PITCHES CAN HAVE, NOT JUST ON INDIVIDUAL PLAYERS, BUT ON A WHOLE COMMUNITY. THE PREMIER LEAGUE’S COMMITMENT TO PUTTING FUNDING INTO EVEN MORE 3G PITCHES IS TO BE APPLAUDED.

DAN WALKER
BBC Sport broadcaster and Football Foundation ambassador
Through Premier League 4Sport and Premier League Kicks we have combined the unique appeal of top football clubs with the experience and expertise of Sport England. We have been able to bring sport to tens of thousands of young people, including those from some of the most disadvantaged communities. These are programmes that are working.

Jennie Price
CEO, Sport England

Premier League clubs working with 12 different sport National Governing Bodies from Athletics to Table Tennis.

Premier League Kicks has created 10,559 volunteers and over 500 young people have gained employment with clubs.

The Premier League improves the standard of P.E. provision in schools and help children and young people make physical activity an early-age habit.

Go online for more info: review.premierleague.com

PREMIER LEAGUE SEASON REVIEW 2013/14
Premier League and Football League community organisations deliver enterprise education to young people in their local communities through Premier League Enterprise. We use the power of the football club badge to deliver positive and exciting activities that engage young people in the world of business and enterprise, develop their self-esteem and foster a 'can do' attitude.

There are currently 24 Premier League and Football League clubs involved in Premier League Enterprise and over 90,000 young people have taken part to date. In addition to secondary school students, over 6,600 primary school pupils participated in the programme in 2014.

The winners of the Premier League Enterprise Challenge final showed how the Premier League and its clubs help youngsters to turn their lives around. The West Ham United team of Ismaeel Haqq, Mohammed Ashrabul, Naim Miah, Yaseen Mukadam, Hassan Khan and Nahid Ahmed met at a Premier League Kicks session in East London run by West Ham Community Sports Trust.

Supporting football in our schools is close to my heart and the work that the Premier League is doing in this area is groundbreaking. It’s not just all the grassroots football facilities they are funding; it’s also the revenue programmes that make a real difference.

TARUN KAPUR
Executive Principal, Lymm High School, Trustee Manchester United Foundation, Chair Premier League and FA Facilities Fund
Premier Skills is the Premier League’s flagship international good causes project. The scheme is run in partnership with the British Council and uses the expertise of both organisations to train grassroots coaches and referees who gain the skills and confidence to run community football and coaching projects of their own. Premier Skills has trained over 2,500 coaches and referees and is currently active in 25 countries, from Afghanistan to Zambia via our newest participating country, Myanmar.

**AFGHANISTAN**

**FROZAN ABDUL MAHFOZ**
Premier Skills coaching student

"PREMIER SKILLS HAS REALLY OPENED OPPORTUNITIES FOR COACHES TO LEARN AND GROW IN AFGHANISTAN."

**MYANMAR**

**DAW AUNG SAN SUU KYI**
Leader of the National League for Democracy party and Nobel Peace Prize winner

"MANY OF OUR YOUNG PEOPLE FACE SERIOUS PROBLEMS. PREMIER SKILLS WILL HELP THE MOST VULNERABLE."

**ZAMBIA**

**DANIELLE RICHARDS**
Fulham FC Foundation’s Education and Inclusion Manager

"WE WERE THERE TO INSPIRE THEM, BUT I’VE ALSO COME BACK TO WORK INSPIRED BY THEM."
Supporting the game

The Premier League invests and supports football in England, Wales and overseas. Last season £116.1m was invested in good causes, community facilities, school sports, and solidarity payments to clubs in the English football pyramid. But what does £116.1m look like? Here are some examples of what was delivered in 2013/14:

- **52 NEW ARTIFICIAL GRASS PITCHES**
  Built by the Premier League and FA Facilities Fund, with a commitment to build a further 100+ in the next two seasons.

- **COMMUNITY FOOTBALL SESSIONS FOR 31,849 YOUNG PEOPLE THROUGH PREMIER LEAGUE KICKS**

- **YOUTH DEVELOPMENT PROGRAMMES FOR 67 FOOTBALL LEAGUE CLUBS**

- **PREMIER SKILLS IN 25 COUNTRIES**
  Our partnership with the British Council where we train community coaches and referees hit new heights following the introduction of South Africa, Sierra Leone, Zambia, USA and Myanmar.

- **OVER 20,000 YOUNG PEOPLE TOOK PART IN COMPETITIVE SCHOOLS’ FOOTBALL**
  1,051 Primary Schools and 989 Secondary Schools competed in the U11/U13 Premier League Schools Tournament and U16 Premier League Schools Cup.

- **424 MEN AND WOMEN IN THE MIDDLE**
  Our central funding to Professional Game Match Officials Limited supports: 18 Select Group referees, 36 assistant referees, 59 National List referees, 210 National List assistant referees, 82 refereeing assessors and 25 coaches and support staff.

- **60 ACTIVE PROJECTS WITH THE PFA**
  The Premier League and PFA Community Fund helps 28 Premier League and Football League clubs deliver support in the areas of disability, health, education and sports participation.

- **FUNDING FOR FOUR FAN BODIES**
  To continually improve the relationship between fans and their clubs as well as fans’ experience of the game, we provided funding to Supporters Direct, the Football Supporters’ Federation, Kick It Out and Level Playing Field.

- **COMMUNITY PROGRAMMES FOR 72 FOOTBALL LEAGUE AND 69 FOOTBALL CONFERENCE CLUBS**

IN OUR COMMUNITIES
### THE FINAL STANDINGS

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For our Profit and Loss and Balance Sheet tables, please visit our online report

review.premierleague.com

Every possible care has been taken to ensure that the information given in this publication is accurate and whilst the Premier League would be grateful to learn of any errors, we regret we cannot accept any responsibility for loss thereby caused.

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### SEASON 2013/14 PARTNERS

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### UK RADIO BROADCAST PARTNERS

| BBC RADIO 5live       | Absolute Radio | talkSPORT |