



FAN ADVISORY BOARD

Meeting Summary

Attendees:

Everton Football Club: Richard Kenyon (Chief Commercial and Communications Officer), Kevin Thelwell (Director of Football), Catherine Wright (Director of Governance), Scott McLeod (Director of Engagement and Communications), Mo Maghazachi (Senior Liaison and Engagement Manager), Geoff May (Senior Legal Advisor), Adam Clark (Senior Lead – Corporate PR), Jennifer O'Brien (Corporate Governance Coordinator).

Fan Advisory Board: Jazz Bal, Dave Kelly, Julie Clarke, Keith Done, Tony Sampson, Julie Makin, Tony Whittaker, Helge Grunnevag, Richard Gillham, Ken Sweeney

Apologies: Graeme Sharp (Non-Executive Director)

Welcome and Introductions

- Jazz Bal welcomed FAB members to the meeting and introduced Ken Sweeney as the new member on behalf of the Supporters' Club Committee. It was also noted that Dave Kelly had been appointed as Vice-Chair.
- The Chair highlighted that Club colleagues have asked for certain parts of the presentations to remain confidential due to the sensitive nature of the material presented. Group agreed.
- The Chair acknowledged the lack of a Board Member attending the meeting after a late apology.
- The introduction also included a review of an informal meeting with the Club earlier in the month which covered:
 - Responses from the FAB's survey into the European Super League, Independent Regulation and the Premier League's 'New Deal for Football'
 - Feedback from the Q&A that the FAB facilitated for fans to raise questions directly to the EFC Board of Directors
 - An update from Everton Women's CEO relating to partnership opportunities and a trial for organised travel to an away fixture in the 2022/23 season.

Football Strategy / Operational Structure

- Jazz Bal introduced Kevin Thelwell to the meeting. The Chair explained that despite football operations not being part of the FAB's official remit, supporters had raised questions on the Club's January transfer window and the operational structure of Everton's football departments.
- Everton's Director of Football answered questions on the January transfer window, providing context to the Club's decision-making around outgoing players and potential targets.
- Looking forward, Kevin Thelwell explained how the search for new players is a 'continuous process' and outlined the importance of the enhanced use of data to support Sean Dyche and his backroom team, as well as helping to track progress against the wider strategic framework.



- Kevin Thelwell also presented an overview of the framework and the four pillars at the centre of his future planning. This included the key initiatives and the projects that have been put in place to underpin the framework and ensure all the departments under his remit are aligned in working towards clearly defined objectives.
- These objectives include creating a clear culture, identity and style of play – a principle-based game model – that is consistent across all Everton’s teams, and ensuring the Club supports its players and staff with the best people, practice and provision.
- FAB members were given an explanation on how the revised strategy has been delivered in consultation with heads of departments from across Everton’s football operation and learned about how some of the key appointments have strengthened Kevin Thelwell’s team, particularly in the areas of player development, identification and recruitment.
- The group thanked Kevin Thelwell for his honesty and attendance. Everton’s Director of Football left the meeting.

2021/22 Accounts

- The Chair introduced Richard Kenyon, Everton’s Chief Commercial and Communications Officer, to give an overview of the Club’s 2021/22 accounts.
- The accounts were made public that evening and the FAB were being presented the numbers for the first time.
- The key numbers from the year, covering turnover, gate receipts, broadcast income, commercial activities, player trading, stadium spend and net debt position were presented.
- The presentation also highlighted the direct and indirect losses and costs attributed to Covid-19.
- The Club took questions from the FAB around the accounts in relation to wage-to-turnover ratio, amortisation of players, and the difference between accounting loss and calculated loss used in PSR calculations.
- The Club confirmed it is making positive progress in discussions with new partners for Everton Stadium.
- FAB members queried why the accounts were produced later than they had been in previous years. The Club explained there were a number of factors covering a change in auditors and a more complex auditing process but they were still published and submitted prior to the statutory deadline. A total of nine clubs published their annual accounts in the final two weeks of March.
- The FAB were informed that the full annual report and statement of accounts had been emailed to Shareholders and that hard copies would be available upon request.
- In response to a question about the visibility of the accounts, the FAB were informed that they would not have to wait for the accounts to be available on Companies House and that they could be downloaded, alongside previous years accounts, on the Club’s website.
- The Club confirmed they would be happy to take any further questions from the FAB on the accounts once they had been fully digested by the group.

Premier League Fan Survey Results



- Mo Maghazachi, Senior Liaison and Engagement Manager, presented the latest results from the annual Premier League Fan Survey.
- The independent survey highlighted overall improvements to the Club's matchday and experiences rankings.
- The data highlighted positive responses to the areas covering the Fan Zone, fan engagement, communications and Club staff, as well as areas for improvement, which included food and drink options and in-stadium connectivity.
- The group discussed the age of Goodison Park and the new opportunities a new stadium would offer the Club and fans.
- The results of the Premier League Fan Survey also showed how high the Club ranked in attendance behaviours and tenure, as well as the outstanding response to Everton in the Community's activities.
- The Chair highlighted how the results support the findings of the independent Fan Engagement Index study, released earlier in the month, which saw Everton's fan engagement initiatives ranked joint highest in the Premier League.

Everton's Strategic Vision and Objectives

- Scott McLeod, Everton's Director of Engagement and Communications, gave an overview of Everton's vision and strategy document and how it identifies key objectives for staff across all Club departments.
- The presentation covered four key areas headlined: Our footballing identity, Our supporters, Our organisation and Our home.
- The football structure had already been presented by Kevin Thelwell but areas of focus within the slides included:
 - Listening to and engaging with fans through structured dialogue
 - The transition to and supporter experience at Everton Stadium
 - Maximising commercial opportunities
 - Recruiting and retaining the best talent
 - Delivering the Goodison Legacy Project
 - Ensuring Finch Farm remains state-of-the-art
 - Making Everton Stadium a 365-day-a-year venue
 - Future-proofing the new stadium and Club in terms of digital and technology

FAB Discussion

- The FAB discussed and questioned the lack of a Board member being present at the meeting and their concerns.
- The matter will be picked up between the Chair and the Club in the coming week with the intention of Board presence at the next meeting in May.

AOB



Shareholder Meetings

- The Shareholders' Association Chair, Dave Kelly, has raised his group's desire to secure a meeting between Shareholders and the Club. The matter is being picked up by the Club to progress.

Premier League Board Referral

- The FAB asked for any further information on timings on the Club's referral to an independent commission by the Premier League.
- The Club reaffirmed the key points of the Club statement and explained that no further comment can be provided.

External Investment

- The FAB asked if there was any update on potential investment.
- The Club reaffirmed the words of the Majority Shareholder in his interview with the FAB that talks were ongoing. Once the Club is in a position to do so an update will be provided.

Next Meeting

- The FAB confirmed the next meeting will take place in May 2023, ensuring a return to the original cycle of meetings.
- The Club will circulate possible meeting dates for consideration.