



FAN ENGAGEMENT PLAN 2023/24



At Manchester United, we believe our fans are the heart and soul of our club, making it the greatest football club in the world. We appreciate every one of you, and we want you to know just how important you are to us. Your voice matters, and we are committed to making sure you feel heard and valued.

We understand that listening and involving you in every aspect of the club is paramount. By joining forces in partnership, we can make decisions that lead to even more remarkable experiences for everyone involved. Together, we can create a warm and welcoming atmosphere that sets us apart from all other clubs and lives up to the name of Manchester United.

THE BEGINNING OF AN INCREDIBLE JOURNEY

We are excited to announce the launch of our very first Fan Engagement Plan – a new milestone that showcases our deep commitment to you, our incredible fans. This plan is a heartfelt expression of our dedication to bringing you even closer to the heart of our club.

Just as you'd expect, we have fully supported the Premier League's commitment to developing a new Fan Engagement Standard and have worked with them and our Fans' Advisory Board (FAB) to develop it. We're proud of the contribution we've made in helping make it a reality not just for us, but for all clubs and all supporters. Together, we'll continue to champion a fan-first mindset and create a deep bond between fans, the club and our players.

WE ARE ALL UNITED AS FANS

As a fan myself, but also as Chief Operating Officer and our Nominated Board Level Official for Fan Engagement, I am especially committed to putting you at the heart of our club.

We take immense pride in our diverse fan base and the 284 official Supporters' Clubs we have across the world. Each one of you plays a vital role in making our club what it is today, and we are incredibly grateful for the unwavering loyalty and incredible support you offer our team. Wherever we play, at home, away, in Europe or further afield on tour, it's this passion and dedication that makes this club so special.

WE ALWAYS STRIVE FOR GREATNESS

In the past year, we've made significant strides in enhancing the fan experience. However, we know we must do more by working with our supporters and recognised fan groups to drive change and to build trust.

Our commitment to you is that we will listen, we will act in your interests, we will communicate with honesty and transparency, and that together we will make supporting Manchester United the best experience it can be. We will review and refresh this plan on an annual basis, ensuring that it remains relevant, responsive, and aligned with your evolving needs.

WE GIVE YOU, OUR WORD. I GIVE YOU, MY WORD

I want to emphasise my unwavering commitment to regularly engaging with our FAB, Fans' Forum, official independent supporters trust, and official supporter groups throughout the season to hear their feedback and to inform our work. Plus, I will attend at least three of the four formal quarterly meetings with both FAB and Fans' Forum.

This plan details our approach to fan engagement, some of the activities we have delivered over the last year and what we hope to achieve in the future.

We firmly believe that maintaining an ongoing and open dialogue is essential in enhancing fan engagement. We encourage you to reach out to us, either directly or through your fan representatives, to share your valuable ideas and feedback.

Thank you for your loyal support and, we look forward to the conversations ahead.

COLLETTE ROCHE, CHIEF OPERATING OFFICER AND NOMINATED BOARD LEVEL OFFICIAL FOR FAN ENGAGEMENT

KEY CONTACTS

Get in touch:
feedback@manutd.co.uk



NBLO and Chief Operating Officer:
Collette Roche



Chief Communications Officer:
Ellie Norman



Head of Fan Engagement:
Rick McGagh



Director of Supporter Services:
Sam Kelleher



Man Utd Foundation CEO:
John Shiels



Supporter and Disabled Supporter Liaison Manager:
Michael Leneghan



Ever since I came to Manchester United, I have been impressed by the support of our loyal fans. We see and hear them at every game, home and away, wherever in the world we play.

The strong bond we have established between the team and the fans is an advantage to us on the pitch, and something we want to continue to strengthen.

Working together with our fans and listening to them is part of that process, so I am pleased the club will continue to make fan relations a strategic priority.

ERIK TEN HAG, MANCHESTER UNITED MEN'S FIRST TEAM MANAGER

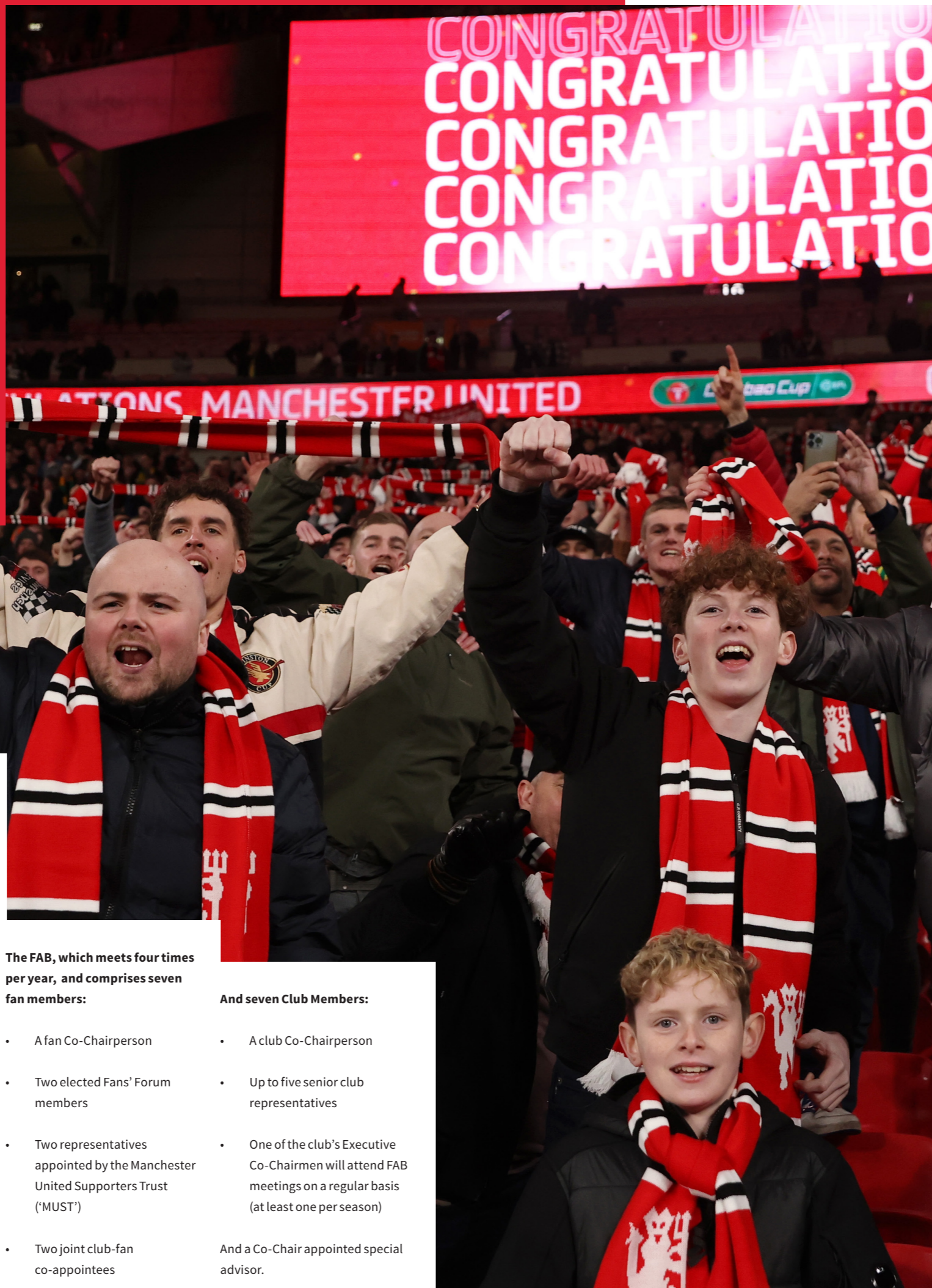
We want to build a strong and trusting relationship with fans, ensuring that each one of you feels truly valued and proud to support Manchester United, no matter where you are in the world.

To achieve this, we will embrace and encourage meaningful consultation between the club and fans on all matters that impact supporters. This is to ensure we make better decisions which benefit everyone connected with Manchester United.

OUR FAN ENGAGEMENT STATEMENT. OUR COMMITMENT TO YOU.

FOREVER & EVER

FANS ARE AT THE HEART OF EVERYTHING WE DO



FANS' ADVISORY BOARD AND FANS' FORUM.

We are proud to have been the first Premier League club to establish a Fans' Advisory Board (FAB), something we believe will help us make better decisions and bring fans closer to the club.

The FAB, which held its first meeting in January 2022, is key to our ability to engage with fans with its focus being to provide effective, confidential and in-depth consultation between the club and a group of respected fan leaders and to provide counsel to the club's leadership on relevant strategic matters.

So far FAB has already discussed topics such as stadium redevelopment, fan share scheme, capital needs and the club's vision and objectives.

The FAB has and will provide advice and support to the club's leadership in developing and delivering key projects pertaining to fan interests, including but not limited to:

- (a) Competition matters
- (b) Enhancing the fan experience (physical and digital)
- (c) Stadium development projects
- (d) Sustainability and corporate and social responsibility initiatives
- (e) Improving fan products and services (including ticketing and membership products and pricing)
- (f) Football governance
- (g) Fan share ownership

The FAB, which meets four times per year, and comprises seven fan members:

- A fan Co-Chairperson
- Two elected Fans' Forum members
- Two representatives appointed by the Manchester United Supporters Trust ('MUST')
- Two joint club-fan co-appointees

And seven Club Members:

- A club Co-Chairperson
- Up to five senior club representatives
- One of the club's Executive Co-Chairmen will attend FAB meetings on a regular basis (at least one per season)
- And a Co-Chair appointed special advisor.

We are in the process of reviewing the operation and Terms of Reference of the FAB after its first year of operation. More information can be found [here](#)

Alongside the FAB sits our long-established Fans' Forum which remains at the heart of our engagement with match-going supporters.

The Forum has been an integral part of Manchester United for over 10 years and has been expanded in the last 12 months to make it even more representative of our fan base.

Richard Arnold (CEO), Collette Roche (COO) and Ellie Norman (CCO) attend each meeting along with other senior leaders from across the club. This commitment highlights how fundamental the Fans' Forum is to our operation and the importance we place on it.

The Fans' Forum is made up of representatives from different constituencies of the Manchester United fan base and senior members of the club. Four times a season, the Fans' Forum becomes a space where we come together to understand the issues that impact our supporters. It's a forum that sparks meaningful conversations, and it helps us maintain a constructive dialogue between the club and the fans.

You can see a full list of the representatives and their respective roles on our [website](#). The aim is to give a voice to different sections of our support – whether that's season-ticket holders or members, local fans or overseas Supporters' Clubs, under 21s or over 65s. We currently have 16 fans on the Forum and we advertise any vacancies across club channels. There is a maximum tenure of six seasons, and we review each role every two years and open it up for application to ensure new fans can get involved.

The Fans' Forum is a vibrant and proactive platform designed to enhance the matchday experience for our fans. It's about making sure that we listen to and understand the views of fans at an early stage of our decision-making process to get better outcomes for all. This dedicated forum allows us to address important matters, such as ticketing and accessibility policies, ensuring fairness and inclusivity. Together, we create a welcoming and inclusive environment where every fan's experience truly matters.

The FAB and Fans' Forum work closely together and complement each other, with Richard Arnold, Collette Roche, Ellie Norman, Rick McGagh (Head of Fan Engagement) as well as other club officials, sitting on both boards along with MUST representatives and two elected Forum members who sit on the FAB.

Through the collaborative efforts of both bodies, we have already achieved significant positive change with the removal of the mandatory elements of the Automatic Cup Scheme, offering more flexibility for season-ticket holders, introducing areas of safe standing and opening-up greater access to match tickets for official members.

Additionally, we listened to fans and have reached an agreement to remove the executive seating from the iconic Stretford End, making this section of the ground more accessible to all fans. In this spirit, we will continue to consult the Fans' Advisory Board and Fans' Forum on future stadium redevelopment plans, including any further expansion of rail seating / safe standing, to ensure the needs of our match-going supporters are always at the forefront of new ideas to enhance the matchday experience.

UNITED BY ONE LOVE

As well as working closely with our Fans' Forum and FAB, we also have long established relations with many fan groups.

This includes our official independent supporters trust, MUST, who we meet and engage with on a regular basis and who have positions on our FF and FAB. We have worked with MUST over a long period across a range of topics including supporter share ownership, ticketing policies and other match-going fan issues, our commitments in response to the failed European Super League (ESL) and our response to COVID and to the government's Fan-led Review.

We support the great work of our disabled supporter's association, MUDSA, and have recently worked with them on the development of our accessibility areas, spending over £11m to give fans with disabilities greater access to Old Trafford. The MUDSA Chair is a member of our Fans' Forum. We have formed a close partnership with The Red Army (TRA) – an independent fan group who have significantly improved the atmosphere at home games over the past few seasons.

We are absolutely delighted to witness the remarkable growth and success of our women's team on the pitch. But it doesn't stop there – we also strive to improve off the pitch, hand in hand with the Manchester United Women Supporters' Club (MUWSC). This involves the staging of games at Leigh Sports Village and Old Trafford, ticketing and transport to home and away games and increasing awareness of the women's game. The Chair of MUWSC sits on both our Fans' Forum and Fans' Advisory Board.

The Rainbow Devils is our LGBTQ+ Supporters' Club and we are working closely with them on a range of activities. Together, we are dedicated to advancing LGBTQ+ inclusion in football, making meaningful strides towards equality. Their input and support are invaluable, particularly in shaping our All Red All Equal campaign and our efforts to eradicate discriminatory chanting in football. As we look forward to the 23/24 season, we are thrilled to announce that the Chair of Rainbow Devils has joined our Fans' Forum.

We take immense pride in our collaboration with the fan-led registered charity, the Manchester Munich Memorial Foundation (MMMMF). Together, we have undertaken meaningful initiatives to honour the memory of the Munich Air Disaster on its 65th anniversary in February 2023. Additionally, we worked closely with MMMF on the creation of a statue dedicated to the legendary Jimmy Murphy, which now proudly stands at the Stretford End.



FAN GROUPS



MANCHESTER UNITED SUPPORTERS TRUST



MANCHESTER UNITED SUPPORTERS' CLUBS



RAINBOW DEVILS



MANCHESTER UNITED WOMEN SUPPORTERS CLUB



MANCHESTER UNITED DISABLED SUPPORTERS ASSOCIATION



THE RED ARMY



MANCHESTER MUNICH MEMORIAL FOUNDATION



THE HEARTBEAT OF MANCHESTER UNITED

OFFICIAL MANCHESTER UNITED SUPPORTERS' CLUBS (MUSCS)

We are proud to have 284 official Supporters' Clubs in 94 countries across the world. This global family of fans, united by their unwavering love and passion for Manchester United, is the true essence of what makes our club extraordinary. We are determined to grow and support this network and to bring all fans, wherever they are located, closer to the club they love.

There are many benefits provided to being part of a MUSCs these include:

- Home tickets - dedicated allocation of tickets for Supporters' Clubs' ensuring branches across the world can watch games live and plan their travel
- Away ticket access for larger clubs as a thank you for their ongoing work
- MUSC representation on the Fans' Forum (x2 places)
- Dedicated point of contact within the Ticket Office
- Travel to matches for supporters who may otherwise struggle to travel
- Game screenings, bringing fans who can't attend the game in person together to share their love and passion of the club
- Access to MUFC Legends for member events such as zoom calls and functions
- Anniversary commemoration: we take an MUSC delegation pitch-side for photos with a Legend and to present a signed shirt to celebrate their milestone
- Biennial thank you dinner which includes: 360 attendees, signed merchandise, complimentary bar, dinner, Legend speech & entertainment
- Monthly e-newsletter
- Monthly Teams call with Supporter Liaison Officer
- 25% discount on coach parking at Old Trafford

EXPANDING THE RED ARMY. (NEW CLUBS)

We want to continue supporting our existing clubs whilst also helping new clubs form and gain official status. This summer we were delighted to welcome five new clubs in the USA as part of our Tour 23 activity. Our vision is to have at least one official Supporters' Club in every country in the world. If you are interested in starting a club or want to gain official status for your current club then please get in touch!

HOW TO GET INVOLVED

Find your nearest club and sign up:



Speak to us about starting a new club by emailing: musc@manutd.co.uk





UNITING THE COMMUNITY

We understand that the impact of football extends far beyond the boundaries of the pitch. Together with Manchester United Foundation, we are dedicated to creating a positive social impact in the communities around our facilities.

To help support the fantastic work done by Manchester United Foundation, following discussions with our FAB we introduced the option for season ticket holders who couldn't attend a match at Old Trafford to donate the cost of their ticket to the Foundation. You responded in great numbers and thanks to your incredible support we raised over £500,000 last season. This money makes a significant difference to those who need it most in our local community and we thank every fan who supported us. We will continue this scheme next season.

Recognising the importance of supporting those in need, we launched our winter campaign, 'United by Your Side', which provided crucial assistance during challenging times. The doors of Old Trafford were opened to offer a safe and warm space for local individuals facing difficulties. Hundreds of people benefited from the nourishing hot meals and the opportunity to engage in meaningful conversations.

As part of this campaign, we introduced 'happy to talk benches' on the forecourt at Old Trafford, serving as a welcoming spot for those feeling lonely or in need of someone to talk to. The response from our caring and generous supporters was heartwarming. During the Manchester derby, fans kindly donated warm clothing such as hats, scarves, gloves, and coats, which were then distributed to the local community, bringing warmth and comfort to those who needed it most.

Manchester United Foundation plays a crucial role in using the passion for the club to uplift communities and improve the lives of young people. Through educational programmes, promoting social awareness, and forming impactful partnerships, the Foundation aims to make a significant difference to people's lives. Recent initiatives include a sleep-out at Old Trafford that raised over £25,000 for the homeless charity Centrepoint, and a number of activations to benefit local young people including the return of player visits to local hospitals over the festive season.

Fans can help support important club initiatives by sharing the information with people who may benefit and there are many ways to get involved with raising important funds for the Foundation, more information is available [here](#)

If we do not meet our standards of performance, you can write to the relevant Manager or our Customer Care Team, as detailed in the Complaints & Grievance Procedure, in our [Fan Charter](#). And if you are not satisfied with this response, you will be advised where you should further escalate your complaint to, as this could be the Independent Football Ombudsman (IFO).

KEEPING THE HIGHEST STANDARDS

At Manchester United, we wholeheartedly believe in providing the highest levels of service to our fans. Making you feel valued and heard is our top priority. However, we understand that sometimes things may not go as planned. If we fall short of meeting our own high standards, we want to make it right.

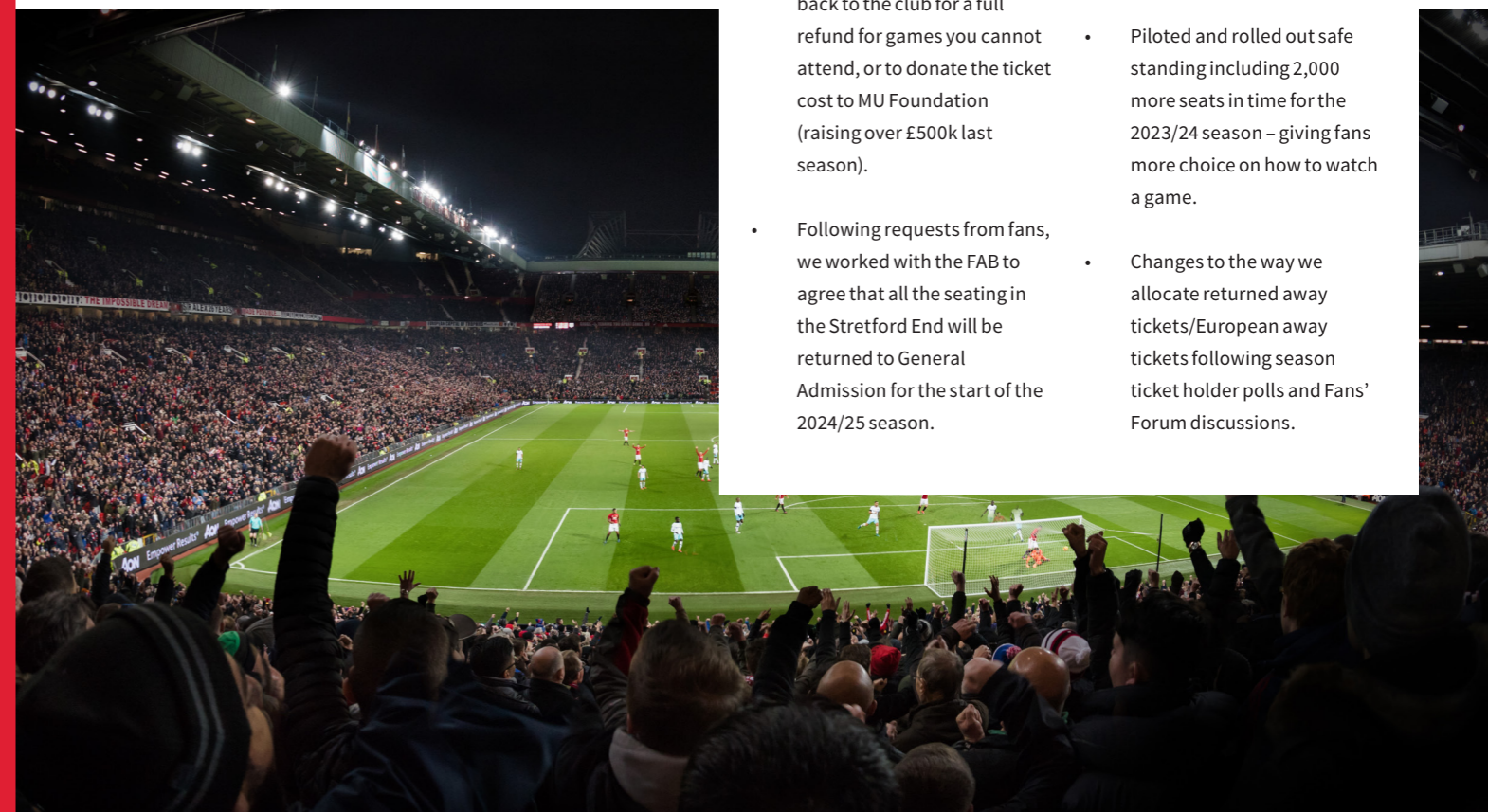


OUR RECENT FAN-FOCUSED ACTIVITY

GIVING FANS A SAY

Thanks to valuable collaboration with our fan bodies and groups, we have made significant changes that aim to enhance the fan experience including:

- Ability for season ticket holders to sell their ticket back to the club for a full refund for games you cannot attend, or to donate the ticket cost to MU Foundation (raising over £500k last season).
- Following requests from fans, we worked with the FAB to agree that all the seating in the Stretford End will be returned to General Admission for the start of the 2024/25 season.
- Removal of the automatic cup scheme and introduction of more flexible options for fans to choose which cup competitions to attend, including introduction of the Cup Season Ticket, giving over 6,000 more fans the change to secure their seat for all cup games.
- Piloted and rolled out safe standing including 2,000 more seats in time for the 2023/24 season – giving fans more choice on how to watch a game.
- Changes to the way we allocate returned away tickets/European away tickets following season ticket holder polls and Fans' Forum discussions.



MAKING FANS CENTRAL TO WHAT WE DO

We are working hard to build that connection between fans, the club and the team. This has included:

- Further strengthening our fans' forum by adding additional roles to represent our under 21 fans' and members of our loyalty pot.
- 'I love United' event in Kolkata setting a new record for a screening in India with over 7,000 fans attending and 140,000 ticket requests.
- We worked in collaboration with fan groups and the Murphy family to honour the great Jimmy Murphy's immense contribution to Manchester United with the unveiling of his statue in May, which now stands proud at the Stretford End
- Launching our 'United for the Fans' campaign, helping us to connect with fans no matter where they are in the world. This includes a weekly Ask the Manager Q&A and culminates in #FanFriday giveaways at the end of the week.

IAN STIRLING FAN AWARD

Earlier this year, we were all devastated by the sudden and premature passing of Ian Stirling. Over more than 20 years as a leading member of the Independent Manchester United Supporters Association (IMUSA) and subsequently the Supporters Trust (MUST), Ian dedicated his time to representing the interests of his fellow supporters with the club. Most recently he performed the role of Independent Supporter Liaison Officer (ISLO) and was a member of both the Fans' Forum and the inaugural Fans Advisory Board.

Ian's immediate passing was marked by tributes at Old Trafford against Southampton as the team wore black armbands and a wreath was placed on Ian's seat. Subsequently, following discussion with the Fans' Advisory Board and Fans' Forum we introduced the Ian Stirling Fan Award. This annual award recognises a fan who has made a significant contribution to the club, their community or fellow fans. It was wholly fitting that Ian himself was the first recipient of this award which was presented to his wife Lynn and daughter Lucy at the Player of the Year Awards in May.



LOYALTY TAKES CENTRE STAGE

We are incredibly fortunate to have the most loyal and dedicated fans in the world of sport. We deeply value your commitment, and we are eager to recognise and reward it. Here are some recent examples of how we've shown our appreciation:

- Giving fans the chance to play a match at Old Trafford and to train at the iconic Cliff Training Ground
- Recognising some of our most loyal fans by including them as the handshake on the front cover of our United Review matchday programme.
- Supporters' Club activity including a dinner at Old Trafford where we welcomed over 300 fans from 150 clubs across the world, marking milestones for long-standing clubs and the launch of our Warm-Up events to reward some of our loyal fans
- Inviting loyal fans to Carrington to meet players and ask questions as part of our fan press conferences and new player signings.
- Rewarding over 30,000 fans who made the trip to Wembley for the Carabao Cup final with a free scarf and at the FA Cup final a free bucket hat.



10 GOALS BEFORE THE END OF THE 2023/24 SEASON

1.

Review the first year of operation of our FAB and make any relevant updates to its terms of reference.

2.

Publish our first Annual Report and an updated Engagement Plan to cover the 2023-24 season.

3.

Consider the contents of the government's recent White Paper on Reforming Club Football Governance and consequent developments, where they impact directly or indirectly on fan engagement.

4.

Undertake a review of our Equality, Diversity & Inclusion (EDI) commitments and delivery to ensure our fan engagement processes are fully representative.

5.

Launch a twice a year communication to fans from our CEO.



6.

Deliver our new Supporters' Club strategy, working to strengthen this global network of fans.

7.

Increase our fan-focused and fan-generated content across our channels, bringing fans closer to the club.

8.

Work with our club partners to reward loyal fans with exclusive opportunities and prizes.

9.

Launch a new fan engagement section on our website, where you can find more information about our work and share your views, updates, and resources on our fan engagement initiatives.

10.

Make it even easier for fans to have their say and feedback their thoughts.

We will provide updates on these new commitments as part of our end-of-season review and our upcoming plan for the next season. Thank you for being a vital part of our ongoing journey.



Our strategy is a simple one – to put football and fans first. Everything we do, and every decision we take, is viewed through that lens and should contribute to improving our on-field performance and the experience for our fans.

I hope this plan has provided you with assurance about the huge amount of work already underway and our plans for the future. We are working hard to strengthen the role of fans at the heart of the club, and I can promise you that we will continue to invest time and resources into strengthening our engagement with fans and ensuring you can have your say and be listened to.

I am proud of the great progress we have made in the last 12 months but can assure you we have big plans and an unwavering determination to get even better. I encourage any fan reading this who is considering getting involved in a fan group or Supporters' Club to do so. We need you and together we can win the United way.

Thank you again for your fantastic support and loyalty. Everyone at Manchester United Football Club greatly appreciates it.

A handwritten signature in white ink that reads "Richard Arnold".

RICHARD ARNOLD, CEO MANCHESTER UNITED

