



2019-20 Annual Report

A SEASON INTERRUPTED

This year, Manchester City want to tell their season story differently. It's been a year like no other, and they want to acknowledge that, as well as highlight the incredible work that has been going on throughout some extremely challenging times.

This timeline shows how the Club has responded to the COVID-19 pandemic between February and June 2020.



19 FEB 2020

CITY PLAY FINAL HOME GAME WITH FANS PRESENT

City beat West Ham 2-0 in what would be our last home game in front of fans in 2019-20.

8 MAR 2020

CITY PLAY FINAL GAME BEFORE LEAGUE SUSPENDED

City play Manchester United away in the last Premier League game before the season is paused.

13 MAR 2020

PREMIER LEAGUE SUSPENDED DUE TO CORONAVIRUS

The Premier League is officially postponed until 4 April after several teams are forced to self-isolate. The League would not resume until 17 June.

21 MAR 2020

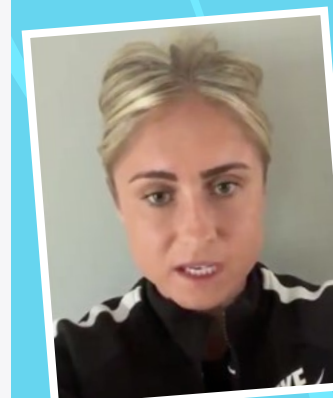
CITY & UNITED DONATE £100,000 TO TRUSSELL TRUST

Manchester City and Manchester United donate a combined £100,000 to help food banks in Greater Manchester meet increased demand from vulnerable people as a result of the coronavirus pandemic.

25 MAR 2020

CONTINUED PAYMENTS TO MATCHDAY STAFF ANNOUNCED

The Club announce that directly engaged matchday casual workers will be paid in full for the fixtures they were scheduled to work and matchday casual workers will also receive a payment, based on pro-rata earnings over the last three months, applied across the 2019-20 season's remaining five home fixtures.



28 MAR 2020

STERLING AND HOUGHTON SUPPORT NHS CAMPAIGN

Raheem Sterling and Steph Houghton feature alongside some of the nation's top footballers, managers, cricket and basketball players to unite in supporting the NHS #StayHomeSaveLives social media campaign.



30 MAR 2020

**CITY LAUNCH
CITYZENS AT
HOME PLATFORM**

City launch a new online resource – Cityzens at Home – allowing fans to remain close to the Club during the COVID-19 outbreak through behind-the-scenes content, educational and entertainment resources for the whole family.

1 APR 2020

**CLUB OFFER
USE OF ETIHAD
STADIUM TO NHS**

The Club make facilities at the Etihad Stadium available to the NHS in the front-line battle against the coronavirus pandemic.



11 APR 2020

**KEVIN DE BRUYNE
AND STEPH
HOUGHTON
SUPPORT GMP
CAMPAIGN
FOR EASTER
WEEKEND**

Kevin De Bruyne and Steph Houghton supported Greater Manchester Police's #StayHomeSaveLives campaign over the Easter weekend with video messages to encourage communities to follow government advice. The messages were subsequently shared across Greater Manchester on a mobile media van which visited various locations across the region.

20 APR 2020

**REST AND
RELAXATION
CENTRE OPENS
ON CAMPUS**

Facilities at the Etihad Campus offered to 26,000 NHS staff for rest and relaxation.

20 APR 2020

**BBC BITESIZE
SPANISH
LESSON WITH
SERGIO AGÜERO
ANNOUNCED**

Star striker Sergio Agüero joins Sir David Attenborough and Professor Brian Cox as guest teachers on BBC Bitesize's at-home education resource site.



27 APR 2020

**COVID TESTING
CENTRE OPENS
ON CAMPUS**

The centre is one of the largest in England.

13 MAY 2020

SEASONCARD HOLDER REFUND

All General Admission Seasoncard holders offered a full refund equating to the value of the remaining six home Premier League matches. Supporters who had purchased individual match tickets for Premier League or Cup fixtures (whether home or away) also receive a full refund.

23 MAY 2020

PLAYERS RETURN TO SMALL GROUP TRAINING

The first team squad return to small group training at the CFA for the first time since the league was suspended in March.



12 JUN 2020

CITY RESTART DOCUMENTARY LAUNCHED

City launch a new three-part documentary series, City Restart, a behind-the-scenes look at the process of bringing players and staff back to restart the 2019-20 Premier League Season.

13 JUN 2020

PLAYERS JOIN IN CFG FIFA TOURNAMENT

Esports players from eight CFG clubs, plus City players Sergio Agüero, Alex Zinchenko, Ellie Roebuck and Georgia Stanway, took part in the tournament which took place across eight hours.



16 JUN 2020

CITYZENS GIVING FOR RECOVERY LAUNCHED

CFG launch a 12-month recovery campaign bringing together its nine clubs, thousands of staff, players and coaches, and millions of fans to help communities get back on their feet in the wake of the COVID-19 pandemic.

17 JUN 2020

PREMIER LEAGUE RETURNS

The Premier League resumes with City v Arsenal, with City running out 3-0 winners. The game, shown live on Sky, was watched by 3.4m viewers.

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A portrait of a man with short dark hair and a slight smile, looking towards the camera. He is wearing a dark blue shirt. The background is a dark, blurred interior with wooden shelves and several trophies. A yellow rectangular border is overlaid on the image, containing the text.

CHAIRMAN'S STATEMENT

THE 2019-20 SEASON MARKED OUR ENTRY INTO THE SECOND DECADE OF HIS HIGHNESS SHEIKH MANSOUR'S STEWARDSHIP OF MANCHESTER CITY. IT WAS A SEASON IN WHICH WE BROUGHT HOME SILVERWARE IN THE FORM OF THE COMMUNITY SHIELD AND CARABAO CUP, FINISHED SECOND IN THE PREMIER LEAGUE AND SCORED MORE THAN 100 GOALS.

It was also a season which saw us welcome new US investors, Silver Lake. Their incredible track record in sport, entertainment and technology investment together with their confidence in our business and ambition for the future, make them a perfect partner.

Whilst the trophies secured during the 2019-20 season are now the expected football hallmarks of a normal Manchester City campaign, they hide the far from normal reality that the whole world was plunged into in the early months of 2020.

The emergence of COVID-19 sent shockwaves around the world and rocked the foundations of many companies, especially those dependent on connecting directly with large numbers of people.

Like most organisations, we did not have a business strategy for a global pandemic. What we had, and still have, is a business that is fundamentally strong, with committed shareholders and with significant assets, built carefully over a decade and upon more than a century of history.

Over time, our income streams have been deliberately shifted and diversified – our fan base and audiences are global as well as local, our physical and digital infrastructure strategies are mature, and our commercial partnerships are diverse in terms of regions, industries and structures. Our long-term approach has meant that we are now not wholly dependent on those income streams that have been most vulnerable to the ongoing impact of COVID-19.

From a City Football Group perspective, we did not shy away from delivering on our plans and were also able to realise opportunities that might otherwise not have existed in an 'ordinary' year. This approach saw us make the geographically-significant deal to acquire Mumbai City FC and the strategic football acquisitions of clubs in Europe.

Whilst 2019-20 produced financial figures none of us expected, or wanted to see, the year needs to be viewed in the context of both of the seasons that will have ultimately been affected by the pandemic. The expectation of ourselves is that we will return to profitability in the second of those COVID seasons, the 2020-21 financial year. This is the outcome we are working towards and as such it is a testament to the ongoing commitment and hard work of everyone associated with the Club through the most challenging of times.

The efforts of our people are a source of great pride, as is the contribution that we have been able to make to our Manchester and global communities in direct response to the effects of the pandemic.

The pandemic overshadowed our ability to say a full farewell to David Silva and to properly celebrate his decade of contribution to Manchester City. I said at the time that the Premier League will never be the same after David and that he put his stamp on our team, on the history of the club and the Premier League. What David's ten years of contribution also reminds us is that the short-term challenge of the current pandemic is exactly that – short term.

I very much look forward to the time when we welcome crowds back to the Etihad Stadium and are able to unveil the statue that recognises his immense contribution to our Club.

As we look forward to the pandemic receding, we can reflect on our many learnings – about our organisation, about our people, and about our community. Our evolution will continue with new insights and extraordinary confidence in our people.



CEO'S MESSAGE

THERE IS NO DOUBT THAT 2020 HAS BEEN A VERY CHALLENGING YEAR FOR FOOTBALL AND FOR THE WORLD IN GENERAL.

Though like every club, we had to deal with the most extraordinary circumstances, our course was unchanged. Our growth objectives for Manchester City and for City Football Group remained. Slowing down is not in our plans.

Our vision is to continue to grow our global footprint, and to be faster, better and more efficient both on and off the pitch. The expansion of City Football Group with the addition of Lommel SK in Belgium, ESTAC (Troyes) in France, a partner club in Bolivar and the deal to acquire Mumbai City FC in India during this period is a clear example. We are privileged to have the unwavering backing of our shareholders, who continue to support and look to the long term with patience. This includes Silver Lake, a global leader in technology investing, who we welcomed as a new shareholder in City Football Group in November of 2019.

Following the outbreak of the COVID-19 pandemic, our overarching priority was to keep our people safe. We put measures in place to protect them and the livelihoods of their families by preserving jobs and personal incomes without seeking to access public funds to do so. We worked very hard to deliver football in a way the world had never seen; games were played, and seasons finished. We also helped our communities locally and globally, including but not limited to the provision of the Etihad Stadium as a base for the National Health Service, the creation of online resources for children's home-learning, and the launching of the Cityzens Giving for Recovery campaign.

We are very proud of the way the City family came together in this period. It has been a difficult and uncertain time for so many reasons, but throughout our organisation, we saw the ability to remain calm and focused, to never panic, to work extremely hard and to be able to find innovative solutions when needed. We were also pleased to have positively resolved almost two years of uncertainty with the conclusion of our successful appeal against UEFA's ruling.

Like so many businesses however, there have been difficult decisions to make and there is not yet clarity on some issues, not least when we will be able to welcome fans into our stadiums. COVID-19 has impacted our financial performance negatively, losing revenue and delaying some planned businesses. Clearly, the 2019-20 accounts in isolation are not the best representation of the reality of the season with delayed player trading and numerous games being played after June 30th 2020, the revenues from which will be accounted in the 2020-21 period. A better financial picture of the COVID years will be provided at the end of the 2020-21 season, when the two seasons are combined, and we are confident that Manchester City is on track to show a positive financial result in the season 2020-21.

As ever, we look ahead and seek to ensure success in the next phase of growth, with a recognition of the incredible effort that all our people have put in this challenging year. Our journey continues.



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OUR TEAMS

PRIMAOW

WHEN THE MEN'S TEAM WALKED OUT TO TAKE ON MANCHESTER UNITED ON 9 MARCH, THERE WAS NO SENSE THAT THIS WOULD BE OUR LAST PREMIER LEAGUE GAME FOR THREE MONTHS.

Two days later, our game against Arsenal was postponed as a 'precautionary measure', and two days after that, on 13 March, the Premier League and the FA collectively agreed to postpone the professional football season until 3 April at the earliest, the first time the football season had been postponed since the Second World War. The break continued for 100 days for men's football, while the Women's Super League (WSL) and most Academy competitions were concluded early (two competitions – the Women's FA Cup and the FA Youth Cup – resumed).

In these challenging conditions back in March, two distinguishing features of our Club – firstly, our global networks linked to our sister clubs around the world, and secondly, our single-site operation for all of our teams in Manchester – were particularly helpful in our return and recovery process. We were able to use our global networks to seek out best practice and to share learnings, while the fact that we are all based on the Etihad Campus was a considerable benefit in enabling us to take common approaches within an already closely-connected structure.

An exhaustive approach was taken to every element of our 'return to play' plan, and we worked with a multi-disciplinary legal firm on the drafting and verification of a comprehensive Risk Assessment and an Operational Policy and Procedures document created in line with Premier League requirements. These two documents provided the blueprint for the safe return of our men's players and staff, with separate adapted versions developed for the women's and Academy teams. In addition, players went to the Manchester Institute of Health and Performance for additional screening for pre-existing conditions that could have put them at higher risk if they were to be infected with COVID-19.

Players were issued home-based training plans, including team training sessions by video and individualised fitness and nutrition plans. Five weeks before the first 'restart' game, all players and staff were back in Manchester and signed up to strict guidelines before they began the testing and screening process that would be the first step back to training at the City Football Academy (CFA).

In-person training began with one-on-one sessions for each player, up until three weeks before the first rescheduled game, when players returned to the CFA for a pre-season training programme with a range of new control measures in place to help keep everyone safe.

When games began again, it was in a very different environment – there were no fans, and new restrictions designed to keep everyone involved safe were put in place. An enormous amount of work went in to bringing games back safely and effectively on the part of our staff, governing bodies, suppliers and partners.

All eyes were on us, when our postponed game against Arsenal, was one of two matches played on 17 June, heralding the much-anticipated resumption of the Premier League in 'Project Restart' as it came to be known, and the remaining games were played in a narrow six-week period, culminating in a 5-0 win against Norwich on 27 July. Although the men's team finished the season as runners up, they ended the season strongly after the break, with the joint-highest points tally and highest goal difference in that period – evidence of the effectiveness of the Club's restart plan.

The women's team performed well after the break too, winning every game in the last three rounds of the FA Cup, lifting the trophy on 1 November. The following day, City's youth players shone when they won the FA Youth Cup for the first time in 12 years, marking a hopeful end to the 2019-20 season.

RETURN TO PLAY

Sam Erith, Head of Sports Science

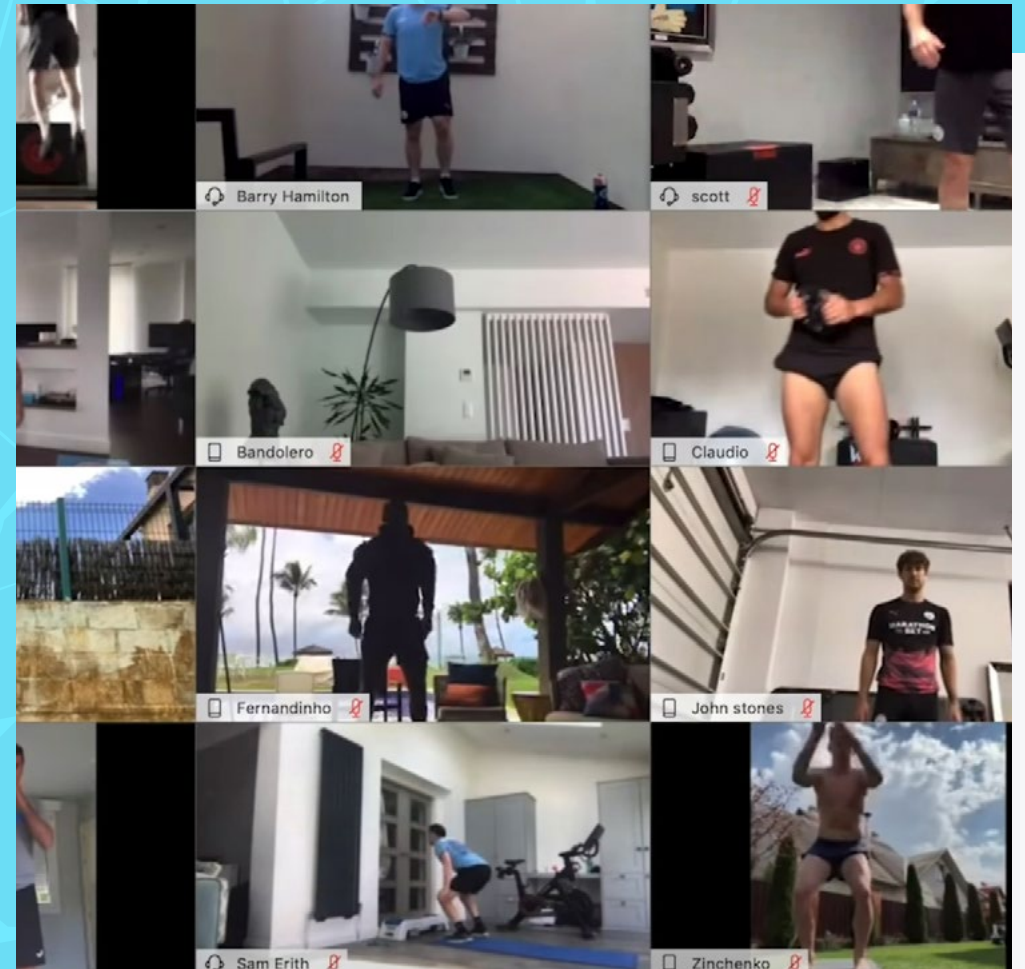
“When the postponement was first announced, we didn’t know how long the break would last, and we had to make a decision between keeping players at match fitness or giving them a short break to rest.

We decided that a rest would be beneficial after an intensive playing period, and then after a couple of weeks, we began a home-based training plan, using custom videos from CityTV, live sessions delivered by fitness coaches from their gardens, and the correct gym equipment delivered to the homes of every player in order to execute their home training plans, plus daily check-ins from Dr Max Sala with players and with their families.

Our consultant psychologist created an eight-point plan, covering everything from ensuring a healthy sleep routine, to accepting that some degree of worry is normal. We then made this information available to all staff on our internal communications channels.

Nutrition solutions came in many forms, from cooking lessons for players to food deliveries, all designed to reduce contact points and ensure optimum nutrition whilst we were away from the City Football Academy.

By carefully managing this period, and with the hard work of so many people, the transition back to in-person training was as straightforward as it could be.”





MEN'S TEAM

MANCHESTER CITY WON THE CARABAO CUP FOR THE THIRD SUCCESSIVE SEASON, THANKS TO A 2-1 WIN OVER ASTON VILLA IN THE FINAL, AND CAPTURED THE COMMUNITY SHIELD AFTER A VICTORY OVER LIVERPOOL IN AUGUST.

We have now won seven out of a total of 15 major domestic trophies available in the last five years, more than any other club.

We qualified for the UEFA Champions League for the tenth successive season, the longest unbroken sequence of any English side, and reached the quarter-finals after a 4-2 aggregate victory over Real Madrid, before being knocked out by Lyon in Lisbon following a 3-1 defeat. We couldn't make it three Premier League titles in a row, finishing in second place behind Liverpool, while our defence of the FA Cup ended at the semi-final stage after a defeat to Arsenal.

We scored 102 goals in 38 Premier League matches – 17 more than any other side – and the second time in three seasons we've hit a century of goals in the competition.

Kevin De Bruyne deservedly won both the Club and the Premier League Player of the Season awards (as well as Player of the Season – Premier League in the Northwest Football Awards 2020) after a fine campaign that saw his reputation as one of the world's best central midfielders grow. He also became the Club's first ever men's senior winner of the highly prestigious PFA Player of the Year, as voted by his fellow professionals. Kevin scored 16 goals and assisted 23 in all competitions, with his 20 Premier League assists matching Thierry Henry's 17-year record. Based on a panel of European coaches and journalists, UEFA named him Midfielder of the Season for the 2019-20 Champions League campaign. The Belgian also won our Goal of the Season award for his brilliant chest-and-volley at Newcastle.

Meanwhile, Raheem Sterling's opener in our 2-1 Champions League last-16 second-leg win against Real Madrid was his 100th goal for City in all competitions and his 31st of another impressive campaign.

David Silva's superb Manchester City career came to an end after the final Champions League match in August. The midfielder, one of the Club's greatest ever players, has enjoyed a remarkable decade-long stay at City that has seen him win four Premier League titles, two FA Cups and five League Cups. He is widely seen as one of the finest players of the Premier League era.

2019-20 AT A GLANCE: MEN

Performance of men's first team this season (through to completion of season in August)

**WINNERS
(VS LIVERPOOL)**



**FA COMMUNITY
SHIELD**

**WINNERS
(VS ASTON VILLA)**



**CARABAO
CUP**

2ND PLACE



**PREMIER
LEAGUE**

**SEMI-FINALISTS
(VS ARSENAL)**



FA CUP

**QUARTER-FINALISTS
(VS LYON)**



**CHAMPIONS
LEAGUE**

SOURCE: Manchester City

PREMIER LEAGUE STATS



KEVIN DE BRUYNE

Playmaker of the season with 20 assists, equalling Thierry Henry's Premier League record from 2002-03

Fastest player to reach 50 assists in Premier League history

Premier League Player of the Season for the first time

PFA Player of the Year as voted by the Professional Footballers' Association



SERGIO AGÜERO

12 Premier League hat tricks (across seasons), more than any other player in the history of the competition

Most efficient striker this season, with just 91.0 minutes per goal (min 5 goals) – and remaining the all-time most efficient striker in the Premier League



EDERSON

Winner of his first **Golden Glove** with 16 clean sheets in the Premier League, more than any other goalkeeper

Highest successful distribution of any goalkeeper in the Premier League last season, with an 88% accuracy rate across all distributions

MOST GOALS SCORED IN PREMIER LEAGUE ERA

Manchester City account for three of the five highest Premier League goals tallies. This season's total of 102 goals is the joint-third-highest in Premier League history (1992-93 to present)

106

Manchester City
(2017-18)

103

Chelsea
(2009-10)

102

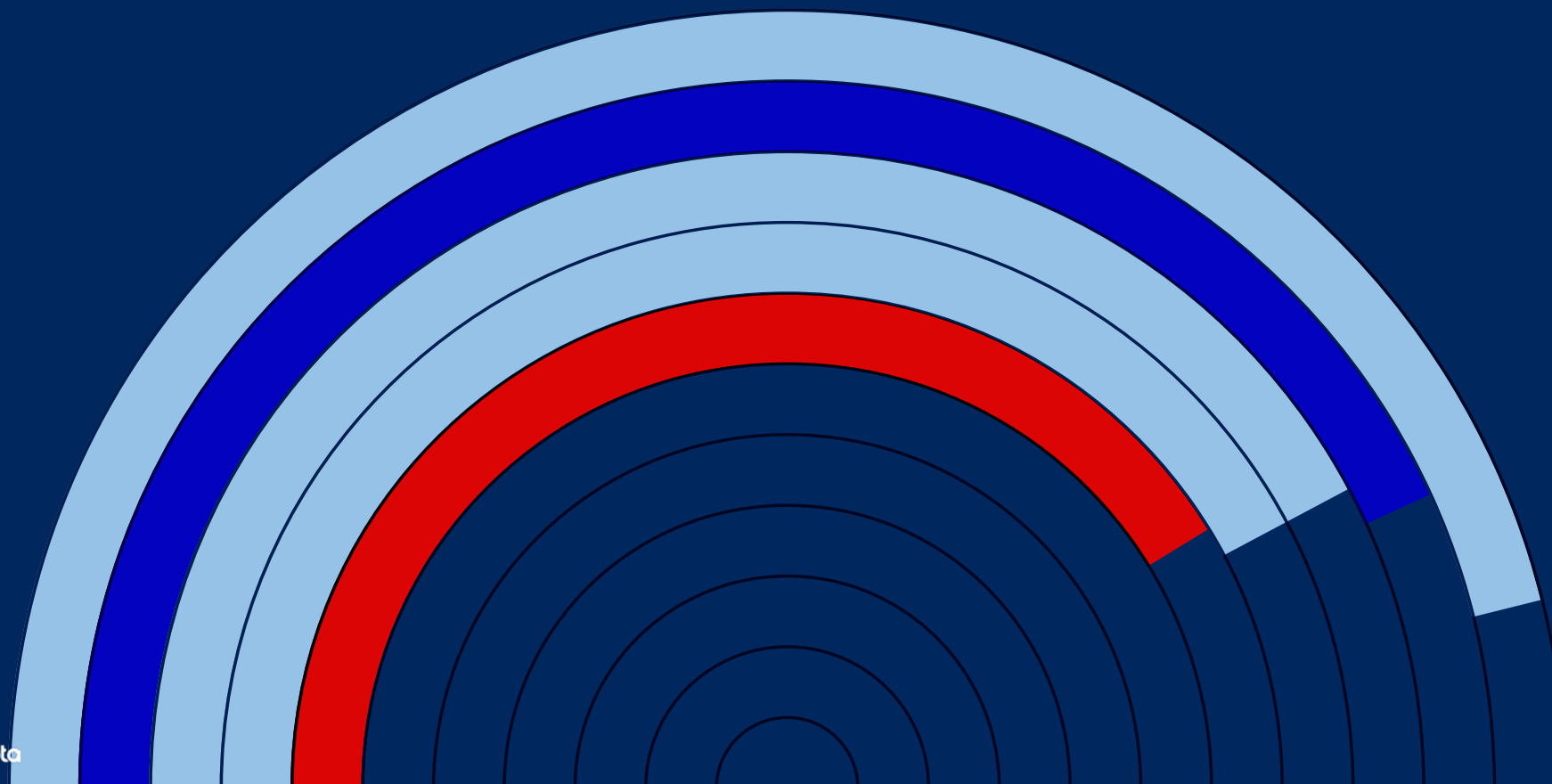
Manchester City
(2019-20)

102

Manchester City
(2013-14)

101

Liverpool
(2013-14)



TWO LEGENDS DEPART

MANCHESTER CITY BADE A FOND FAREWELL TO TWO LEGENDARY PLAYERS IN THE LAST YEAR WHEN VINCENT KOMPANY AND DAVID SILVA CALLED TIME ON THEIR CAREERS AT THE CLUB.

They both departed assured of their place in the pantheon of City greats, having had a transformational effect as two of the pillars on which by far the most successful period in our history was built.

Kompany was the beating heart of the Club for 11 years; a world class centre-half, inspirational captain and an impeccable ambassador whose contribution both on and off the pitch cannot be overstated.

Revered by fans as an honorary Mancunian, off the pitch his work to fight homelessness in the city underlined the extent to which he became part of the Club's DNA. All the proceeds of his testimonial in September 2019 went to Tackle4MCR, the initiative Vincent set up with the Mayor of Greater Manchester, Andy Burnham, to address rough sleeping and homelessness in the city.

Silva's influence was no less significant, and that he is spoken about in the same breath as the great Colin Bell is a measure of the impact of his glittering career.

For ten years the man they call Merlin mesmerised us with his magic, as his breathtaking talent paved the way for our 'beautiful football' philosophy and helped establish the Club amongst Europe's elite.

Vincent and David will each be honoured with a statue at the Etihad Stadium, to be unveiled in 2021, as a lasting tribute to their contributions.

DAVID SILVA

VINCENT KOMPANY



436
Appearances

77
Goals


140
Assists

14
Club honours

Manchester City
Player of the
Year:
2016-17

Premier League
Top Assist
Provider:
2011-12

PFA Team
of the Year:
2011-12,
2017-18,
2019-20



360
Appearances

20
Goals

123
Clean sheets

12
Club honours

Manchester
City Player of
the Year:
2010-11

Premier League
Player of the
Season:
2011-12

PFA Team of
the Year:
2010-11,
2011-12,
2013-14

DAVID
SILVA

VINCENT
KOMPANY



WOMEN'S TEAM

DESPITE THE DOMESTIC LEAGUE SEASON BEING BROUGHT TO A PREMATURE CONCLUSION, IT WAS STILL A YEAR TO REMEMBER FOR MANCHESTER CITY WOMEN, CULMINATING IN AN FA CUP WIN IN THE POSTPONED FINAL IN NOVEMBER 2020.

Kicking off in front of 31,213 fans against Manchester United 14 months earlier, at the Etihad Stadium back in September 2019, Caroline Weir's wonder goal set the tone for another exciting FA Women's Super League (WSL) campaign as City earned the bragging rights in the first ever Manchester women's derby, presented by new kit partners PUMA.

It was only the second ever women's game hosted at the Etihad Stadium, the first being against Everton in 2014. This unforgettable day saw the action play out in front of a crowd that was almost six times the previous league attendance record of 5,265, and more than seven times our own Club attendance record of 4,096.

Scoring 39 goals in 16 league outings and losing just two games, we eventually finished second in the WSL table after the final standings were decided on a points-per-game basis – earning UEFA Women's Champions League qualification for a record fifth consecutive year.

The Women's FA Cup was paused in February and resumed seven months later in September, when we beat Leicester and Arsenal in the quarter- and semi-finals, going on to face Everton at Wembley in the final on 1 November. After a thrilling game that was decided in extra time with late goals from Georgia Stanway and Janine Beckie, we won 3-1, giving us our third FA Cup in four years.

There were accolades galore for the team this year, including Women's Player of the Year and Rising Star, for Steph Houghton and Georgia Stanway respectively, at the North West Football Awards, alongside the inaugural Barclays Golden Glove award for goalkeeper Ellie Roebuck's unrivalled ten clean sheets.

In February, Nick Cushing ended his six-year tenure in charge to take up the role of assistant manager at our sister-club New York City FC, with former Manchester City striker and Under-18 Head Coach Gareth Taylor appointed as his successor in May.

This was also a notable year for City on the international scene, with ten players called up to England's senior team, eight of whom were involved with the Lionesses at the She Believes tournament in March.

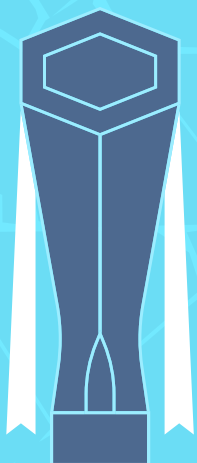
Earlier in the campaign, Lauren Hemp and Aoife Mannion earned their first call-ups to the national squad, while off the field, City stalwart Jill Scott – who is England's all-time second-highest-appearance holder – was awarded an MBE for her services to women's football at the turn of the year.

Away from the pitch in February, more than 400 youngsters were coached by Ellen White, Georgia Stanway, Gemma Bonner and Keira Walsh as they hosted hometown clinics as part of the Club's worldwide #SameGoals campaign, which aims to encourage young girls to play football.

2019-20 AT A GLANCE: WOMEN

Performance of women's first team this season
(through to postponed FA Cup Final in November)

RUNNERS-UP*



FA WSL

**SEMI-FINALISTS
(VS ARSENAL)**



**CONTINENTAL
TYRES CUP**

**WINNERS
(VS EVERTON)**



FA CUP

**ROUND OF 16
(VS ATLETICO MADRID)**

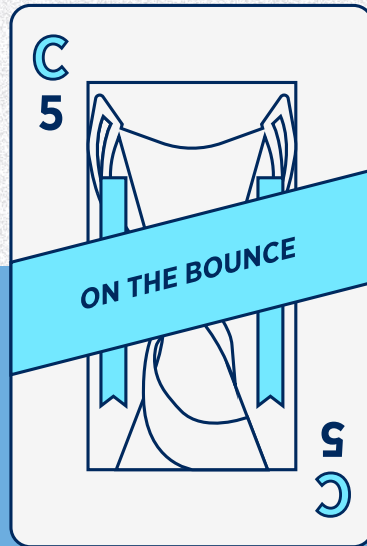


**CHAMPIONS
LEAGUE**

**Final WSL standings based on average points-per-game following the curtailment of the league due to COVID-19.
When lockdown was implemented, City had played 16 games out of 22 (one more than Chelsea) and were top of the table*

SOURCE: Manchester City

FA WSL STATS



5 YEARS

Number of successive seasons that City have qualified for the Champions League, the only WSL team to do so



GOLDEN GLOVE AWARD

10 Clean sheets for Ellie Roebuck, more than any other goalkeeper in the WSL

SOURCE: Manchester City

ACCOLADES



WINNER

Nick Cushing
Former manager awarded
FA WSL Manager of the
Year at the Football Writers'
Association Awards



WINNER

Lauren Hemp
PFA Young Player of the Year



WINNER

Caroline Weir
Named in PFA WSL Team of
the Year



WINNER

Steph Houghton
Captain named as Women's
Player of the Season at the
North West Football Awards



WINNER

Georgia Stanway
Women's Rising Star at the
North West Football Awards



MBE

Jill Scott
Awarded an MBE for her
services to women's football in
the 2020 New Year Honours
List



Number of players called up
to the England national side
during the 2019-20 campaign –
more than any other WSL team

SOURCE: Manchester City

YOUTH TEAMS



Premier
League
U18 Cup

Premier
League
U18 Cup

Winners
2019/20



THIS WAS A STRONG SEASON FOR OUR YOUTH TEAMS ACROSS ALL AGE GROUPS. THE BOYS TEAMS WON 19 CUPS AND TOURNAMENTS FROM UNDER-18S DOWN TO UNDER-9S, WHILE IN ADDITION THE UNDER-15S REACHED TWO FINALS THAT WERE CANCELLED DUE TO COVID-19.

UNDER-18

Despite coming to an abrupt halt in March, the domestic season proved to be another memorable campaign for our Under-18s.

Seeking to build on a highly successful 2018-19 season which saw the side claim the Premier League Under-18 Cup and finish runners-up in the FA Youth Cup, Head Coach Gareth Taylor's young charges went from strength to strength.

The Under-18s achieved the notable feat of retaining the Under-18 Premier League Cup in emphatic style, recording a 6-0 win over Stoke at the Academy Stadium in the final. This proved to be the last game played prior to lockdown.

When football resumed after the lockdown, the season ended on a high with a 3-2 win against Chelsea in the delayed FA Youth Cup final at St George's Park in November 2020. An important victory, this is the first time we have emerged victorious from an FA Youth Cup final since 2008. An impressive number of 'homegrown' players in the squad have progressed all the way through our Academy: seven of the starting 11 have been with the Club from Under-9 level, learning to play the Man City way.

City had also been flying high in the Under-18 Premier League North when lockdown was initiated – top of the standings and 12 points clear of nearest rivals Liverpool and Everton. We were later crowned regional and national champions despite the league being curtailed.

Taylor's fine work with the Academy was rewarded earlier this summer when he was appointed as Manager of Manchester City Women, succeeding Nick Cushing when he moved to New York City FC.

Post resumption of Premier League action in June, there was further recognition of the Under-18 talent when skipper Cole Palmer was named on the substitute's bench for City's first team Premier League clash away at Chelsea.

32 of our Academy players from Under-14 to Under-23 represented their country this season, including 17 England players.

EDS

It proved to be another season of consolidation for City's Elite Development Squad (EDS).

Once again deploying a youthful squad in comparison to many of our rivals, our Under-23s were lying in eighth place in the PL2 table when the campaign was brought to a halt.

As well as gaining vital experience over the course of the season, there was further recognition of the burgeoning abilities within the squad, with both midfielder Tommy Doyle and central defender Taylor Harwood-Bellis being awarded their first team debuts over the course of the campaign.

After impressing on last summer's Asia Tour, Taylor made his senior debut in our 3-0 Carabao Cup win away at Preston in September.

EDS skipper Tommy – grandson of two late, great City legends, Mike Doyle and Glyn Pardoe – also shone on that Asia Tour and went on to play a part in October's 3-1 Carabao Cup triumph over Southampton.

Though there was another frustrating group stage exit in the UEFA Youth League, the City youngsters hugely impressed once again in the Leasing.com Trophy.

ACADEMY SUCCESS

The boys teams won 19 cups and tournaments this year from Under-18s down to Under-9s

U18
**PREMIER LEAGUE CUP
(ENGLAND)**
**PREMIER LEAGUE NORTH LEAGUE
(ENGLAND)***
**PREMIER LEAGUE NATIONAL LEAGUE
(ENGLAND)***

** Crowned champions on a
points-per-games basis*

U15
**FINALIST
PREMIER LEAGUE CUP
(ENGLAND)***
**FINALIST
PREMIER LEAGUE FLOODLIT CUP
(ENGLAND)***

** Finals cancelled due to
COVID-19*

U13
**NORTH WEST CUP
(ENGLAND)**

U12
**ATEITIS CUP
(LITHUANIA)**
**PREMIER LEAGUE TRUCE NATIONALS
(ENGLAND)**

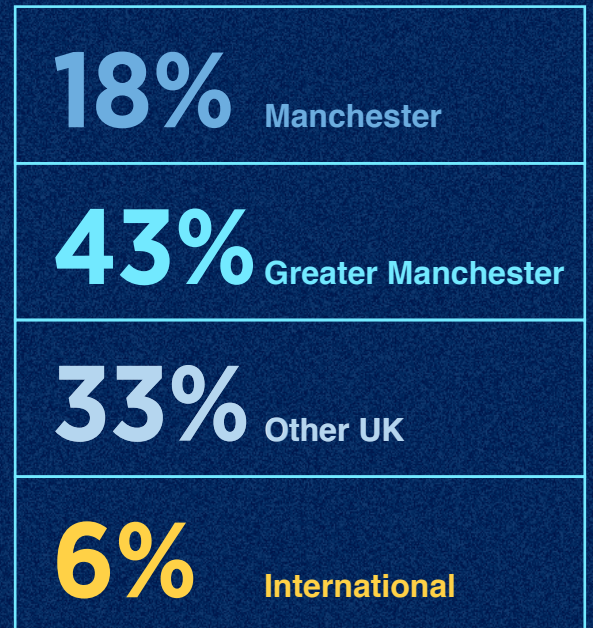
U11
**DANYA CUP
(POLAND)**
**NORTH WEST CUP
(ENGLAND)**
**LATICS CUP
(ENGLAND)**
**BIRMINGHAM FESTIVAL
(ENGLAND)**

U10
**WITTENHORST CUP
(HOLLAND)**
**FARO INTERNATIONAL CUP
(PORTUGAL)**
**PREMIER LEAGUE FUTSAL
POWERPLAY
(ENGLAND)**
**BIRMINGHAM FESTIVAL
(ENGLAND)**

U9
**PREMIER LEAGUE FUTSAL POWERPLAY
(ENGLAND)**
**PREMIER LEAGUE FUTSAL NATIONALS
(ENGLAND)**
**LATICS CUP
(ENGLAND)**
**BIRMINGHAM FESTIVAL
(ENGLAND)**
**RAMS CUP
(ENGLAND)**

GEOGRAPHICAL SPLIT OF ACADEMY PLAYERS

61% of players in the Academy are local



SOURCE: Manchester City

SCHOOL REPORT

Educational achievements of the Academy players in 2019-20



Number of boys from the Full Time Training Programme at St Bede's College and Barlow RC High School

GCSE pass rate for players at St Bede's College, 16 points above the national average

Pass rate on BTEC Level 3 courses for all the (male and female) scholars at the Club

Pass rate with high grades (of A*, A or B) on A Level courses for all the (male and female) scholars at the Club

SOURCE: Manchester City

BLUE BLOOD

Phil Foden has provided an inspiring example of the City pathway from Academy to first team – and the midfielder’s progress since making his senior debut in November 2017 has been meteoric.

The Stockport-born star joined City at Under-9 level and has already been in the winning squads for two Premier League titles, an FA Cup and three League Cups at the age of just 20.

In 2017, he was handed his senior debut against Feyenoord in the Champions League and became the youngest City player to play in European competition. A month later, he became the youngest Englishman to start in a Champions League game when he was named in the starting eleven against Shakhtar Donetsk, and his Premier League debut followed ten days later. In 2020, he was elevated into the England senior squad.

Phil’s example on the pitch has also inspired close friend Tommy Doyle for whom, it could be said, City is in his very blood.

The grandson of two true Blue legends – the late, great Mike Doyle and Glyn Pardoe – midfielder Tommy has gone from strength to strength since joining City at the age of eight.

Tommy won numerous tournaments with City’s junior sides, has represented England at Under-15, Under-16, Under-17, Under-18 and Under-19 level, and was Premier League Player of the Tournament for three successive years.

After impressing on our 2019 Asia Tour, Tommy made his debut in last October’s Carabao Cup win over Southampton.

That was followed by maiden FA Cup and Premier League appearances before the midfielder was included as part of Pep Guardiola’s summer Champions League squad. He signed a new five-year contract in September 2020.

Fellow teenager Taylor Harwood-Bellis has followed a similar upward trajectory over the past 12 months, having joined City at just six years old.

The 18-year-old central defender was handed his first team debut in last September’s Carabao Cup win at Preston before making his Champions League bow in December.

Taylor followed that up with a debut FA Cup display – and first goal for the senior team – in January’s 4-1 triumph over Port Vale, and he too was part of our summer Champions League squad.



An aerial view of Etihad Stadium, showing the pitch and surrounding seating areas. The stadium is filled with blue seats, many of which have the Manchester City crest and the slogan 'THIS IS OUR CITY' printed on them. The pitch is green with white markings. The stadium's roof structure is visible at the top. A yellow rectangular frame is superimposed over the center of the stadium, enclosing the pitch and the text 'OUR CITYZENS'.

OUR CITYZENS

VEJO NEXEN TIRE Sure advanced protection UBTECH 优必选科技

xylem TECNO mobile GATORADE PUMA

WHAT IS A FOOTBALL CLUB IF IT'S NOT PLAYING FOOTBALL? A LOT, IT TURNS OUT. AS COVID-19 FORCED THE POSTPONEMENT OF THE FOOTBALL SEASON, WE PIVOTED QUICKLY TO SUPPORT AND ENTERTAIN OUR FANS AS MANY WERE FORCED TO STAY AT HOME AND ADAPT TO LOCKDOWN CONDITIONS.

As restrictions began and the world went instantly virtual, we went with it. Within two weeks of the first lockdown announcements, we launched 'Cityzens at Home', a dedicated online resource to enable fans to remain close to the Club whilst we were apart, including fun educational resources, links to the latest government guidance, and a special video message from Pep Guardiola to help keep spirits up.

We produced pre-match, half-time and post-match TV shows, 'We're Not Really Here', all live from the Etihad Stadium, and featuring City legends providing live match analysis and commentary. We organised watch-at-home parties during live games so fans could connect with one another, and aired famous past games, selected by players and fans, for 'CITY+ Watch Together' virtual gatherings. CITY+ was made free for the entire Premier League season break. Meanwhile, Sergio Agüero delivered a Spanish lesson for children on the BBC's education channel, BBC Bitesize.

"BBC Bitesize Daily was designed to help UK families up and down the country, during the most challenging time of national lockdown. Sergio Agüero's contribution – which he delivered with such enthusiasm – was a real highlight of our programme. He helped to engage countless children in their Spanish studies and brought a smile to the face of everyone who watched it."

Alice Webb, Director of BBC Children's and Education

Knowing that many people were isolated, we consulted with Age UK and with our safeguarding team, and our staff and players made more than 3,000 phone calls to our Seasoncard holders over the age of 60. A full refund was made for the seven postponed home games that were played behind closed doors.

As a tribute to the many amazing people who are helping us through this crisis through their hard work and unselfish dedication to keeping us safe and well, we replaced our Etihad Player of the Month with a new Cityzen of the Month award to recognise the efforts of those fans – from NHS heroes and supermarket workers, to charity workers and teachers – who had gone the extra mile during the pandemic.

We created a 'design your own kit' competition with PUMA, won by nine-year-old Lucy from Dublin. The competition had thousands of entries, and a shortlist of four was put to Cityzens to vote. Lucy's winning design was made into a shirt, and Sergio Agüero got in touch to congratulate her personally.

Esports became an even more important connector for younger fans. In a digital first, we launched the City Football Group (CFG) EA SPORTS FIFA 20 challenge, in which CFG's esports teams, pro FIFA players and fans put their skills to the test on the virtual pitch, with nine hours of competitive FIFA action broadcast on Twitch. Players from Manchester City's men's and women's teams took part, including Sergio Agüero, Oleksandr Zinchenko, Georgia Stanway and Ellie Roebuck, and we also teamed up with FaZe Clan to see their player FaZe Tass go head-to-head with City's Shellzz. The event included the announcement of CFG's first female professional FIFA player, Xiao Jie.

As we geared up for the Premier League restart, we produced a documentary, 'Project Restart', so fans could follow the process of getting the players back to training. The film was aired on Sky and NBC, bringing it to wider football audiences in the UK and US.

"I always love a look behind closed doors. It helps us all feel closer to the club – we're not just a corporation, we're a family united across the world."

Fan, Cityzens Voice

WE'RE NOT REALLY HERE: CREATING STUDIO GAMES

Jeremy Maxton, Head of Events

“We know how important the stadium atmosphere and fan support are to the players, and we know how important the close connection is for fans, so our starting point was ‘How do we make this feel real?’

We started by setting up workshops across the business to come up with a list of ideas and ended up with more than 250. A smaller team then assessed and ranked every idea, and we settled on ten initiatives which we started testing and planning for.

We used our global network to look at what leagues had done around the world to see what worked and what didn't, and what we might want to do differently.

Having fans at the centre of the action from a player and a broadcast perspective was really important to us, so we had screens using Cisco technology, so-called ‘Wonder Walls’, integrated right at the side of the pitch, so that players and fans would be visible together on TV.

We worked with the winner of the 2019 City Start Up Challenge, Salsa Sound, to create a bespoke crowd noise DJ platform using real Manchester City crowd noises. This alternative soundtrack to the one used by the main broadcasters gave viewers on our own digital channels a more authentic experience. This was highly appreciated by fans: 91% of them rated our artificial crowd noise as excellent, good or okay.

We also incorporated more than 10,000 fan images and faces, and names of supporters clubs all around the stadium and in the player tunnel, so the players could feel the support, and knew exactly who they were playing for, despite the distance.”



WE'RE NOT REALLY HERE: CONNECTING FANS TO STUDIO GAMES

We wanted to bring fans close to the action despite not being able to attend games in person, and help provide some sense of normality, despite the entirely abnormal situation. Never before has 'We're Not Really Here' felt so appropriate.

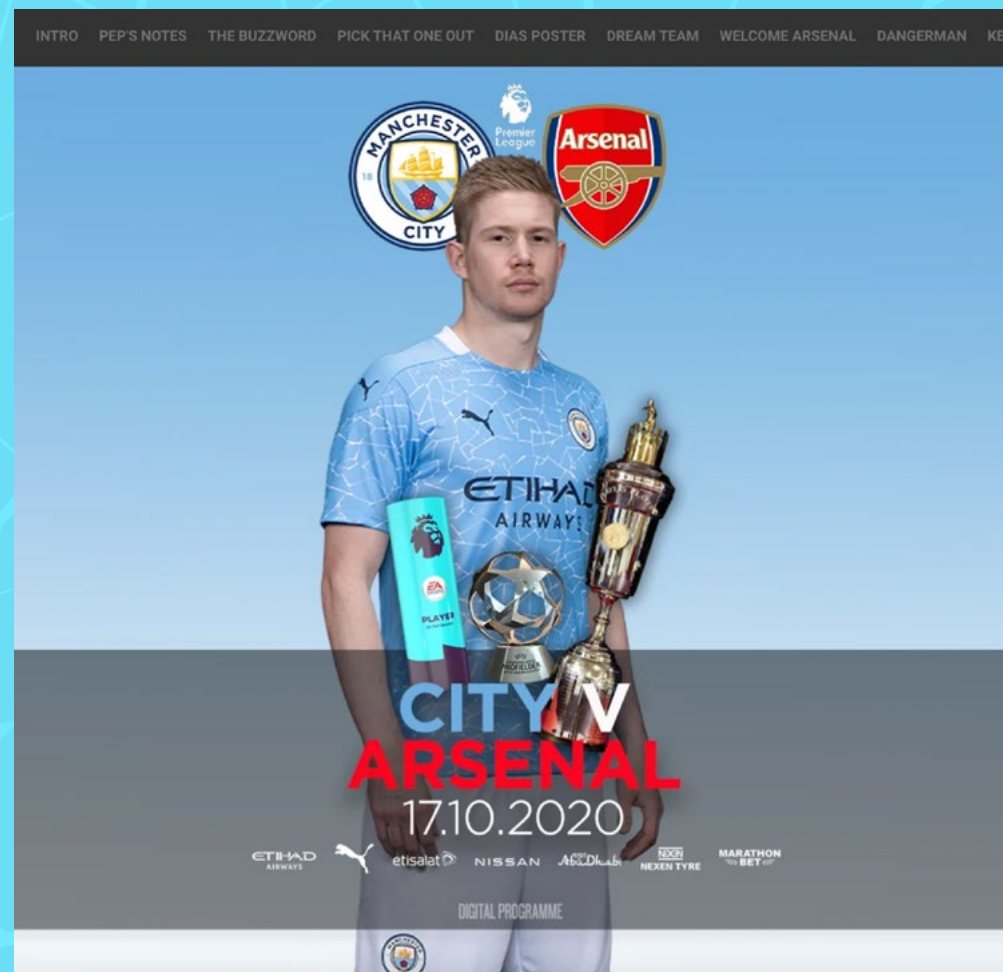
During the period when matchdays were virtual, we created a virtual matchday programme too. We recognised that this would not be enough for paper ticket collectors, so we also created special limited edition commemorative tickets so that no collections would be lacking.

We produced pre-match, half-time and post-match TV shows, all live from the Etihad Stadium, featuring City legends from Joleon Lescott and Shaun Wright-Phillips to Richard Dunne, Shaun Goater and Paul Dickov. These shows were made possible with the support of our partners Etihad (for pre-match and half-time shows) and Nexen (post-match shows). Together, they attracted more than 14 million video views from our fans.

Official Supporters Clubs held online watch parties, with each branch being able to host their own party, regardless of geography, thanks to the Cisco technology that we made available. And Cityzens submitted thousands of photos which were displayed throughout the stadium to support the team in our largest ever user-generated content initiative to date.

“I like the connection with fans and bringing fans closer to the team virtually when we can't be there at the stadium.”

Fan, Cityzens Voice





MEMBERSHIP & SUPPORTERS CLUBS

WE WELCOMED 1.6 MILLION NEW CITYZENS THIS YEAR, TAKING OUR TOTAL MEMBERSHIP TO 5 MILLION.

And we worked extra hard to make sure every single person from anywhere in the world felt connected and engaged, with new, unique and interactive content. This year, we focused on creating and targeting a more personalised offering, with a bespoke approach for different regions. This included digital rewards for Cityzens in Trophy Tour locations, and localised celebrations of important events like Lunar New Year, Brazilian Carnival and Holi Festival.

For the first time in English football history, one top-flight club held six men's and women's trophies – us! To celebrate, we set out with all six trophies on a global tour, taking in 30 cities in 14 countries, in some venues accompanied by Club legends like Paul Dickov, Joleon Lescott, Shaun Wright-Phillips and Micah Richards. The tour itinerary itself drew on interactions with fans: Cityzens had the opportunity to have the trophies brought to their home city by voting on the tour's schedule as it progressed.

32 new Official Supporters Club (OSC) branches were formed, taking us to a total of 299 branches, including four that were formed during the lockdown period. The OSC network celebrated its 70-year anniversary this year and held a very special dinner for more than 500 people at Manchester Central. We also held eight OSC roadshows in Manchester before the COVID-19 restrictions began, taking City staff to OSC branches around the city.

CITYZENS AROUND THE WORLD

Giving City fans a voice in the Club's decisions



Cityzens signed up and actively engaged around the world. Growth was strongest in the UK, USA, Algeria, India and Brazil

SOURCE: Manchester City (the figure counts registered fans who engage in some way, such as submitting entries, clicking on a Cityzens widget, etc.)

GLOBAL PRESENCE

COMMUNITY
PROJECTS

23

TROPHY
TOUR

30

Cities

PRE-SEASON
TOUR

ASIA

Nanjing, China

Shanghai, China

Hong Kong

Yokohama, Japan

SUPPORTERS
CLUBS

24,055

Members

299

Supporters clubs

64

Countries

14

Countries



MEDIA

WE CONTINUED TO EVOLVE AND INNOVATE IN THE MEDIA SPACE TO SERVE UP THE HIGHEST QUALITY CONTENT TO OUR FANS.

The PUMA partnership – and accompanying range of three new kits for the new season – was launched in July 2019 with our biggest ever media campaign. It included an augmented reality (AR) element featuring an industry-acclaimed Snapchat lens that allowed fans to play a penalty game before trying on the kits using the AR technology. Three of the posts on PUMA's Instagram feed covering the new kit were in their all-time top ten in terms of engagement. And the media campaign worked; the new kits achieved a new Club record for sales.

We expanded the availability of our over-the-top (OTT) streaming platform, CITY+, which is now accessible on Smart TVs, via an app on mobile devices, or in a web browser. Providing unrivalled access to premium high-quality content, fans can watch full replays of men's and women's matches, live streams of pre-season tour fixtures and exclusive documentaries.

In September, we launched a collaboration with FaZe Clan, the most popular esports organisation in the world. Highlights of the collaboration in the first year include the exclusive merchandise drop of men's team walk-out jackets, members of FaZe Clan appearing in CityTV's EA Sports monthly magazine show, and streamed Fortnite sessions between pro Fortnite player Nate Hill, Kyle Walker and Kevin De Bruyne. Manchester City's announcement tweet of this partnership had the second highest level of engagement of all the Club's tweets in the 2019 calendar year, second only to the post celebrating the 2018-19 Premier League title win.

We created more cutting-edge viewing experiences with Intel's TrueView product this season, with the introduction of immersive highlights. This led to the evolution of Be the Player, which uses immersive 5G camera technology to give a 'mindseye' view of how a killer pass or play was executed by our men's team stars. We also teamed up with Second Spectrum to produce statistical insight pieces in partnership with SAP and Rexona.

On our main social accounts, the number of followers continued to grow on Facebook, Twitter and especially Instagram, which was up 44%. Including our newest channel on TikTok, there were 319 million interactions this year on our social channels, 22% up from the previous year. This growth is impressive given the disruption to the season which meant that there was less on-the-pitch activity to spark social media engagement. With fewer games played, much of the growth may be attributed to the wide range of initiatives the Club launched in the digital space during lockdown.

The pandemic also had a significant effect on TV viewing of live Premier League games. Taking into account all games played this season (including those in July), there was a huge 41% increase in viewing in the UK of live games featuring Manchester City. This was due in part to all Premier League games being shown on TV during Project Restart, including some on free-to-air channels. City's away game against Southampton was the second most watched Premier League game during the Restart period with a live UK audience of 4.4 million on the BBC. Globally, live viewing of TV games involving Manchester City saw steady growth once again, up by 6%. This was despite in some key countries, such as Brazil, the rights moving from free-to-air television to a pay-TV broadcaster (reducing total audience numbers but increasing broadcast revenues from that territory).

ENGAGEMENT

Interactions (likes, shares, comments, etc.) across platforms up by over 20% in 2019-20

319M

Interactions across Instagram, Facebook, Twitter and TikTok

UP
22%
year-on-year



Key areas of growth this year:

UP
31%

Interactions on Facebook

UP
20%

Interactions on Instagram

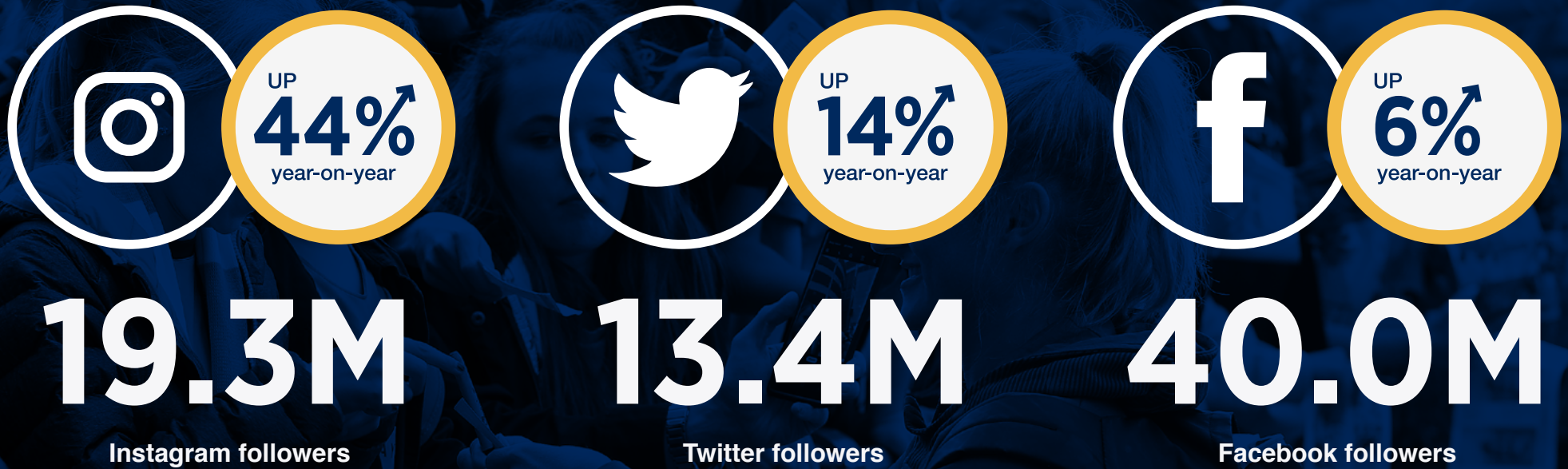
6.8M

Interactions in first year on TikTok

SOURCE: CrowdTangle, Twitter Analytics, YouTube Analytics, TikTok Analytics

FOLLOWERS

Growth of Manchester City social media accounts in 2019-20



SOURCE: CrowdTangle, Twitter Analytics

TV BROADCASTING

Viewers of live Premier League games featuring Manchester City on television in 2019-20



SOURCE: Nielsen

MANCHESTER CITY AND GATORADE PRESENT 'SCIENCE OF SUCCESS'

'Science of Success' was a 19-minute film providing an in-depth look inside the City Football Academy to reveal how the then-reigning Premier League champions prepared for and recovered from matchdays.

With insight from our sports science department into how they work with the Gatorade Sports Science Institute (GSSI), the documentary highlights how the Club helps players manage the physical demands of their career. Sergio Agüero and Gabriel Jesus both revealed how they approach their diets and how this has benefited them on the pitch, while Jill Scott, Georgia Stanway and Caroline Weir explained how they recover between games.





MATCHDAY



125 YEARS

ETIHAD



125 YEARS

ETIHAD

ERWAY S

NEX
TIR

BEFORE RESTRICTIONS BEGAN, WE PLAYED A TOTAL OF 20 HOME GAMES AT THE ETIHAD STADIUM (13 IN THE PREMIER LEAGUE, THREE IN THE CHAMPIONS LEAGUE, TWO IN THE FA CUP AND TWO IN THE LEAGUE CUP).

In the Premier League, the average home attendance for the games played with fans was 54,219, the highest ever in the Etihad Stadium, while average home attendance for the cup games was 47,327, an increase of 2% year-on-year (this rise would be expected to have been higher had the post-lockdown cup games covering the later rounds been played with fans). Fans came from more than 77 different countries, although 70% still live within a 50-mile radius of the Etihad Stadium.

Kicking off in front of a record 31,213 fans against Manchester United at the Etihad Stadium back in September, Caroline Weir's wonder goal set the tone for another exciting FA Women's Super League (WSL) campaign. With a 1-0 victory, City earned the bragging rights in what was the first ever Manchester women's derby, presented by new kit partners PUMA. In the period running up to the league's premature conclusion in February, the average attendance at women's games played at the Academy Stadium was up almost 40% year-on-year, from 1,509 in 2018-19 to 2,100 in 2019-20 (this excludes the derby played at the Etihad Stadium).

The Man City Kids Fanzone had a record attendance of more than 2,000 people, and average attendance was up by 30% across the 13 weekend matchdays of the shortened season.

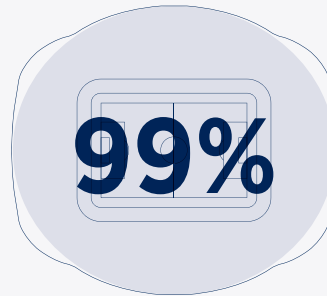
The Etihad Stadium was voted first place in the Premier League (in its annual Fan Experience Survey) for our fan zone, City Square, and the second most child-friendly stadium. Overall, we were in the Premier League's Top Five clubs in six different categories.

ETIHAD VISITORS

Record attendances at the Etihad Stadium prior to lockdown



Average Premier League home attendance for the 13 games played with fans, higher than all previous all-season averages at the Etihad Stadium



Occupancy rate for Premier League games (for those played with fans in the stadium)



Average time a Manchester City fan has been attending the Club's football matches, the fourth-highest figure in the Premier League

SOURCE: Manchester City, Premier League Matchday Fan Experience Survey 2019-20

SEASON TICKET PRICES

Cheapest 2019-20 season tickets of the six biggest Premier League clubs by revenues*

Manchester City's cheapest Seasoncard cost just £325, one of the lowest adult season ticket prices in the Premier League

Cheapest season tickets of the other biggest clubs (Manchester United, Chelsea, Liverpool, Tottenham Hotspur, Arsenal)

Manchester City's cheapest Seasoncard



*Revenues as ranked by Deloitte's 2020 Football Money League

SOURCE: Manchester City

SENSORY ROOM

For young people with sensory processing issues, the sights, sounds and crowds they encounter on a matchday can be overwhelming, making it difficult for them and their families to attend and enjoy matches.

That has been an issue for City fans Mike and his son Charlie, who has autism, as well as Adele and her son Alfie, who has Down's Syndrome and autism.

In October 2019, we opened a sensory room in the Etihad Stadium as a dedicated space for fans like Charlie and Alfie. The specially-designed space provides a safe and controlled environment in which to watch the match while offering a full, unrestricted view of the pitch. Seating is also available in the stadium bowl for those who want to spend some time in the crowd.

The space is not only used for matchdays; City in the Community also invite local schools to see and learn from the sensory room. This includes both special educational needs schools, who use the space to give pupils a fun day at the Etihad Stadium, and mainstream schools who bring students to learn about sensory processing issues.

Alfie and Charlie were among the first children to trial the space during the first four home matches of the 2019-20 season, with Charlie meeting Rodri and being handed a signed shirt on his visit. We have since welcomed 36 more families, with a waiting list for the 2020-21 season, in addition to the 14 families who would have attended the postponed games.

Adele said:

“It means the world. It’s something I never thought would happen. We’ve just felt like a normal family coming to a match. It’s a fabulous space with everything you need, and he’s been so well looked after. He’s had the best time.”

“It’s a wonderful facility. It just makes the whole matchday experience for me and Charlie really relaxing,” added Mike.





OUR COMMUNITY

PERHAPS MORE THAN AT ANY OTHER TIME IN OUR HISTORY, THIS SEASON WE SHOWED THAT WE ARE MUCH MORE THAN JUST A FOOTBALL CLUB.

In 2019-20, as COVID-19 shut down first football and then the wider economy, we used our resources to become a source of support for our fans and the local community, and a provider of valuable infrastructure for the NHS as it battled the pandemic.

Early in the year as the impact of the pandemic began to be felt in the UK, we contacted all of our neighbouring residential groups, charities and youth organisations to find out what challenges they were facing and used this information to plan our responses. What we heard was that there were three overarching issues: access to educational and physical activity resources, feelings of isolation and lack of connectivity, and lack of food provisions at a time of shortages in shops.

While many people take online access for granted, there were some who didn't have access to the internet and weren't able to keep up their learning. So, we created a specific fund to provide carers with WiFi, data, laptops and mobile phones. Not everyone had books at home, so we donated 12,000 reading books, including 5,000 donated by partners. Food banks were stretched, so we teamed up with Manchester United and donated a collective £100,000 to the Trussell Trust.

We distributed 9,000 bottles of hand hygiene products, 2,000 Easter Eggs and hundreds of household cleaning products. All this was made possible by working with partners such as the Premier League, WeLoveMCR Charity, Manchester City Council, National Literacy Trust, PUMA, Nestlé, Carex, Henkel and Music Magpie.

Our outreach work in the first five months was quite naturally focussed on emergency response, addressing the immediate needs of our communities as they reacted to the crisis.

As those needs began to be addressed, we started to consider how we could help our communities to get back on their feet when the time was right, so we pivoted our delivery towards recovery – whether that be physical, emotional, financial or educational. To deliver this, we worked with our City Football Group sister clubs to establish 'Cityzens Giving for Recovery', a 12-month campaign that enabled us to co-ordinate our efforts to help our local communities to recover.

INITIAL LOCKDOWN RESPONSE

Supporting our fans and local communities when lockdown began



4,000

Education resource packs provided for children aged between 2 and 16, with six weeks' worth of activities for them to complete during the summer holidays



222

Primary and secondary schools engaged with remote delivery. CITC provided Activity Books and other physical materials, and created new online activities and resources for children



12,000+

Free reading books donated to children across the city, including one for every year 6 pupil across all of Manchester



£30K

Technology Fund made available for young carers to distribute phones, laptops, tablets and WiFi and data packs



9,000+

Hand hygiene products given to schools, charities and families

SOURCE: Manchester City



When the first matchday was called off, we donated all the food that would normally be consumed to local charities, and the flowers to local care homes.

Our players and staff also made good use of the time that would normally be spent on football and matchday-related activity. Our Under-15 players wrote to residents of local care homes. Supporter Services (who would normally be managing matchday requests) called more than 3,000 fans aged over 60 just to say hello and provide some company to support the well-being of our more vulnerable supporters. Sergio Agüero delivered a Spanish lesson with BBC Bitesize for children studying at home. The list goes on. Our Club partners also played their part: PUMA donated 2,500 items of training wear, Midea created an 'At Home Challenge', Nestlé donated food and TECNO supported a new Cityzens Giving initiative.



With the Etihad Stadium temporarily quiet, we worked with the NHS to offer as much space as they needed for COVID-19-specific initiatives.

This arrangement was set up in a way that meant the work could continue even when matches (without fans) started again. More than 350 nurses received specific training on site, and facilities were made available to 26,000 health and social care staff. Following the launch of the COVID-19 testing centre at the Etihad Stadium, approximately 1,000 people were tested every day. The centre continued to operate throughout the summer and will remain open over the coming months. In addition, 6,000 children received immunisations they couldn't access when schools were closed.

“Thank you, City in the Community, for my laptop and for helping me stay connected. Now I can do my work over the holidays ready for Year 6. I really appreciate what you have given me.”

Jason, Manchester



City in the Community already works in almost every school in Manchester, meaning it was perfectly primed to make sure that young people could continue their education with us.

We quickly set up the infrastructure to deliver remote sessions for those who were still in the school building, and online sessions for those that weren't. And then we made it all available on the Cityzens At Home Portal, so young people could access educational content, wherever in the country or in the world they were.



Our global network stepped up too. Together with our City Football Group sister clubs, we created 'Cityzens Giving for Recovery'.

All nine clubs came together to focus our donations, expertise, facilities, resources and voice on making a positive difference to the recovery of our communities. In Manchester, the monies raised will support thousands of young people aged 14-25 with mental health awareness activities, a vitally important challenge, especially in this period.

“Manchester’s response to the unique set of challenges posed by the Covid-19 outbreak has been very much a team effort and the Club has made an active and supportive contribution on many fronts.”

Sir Richard Leese, Leader of Manchester City Council

NHS @ ETIHAD STADIUM

After engaging with key organisations to fully understand the challenges being faced during the pandemic, Manchester City formalised a partnership with the NHS and Manchester City Council to transform the Etihad Campus and support the delivery of key services.

During lockdown, the Etihad Stadium was opened for the training of over 350 nurses, including those working in the Nightingale Hospital North West. In addition, the Stadium's Commonwealth Suite became a hub for child immunisation programmes, ensuring 6,000 local children had access to the immunisations they needed that would otherwise have been available to them in school.

The wider Etihad Campus was also opened, with access to these new facilities offered to 26,000 healthcare staff. A rest, relaxation and exercise centre was created, providing a quiet space for staff working within Manchester's hospitals and health services every day. A 'click and collect' shopping service was also established, ensuring that groceries and household supplies were readily available for the front-line workers who needed them.

A drive-through coronavirus testing facility was also set up, utilising one of the Club's car parks. The centre increased the availability of tests for thousands of key workers with over 1,000 per day being carried out on site, and will remain in place until at least March 2021 should it be required.

“Whether it was facilitating the use of the Etihad Campus as a drive-through testing centre or helping support vulnerable people, Manchester City have really stepped up and demonstrated their commitment to the city.”

Joanne Roney OBE, Chief Executive of Manchester City Council



CITYZENS GIVING FOR RECOVERY

In June 2020, we announced Citizens Giving for Recovery, a 12-month campaign bringing together all (then) nine City Football Group (CFG) clubs to focus our donations, expertise, facilities, resources and voice on making a positive difference to the recovery of our communities.

In an ordinary year, fans vote on how to support different projects using football to address various social issues. This year is the first time that the campaign has been a collective effort to address one common cause; recovery from COVID-19.

We committed to match donations pound-for-pound on our crowdfunding platforms to support nine recovery-linked projects in Manchester and near each of our CFG sister-clubs.* We also committed to offer the chance for every staff member to spend a day volunteering over the next year, and will encourage fans to get involved too, by donating, fundraising and proposing projects for us to support.

The fundraising started well with the support of Etihad Airways, which donated its front-of-shirt branding to Citizens Giving for Recovery. Further funds were raised when we auctioned the shirts online, and from the sale of 10,000 face coverings which alone raised £50,000.

** Up to a total £500,000 matched against all donations received on or by 30 September 2020*

“This support has enabled us to launch an inspiring new project that will use football to improve the mental health of thousands of young people right across Manchester. We’re so thankful for the support of the fans and the Club.”

Martin, Community Outreach Manager, Manchester



GLOBAL YOUNG LEADERS SUMMIT

While COVID-19 prevented the sixth annual Young Leaders Summit, presented by Etihad Airways, from taking place as planned at the City Football Academy, we were still able to bring together 250 Young Leaders from 23 cities around the world for a week of digitally-delivered training sessions with City in the Community coaches in Manchester, Melbourne and New York.

With support from Cisco, our Official Technology Partner, the digital Summit used its Webex platform to enable the Young Leaders to connect remotely, participate in valuable discussions and engage in lively collaboration. Training content was adapted to the global situation, covering topics such as leadership in a crisis, adapting community football for social distancing, delivering impact remotely and helping promote COVID-19 recovery through the power of football.

Participants heard from inspirational speakers from the world of sport, including Micah Richards, Karen Bardsley, Britain's most successful Paralympian Tanni Grey-Thompson DBE, Wimbledon tennis champion Marion Bartoli and sport and television presenter Seema Jaswal. PUMA Ambassador Tommie Smith, the Olympian famous for his Black Power salute protesting racial injustice in the United States from the medal podium after winning the 200-metre event at the 1968 Olympics, also joined the panel of guests.

The virtual summit was a success, with 97% of Young Leaders reporting now having new ideas and knowledge on how to adapt their community football programmes in response to the challenges of COVID-19.

“I felt inspired listening to the speakers share their experiences on leadership. It has helped me understand how I can lead and inspire participants in my community.”

Harsimar, Young Leader, Kuala Lumpur





CITY IN THE COMMUNITY

CITY IN THE
COMMUNITY

IN THE PERIOD JULY 2019 TO MARCH 2020, BEFORE ACTIVITIES BEGAN TO BE CURTAILED BY THE PANDEMIC, WE WORKED REGULARLY WITH MORE THAN 38,000 PEOPLE IN MANCHESTER, MORE THAN LAST SEASON, DESPITE THE SHORTER PERIOD.

We continued our free football initiatives across the city, delivering 3,500 hours of free football before and after school and in summer holidays. In total, we delivered 21,600 community sessions and 1,278 free meals, and 263 people gained qualifications through our programmes.

We were incredibly proud to celebrate ten years of the One City disability football programme with a football festival for participants from all our 'One City' teams attended by players from the men's team. The initiative first began in 2009, with the launch of the pan-disability (junior and adult) and mental health football sessions and we have since launched a further eight disability football teams: power-chair, amputees, girls-only sessions, deaf, cerebral palsy, down's syndrome and visually impaired, with the tenth being the dwarfism team, launched in January 2019.

Premier League Kicks was relaunched in November with a visit from the Under-18 Academy boys to celebrate a further three years of funding for the programme, which engages young people in positive activities through their passion for football, whilst also addressing topics covering everything from equality and inclusion to youth violence and knife crime. Young people reported a significant reduction in anti-social behaviour as a result of their participation in the programme.

City Play, our physical activity programme for two-to-five-year-old children in nurseries and schools, and our Inspires programme, which works in education settings to develop life skills, both delivered very high scores in terms of their outcomes.

This year's Christmas in the Community campaign was bigger and more impactful than ever before. More than 14,000 items were donated to nine Greater Manchester charities, and more than 300 footballers and staff – including Pep Guardiola, Ferran Soriano, and men's, women's and youth players – volunteered to help sort, wrap and deliver the gifts. We also threw a 'Young Carer's Christmas Party' for 54 young carers from five Manchester high schools.

More than 5,000 items of Manchester City kit were donated to 50 charities, schools, grassroots teams and Official Supporters Clubs, travelling as far as Cape Town, Kenya, Cape Verde, Ghana and Sierra Leone.

CITC HIGHLIGHTS

38,000+

People CITC worked with regularly in Manchester (with an average of around 15 contact hours per participant across all programmes)

**3,500+
HOURS**

Free football and other sports opportunities during school holidays and peak times of anti-social behaviour (including breakfast, lunch and after-schools clubs)

21,600

Community sessions delivered

1,278

Free meals provided

263

Local people helped by CITC to gain qualifications

SOURCE: Manchester City

CITC OUTCOMES

Results from CITC and Premier League evaluation studies

KICKS

62%



of young people reported that they had **reduced their anti-social behaviour**

CITY PLAY

94%



of pre-school children demonstrated an **improvement in fundamental movement skills**

INSPIRES

81%



of participants reported that they **felt inspired and engaged**

INSPIRES

72%



of participants reported that they **gained skills and knowledge**

SOURCE: Manchester City



CITYZENS GIVING

THIS YEAR, MORE FANS THAN EVER BEFORE GOT INVOLVED WITH THE CITYZENS GIVING CAMPAIGN, WHICH SAW 2.25 MILLION ENGAGEMENTS.

Fans voted for £400,000 of funding to be split between six projects, taking the cumulative total donated by Cityzens Giving to £3.7 million, supporting 21 projects over six years.

The six projects chosen for 2019-20 were in Manchester, Melbourne, New York, Mumbai, Cape Coast and Philadelphia, all using the power of football to tackle wide-ranging social issues, with the programmes run and often created by our Young Leaders.

We also took Manchester City fans to volunteer for the programme in Bangalore in India, thanks to our partner Xylem. Six City fans, together with Paul Dickov, helped to build two water towers in schools where the Cityzens Giving Water Goals project is delivered. Each tower provides clean access to water for 2,000 people per day in two different communities.

CITYZENS GIVING

Supporting young leaders around the world to change lives through the power of football

£3.7M

Total funding commitment to Cityzens Giving projects since inception, with first grants distributed in 2015

17,000

Young people impacted annually

SOURCE: Manchester City



OUR BUSINESS

ACROSS ALL PARTS OF THE BUSINESS, THE GLOBAL PANDEMIC SUBSTANTIALLY DISRUPTED OUR PLANS FOR THE 2019-20 SEASON. BUT THE COMBINATION OF OUR EXISTING PLANS FOR MAJOR INCIDENT RESPONSES, TOGETHER WITH THE GLOBAL NETWORK BASED AROUND MANCHESTER CITY'S SISTER CLUBS IN CITY FOOTBALL GROUP (CFG), MEANT THAT WE WERE ABLE TO MOVE FAST AND EFFECTIVELY TO ENSURE THE BEST POSSIBLE SUPPORT FOR OUR PEOPLE AND OUR ORGANISATION.

In terms of our operational response, we were first alerted to news of the virus by our colleagues in China, which enabled us to start planning early. Utilising the expertise of colleagues who have experience of working within emergency services operations, together with our existing framework for managing a significant incident, we immediately set up a response plan to deal with all aspects of the disruption caused by COVID-19, and daily meetings were held by senior management to ensure we stayed abreast of changing conditions.

Protecting our staff was a key principle underlying our plans. We made the decision very early on that no staff would be furloughed under the UK Government's Coronavirus Job Retention Scheme. We also set up a team focused on staff communications and support, covering everything from team meetings to mental health advice and healthy office set ups. We redeployed staff where possible and offered those who were interested opportunities to volunteer.

With the impact of the pandemic being felt across the global economy, we worked closely with our partners to find flexible and creative ways both to support the partnerships and serve our fans at a time when no football was being played, and then later when matches resumed without fans. Cisco, who joined as partners in October 2019, were perfectly positioned to provide their world-leading video conference software for use in varying scenarios – from games at the Etihad Stadium to Official Supporter Club watch parties. TECNO supported Cityzens Giving programmes in India to help low-income families through the crisis and Midea created an 'At Home Challenge' to entertain fans during periods of lockdown, whilst PUMA offered free UK delivery.

COVID-19 had a significant impact on our own financial performance this year. Revenues were lost or deferred to the 2020-21 season, but normal running costs stayed basically the same. Across all competitions, only 20 games were played in front of fans at our stadium. When football resumed, all Premier League, FA Cup and Champions League games were played behind closed doors, the majority in July and August. All of this affected the Club's revenues in numerous ways. Ticket and all stadium related sales were interrupted and Seasoncards refunded. Broadcasting revenues were reduced following rebates given by the Premier League to broadcasters and, importantly, all the revenues related to the games played in July and August correspond to the 2019-20 season but will only show in the 2020-21 accounts. Additionally, player trading activities that were planned for the 2019-20 season were executed after June 30th and will show in the 2020-21 accounts. At the same time, while revenues were lost or postponed, the Club continued to incur the full monthly running costs across the whole year, after taking the decision not to furlough staff. Further costs directly attributable to COVID-19 increased following additional support for staff and community donations. As a result, our revenues for this financial year fell by 11% to £478.4m, with a net loss of £126.0m.

In a year in which our revenue streams were adversely affected by COVID-19, we still generated an increase in commercial activities, of 9%, as a result of the new partnership deal with PUMA which began in July 2019. In particular, retail was a positive commercial story throughout the season – the PUMA announcement led to our biggest ever kit launches and record-breaking sales, and demand for the new kits continued even as the season was interrupted. Overall, we saw a 20% increase in e-commerce, despite fewer matchdays and opportunities for engagement, as a result of a speedy pivot to adapt to the changing environment, producing exercise-at-home and work-at-home ranges and ideas to entertain children.

The annual Premier League survey, conducted in the early part of the season (before the pandemic), shows that our fans continue to feel highly positive towards Manchester City. 99% reported positive feelings towards the Club, 98% feel that we have a long-term vision and 93% say that we maintain the ethos and traditions of the Club.

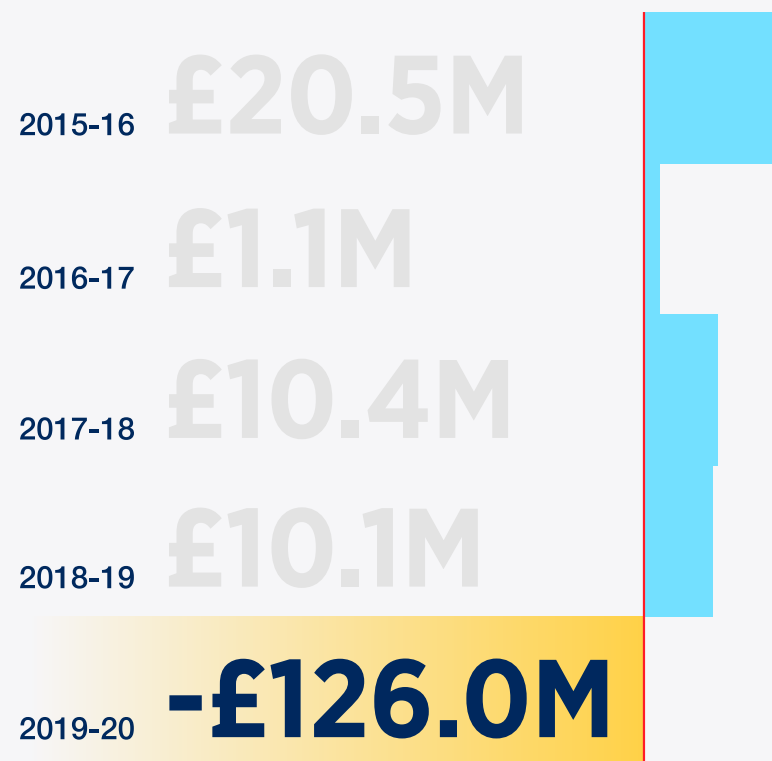
CLUB REVENUES

Decline of more than £50 million in revenues due to COVID-19 – though still at a higher level than in 2016-17



CLUB PROFITABILITY

Significant net loss due to COVID-19, the postponement of games into the next financial year and delayed player trading

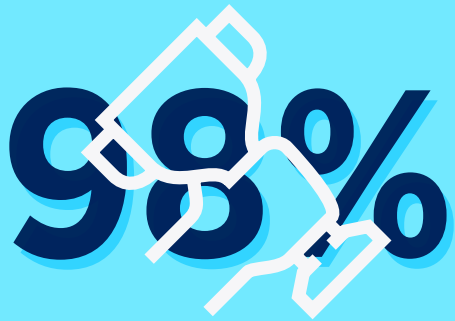


SOURCE: Manchester City

FAN PERCEPTIONS

Support from Manchester City fans for the Club's performance overall

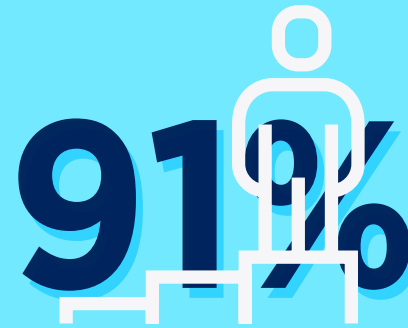
Proportion of match attenders surveyed who agree that their club performs well in the following areas, or overall sentiment towards their club



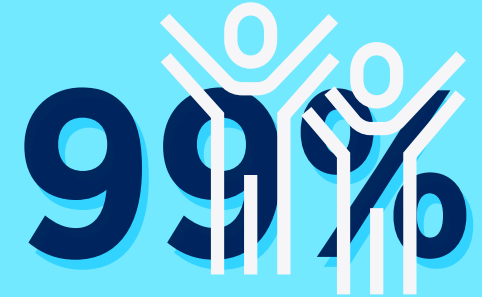
HAS A LONG-TERM VISION



MAINTAINS THE ETHOS AND TRADITIONS OF THE CLUB



SUSTAINABLE FINANCIAL POLICY



FEEL POSITIVE TOWARDS THEIR CLUB

SOURCE: Premier League Matchday Fan Experience Survey 2019-20

CITY PEOPLE

When the country went into lockdown, almost overnight, we switched from having hundreds of people working, eating and socialising at the Etihad Campus to asking everyone to work at home.

From the policies to the processes that govern everyone's day-to-day lives, every single part of the organisation required attention to make sure we were supporting people to do their jobs and to feel safe and cared for.

Protecting and supporting our people was the overarching priority in our response. Understanding the varying care roles that many staff were suddenly undertaking, we waived the unpaid element of the dependant leave policy and took the decision very early on not to furlough any staff. Where possible, people were re-deployed to other parts of the business, with staff transferred to 35 different projects – from Hospitality Sales Reps joining Operations Development to Tour Guides joining Reception Teams.

Regular, quality communications were a vital part of our response. From the start, we endeavoured to keep our people as well-informed as possible. Our Leadership Team provided regular updates through virtual briefings and Q+A sessions, and we quickly rolled out new ways to connect with our teams, including podcasts and virtual coffee mornings. A dedicated COVID-19 hub on our staff intranet was regularly updated with FAQs, guides and advice.

Being able to measure how people were feeling was important. Our staff consultation forum, In The City, made up of 15 volunteer representatives, was consulted every week, and we created a dedicated COVID-19 inbox which received more than 150 specific requests.

After over 450 responses to our staff 'pulse' survey, we responded to the feedback by increasing our Learning and Development opportunities to provide weekly sessions for all staff and launching 'City Talks Zipped' to bring inspiration from world-class speakers.

Cognisant of the rise in mental health pressures brought about by the pandemic, we shared weekly information on how people can access support for their mental health, including counselling services, advice for those dealing with bereavement, specific workshops for managers, mindfulness sessions and more. Our existing internal mental health working group (BeWell), made up of volunteers from around the business, launched a dedicated space on the intranet to house all these key resources. Any staff member who reached out directly to say they were suffering with their mental health was given a one-to-one session with the HR Team and a personalised action plan put in place to support them.

We also provided new ways for our people to stay physically active, running virtual fitness classes from bootcamp and yoga to dance fitness and football skills. And we encouraged people to stay connected with one another through social events such as quiz nights, bingo and talent competitions led by our highly entertaining Stadium Tour Guides.

In August, once the country had come out of lockdown, we opened our offices in Manchester to those that wanted to return. Again, the well-being of our people was at the forefront of our approach, with return being optional and voluntary. Each member of every team had one-to-one sessions with their line manager, and members of the HR team were 'on call' and at the office each day to deal with any mental health pressures, anxieties or concerns. 'Best practice' protocols were applied to ensure adherence with COVID-19 Secure workplace guidance, including a one-way system, hand sanitiser stations, temperature screening and extra cleaning, plus a desk-booking app to help the facilities team prepare each day.



“We are a Club that pulls together when times get tough. This period has been difficult and uncertain for so many reasons, but every person in our club has exemplified the spirit of Manchester City.”

Ferran Soriano, Chief Executive Officer

“We help over 10,000 young people every week and we didn’t want their support network to disappear. It was a real team effort between the Community team, our content and marketing teams to produce content that our local community and fans around the world could use to keep fit and help look after their mental health as they needed to stay at home.”

Lisa McKay, City in the Community

“This is my 26th year working for Manchester City, and during that time, there’s been many changes. There’s one thing that always stays the same and that is the fantastic people who work here. Each and every person came together to help our community, especially here in Manchester. It’s a moment we should never forget.”

Janet Evans, Laundry

“I joined Manchester City in April, at the height of the COVID-19 concerns in the UK. Supporting our Facilities team remotely, especially with the resumption of Premier League games, has been a fantastic learning experience for me. This Club has been so welcoming, and I have been blown away by the level of detail and focus on safety to help protect our players, staff, fans and the community. I feel very lucky to work here.”

Holley Matthews, Facilities

“Whilst many people were working from home, there was a need to have a maintenance presence on the Etihad Campus. It is an intelligent and complex site with many critical life safety and essential and bespoke systems which need to be checked, serviced and maintained. It’s not like going on your annual two-week holiday where you unplug the kettle and toaster and put the front room light on a timer. The team were fully motivated and engaged and are a credit to themselves – for we all pulled together in the same direction to deliver a safe and secure place to work.”

Pete Goodwin, Maintenance

CITY PEOPLE

Support for Manchester City staff during COVID-19

On a five-point scale (where 4 means “Agree” and “5” is “Strongly agree”), Manchester City staff gave the Club an average score of more than 4.5 for:

“I believe the company has made my safety a priority”

“I feel that the level of communication has been good”

MORE THAN

4.5/5

“I have the resources I need to continue my work”

“I feel supported by my manager”

SOURCE: Manchester City

CISCO - BLUE MOON ACAPELLA

Together with our partner Cisco, the worldwide leader in virtual collaboration technology, we helped to create new ways for fans to connect with the team even though they couldn't attend matches in person.

So, to celebrate the final game of the Premier League season, we created a fan-led rendition of the team anthem Blue Moon, which was recorded and facilitated via Cisco Webex.

This moving two-minute film served as a show of support from fans to players, and features City fans and celebrities Jason Manford and Ricky Hatton, women's team stars Steph Houghton and Jill Scott, and men's Club legends Micah Richards and Joleon Lescott. The campaign also included two 30-second promotional spots, one in the build-up to the Champions League match against Real Madrid and the other showing Manchester City stars as they react to the heartfelt messages directly from the fans.



STAYING CONNECTED
TOGETHER



TECNO – CITYZENS GIVING INDIA

With COVID-19 hitting India especially hard, TECNO decided to divert their in-market activation assets to support local communities in the country.

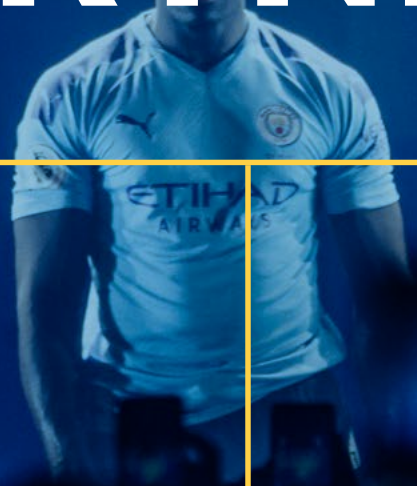
The phone-based communication and awareness programme was set up in Kolkata to provide vital messaging and support to over 10,000 low-income families during the COVID-19 crisis and in the aftermath of Cyclone Amphan.

In total, 30 City Football Group Young Leaders were trained in the programme, 13,800 families were supported and TECNO donated mobile phones to further support the initiative.



IS IS OUR CI

PARTNERS



WE KICKED OFF THE SEASON WITH THE ANNOUNCEMENT OF A NEW TEN-YEAR PARTNERSHIP WITH PUMA IN JULY 2019.

As part of the launch – our biggest ever – we revealed brand-new home and away kits inspired by Manchester industrial and cultural heritage, while the launch party featured local artist Bugzy Malone and a DJ set by Joleon Lescott, and the giant PUMA cat light boxes at the Etihad Stadium were officially switched on. The kit launch resulted in our highest ever day-one trade, a record that went on to be beaten shortly after by the launch of the 125th Anniversary shirt.

This season we also celebrated a number of renewals, a marker which we are always especially proud of, as it demonstrates the enduring value to both parties, including with Korean tyre company, Nexen Tyre, which will continue as sleeve-partner for the fourth consecutive year and ongoing. MarathonBet became our first ever training kit partner for the men's and women's teams, extending their existing deal as Global Betting Partner.

We continued to attract new, exciting prestige brands to join our family of partners, welcoming Cisco, Nestlé and Midea to the fold. All of our new partners pivoted in creative and thoughtful ways following the COVID-19 outbreak – Midea created an 'At Home Challenge', Nestlé donated food for City in the Community, PUMA offered free UK delivery, and Cisco's video conferencing became a central tool for connecting with fans and connecting fans with one another.

Accolades continued for our campaigns and activations, which took home seven major awards this year, including two at the Asia Sports Industry Awards, and Best Partnership of the Year for Manchester City and SAP at the Globe Soccer Awards 2019.

While the impact of COVID-19 has affected all parts of the global economy, we worked collaboratively with our partners to manage the impact as well as possible. Our partnerships continue to be considered best-in-class, driving tangible business impacts and high levels of satisfaction and results for our partners, and we saw more than ever the importance of our strong relationships and shared values in the wake of the pandemic.





OFFICIAL GLOBAL PARTNER OF
MANCHESTER CITY FOOTBALL CLUB

XYLEM END OF FOOTBALL

According to the UK Environmental Agency, we are just one generation away from water scarcity touching every aspect of our lives. To encourage football fans to engage with such a challenging topic, we wanted to create an emotional film, incorporating all the reasons why fans love the game, such as the pre-match rituals, the noise of the crowd, and the bonds football create in families.

The final product is 'The End of Football', which tells the emotional story of one girl's life as a Manchester City fan, and how, in years to come, she will be unable to pass on her family's footballing traditions if our complacency around water usage continues.

The opening image features an aged Phil Foden as City's manager on the final game City will play next to a dry and cracked Etihad pitch, creating a shocking warning that we all need to act now to 'save our future, and the game we love'. The film reached 8.4 million people on social platforms, with 1.9 million views and more than 200,000 positive engagements such as shares.

FOOTBALL

WITHOUT FOOTBALL



ETIHAD AIRWAYS PLANE LIVERY

In October 2019, Etihad Airways unveiled a special Manchester City-themed livery design on its new Boeing 787-9 Dreamliner.

City's Chief Operating Officer Omar Berrada, City player Karen Bardsley and City legend Joleon Lescott met the plane after its inaugural journey from Abu Dhabi to Manchester. The specially painted airplane has been flying in and out of destinations including Manchester, Jordan, Spain, Indonesia and China. The new City-themed livery is the first since 2011, when Etihad Airways unveiled the "Blue Moon Rising" A330-200 in celebration of its second daily service to Manchester.

TECNO RACE TO MANCHESTER CITY

TECNO Race to Manchester City was a free virtual race around the world to Manchester for fans in India.

Over 40,000 participants took part in teams of two, logging their steps daily for the 60-day race. They competed in daily competitions and quizzes and one lucky team won the grand prize – a trip to watch City play at the Etihad Stadium.

The 90-day campaign saw a total of 35 million impressions and more than one million engagements across all platforms. The activation won awards for Best Asian Engagement and Best Asian Partnership at the Mass Participation World Awards 2019, and the Best Fan Engagement Campaign of the Year at the Asia Sports Industry Awards 2019.



İL KAY
GÜNDOĞAN

KYLE
WALKER

KEVIN
DE BRUYNE

NEXT GENERATION
NISSAN JUKE



"WHAT?"

PEP GUARDIOLA



"WHY?"

PEP GUARDIOLA

NISSAN JUKE LAUNCH

City stars Kevin De Bruyne, Kyle Walker and İlkay Gündoğan were challenged by Nissan to create a teaser film in one hour featuring the Next Generation Nissan Juke.

The 2.5-minute video, 'A Little Bit Quick', follows the drama of two special agents chasing the evil Dark Illy. The players worked with a professional film crew and had to come up with characters and storylines as well as taking part in the action and car chase scenes. 2.4 million people watched the video, and there were 310,000 engagements.



A LITTLE BIT
QUICK

AL AGENT WALKER, REPRISING KEVIN DE BRUYNE, AS DOUBLE '0' DE BRUYNE
THE COMMANDER OF THE WORLD IN A LITTLE BIT QUICK 2020



DIVERSITY & INCLUSION

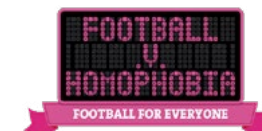
THIS YEAR MORE THAN EVER – WITH THE IMPACT OF THE COVID-19 PANDEMIC AND THE RESURGENCE OF THE BLACK LIVES MATTER MOVEMENT – WE HAVE BEEN REMINDED OF THE POWER OF FOOTBALL AS A UNIFYING FORCE.

Premier League players and coaches took the knee before kick-off for every game when the Premier League season restarted in June, and City players had the words 'Black Lives Matter' replacing their names on their shirts for the opening match. As an additional initiative, we announced funding to establish new partnerships with anti-discrimination charities as part of the Club's ongoing work to tackle racism and promote inclusion in Manchester.

How we use matchdays is really important in amplifying our messages, and this year across several home games at the Etihad Stadium we showcased the Rainbow Laces campaign, No Room For Racism, Heads Up Mental Health and International Women's Day (when we also launched the new Same City, Same Passion video).

Manchester Pride is one of the biggest, most welcoming and inclusive events of the city's calendar – to mark this year's event in August 2019, we proudly raised the rainbow flag at the Etihad Stadium, helped our supporters group the Canal Street Blues to take part in the parade with branding for the bus, and launched a bespoke Manchester City Limited Edition Pride Shirt, created by PUMA and Manchester Metropolitan University with Football v Homophobia.

We also launched the City Football Group Women's Network in July 2020, an active and empowering resource for City staff.



A close-up photograph of a bumblebee on a lavender flower. The bee is positioned in the center, facing left, with its body and legs clearly visible. The lavender flowers are in various stages of bloom, with some showing small, light purple blossoms. The background is a soft, out-of-focus green and purple, suggesting a garden setting. A white rectangular box with a thin yellow border is overlaid on the image, containing the word "SUSTAINABILITY" in a bold, white, sans-serif font.

SUSTAINABILITY

THIS SEASON WE FORMALISED OUR SUSTAINABILITY ACTION PLAN, WHICH INCLUDES SEVEN THEMES COVERING A RANGE OF IMPORTANT TOPICS, EACH OF WHICH IS OVERSEEN BY A SUSTAINABILITY ACTION GROUP.

In the stadium, single-use plastics have been eradicated, staff have been provided with personalised Gatorade refillable water bottles, and all non-sustainable consumables have been removed across our operational sites. We also joined the Green Tourism Business Scheme, a national scheme that recognises sustainable businesses.

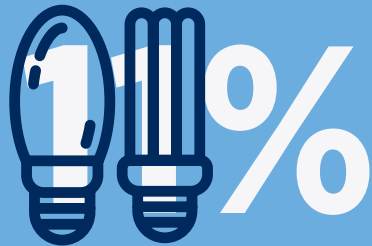
In the period until March, we reduced our year-on-year electricity consumption by 9%, our gas consumption by 6% and waste by 4%. By addressing our energy consumption and replacing fixtures and fittings, our CO2 footprint reduced by 12%.

We worked with our Club Partner Xylem to review our potable and harvested water and identified a range of further efficiencies and usage options.

For fans, at the start of the season, we introduced a 'Walk to the match' to reduce car use and congestion, and to encourage active travel, and we trialled fan care share promotions for the first time too.

The formerly heavily-industrial 80-acre City Football Academy (CFA) site is home to a diverse range of wildlife, wildflower and grasses, and this year we found bank voles and never-seen-before spiders for the first time, and built 'bug hotels' to help develop the natural environment. We were very proud to win the IOG Environment/Ecology Project of the Year for 2019.

ENVIRONMENTAL COMMITMENTS



Reduction in CO2 footprint up to the postponement of the season in February 2020

This was due to energy consumption initiatives, including LED lighting and replacement of other fixtures and fittings – steady progress towards the target of annual reductions of 15%

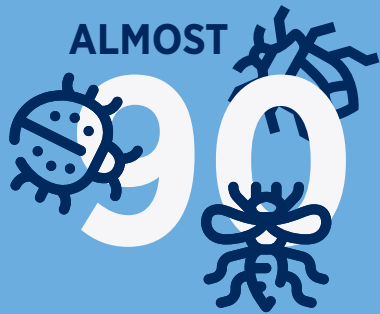


Complete removal of single-use plastics throughout the stadium and staff catering operations achieved in autumn 2019

This follows a successful pilot last season. A new trial was undertaken to remove all PET bottles (for beer and soft drinks) in the South Stand

SOURCE: Manchester City

ENVIRONMENTAL COMMITMENTS



Number of species resident in 2020

Further expansion of the CFA green corridor with plant and wildlife habitats continuing to thrive. Developments this year include the discovery of bank voles living at CFA and the creation of 'bug hotels' to aid the natural environment



Institute of Groundsmanship Environmental/Ecology Project of the Year

IOG Industry Award 2019 for
the City Football Academy

SOURCE: Manchester City

