



SEASON REVIEW 2013/14



COMPETITIVE AND COMPELLING 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

















ONE LEAGUE, FOUR DIFFERENT SEASONS



RICHARD SCUDAMORE

Chief Executive, Premier League

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. The Premier League is expanding its schools programme and is making significant new investment in community sport in partnership with Sport England. A greater schools tournament offering will also see hundreds of schools across the country playing for the privilege to perform at a Premier League stadium.

Visit our online review for the full interviews with Richard Scudamore, Manuel Pellegrini, Roberto Martinez and Kate Bradley.

review.premierleague.com

All this activity complements the huge investment being made in elite Youth Development – £340m over four years – which is transforming the way talented boys are being coached, educated and progressed through the Academy system. It is a hugely complicated process with a very simple aim: produce more and better home-grown players capable of making it into professional clubs' firstteams. The likes of Raheem Sterling, Ross Barkley and Luke Shaw provide encouragement that the hard work is paying off, but it is a programme of change that needs to maintain momentum if we are to succeed.

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 highoctane 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.







INSIDE THE PREMIER LEAGUE

FOOTBALL DRIVES EVERYTHING WE DO Goals scored **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. Changes in League leaders New artificial pitches funded over three years **RESPONSIBLE DISTRIBUTION** Success also allows us to invest in Football League clubs grassroots football, community receive significant youth projects and school sport, as well as development investment the rest of the football pyramid to and support ensure participation in the game can thrive at every level.





Stadia full – a record high

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.

2.7_{BN}

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

£1.9BN

Central revenue

£62_M

To lowest earning club from central revenue

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.

THE EQUITABLE LEAGUE

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

	POS	EQUAL SHARE	FACILITY FEES	MERIT PAYMENT	EQUAL PAYMENTS*	TOTAL PAYMENT
ARSENAL		21,631,444	19,658,558	21,013,411	30,566,667	92,870,080
ASTON VILLA	15	21,631,444	13,052,288	7,416,498	30,566,667	72,666,897
© CARDIFF CITY	20	21,631,444	8,648,108	1,236,083	30,566,667	62,082,302
(E) CHELSEA	3	21,631,444	19,658,558	22,249,494	30,566,667	94,106,163
CRYSTAL PALACE		21,631,444	8,648,108	12,360,830	30,566,667	73,207,049
EVERTON	5	21,631,444	13,052,288	19,777,328	30,566,667	85,027,727
FULHAM	19	21,631,444	8,648,108	2,472,166	30,566,667	63,318,385
W HULL CITY	16	21,631,444	8,648,108	6,180,415	30,566,667	67,026,634
LIVERPOOL	2	21,631,444	21,860,648	23,485,577	30,566,667	97,544,336
MANCHESTER CITY	1	21,631,444	19,658,558	24,721,660	30,566,667	96,578,329
MANCHESTER UNITED	7	21,631,444	19,658,558	17,305,162	30,566,667	89,161,831
MEWCASTLE UNITED	10	21,631,444	11,584,228	13,596,913	30,566,667	77,379,252
NORWICH CITY	18	21,631,444	8,648,108	3,708,249	30,566,667	64,554,468
SOUTHAMPTON	8	21,631,444	8,648,108	16,069,079	30,566,667	76,915,298
STOKE CITY	9	21,631,444	8,648,108	14,832,996	30,566,667	75,679,215
E SUNDERLAND	14	21,631,444	10,850,198	8,652,581	30,566,667	71,700,890
SWANSEA CITY	12	21,631,444	10,850,198	11,124,747	30,566,667	74,173,056
TOTTENHAM HOTSPUR	6	21,631,444	18,924,528	18,541,245	30,566,667	89,663,884
WEST BROMWICH ALBION	17	21,631,444	8,648,108	4,944,332	30,566,667	65,790,551
WEST HAM UNITED	13	21,631,444	11,584,228	9,888,664	30,566,667	73,671,003
ALL FIGURE	S IN £	432,628,880	259,577,700	259,577,430	611,333,340	1,563,117,350

UK broadcast revenue split

50% **Equal share** between clubs 25% Merit Payments 25%

The Premier League Founder Members' Agreement sets out that 50% of UK broadcast revenue be split equally between the 20 clubs, 25% paid in Merit Payments (depending on where a club finishes in the final League table), and the final 25% 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 amongst the 20 clubs.

The ratio of monies between the top and bottom earning club was 1.57:1.

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

Read Steve's story online:

^{*}Equal payments include Overseas TV and Central Commercial revenue

OUR FOOTBALL WORLD

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.



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.



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.



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 jointfunder of, PGMOL along with The FA and Football League.



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 PREMIER LEAGUE

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

OUR ROLE

Manage and organise the fixture list; administer the rule book; help clubs develop in all areas; sell broadcasting and commercial rights to distribute to clubs and other parts of the sport.



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.



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.



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.



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.

AT THE MATCH

COMPETITIVE ADVANTAGE

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.

I SEPTEMBER 2013

POS CLUB		Р	PTS
1 🔺	LIVERPOOL	3	9
2 🔻	CHELSEA	3	7
3 🔻	MANCHESTER CITY	3	6
4 🔺	ARSENAL	3	6
5 –	STOKE CITY	3	6
6 🔺	TOTTENHAM HOTSPUR	3	6

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

14 DECEMBER 2013

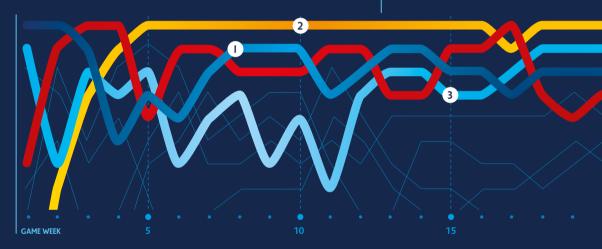


6-3





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



2-1





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



2-0





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

29 DECEMBER 2013

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

POS	CLUB		
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

8 FEBRUARY 2014

CHELSEA ARE ONE OF THREE TEAMS TO GO TOP IN THE SPACE OF JUST FOUR GAMES.

POS	CLUB		PTS
1 🔺	CHELSEA	25	56
2 🔻	ARSENAL	25	55
3 ▼	MANCHESTER CITY	25	54
4 –	LIVERPOOL	25	50
5 -	EVERTON	25	45
6 -	TOTTENHAM HOTSPUR	25	44

5 3 MAY 2014



2-3



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.

II MAY 2014

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

POS	CLUB	Р	PTS
1 -	MANCHESTER CITY	38	86
2 -	LIVERPOOL	38	84
3 -	CHELSEA	38	82
4 -	ARSENAL	38	79
5 -	EVERTON	38	72
6 -	TOTTENHAM HOTSPUR	38	69



4 8 FEBRUARY 2014



5-1





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.

6 5 MAY 2014



3-3





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.



WATCH THE VIRTUAL TITLE RACE AND SEE HOW THE BARCLAYS PREMIER LEAGUE PLAYED OUT ONLINE AT:

review.premierleague.com

OPEN SEASON

The best of the statistics from a season full of drama.

RACE TO THE TOP

Ist

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

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 |

THE OFFICIAL LINE

95%

Courtesy of SportingiD

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.



Highest passing accuracy: Laurent Koscielny (Arsenal) -93.46%

... 13,631 ...

Dribbles attempted Most dribbles completed: Eden Hazard (Chelsea) – 132



Team with most goals from open play: Manchester City – 91

HIGHS PREMIER LEAGUE ALL-TIME LOWS



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

- 30.54 · · · Crosses per game

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



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

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 Gam
Match Officials Limited

NO GOAL

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.



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



Watch the moments online: review.premierleague.com



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 Attempted (156) and completed (92) more dribbles than any other Englishman in the Barclays Premier League.

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 hattrick 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 **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

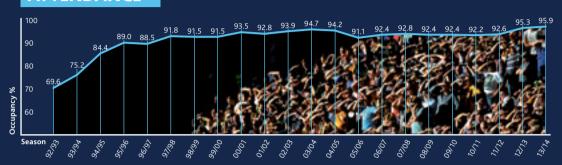


THE FANS

GROWING ENGAGEMENT AND INTEREST

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



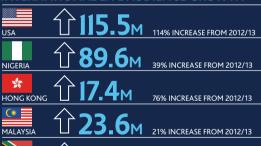
BROADCAST

DOMESTIC AUDIENCES INCREASING





INTERNATIONAL LIVE AUDIENCE GROWTH





23% INCREASE FROM 2012/13

SOCIAL





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.







3.2_M
Fantasy Premier League
hits a record 3.2m users
(23% increase on 2012/13)

Premierleague.com hits 13.4m unique users, a year-on-year increase of 79.8% 20_MF1
Facebook likes
4.5_M
Twitter followers

WE ARE PREMIER LEAGUE

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.

23%

of those who came to matches were female. Last season over 4.5m women were actively engaged with the Premier League.

WHO OUR FANS ARE.

12%

of season ticket holders were under 16 years of age. 11%

of the adult population of England (5.2m people) attended a live Premier League match last season.

39%

were aged 18-34 years old

– our biggest age group

of adult attenders.

18%

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



BEHIND THE SCENES

INVESTING IN THE FUTURE

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.





Domestic youth tournaments and festivals



Futsal tournaments for U9-U14 age groups



Tournaments featuring international clubs



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

20,000+ Learning hours were completed by the 17 coaches who took part in the first year of the Elite Coach Apprenticeship Scheme

OF SCHOLARS RECEIVED A PRO CONTRACT



OF THE SCHOLARS WHO GRADUATED:

76% gained professional contracts

10% went into further/ higher 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

STOKE CITY'S GRAND DESIGN

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...



... The EPPP makes clubs prioritise where they want to invest their money and whether they are serious about the development of young footballers in this country. We've invested heavily in bricks and mortar...



... 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.

PROGRAMME FOR SUCCESS

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.



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.

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



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











PROFESSIONAL SKILLS MENTOR

Focuses on personal effectiveness

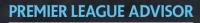
ECAS PROVIDES LOTS OF IDEAS. FRAMEWORKS AND WAYS OF WORKING RATHER THAN TELLING PEOPLE HOW TO BE.

> Heidi Hunter-Cope - Business Psychologist Works with









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













SCHOOL OF THOUGHT

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.

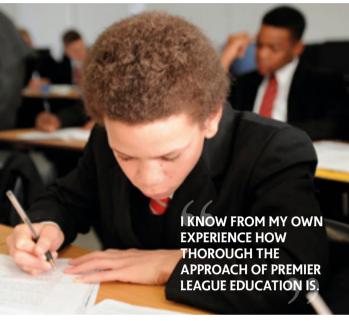


In my 37 years of teaching I have rarely seen an approach as progressive as Premier League Education. The professional game takes the welfare of each and every boy very seriously.

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

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

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

MATCH OFFICIAL LEVEL Top leagues they can officiate in

ELECT GROUP Barclays Premier League

LEVEL I - NATIONAL LIST Football League

LEVEL 2A – PANEL LIST Conference National, Football League (Assistant)

Conference North, Conference South, Football League (Assistant)

Contributory leagues, Football League (Assistant)



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



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.



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

Expert view

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

Expert view

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.

ENGAGING FANS LOCALLY

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:



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.

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.













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.

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.



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.



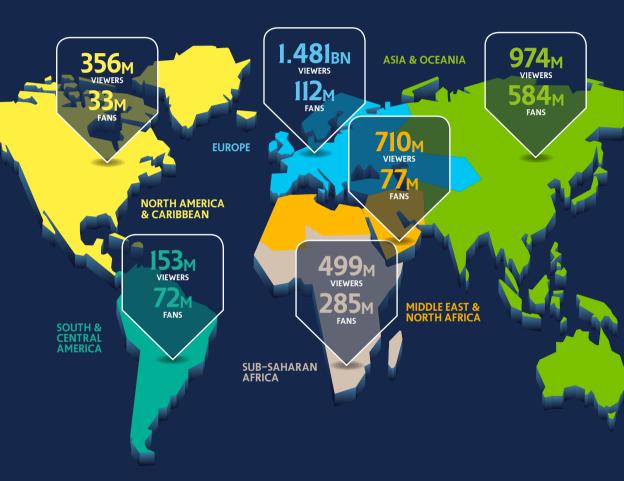
FULHAM'S LEGENDARY AWAY-DAY

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.



MOST WATCHED, BEST SUPPORTED

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.



645_M HOMES

The Barclays Premier League is broadcast in 645m homes across 175 countries and 212 broadcast territories.

1.163_{BN} 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

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.





SPORTS PARTICIPATION

SUPPORTING

EDUCATION

& SKILLS



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.

DELIVERING FACILITIES FOR COMMUNITIES

The Premier League funds capital and programme-focused investment to deliver state-of-the-art changing facilities and 3G Artificial Grass Pitches to grassroots football.

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

52

Brand new 3G Artificial Grass Pitches 2013/14

224

Grass Pitches

51

Changing facilities



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



THE PREMIER LEAGUE PLAYERS' KIT SCHEME HAS PROVIDED MORE THAN 3,255 SCHOOLS AND JUNIOR CLUBS WITH NEW NIKE KIT SINCE ITS LAUNCH IN 2011.



Watch James Milner's interview: review.premierleague.com

BRINGING SPORT TO YOUNG PEOPLE



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.







FOOTBALL'S SOCIAL ENTERPRISE

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.





OVER 30,000 CHILDREN TOOK PART IN PREMIER LEAGUE READING STARS. PLAYERS FROM EVERY CLUB TALK ABOUT THEIR FAVOURITE BOOKS AND SET READING CHALLENGES.



Watch Frank Lampard's interview: review.premierleague.com

THE A-Z OF INTERNATIONAL DEVELOPMENT

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.



THE PARTICIPANT FROZAN ABDUL MAHFOZ Premier Skills coaching student

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



THE POLITICIAN **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.



THE COACH

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:

O 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.

O YOUTH DEVELOPMENT
PROGRAMMES
FOR 67 FOOTBALL
LEAGUE CLUBS

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

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.

O 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



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.
Supports: 18 Suppor

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.

THE FINAL STANDINGS



POS	CLUB	Р	W	D	L	GF	GA	GD	PTS
1	MANCHESTER CITY	38	27	5	6	102	37	65	86
2	LIVERPOOL	38	26	6	6	101	50	51	84
3	CHELSEA CHELSEA	38	25			71	27	44	82
4	ARSENAL	38	24			68	41	27	79
5	EVERTON								72
6	TOTTENHAM HOTSPUR	38	21	6	11	55	51	4	69
7	MANCHESTER UNITED		19		12	64	43	21	64
8	SOUTHAMPTON	38	15	11	12	54	46	8	56
9	STOKE CITY		13		14	45	52		50
10	NEWCASTLE UNITED	38	15	4	19	43	59	-16	49
11	CRYSTAL PALACE		13		19	33		-15	45
12	SWANSEA CITY	38	11	9	18	54	54	0	42
13	WEST HAM UNITED				20	40	51		40
14	sunderland	38	10	8	20	41	60	-19	38
15	ASTON VILLA		10		20		61	-22	38
16	W HULL CITY	38	10	7	21	38	53	-15	37
17	WEST BROMWICH ALBION			15		43			36
18	NORWICH CITY	38	8	9	21	28	62	-34	33
19	FULHAM	38	9	5	24	40	85	-45	32
20	CARDIFF CITY	38	7	9	22	32	74	-42	30

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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Designed and produced by Salterbaxter MSLGROUP www.salterbaxter.com

This Review has been printed on Core Silk paper. This paper has been independently certified as meeting the standards of the Forest Stewardship Council (FSC) and was manufactured at a mill that is certified ISO 14001. The inks used are all vegetable oil based. Printed by Pureprint, ISO 14001, FSC certified and CarbonNeutral®.



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REVIEW.PREMIERLEAGUE.COM



SEASON 2013/14 PARTNERS

UK BROADCAST PARTNERS Sky SPORTS BESSON 2013 BY SPORTS BESSON 2013 BY SPORTS BESSON 2013 BESSON 2013

