

*The*  
**FAIR  
GAME  
INDEX**  
2024

— *Our most comprehensive study  
yet on the health of football  
in England and Scotland* —









# FOREWORD

Fair Game represents 34 men's professional clubs united by a commitment to embed sustainability, integrity and community in football.

Since our formation in early 2021, we have worked with the nation's leading experts and have been laser-focused on developing solutions to the problems football faces.

Fair Game is determined to develop a path to create a fairer future for the game we love.

What was obvious from the start is that the culture within the game is broken. Football's financial imbalance has created a gambling culture that puts the very existence of clubs at risk.

What was needed was a way to change the culture. We looked at numerous other governance codes and regulators and one common thread came to the fore - to change culture you need to incentivise it.

Fair Game believes that football's financial flow needs to reward well-run clubs. But that led to another question: What is a well-run club?

## **The Fair Game Index looks to define it.**

The Fair Game Index is the most comprehensive analysis of men's professional football clubs in the top seven divisions of the English football pyramid and the top four divisions in Scotland.

This year, several overall themes have emerged: financial sustainability goes hand in hand with good governance and fan engagement; football's financial flow is undermining sustainability; equality and ethical standards are on average treated as lip service; and Scotland scores better than England.

In short, football in England needs a truly independent regulator that can oversee good governance, fan engagement and football's financial flow. In Scotland, the authorities have the chance to learn from England and build a stronger future for the game north of the border.

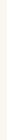
**NIALL COUPER, CEO FAIR GAME**



# OVERVIEW



The Fair Game Index, now in its third iteration, is the most comprehensive analysis of men's professional football ever.



Football is on the cusp of much-needed **reform**.

In May this year, the Football Governance Bill was edging its way through parliament. The General Election curtailed its progress. However, the new Government has promised to re-introduce a fresh version.

Central to the new Bill is expected to be a new Independent Regulator and a State of the Game survey - both measures warmly welcomed by Fair Game.

The Fair Game Index, now in its third iteration, is our most comprehensive analysis of professional football. We intend to continue our work for as long as the game needs it.





# HISTORY OF THE FAIR GAME INDEX

Central to the Fair Game Index has always been four key pillars: financial sustainability, good governance, equality standards, and fan & community engagement.

As part of our commitment to constant improvement at each iteration, the Index has undergone a thorough review by consulting clubs, leading academics and other stakeholders, and taken on board all comments.

Over time, the number of touchpoints in each of those four pillars has grown.

The Fair Game Index began in January 2023. Then it covered just the top two divisions in the men's game in England. The original metrics were developed by the Fair Game team and a handful of well-respected academics.

In the summer of 2023, we expanded to the top four divisions in England and to 80 touchpoints. This year, having dramatically expanded our pool of experts, the Index is even bigger.

The 2024 version takes in the top seven divisions in the English football pyramid and the top four in Scotland and measured those 206 clubs across a massive 226 touchpoints, making the 2024 Index the most comprehensive analysis of English and Scottish men's professional football ever.

The data we have used comes from publicly available sources for reasons of full transparency, which we always champion.



# A COMMITMENT TO CONSTANT IMPROVEMENT

Fair Game is committed to constant improvement to ensure professional football in England, Wales and Scotland continues to strive to improve the way it is run.

This also applies to the Index. Fair Game is keen to introduce real-time financial reporting so issues can be flagged at the earliest opportunity. Metrics around equality standards need to be made more outcome focussed. There is also a need to analyse the social impact of football clubs to incentivise clubs to be a force for good in their local communities.

In addition, Fair Game is working with the Football Collective – an association of over 400 leading football academics in the country – to develop realistic long-term solutions to the problems the game faces.





# THE FINDINGS: HOW CLUBS ARE BEING RUN

## GOOD GOVERNANCE

Clubs that have good governance are predominately either PLCs (and therefore have a legal requirement to be so) - **Manchester United, Tottenham Hotspur** and **Celtic** for example - or have significant fan presence on their boards. In short, the frameworks are already in place for good governance so clubs should have nothing to be scared of.

Top three north of the border were **Heart of Midlothian**, winners **Celtic** and **Rangers**. In England, **Norwich City** topped the table, followed by **Manchester United** and **Tottenham Hotspur**.

Celtic again are the best governed club overall, followed by Norwich and Hearts

## FINANCIAL SUSTAINABILITY

On financial sustainability, five of the top 10 are Fair Game clubs (**Carlisle United, AFC Wimbledon, Tonbridge Angels, Chester City and Cambridge United**). All of them are under increasing pressure to abandon their principles. To resolve this football's financial flow needs to be addressed as a matter of urgency. Clubs that publish full accounts also score better - strengthening the argument for the regulator to call for full disclosure. In Scotland, as a nod to how the game is better run north of the border, the top 10 are *all* from the Scottish Premier League.

Overall winners in Scotland are **Celtic**, followed by **Kilmarnock** and **St Mirren**. The winners in England were **York City**, followed by **Bolton Wanderers** and **Cambridge United**.



# THE FINDINGS: FOR THE FANS?

## EQUALITY AND ETHICAL STANDARDS

On equality and ethical standards, the scores across the board were very disappointing. This adds weight to the argument that change needs to happen and that that should be included in the remit of a regulator. In England, only 16 of the top 164 clubs managed to get over 50% in this category.

Clubs from diverse or liberal areas score highest, notably **Tottenham Hotspur, Wolverhampton Wanderers, Arsenal** and winners **Brighton & Hove Albion**. Equality standards scores in Scotland are however even worse than in England, with only **Celtic** scoring above half marks.

## FAN & COMMUNITY ENGAGEMENT

On fan and community engagement, fan-owned clubs, unsurprisingly, dominated the top positions, with seven of the top 12 being fan-owned - **AFC Wimbledon, Tonbridge Angels, Scarborough Athletic, Exeter City, Chester City, and Bath City**. The seven all out-scored every Premier League side. **Blackpool** also saw notable improvement as they have emerged from the Oyston years.

It is a similar story in Scotland – seven of the top 10 are fan-owned. Topping the charts there are **Hibernian, Stenhousemuir** and **Clyde**. **Hibernian** and **Stenhousemuir** share top spot with a score of 8.3 out of 10.

Top in England and top overall are AFC Wimbledon.





# METHODOLOGY

Fair Game's strength is based on extensive research. In each of the four strands, we have worked closely with clubs, supporters groups, leading academics and industry experts to analyse the issues and identify measurable and meaningful touchpoints. In some cases this has already led to published research notably on [Owners and Directors Test](#), [Environmental Sustainability](#), [Good Governance](#), [Gender Inequality](#), and [football's failed financial flow](#). Steve Radley project manages our research with help from several universities, while Adam Davis, lecturer at UCFB, and Joshua Price, director of Goal Assist, help coordinate the data collection with the help of Rob Harrison from Ethical Consumer, who has extensive experience of auditing and creating business ratings.

Each club is scored out of 100, with 40 marks coming from financial sustainability, 30 from good governance, 20 from equality and ethical standards and 10 from fan and community engagement.

Financial Sustainability includes 38 touchpoints and includes measures such as accounting, debt, ticket pricing and sponsorship.

Good Governance draws on 55 different metrics and covers areas such as board structure, accountability and transparency.

Equality and ethical standards has the most touchpoints - 106 - and covers a very broad range of topics from ethics to sexism, and from environmental impact to racism.

Fan and Community Engagement has 30 touchpoints, including fan representation and community investment.







# PREMIER LEAGUE

The division scores the highest average for financial sustainability (23.0), good governance (13.7), equality and ethical standards (10.7), and overall (52.4). But second for fan engagement in England (5.0). The division is also home to Tottenham Hotspur, the highest scoring club overall in England.

The high financial sustainability score can be explained by the huge revenues the division receives compared to the other 10 divisions analysed and the highest proportion of clubs disclosing full accounts on Companies House.

## The clubs

Best overall: **Tottenham Hotspur** (68.2 / 100)

Best for financial sustainability: **Manchester United** (29.1 / 40)

Best for good governance: **Manchester United** (20.7 / 30)

Best for fan and community engagement: **Brentford** (6.7 / 10)

Best for equality and ethical standards: **Brighton** (15.1 / 20)

League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C engagement/10	FGI/100
1	1	Tottenham Hotspur	28.5	19.1	14.9	5.7	68.2
2	2	Manchester United	29.1	20.7	10.9	4.7	65.4
3	4	Brentford	26.5	14.7	12.3	6.7	60.2
4	7	Fulham	28.4	16.4	7.7	5.7	58.2
5	10	Liverpool	25.4	15.8	12.1	4.0	57.3
6	12	Chelsea	21.6	17.5	12.6	5.3	57.0
7	13	Manchester City	25.5	16.9	11.1	3.3	56.8
8	15	Brighton & Hove Albion	20.5	14.7	15.1	5.7	56.0
9	17	Arsenal	27.4	10.9	12.5	4.0	54.8
10	20	Crystal Palace	20.6	14.7	11.7	5.7	52.7
11	23	West Ham United	23.4	12.0	11.7	4.3	51.4
12	24	Wolverhampton Wanderers	16.0	16.9	13.8	4.3	51.0
13	29	Burnley	24.5	10.4	7.7	5.7	48.3
14	36	Aston Villa	23.0	9.8	8.1	5.7	46.6
15	39	Luton Town	22.0	12.5	7.2	4.3	46.0
16	41	Newcastle United	22.7	10.4	8.3	4.0	45.4
17	49	Everton	23.0	5.5	9.4	5.7	43.6
18	50	Sheffield United	16.8	12.0	8.9	5.7	43.4
19	52	Nottingham Forest	16.7	13.6	8.5	4.0	42.8
20	53	Bournemouth	17.9	9.3	9.6	5.7	42.5





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# THE CHAMPIONSHIP

The division has improved from last year with an overall average of 42.9. The average financial sustainability score of Championship clubs has improved from 16.7 to 19.0. The 22/23 season was the first since 2016/17 where the Championship spent less than 100% of its revenue on wages. Although, nine clubs still did this.

The Championship does feature the club with the best governance score in England, **Norwich City** (21.8). Norwich are a shining light in the Championship with the league's highest score in good governance, fan engagement, equality standards and overall.

## The clubs

Best overall: **Norwich City** (59.4 / 100)

Best for financial sustainability: **Plymouth Argyle** (30.8 / 40)

Best for good governance: **Norwich City** (21.8 / 30)

Best for fan and community engagement: **Norwich City** (6.3 / 10)

Best for equality and ethical standards: **Norwich City** (11.7 / 20)



League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	5	Norwich City	19.6	21.8	11.7	6.3	59.4
2	6	Swansea City	27.9	14.2	10.0	6.3	58.4
3	19	Plymouth Argyle	30.8	10.9	7.7	4.7	54.1
4	26	Ipswich Town	24.6	12.5	7.2	5.0	49.3
5	27	West Bromwich Albion	23.8	11.5	8.3	5.3	48.9
6	28	Southampton	15.4	15.8	11.7	5.7	48.6
7	30	Leicester City	18.0	14.7	11.3	4.3	48.3
8	34	Preston North End	24.4	10.4	7.2	5.3	47.3
9	37	Bristol City	19.4	13.1	8.5	5.3	46.3
10	38	Sunderland	23.5	11.5	8.3	3.0	46.3
11	44	Blackburn Rovers	16.8	15.3	7.0	5.7	44.8
12	47	Queens Park Rangers	20.2	12.0	8.5	3.3	44.0
13	48	Rotherham United	24.9	8.7	5.1	5.0	43.7
14	54	Cardiff City	16.7	13.1	7.4	5.3	42.5
15	58	Watford	16.6	11.5	8.9	4.0	41.0
16	64	Leeds United	13.8	13.6	6.2	5.0	38.6
17	68	Stoke City	17.4	8.7	6.4	5.0	37.5
18	69	Hull City	16.3	10.9	6.0	4.3	37.5
19	74	Sheffield Wednesday	13.8	8.2	7.5	5.3	34.8
20	79	Middlesbrough	12.4	8.7	7.9	4.7	33.7
21	80	Huddersfield Town	14.3	7.6	7.5	4.3	33.7
22	82	Birmingham City	15.9	8.7	4.3	3.7	32.6
23	86	Millwall	15.6	7.1	5.8	3.3	31.8
24	101	Coventry City	14.4	3.8	5.1	4.0	27.3





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# LEAGUE ONE

League One scores the highest for fan and community engagement in England and across the study with 5.4. Additionally, the division has three of the top five clubs in England for financial sustainability, **Bolton Wanderers** (31.9), **Cambridge United** (31.8) and **Carlisle United** (31.5).

Despite the growing gap in financial distribution between League One and the Championship, League One's average Fair Game Index score is only 1.9 points behind (42.9 vs 41.0).

The division is also home to the highest scoring club overall in the EFL: **Cambridge United**.

## The clubs

Best overall: **Cambridge United** (60.3 / 100)

Best for financial sustainability: **Bolton Wanderers** (31.9 / 40)

Best for good governance: **Exeter City** (15.3 / 30)

Best for fan and community engagement: **Wycombe Wanderers** (8.0 / 10)

Best for equality and ethical standards: **Lincoln City** (8.9 / 20)



League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	3	Cambridge United	31.8	13.1	8.7	6.7	60.3
2	9	Exeter City	28.3	15.3	6.8	7.3	57.7
3	11	Carlisle United	31.5	11.5	7.0	7.0	57.0
4	16	Lincoln City	27.9	12.5	8.9	6.3	55.6
5	18	Bolton Wanderers	31.9	10.9	6.4	5.0	54.2
6	25	Burton Albion	28.0	12.0	6.4	4.3	50.7
7	35	Portsmouth	29.4	7.1	6.4	4.3	47.2
8	40	Bristol Rovers	18.8	13.6	7.2	6.0	45.6
9	46	Northampton Town	21.0	11.5	5.8	5.7	44.0
10	56	Barnsley	18.5	13.1	5.7	4.7	42.0
11	57	Blackpool	20.6	9.8	3.6	7.3	41.3
12	59	Leyton Orient	18.0	10.4	5.5	6.3	40.2
13	61	Wigan Athletic	19.7	9.8	5.1	5.3	39.9
14	63	Shrewsbury Town	21.3	8.2	4.9	4.3	38.7
15	73	Wycombe Wanderers	8.3	10.9	7.7	8.0	34.9
16	76	Oxford United	14.0	7.6	6.6	5.7	33.9
17	77	Peterborough United	13.9	9.3	5.7	5.0	33.9
18	87	Charlton Athletic	11.8	8.7	6.2	4.7	31.4
19	90	Cheltenham Town	16.7	4.9	2.5	6.0	30.1
20	92	Fleetwood Town	6.7	11.5	7.2	4.3	29.7
21	93	Derby County	14.1	4.4	5.8	5.0	29.3
22	95	Port Vale	8.7	9.3	7.2	4.0	29.2
23	97	Stevenage	13.4	9.8	3.2	2.3	28.7
24	100	Reading	5.6	10.4	7.5	4.0	27.5





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# LEAGUE TWO

League Two scores the poorest in the EFL in all five categories and ranks fifth in the study, beating the Scottish Championship by 0.1 points.

**Forest Green Rovers** scored best in financial sustainability (29.3) but this measured financial accounts when they were in League One. The best score for a team who have competed in League Two across both seasons was **Tranmere Rovers** (28.4).

**AFC Wimbledon** scored the best for fan and community engagement across all of England and Scotland (9.3).

## The clubs

Best overall: **AFC Wimbledon** (57.8 / 100)

Best for financial sustainability: **Forest Green Rovers** (29.3 / 40)

Best for good governance: **Newport County** (13.6 / 30)

Best for fan and community engagement: **AFC Wimbledon** (9.3 / 10)

Best for equality and ethical standards: **Forest Green Rovers** (12.3 / 20)

League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	8	AFC Wimbledon	29.9	13.1	5.5	9.3	57.8
2	14	Forest Green Rovers	29.3	9.8	12.3	5.0	56.4
3	31	Milton Keynes Dons	24.4	12.0	7.5	4.3	48.2
4	42	Walsall	27.9	8.2	3.8	5.3	45.2
5	43	Swindon Town	23.4	9.8	6.4	5.3	44.9
6	45	Newport County	18.7	13.6	5.5	6.3	44.1
7	51	Tranmere Rovers	28.4	6.5	3.0	5.3	43.2
8	60	Wrexham	23.7	7.1	3.4	5.7	39.9
9	62	Gillingham	26.5	3.8	4.7	4.0	39.0
10	67	Morecambe	25.1	4.9	2.5	5.7	38.2
11	72	Bradford City	19.5	7.6	3.4	5.0	35.5
12	75	Salford City	12.9	12.5	4.5	4.7	34.6
13	78	Grimsby Town	13.6	4.9	7.2	8.0	33.7
14	83	Sutton United	9.6	9.3	8.9	4.7	32.5
15	85	Stockport County	9.3	13.1	5.8	4.0	32.2
16	88	Barrow	13.3	6.5	5.3	5.7	30.8
17	91	Accrington Stanley	13.6	8.2	4.3	4.0	30.1
18	99	Crewe Alexandra	13.3	5.5	4.2	4.7	27.7
19	104	Harrogate Town	13.1	6.0	3.8	3.3	26.2
20	107	Mansfield Town	8.3	9.3	4.7	3.3	25.6
21	116	Doncaster Rovers	9.7	4.9	3.2	5.3	23.1
22	135	Notts County	7.1	7.1	1.9	3.3	19.4
23	149	Colchester United	9.3	1.6	1.1	2.7	14.7
24	158	Crawley Town	7.9	0.0	0.6	4.0	12.5





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# NATIONAL LEAGUE

There is a significant decrease in Fair Game Index scores as we enter the National League with an average of 24.7. There is a 6.5 point fall in financial sustainability compared to League Two (17.4 vs 10.9). This is due to the less resources available to National League clubs but also significantly fewer clubs publishing full accounts.

The biggest improvement required by all National League clubs is in equality and ethical standards. The league average is a disappointing 3.2. However, four clubs are in the top 20 in England for fan and community engagement, **York City** (8.7), **Rochdale** (8.0), **Solihull Moors** (7.0) and **Oldham Athletic** (7.0).

## The clubs

Best overall: **York City** (51.9 / 100)

Best for financial sustainability: **York City** (33.3 / 40)

Best for good governance: **Rochdale** (14.7 / 30)

Best for fan and community engagement: **York City** (8.7 / 10)

Best for equality and ethical standards: **Rochdale** (5.8 / 20)

League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	21	York City	33.3	6.5	3.4	8.7	51.9
2	55	Chesterfield	24.6	8.7	3.4	5.3	42.0
3	65	Rochdale	10.0	14.7	5.8	8.0	38.5
4	89	Oldham Athletic	9.3	9.3	4.9	7.0	30.5
5	94	Oxford City	13.1	9.8	3.6	2.7	29.2
6	96	Wealdstone	11.4	9.3	3.0	5.3	29.0
7	103	Woking	8.7	9.8	1.7	6.3	26.5
8	105	Maidenhead United	12.1	8.2	2.8	2.7	25.8
9	106	Solihull Moors	9.1	3.8	5.7	7.0	25.6
10	110	Bromley	7.4	7.1	4.3	6.0	24.8
11	112	Barnet	8.7	8.2	4.3	3.3	24.5
12	117	Eastleigh	12.3	5.5	2.5	2.7	23.0
13	118	Southend United	11.1	3.8	3.0	5.0	22.9
14	121	Dagenham & Redbridge	15.9	1.1	2.8	3.0	22.8
15	122	Gateshead	6.4	7.6	4.7	4.0	22.7
16	125	Hartlepool United	5.0	8.7	5.1	3.3	22.1
17	126	Altrincham	14.7	1.6	3.6	2.0	21.9
18	128	Aldershot Town	5.9	8.7	2.6	4.0	21.2
19	138	Kidderminster Harriers	7.9	6.0	2.5	2.3	18.7
20	139	Boreham Wood	14.6	1.1	0.8	2.0	18.5
21	147	Ebbsfleet United	7.9	3.8	3.4	0.7	15.8
22	152	FC Halifax Town	6.6	6.5	0.8	0.7	14.6
23	153	Dorking Wanderers	4.6	7.6	1.7	0.7	14.6
24	164	AFC Fylde	2.1	1.1	1.3	2.3	6.8







# NATIONAL LEAGUE NORTH

The National League North scored the worst overall in the Fair Game Index in England with an average of 22.1. This was the second worst division in the study. Low financial sustainability (11.6) and good governance (4.7) scores are the main contributors to this. However, four NLN clubs scored in the top 10 for fan and community engagement in England, **Scarborough Athletic** (8.3), **Banbury United** (8.3), **Chester** (8.0) and **Darlington** (7.7) with **Hereford** (7.0) and **Chorley** (7.0) scoring in the top 20.

## The clubs

Best overall: **Chester** (51.5 / 100)

Best for financial sustainability: **Chester** (30.5 / 40)

Best for good governance: **Hereford** (11.5 / 30)

Best for fan and community engagement: **Scarborough Athletic & Banbury United** (8.3 / 10)

Best for equality and ethical standards: **Chester** (7.0 / 20)





League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	22	Chester	30.5	6.0	7.0	8.0	51.5
2	33	Scarborough Athletic	28.8	7.6	2.8	8.3	47.5
3	70	Banbury United	21.1	4.9	1.9	8.3	36.2
4	71	Hereford	12.4	11.5	4.7	7.0	35.6
5	84	Darlington	10.4	9.3	4.9	7.7	32.3
6	102	Chorley	9.1	8.7	2.1	7.0	26.9
7	113	Scunthorpe United	8.7	7.6	4.5	3.7	24.5
8	114	Brackley Town	15.0	4.4	3.0	2.0	24.4
9	123	Buxton	14.6	5.5	2.3	0.3	22.7
10	127	Farsley Celtic	5.0	10.4	2.5	3.3	21.2
11	133	Kings Lynn Town	8.6	8.2	2.3	1.3	20.4
12	136	Southport	13.0	1.6	2.1	2.7	19.4
13	140	South Shields	8.4	2.7	3.2	4.0	18.3
14	141	Warrington Town	15.0	0.5	1.3	0.7	17.5
15	142	Blyth Spartans	11.0	2.7	0.4	3.3	17.4
16	146	Spennymoor Town	5.0	3.8	3.2	4.0	16.0
17	148	Rushall Olympic	12.3	1.6	1.7	0.0	15.6
18	150	Bishops Cleeve	6.6	6.5	1.3	0.3	14.7
19	154	Alfreton Town	13.3	0.5	0.6	0.0	14.4
20	156	Boston United	9.0	0.5	1.7	2.7	13.9
21	160	Gloucester City	3.0	2.7	0.9	4.7	11.3
22	161	Curzon Ashton	4.1	3.3	1.3	1.3	10.0
23	162	Peterborough Sports	7.0	1.1	1.9	0.0	10.0
24	163	Tamworth	6.6	0.5	2.1	0.0	9.2





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# NATIONAL LEAGUE SOUTH

The National League South has not done significantly better than the National League North with an Fair Game Index average of 22.5. The average financial sustainability score is higher (13.0) but lower than the National League North in good governance, equality and ethical standards, and fan and community engagement. Although, a real standout is **Tonbridge Angels** who are the 32nd best team in England and score seventh for financial sustainability (30.2) as well as being in the top 10 for fan and community engagement (7.7).

## The clubs

Best overall: **Tonbridge Angels** (47.8 / 100)

Best for financial sustainability: **Tonbridge Angels** (30.2 / 40)

Best for good governance: **Yeovil Town** (9.8 / 30)

Best for fan and community engagement: **Tonbridge Angels** (7.7 / 10)

Best for equality and ethical standards: **Bath City** (4.0 / 20)



League Rank	National Rank	Club	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	32	Tonbridge Angels	30.2	6.5	3.4	7.7	47.8
2	66	Welling United	25.5	3.8	2.5	6.7	38.5
3	81	Bath City	15.2	6.5	4.0	7.3	33.0
4	98	Chippenham Town	13.3	9.3	3.6	2.0	28.2
5	108	Weston-super-Mare	16.7	4.9	2.1	1.3	25.0
6	109	Dartford	10.3	9.3	3.6	1.7	24.9
7	111	Yeovil Town	9.1	9.8	3.6	2.0	24.5
8	115	Eastbourne Borough	11.3	3.8	2.1	6.3	23.5
9	119	Taunton Town	14.9	4.9	1.1	2.0	22.9
10	120	Truro City	11.3	8.2	2.3	1.0	22.8
11	124	Weymouth	12.7	2.7	2.6	4.3	22.3
12	129	Farnborough	9.1	5.5	2.5	3.7	20.8
13	130	Chelmsford City	9.1	6.0	1.9	3.7	20.7
14	131	Hampton & Richmond Borough	16.3	1.6	1.1	1.7	20.7
15	132	Havant & Waterlooville	14.7	2.2	1.3	2.3	20.5
16	134	Maidstone United	10.3	4.4	2.6	2.3	19.6
17	137	Dover Athletic	13.6	0.5	2.3	3.0	19.4
18	143	Hemel Hempstead Town	10.6	5.5	1.3	0.0	17.4
19	144	Torquay United	8.4	2.7	2.1	4.0	17.2
20	145	Aveley	13.1	1.6	1.3	0.0	16.0
21	151	St Albans City	10.3	0.5	2.1	1.7	14.6
22	155	Slough Town	6.3	3.3	2.1	2.3	14.0
23	157	Braintree Town	11.6	1.1	1.1	0.0	13.8
24	159	Worthing	7.9	0.5	1.7	1.3	11.4







# SCOTTISH PREMIER LEAGUE

The Scottish Premiership scores the highest average mark in every category in Scotland. An average Fair Game index score of 54.4, financial sustainability of 25.4 and good governance of 17.5 are also the highest in the entire study, beating the Premier League. The division is home to the best performing club in the study, **Celtic** (80.6) who top four of the five categories in Scotland and three out of five in the full study.

## The clubs

Best overall: **Celtic** (80.6 / 100)

Best for financial sustainability: **Celtic** (36.5 / 40)

Best for good governance: **Celtic** (25.1 / 30)

Best for fan and community engagement: **Hibernian** (8.3 / 10)

Best for equality and ethical standards: **Celtic** (13.0 / 20)





# SCOTTISH CHAMPIONSHIP

Due to the strong performance by many of the clubs in the Scottish Premiership, we see a significant fall in average Fair Game Index score in the Championship (54.4 vs 34.7) However, **Partick Thistle** should be mentioned, topping four out of five categories in the Championship, ninth overall in Scotland and in the top 30 of the full study.

## The clubs

Best overall: **Partick Thistle** (53.8 / 100)

Best for financial sustainability: **Partick Thistle** (31.0 / 40)

Best for good governance: **Partick Thistle** (10.4 / 30)

Best for fan and community engagement: **Partick Thistle** (7.7 / 10)

Best for equality and ethical standards: **Partick Thistle & Greenock Morton** (4.7 / 20)



# SCOTTISH LEAGUE ONE

Scottish League One scores the lowest average index score in the study (21.1). This is attributable to the lowest equality and ethical standards (2.2) and fan and community engagement (2.6) average scores in the study and the worst in all four pillars in Scotland.

## The clubs

Best overall: **Stirling Albion** (36.5 / 100)

Best for financial sustainability: **Queen of the South** (17.1 / 40)

Best for good governance: **Stirling Albion** (10.9 / 30)

Best for fan and community engagement: **Stirling Albion** (7.7 / 10)

Best for equality and ethical standards: **Annan Athletic** (3.0 / 20)



# SCOTTISH LEAGUE TWO

Despite seeing a decrease in average Fair Game Index scores as you descend through the pyramid in England, Scottish League Two bucks this trend. The division scores better than League One in all categories and is in line with the Scottish Championship for fan and community engagement. **Clyde** stands out with a financial sustainability score that puts them in the top 12 of Scotland (20.4).

## The clubs

Best overall: **Clyde** (40.1 / 100)

Best for financial sustainability: **Clyde** (20.4 / 40)

Best for good governance: **Clyde** (10.4 / 30)

Best for fan and community engagement: **Stenhousemuir** (8.3 / 10)

Best for equality and ethical standards: **Bonnyrigg Rose** (3.4 / 20)



Rank	Club	League	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
1	Celtic	SPL	36.5	25.1	13.0	6.0	80.6
2	Heart Of Midlothian	SPL	31.0	22.4	5.8	7.7	66.9
3	Hibernian	SPL	27.6	20.2	7.0	8.3	63.1
4	Aberdeen	SPL	30.6	20.2	8.5	3.7	63.0
5	St Mirren	SPL	33.1	17.5	5.8	6.3	62.7
6	Motherwell	SPL	32.6	18.0	4.9	6.7	62.2
7	Kilmarnock	SPL	32.8	19.1	5.1	4.7	61.7
8	Rangers	SPL	24.4	20.7	7.9	6.3	59.3
9	Partick Thistle	SCH	31.0	10.4	4.7	7.7	53.8
10	Queen's Park	SCH	29.6	8.2	4.0	2.7	44.5
11	Greenock Morton	SCH	18.4	9.3	4.7	7.7	40.1
12	Clyde	SL2	20.4	10.4	1.3	8.0	40.1



Rank	Club	League	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
13	St Johnstone	SPL	19.0	10.9	4.9	4.0	38.8
14	Dundee United	SCH	22.6	8.2	3.8	3.3	37.9
15	Stirling Albion	SL1	16.0	10.9	1.9	7.7	36.5
16	Dundee	SPL	10.9	17.5	4.2	3.3	35.9
17	Stenhousemuir	SL2	16.7	7.1	2.8	8.3	34.9
18	Arbroath	SCH	18.9	8.7	4.3	2.7	34.6
19	Dunfermline Athletic	SCH	17.4	8.2	3.2	5.3	34.1
20	Ross County	SPL	14.9	10.9	3.6	3.3	32.7
21	Raith Rovers	SCH	11.4	9.8	4.0	7.3	32.5
22	East Fife	SL2	16.7	8.2	2.6	3.0	30.5

Rank	Club	League	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
23	Falkirk	SL1	14.9	7.1	1.9	6.3	30.2
24	Ayr United	SCH	15.3	7.1	4.2	2.3	28.9
25	Elgin City	SL2	16.3	6.0	2.5	3.7	28.5
26	Queen of the South	SL1	17.1	5.5	2.3	2.7	27.6
27	The Spartans	SL2	15.6	4.9	2.8	3.3	26.6
28	Livingston	SPL	12.0	7.1	3.2	3.3	25.6
29	Bonnyrigg Rose	SL2	8.7	8.2	3.4	4.3	24.6
30	Forfar Athletic	SL2	14.1	6.0	2.3	2.0	24.4
31	Dumbarton	SL2	8.3	7.6	2.1	5.3	23.3
32	Inverness Caledonian Thistle	SCH	7.7	5.5	3.8	4.3	21.3



Rank	Club	League	Finance/40	Governance/30	EDI/20	F&C Engagement/10	FGI/100
33	Alloa Athletic	SL1	13.4	3.8	3.0	0.3	20.5
34	Cove Rangers	SL1	9.4	6.0	2.6	2.0	20.0
35	Airdrieonians	SCH	8.3	6.0	2.5	2.0	18.8
36	Annan Athletic	SL1	6.6	5.5	3.0	3.7	18.8
37	Stranraer	SL2	5.9	6.0	2.1	4.3	18.3
38	Edinburgh City	SL1	11.4	2.2	2.1	0.7	16.4
39	Montrose	SL1	9.7	3.8	1.9	1.0	16.4
40	Kelty Hearts	SL1	9.1	3.8	1.1	0.7	14.7
41	Peterhead	SL2	7.9	4.4	1.9	0.3	14.5
42	Hamilton Academical	SL1	3.9	2.7	1.9	1.0	9.5

# ABOUT FAIR GAME

Football is the richest sport in the UK, but the gaps in and between divisions has been getting wider and wider for over 20 years. The pressure on clubs to compete has made the game unsustainable. At risk is clubs' very existence and their decades of history and tradition. When a club folds or goes into administration it can destroy a community.

Fair Game is dedicated to developing practical solutions to improve the governance of football and create a fairer financial flow in football. We need to start rewarding well-run clubs, clubs with good governance, strong financial plans, commitments to equality, and fan and community engagement. Fair Game is proud to campaign for change.

Fair Game is committed to understanding the problems the game faces and developing realistic solutions. We commission research on a wide range of topics to ensure that we can speak from a position of authority. We also work with the nation's leading academics to support their research. In the next few months, we will be publishing work on fan engagement, community engagement, ethics, the owner benefactors, and ownership models.





# VISION AND VALUES

## OUR VISION

Fair Game clubs want to see football governed with fairness, openness and transparency at its core; honouring the mantra that the game can be a force for good **at all levels**.

## OUR MISSION

Fair Game is working towards a **fairer future for football** - celebrating the past and securing the future

We are led by clubs, supported by experts and backed by politicians. We believe in sustainability, integrity and community. Together, we have a much better chance of making lasting changes to the game we all love.

## CORE VALUES

- Fairness & Integrity
- Open & Transparent
- Collaborative & Engaging
- Guided By Experts
- Community-focused & inclusive

## PRINCIPLES

### Sustainability

A financial structure that is fairer and more responsible

### Integrity

Greater recognition of, and protections for, current competitions

### Community

Embedded, serious and structured fan engagement at all clubs

## OUR PLEDGE TO OUR CLUBS

- Fair Game is the 12th player for our clubs. Many clubs do not have the resources to campaign for the changes we need. Fair Game, with the help of our experts and political supporters, do the heavy lifting for them.
- Where problems are presented we use our research and experts to develop realistic solutions.
- Where legislation needs to be introduced, we campaign tirelessly for it.
- Where rules need to be changed we draft them.



# RESEARCH AND SERVICES

## FAIR GAME RESEARCH

Fair Game is committed to understanding the problems the game faces and developing realistic solutions. We commission research on a wide range of topics to ensure that we can speak from a position of authority. We also work with the nation's leading academics to support their research.

In the next few months, we were publishing work on fan engagement, the social impact of football, racism in football, and ownership models.

## FAIR GAME SERVICES

Guided by our overall mantra of delivering a Fairer Future for Football, Fair Game also provides consultancy services to clubs on how to improve their Fair Game Index score.

We also work with brands to identify which clubs best matches their values and we offer brokerage services to potential club owners looking for a more ethical purchase.

All the organisations we work with undergo a due diligence process to ensure they are properly vetted and match our values.





# THANK YOU

A huge thank you to all those who contributed to the creation of the Index, and this report, alongside the wider Fair Game family.

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