

Saracens: social and economic impact study

March 2022



Building a better working world



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Forewords



EY foreword

Peter Arnold

Chief Economist and Partner, EY

I am extremely pleased to introduce this report on the economic and social impact of Saracens and its associated organisations. The results are impressive – Saracens can be justifiably proud of its contribution to local economic and social activity. This demonstrates the value of Saracens to the local economy, community and the broader wider-ranging impacts of Saracens.

There were over 100,000 attendances to Saracens home games in 2018/19 (the last full season prior to the COVID-19 pandemic). Visits by supporters added £5.4m to tourist spending in Barnet and the broader London economy. Overall Saracens' economic activity contributed a total of £37m in Gross Value Added (GVA), created close to 700 jobs and generated almost £18m of tax in the UK via direct and indirect channels.

Saracens Foundation's investment and reach has grown significantly, more than 20 years since it was established. The report highlights how the Foundation and the Saracens Pioneer volunteering programme harness the power of Rugby to improve health and wellbeing through sports participation, promoting education and skills development, and broader community outreach. In 2018/19, over £1m was invested in health and wellbeing, education and community initiatives. The Foundation engaged over 12,600 participants from diverse backgrounds; our evaluation of a significant subset of this activity suggests this generated a social value of £5.9m during 2018/19 – creating a social return of £6.60 for every £1 invested.

Saracens takes its role in the community seriously and works very hard to maximise its impact. This is demonstrated by Saracens' response to the COVID-19 pandemic, the set-up of the Saracens Multi-Academy Trust, as well as Saracens' investment in its people. Success on the pitch clearly matters and is important in supporting Saracens' activities locally, but, as this report demonstrates – this is only one part of the story.



Saracens Foreword

Neil Golding

Saracens Chairman

I am delighted to introduce this report on the economic and social impact of Saracens and our group of associated organisations, and explain why it is such an important piece of work for us. Thanks to the excellent work of the EY team, this independent report has, for the very first time, enabled Saracens and our key partners to articulate the value of the considerable economic and social impact activity that we deliver across our community. Not only does it provide us with a point in time valuation of this work, but the process of contributing to the production of the report with EY has helped us identify the significant opportunities that lie ahead of us that will enable us to increase our economic and social impact in future years.

The publishing of this report comes at a very exciting time for Saracens. A new consortium of investors is committed to build on the Saracens legacy that has been created by Nigel Wray. Much of the tremendous work and achievements shared within this report can be linked back to Nigel's personal determination that Saracens would become 'more than just a rugby club'. Nigel, if we needed evidence to prove that you have been successful, this report provides it, congratulations and thank you.

Whilst we celebrate our economic and social impact achievements to date, we are focused on setting out and delivering against our ambitious aspirations in this area for the years ahead.





1

Summary

Saracens sits at the heart of the London Borough of Barnet, and makes a significant socio-economic contribution to both the Borough and the London region.

1.1 Social and economic impact study summary

This report explores the social and economic contribution made by Saracens.¹ The report focuses on the 2018/19² season, this being the most recent representative full year of operations for Saracens, owing to the disruption caused by the COVID-19 pandemic.

Saracens generates significant economic benefits to the local and national economy through its direct operations, spending in supply chains, and through wider economic spill-over effects. This includes a total GVA³ contribution of £37.0m⁴ (£10.9m within Barnet), total tax contribution of £17.9m and almost 700 jobs supported across the UK. Overall, Saracens

supported 2.8 full time equivalent (FTE) jobs in the UK for every 1 FTE employed directly by Saracens.

Saracens also delivers substantial social benefits to the local community, guided by Saracens' values and led by the Foundation's charitable programmes. Saracens supported positive change across the areas of health and wellbeing, education and skills and community cohesion. The benefits achieved in these areas supported a social impact value of £5.9m.

Sustainability forms an important element of Saracens social and economic impact strategy moving forward. StoneX Stadium as a venue has very strong green credentials and Saracens has ambitious aspirations to become a sustainability leader within the sport and entertainment sector.

Saracens impact in numbers⁵

£37.0m

UK GVA contribution

700

UK jobs supported

£17.9m

total UK tax revenue generated

£5.9m

total social benefit



1. This refers to the group of organisations that have been considered in the analysis for 2018/19 to drive impact – this includes Saracens Limited, Saracens Foundation, Saracens Cophall LLP, Saracens Mavericks, Premier Team Promotions, and the Saracens Multi-Academy Trust. This group of entities is henceforth referred to as 'Saracens'.
2. Data for Saracens Mavericks is based on 2019/20, due to the entity being incorporated mid-way through 2018/19.
3. Gross Value Added (GVA) is a measure of economic activity which can be viewed as the incremental contribution to Gross Domestic Product (GDP). It therefore provides a useful measure for understanding the economic contribution made by particular industries, or businesses, such as Saracens.
4. This is the UK-wide impact.
5. All figures presented on this page relate to the 2018/19 season, unless stated otherwise.

Supporting the local community

Saracens promotes positive change in the community by investing in local initiatives and collaborating with local partners to use sport as a vehicle to engage with a wide range of people and issues. The Saracens Foundation reached over 12,600 participants and delivered over 16,600 hours of programme activity in the year prior to the pandemic.

Saracens invested over £1m⁶ in sporting, education and health programmes. In total, this investment is estimated to have generated a social return of £6.60 for every £1 of investment in the activities that generate these benefits. This is significantly higher than the average social return on investment across sport as a whole (estimated at £3.28).⁷

Wider impacts

Beyond the quantified economic and social impacts, Saracens generates wider value by playing a key role in the local community. This is demonstrated by the set-up of the Saracens High School and Saracens' response to the COVID-19 pandemic. Saracens supported with the roll-out of 87,000 vaccinations, and also set up initiatives to tackle lockdown hunger, delivering over 3,000 meals to school children, and providing over 600 laptops for young people to address the digital divide associated with home-schooling.

Saracens embeds its broader values internally, through its investment in people, including players, staff and volunteers; through initiatives that support players both on and off the pitch; and through inspiring the sporting nation and providing a pathway for future sporting talent through the different Saracens Academies, which contribute towards developing the England Men and England Women rugby squads as well as the England netball squad.



6. Financial costs, excluding the cost of volunteer time.

7. Sport England (2020), 'Measuring the Social and Economic Impact of Sport in England, Report 1: Social Return on Investment of Sport and Physical Activity in England'

8. All figures presented on this page relate to the 2018/19 season, unless stated otherwise.





2

Introduction

This report evaluates the economic and social impact of Saracens, focusing on the London Borough of Barnet and the London Region. EY's analysis is based on the 2018/19 season and informed by information provided by Saracens in addition to other sources.

2.1 Saracens, Barnet and London

This report seeks to highlight the role that Saracens plays in London and in Barnet⁹ in particular, often supporting communities where economic and social conditions are amongst the most challenging in the country.

This report is informed by quantitative and qualitative analysis of the impact of Saracens, drawing on both economic and social return on investment modelling to inform an understanding of the impact of Saracens activities on the economy and society.¹⁰ A summary of the economic and social impact considerations is listed below.

Scope of this report

Economic impact:

- ▶ **Saracens and charitable operations:** the day to day operations and capital investments of Saracens supports economic activity directly and through local supply chains.
- ▶ **Tourism and hospitality:** Saracens attracts visitors from across the UK and abroad, for both Rugby matches and other events staged at the StoneX Stadium.

Social impact:

- ▶ **Local community projects:** a range of programmes to realise improved health, education, and community outcomes.
- ▶ **Partnerships and values:** Saracens' partnerships with the community and the promotion of aspirational values drive intangible but important benefits in the community and for individuals that engage with Saracens.

Figure 1: Group of organisations that drive impact

Saracens Limited Professional rugby union football club, corporate hospitality and events	Saracens Multi-Academy Trust Charitable organisation establishing Saracens High School
Saracens Cophall LLP Ownership of stadium assets and provision of athletics facilities	Saracens Mavericks Netball team
Saracens Foundation Charitable foundation	Premier Team Promotions Hosting corporate hospitality events

9. London is home to nine million people, 400,000 of whom reside in Barnet. Source – ONS (2021) *Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland*.

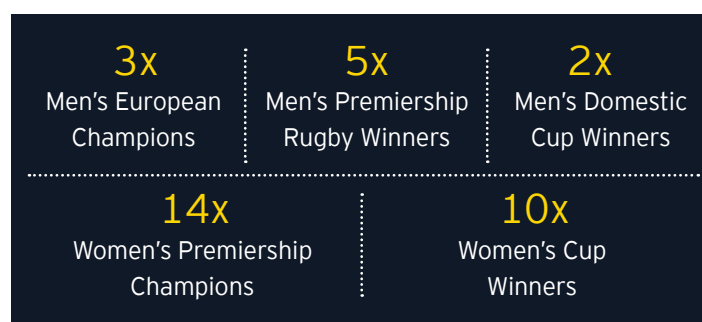
10. Further detail is provided within sections 2 and 3, and also refer to the appendix for further detail on the methodology used.

11. <https://www.saracens.com/rugby-camps-essential-information/>

2.2 Saracens

On the sports field and court, Saracens is currently made up of two female (Rugby and Netball) and one male (Rugby) team. The Saracens English Professional rugby union club was established in 1876, and has won 10 major Men's trophies, including becoming Men's Premiership Rugby champions for the fifth time in 2019.

Saracens Women was formed in 1989 and have enjoyed unrivalled success, winning the Women's Premiership 14 times and the Women's Cup 10 times between 1990 and 2021.



In 2018 Saracens became 50% shareholders in Saracens Mavericks netball franchise. The Mavericks were founder members of the Netball Superleague in 2005 and were crowned Champions in both 2008 and 2011.

In 2013, Saracens relocated to the StoneX Stadium in Hendon, north west London, following previous groundshare arrangements in Watford and Enfield. The previous Cophall Stadium was the home of athletics in Barnet and north London since 1964, and while making their new home there, Saracens also created a community hub site that would form a platform for generating economic and social impacts, as outlined within this report.

Saracens continues to evolve, including through the charitable work of the Saracens Foundation which was set up in 2000, making Saracens the first professional rugby club in England to establish its own charity. Saracens took the step in 2017 to help establish the Saracens Multi-Academy Trust to set up Saracens High School and deliver secondary education provision to local residents within Barnet.

Throughout its operations and work with the local community, Saracens emphasises its four core values of Discipline, Honesty, Work Rate and Humility.¹¹ This is echoed in the focus of Saracens on developing people both on and off the pitch at every level.

This report explores the economic and social outcomes that result from the application of these values, considering the activities of Saracens as a whole – which includes all related entities, activities and connected companies (see summary in Figure 1 on previous page).

2.3 The London Borough of Barnet

Barnet is London's most populous Borough, and home to one of the most culturally diverse populations in the UK. Earnings levels are comparable to those of London as a whole¹², making Barnet one of the wealthier areas of the UK on average.

Nevertheless, these averages mask the pockets of deprivation that are present within the Borough; Barnet contains 31 areas that are within the 30% most deprived in England, including the western neighbourhoods in the Borough across North Cricklewood, Burnt Oak, Grahame Park and Colindale.¹³ The life expectancy of people living in the most deprived areas of the Borough are on average 7.6 years lower for men and 4.7 years lower for women than those in the least deprived areas.¹⁴

The Barnet Plan (see case study below) developed by the local council recognises the challenges facing the Borough and clarifies its ambitions to improve outcomes for local residents. Saracens activities take place in the context of the challenges facing local communities. The outcomes of Saracens activities are the focus of the remainder of this report.

Figure 2: The Index of Multiple Deprivation 2019 among Barnet Lower Layer Super Output Areas (LSOA)¹⁵



Case study: Saracens and Barnet Council Collaboration

As a member of the London Borough of Barnet Partnership Board, Saracens has become an important partner within the local Borough, working closely with other local influential organisations to help improve the lives of local residents, in line with the Barnet Plan.¹⁶ The contribution that Saracens has made to civic life in Barnet was recognised in 2018 when Saracens was awarded the Freedom of the Borough, the highest accolade that the London Borough of Barnet can give to an individual or organisation.

“

The council's partnership with Saracens continues to go from strength to strength. The StoneX Stadium hosts a huge range of activities and events that are accessed by people of all ages from right across Barnet, and we are delighted to have been able to support the development of the West Stand to further increase this offer.

It comes as no surprise to the council that Saracens' impact in Barnet goes far beyond the stadium itself, and it was in recognition of this that the Council was delighted to award Saracens the Freedom of Borough in 2018. The Saracens High School is just one example of this commitment. By bringing the Saracens' reputation for success to the heart of Colindale,

Barnet Plan – 4 key priorities

- 1. Clean, safe and well run** – A place where our streets are clean and antisocial behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do.
- 2. Family friendly** – Creating a family friendly Barnet, enabling opportunities for our children and young people to achieve their best.
- 3. Healthy** – A place with fantastic facilities for all ages, enabling people to live happy and healthy lives.
- 4. Thriving** – A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.

the High School enhances Barnet's already excellent educational offer, giving an aspirational start for young people from across Colindale and Grahame Park. Along with the jobs Saracens bring to the Borough and the work of the Saracens Foundation, this makes Saracens so much more than a sporting partner, as evidenced by this report.

I look forward to continuing to work with Saracens in future to ensure that Barnet's communities continue to gain real benefit from Saracens' presence in, and commitment to, our Borough.

Cllr Dan Thomas, Council Leader, London Borough of Barnet

12. <https://data.london.gov.uk/dataset/average-income-tax-payers-borough>

13. EY analysis based on DCLG, The English Indices of Deprivation, 2019

14. London Borough of Barnet (2015-2020), Barnet's Joint Strategic Needs Assessment, accessible at: <https://www.barnet.gov.uk/sites/default/files/assets/jsna/Downloads/BarnetsJSNA20152020.pdf>

15. DCLG, The English Indices of Deprivation, 2019, based on each LSOA ranking compared to the rest of England – highest deprivation areas are in the most deprived 10% in England, while lowest deprivation areas are in the least deprived 10%

16. The Barnet Plan recognises the challenges facing the Borough and the focus areas needed to provide local residents with greater access to economic opportunities and essential services to support shared and improved quality of life.

Case study: StoneX Stadium – a thriving community asset

In February 2013 StoneX Stadium became the new home of Saracens. Situated in Hendon, north west London, the stadium formed a major part of an ambitious partnership with the London Borough of Barnet to transform what was previously known as Cophall Stadium. StoneX Stadium now provides a 10,000 capacity home for Saracens during the rugby season and an elite athletics venue for Shaftesbury Barnet Harriers and other athletics users during the summer months.

In addition to its use as a sports venue, StoneX Stadium has become a vibrant community hub, hosting a wide range of large scale and smaller events and community activities. The stadium is also home to the Saracens Foundation, Saracens' charitable arm, which exists to transform lives on and off the pitch to build stronger communities. The stadium's flexible facilities, including an artificial pitch and indoor athletics training centre create an ideal base for the social impact work, undertaken by the Saracens Foundation.

The next phase of the stadium's development, the building of a new West Stand, is currently under construction and is due to be completed by July 2022. This project is a partnership between Saracens, London Borough of Barnet and Middlesex University. As well as improving the spectator experience at Saracens match days and athletics events, the West Stand will provide a home for Middlesex University's London Institute of Sport and School of Health Education.

The development of the stadium has been a catalyst for further investment in the broader Cophall site, including the building of a new Leisure Centre and improvements to surrounding sports pitches. Saracens has played a leading role in the development of the Cophall Masterplan, an ongoing project that considers the future development, funding and management of the Cophall site as a hub for sport, recreation, health promotion and education.



2.4 Sustainability and green credentials

StoneX Stadium is set within a green belt setting and therefore sustainability has been at the forefront of Saracens' thinking from the outset of the stadium's development.

The East Stand was designed and constructed to BREEAM excellent standards¹⁷, not only incorporating the requirements of Building Regulations 2010 Part L, but also achieving the London Plan 2011 target of a further 25% reduction in carbon over Part L. These high standards placed the stadium as the most sustainable and energy efficient stadium anywhere in the UK at the time of opening.

Sustainability forms an important element of the Saracens social and economic impact strategy moving forward, with Saracens aspiring to be a leader in sustainability within the sport and entertainment sector.

Working in partnership with the British Association for Sustainable Sport (BASIS), at the time of writing this report Saracens is undertaking a sustainability audit that will help set out a plan and a roadmap towards the aspiration of becoming Carbon Net Zero. However, Saracens is not just focusing on its Carbon reporting, it is focusing on the impact it makes on the environment and on its local community; clean energy, water conservation, waste management and recycling, as well as further promoting biodiversity are all important elements of the overall sustainability strategy.



StoneX Stadium Green Credentials

Transport

- ▶ Intensive focus on reducing the impact of transport for major events
- ▶ Introduction of high frequency shuttle service between major public transport links
- ▶ Introduced network of long distance coach routes for supporters
- ▶ Barnet Council introduced Controlled Parking Zone to deter visitors from parking in local residential areas
- ▶ Provided electric charging points on site

Energy, Water & Waste

- ▶ Ground source heat pumps providing up to 100kw to pre-heat domestic water and heating
- ▶ 500 Photo Voltaic panels on East Stand roof recovering approx. 50 kWp
- ▶ Low energy lighting and automatic lighting controls throughout stadium
- ▶ Rainwater harvesting
- ▶ Installation of artificial pitch to dramatically reduce water usage
- ▶ Zero waste to landfill from stadium operations

Biodiversity

- ▶ Installation of a swale and reed bed to attenuate the flow of water into the local system
- ▶ Creation of new landscaped areas with wild flowers to encourage insects, birds and small mammals
- ▶ Planting of a Jubilee Wood with over 300 new trees onsite
- ▶ Green roof and green wall on East Stand to soften impact and provide nesting for insects
- ▶ Bird and bat boxes and hedgehog houses across the site

17. BREEAM (Building Research Establishment's Environmental Assessment Method) is a sustainability rating scheme for the built environment. The project received an excellent BREEAM rating.

2.5 Saracens fans

Saracens has a loyal and committed fan base which has grown steadily since Saracens created its home at StoneX Stadium. The loyalty and support of the fans was demonstrated following the 2019-20 Premiership season, when the COVID-19 pandemic caused a significant number of games to be played behind closed doors. With fans entitled to a refund for all games that they were unable to attend due to the pandemic, 580 Saracens fans donated their outstanding credit back to Saracens and nearly 1,400 fans rolled their credit forwards to future seasons to help Saracens through its most challenging period.

Saracens Supporters Association

The Saracens Supporters Association (SSA) is the officially recognised supporter group of Saracens and its objective is to bring together people who share a passion for Saracens. The SSA is completely independent, run by the fans for the benefit of the fans, whilst it enjoys a positive relationship with Saracens and its associated organisations.

The SSA has become a Patron of the Saracens Foundation, hosting several events each year to raise funds for Saracens' charity and encouraging its members to participate in other fundraising events and activities run by the Foundation. In 2018-19 the SSA raised over £7,000 for the Saracens Foundation.

Saracens Fans Forum

The Saracens Fans Forum is a group of elected representatives from across the fan base that aims to provide a communication channel between the fans and Saracens. As well as providing a platform for fans to ask questions or raise concerns to Saracens, it is also a valuable sounding board and source of insight for Saracens to help the organisation make decisions that impact their supporters.

During the COVID-19 pandemic, when Saracens had no certainty on when or if the 2020-21 season would start, consultation with the Saracens Fans Forum and the resulting Fans Survey enabled Saracens to make some difficult decisions, including the introduction of a multi-season membership scheme. The resulting revenues from the multi-season membership scheme made a significant contribution to Saracens' effort to combat the financial impacts of the pandemic.



Over **100,000**
Men's home game
attendances in 18/19

Over **30%** increase in
fan attendance between
2010 and 2019

Over **2 million**
reach via Instagram
and Twitter

Over **1,000**
Saracens Supporter
Association members





3

Economic Impact: Saracens' economic contribution

Saracens makes a substantial economic contribution to the Barnet and London economy, through direct, indirect and induced impacts.

3.1 Approach to measuring impact

Saracens makes a substantial economic contribution to the Barnet and London economy. This is driven by the day-to-day commercial operations of Saracens and its subsidiaries and the impact of the visitors attracted to Barnet and London on match days. The economic impacts of these activities can be broken down into three categories:

- ▶ **Direct impacts** – resulting from Saracens’ activities, matchday tourism and charitable entities.
- ▶ **Indirect impacts** – the additional economic activity in the region that occurs through Saracens’ supply chains.
- ▶ **Induced impacts** – the additional activity supported by employment incomes received by Saracens employees and those in Saracens’ supply chain.

This report considers the economic footprint of Saracens and takes into account a range of activities undertaken by the entities within Saracens, in addition to the impact of visitor spending. Figure 3 (see following page) presents an overview of Saracens’ key impact drivers, which inform our economic analysis. There are likely to be wider impacts resulting from the activities of Saracens, such as through connections with the media and retail sectors, which are not fully captured within this report.

3.2 Economic contribution

This section assesses the economic returns at local and national levels based on three key measures:

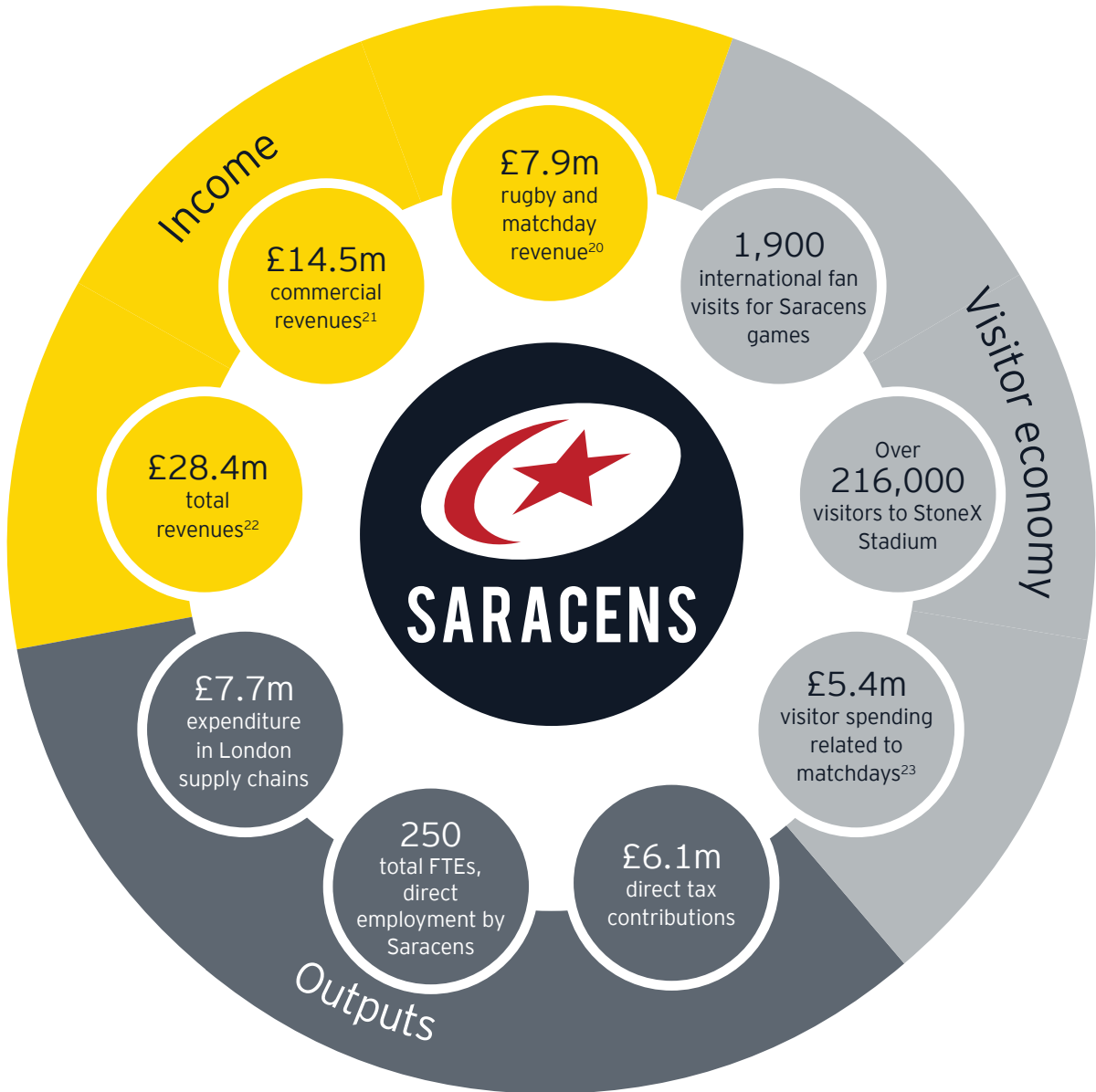
Gross value added
Gross Value Added (GVA) reflects the additional value to the economy that is created from Saracens’ presence. This broadly equates to profits and employee salaries generated at each stage of the supply chain.
Employment
The total number of full time equivalent (FTE) jobs created or supported by the total direct, indirect and induced effects of Saracens’ presence.
Tax receipts
The revenue generated for the Exchequer as a result of the economic activity (direct, indirect and induced). Taxes include employee PAYE and National Insurance, VAT and corporation tax.



3.3 Drivers of impact¹⁸

Saracens' operations contribute to economic activity across the UK. The chart below highlights some of the key statistics which feed into the economic impact analysis.

Figure 3: Saracens, economic impact drivers¹⁹



Source: EY analysis and Saracens data

18. EY figures: based on analysis of Saracens information, UK national accounts data and various other sources.

19. All figures presented in this section relate to the 2018/19 season, unless stated otherwise.

20. This relates to all Rugby Football Union playing income, match fees and other Rugby income such as player loan income, Academy income and Premier Rugby League funding.

21. Commercial revenues includes sponsorship, consumer, merchandise and stadium revenues.

22. Includes all income across all entities in scope.

23. Excluding expenditure of Barnet residents.

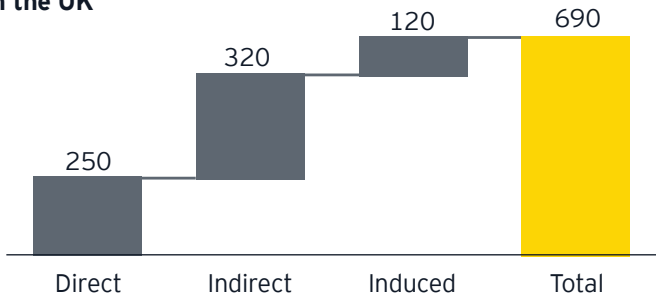
3.4 Gross value added

The revenues generated by Saracens and its wider activities drive tangible contributions to the UK's gross domestic product. These can be measured through their GVA²⁴, which captures the value generated at each stage of Saracens' impact.

Saracens generated a total GVA contribution of £37.0m in the UK, £19.6m of which was within London and £10.9m within Barnet specifically.

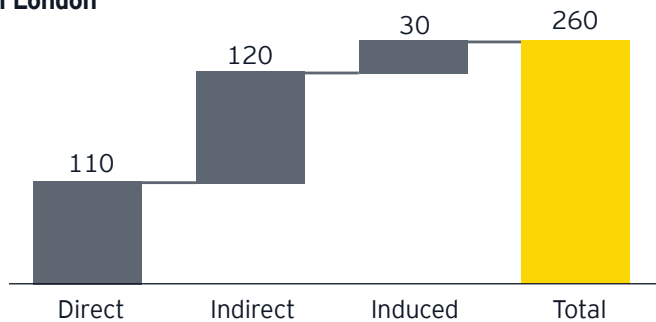
£10.4m of the £19.6m GVA contribution in London relates to the direct impact of Saracens' activities. A further £6.1m is stimulated by spending within Saracens' local supply chains and £3.0m from spending of employment incomes.

Figure 6: Total employment impact of Saracens, FTE jobs in the UK



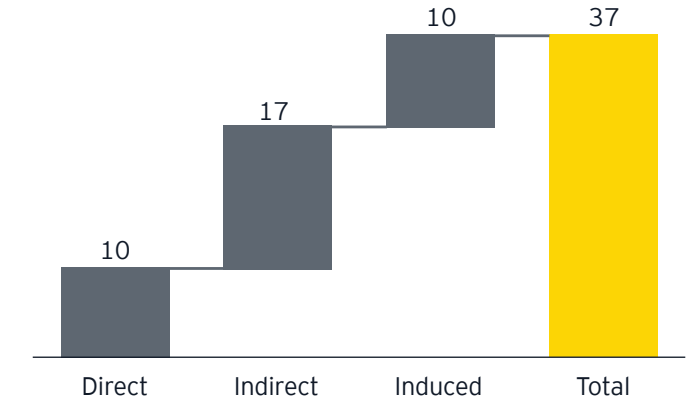
Source: EY analysis and Saracens data

Figure 7: Total employment impact of Saracens, FTE jobs in London



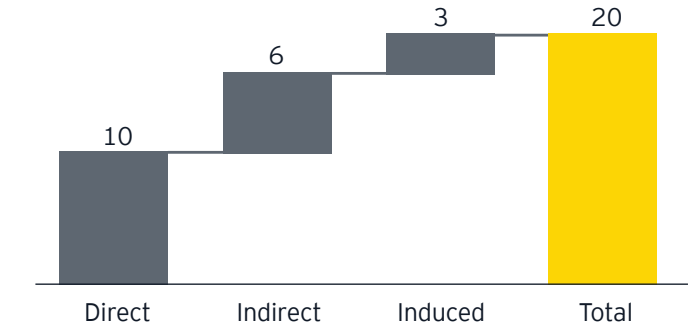
Source: EY analysis and Saracens data

Figure 4: GVA contribution of Saracens in the UK, £m



Source: EY Analysis

Figure 5: GVA contribution of Saracens in London, £m



Source: EY Analysis

Numbers do not sum due to rounding

3.5 Employment

Saracens supported close to 700 FTE jobs in the UK economy. 38% (260 FTE jobs) were within London, with 30 FTE jobs within Barnet specifically.

Of the total London impact, 110 FTE jobs were directly employed by Saracens, with 120 supported throughout supply chains (the indirect effect) and a further 30 as a result of induced effects.

Overall, Saracens supported 2.8 FTE jobs in the UK in total for every 1 FTE employed directly by Saracens.

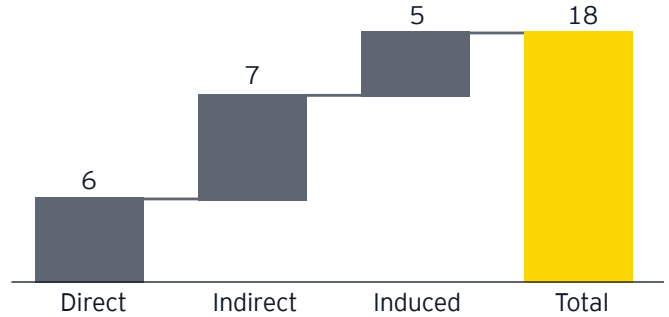
24. Gross Value Added (GVA) is a measure of economic activity which can be viewed as the incremental contribution to Gross Domestic Product (GDP). It therefore provides a useful measure for understanding the economic contribution made by particular industries, or businesses, such as Saracens.

3.6 Tax

The economic activity of Saracens resulted in an estimated £17.9m total tax contributions, which includes local and national contributions.

The direct tax contribution generated a total of £6.1m to public finances, while supply chain activities contributed £7.4m and induced impacts a further £4.5m.

Figure 8: Tax contributions stimulated by Saracens, £m



Source: EY Analysis

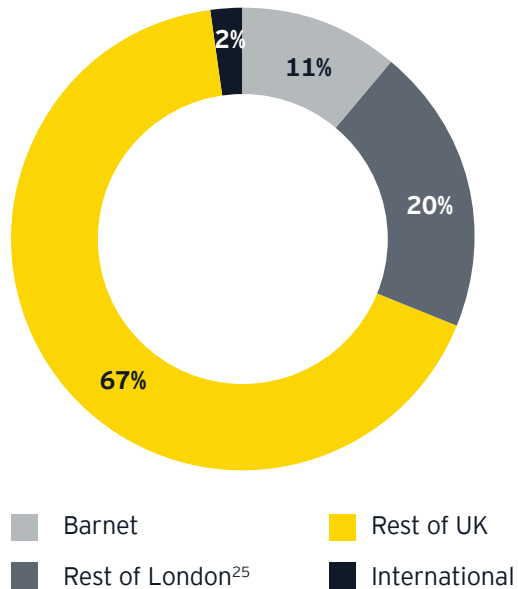
3.7 The visitor economy

Over the course of the season, over 100,000 fans attended Saracens home games at the StoneX stadium. Of these matchday attendees, 11% were local Barnet residents, while the remaining 89% were visitors from outside of the Borough of Barnet, bringing benefits to the local visitor economy. The large number of visitors from outside of Barnet is driven in part by the strength of the Saracens fan base in Hertfordshire and Essex, which together account for over 40% of regular match attendees.

These visitor trips generated approximately £5.4m in spending from overnight stays and day visits, supporting economic activity in Barnet and London more broadly.

The StoneX stadium also has a wide variety of alternative uses outside of match days, such as hosting Athletics and other sporting events, community and school events and other private conferences and celebration functions. These non-matchday stadium events attracted a further 108,000 visitors to the stadium, 30% of whom were visitors to the Barnet area.

Figure 9: Origin of visitors on Saracens match days



Source: EY analysis and Saracens data

25. Rest of London is defined as Inner London (excluding Barnet), and consisting of the following postcodes: E, EC, N, NW, SE, SW, W, WC.





4

Social Return on Investment

Saracens uses the power of sport and the local passion for Rugby to improve outcomes for people living within its local community.

4.1 Saracens in the community

The Saracens Foundation supports a variety of initiatives to improve the lives of individuals and communities through sport, physical activity, social and educational initiatives.

In addition to the work of the Foundation, Saracens has developed partnerships with local organisations to improve social and economic outcomes within the community, including through its collaboration with Barnet Council and by providing structured volunteering opportunities. This section of the report explores the quantitative impact of these activities and the social return on investment generated.



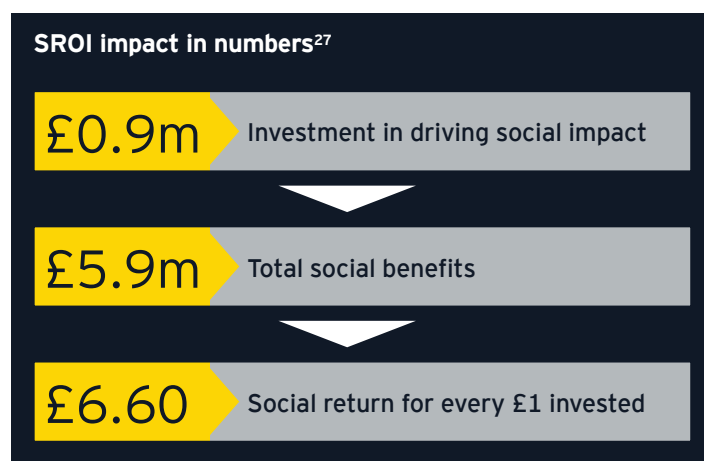
4.2 Social Return on Investment

The Social Return on Investment (SROI) reflects the total value of benefits per £1 invested. Any figure over £1 suggests that the social value generated from initiatives exceed the total cost of delivering the initiatives.

Community investments made by the Saracens Foundation and supporting volunteers totalled £1.06m.²⁶ The SROI assessment presented in this report covers activities that represent 85% of these costs (£0.90m), focusing on those activities with sufficient evidence to inform a robust social impact evaluation. Beyond this, there are other initiatives and activities, such as the Saracens Academy, Pathways and other Foundation programmes that cannot currently be quantified and are therefore not included in this assessment, but nevertheless still generate social value.

Social impact covers a range of outcomes, including those relating to physical health, mental health and wellbeing, education and skills, and community cohesion. For each activity, monetary values were assigned to impacts, based on the extensive literature evidence available regarding the links between the outcomes achieved by each activity (such as changes in physical activity levels) and the benefits to individuals and wider society.

In total, the activities evaluated generated £5.9m in social impacts and £6.60 social return for every £1 of delivery costs. This is significantly higher than the average social return on investment across sport as a whole (estimated at £3.28).



Source: EY analysis and Saracens data

26. This includes the estimated cost of volunteer time, and financial costs of programmes in 2018/19.

27. All figures presented in this section relate to the 2018/19 season, unless stated otherwise.

4.3 SROI activities

Saracens aims to address specific social needs within the community by encouraging participation in sport and physical activity, breaking down barriers to participation for specific excluded groups, developing interventions to address health issues and developing pathways into education and employment. An overview of the activities included within the SROI analysis is presented below.

Activity ²⁸	Overview
DisABILITY	The ever-growing disability sport programmes support a wide range of individuals and needs. The programmes offer opportunities for individuals of all ages with a wide range of disabilities. Their key aim is to support social and physical development using sport as a catalyst for change.
Wheelchair Rugby	Saracens Wheelchair Rugby Club provides competitive and recreational opportunities for participants aged 16+ with physical impairment.
Love to Dance	Love to Dance is a dance tutorial class for over 50s. The aim is to establish a safe, inclusive and inspiring environment in which men and women can challenge themselves to achieve specific health and fitness goals and reduce social isolation in local communities.
Sarries In My School (SIMS) Dance	Sarries In My School provides sport and physical activity for children aged 5-16 through both curricular and extra-curricular sessions. The key aim is to provide opportunities for children to lead healthy and active lifestyles.
Rugby 4 Life	Rugby 4 Life provides opportunities for local primary schools to compete in organised tag rugby competitions. These competitions are non-competitive and focus on participation due to RFU strategy and rules for the focused age group. Each festival has a group of young leaders aged 14-18 to officiate the games.
Champions and Challenge	This programme allows young people from state funded education and disadvantaged areas the chance to elevate their experience in rugby and move forward towards greater opportunities.
Project Rugby	This project is committed to providing opportunities to non-traditional rugby playing demographics by creating sustained participation and community pathways for those from an ethnic minority background and those who have a registered disability.
Saracens Cheerleading	Saracens Cheerleading is a hub of recreational cheer and street dance classes for children aged 6+ years in Barnet and Hertfordshire. The aim is to provide a safe, innovative and inclusive environment for young people to develop and widen their skills, build a life-long passion, and promote healthy, active lifestyles.
Get Onside	This is an 8-week course of practical rugby sessions and classroom curriculum focusing on employability and life skills, 20 young men undergo profound changes in their outlook, attitude and behaviour whilst serving a prison sentence.
HITZ Learning Academy	Hitz Learning Academy supports young people who are not in employment, education or training to achieve qualifications and develop employment skills. The overall aim is to move these young people, aged 16-25, into further education or employment.
SEN Employability	This project targets disabled young people aged 16-25 who are not in education, employment or training. The aim is to provide them with employability skills and qualifications so that they can access employment.
Project Breakdown	The project aims to challenge the normalisation of self-destructive, violent behaviour. It offers a package of 1:1 support and incorporates group workshops and follow up discussions.
Go Forward	This programme is based in two schools in the most disadvantaged part of the London Borough of Brent. Its aims are twofold: (i) to provide year-round support to a selected group of young people in years 7 and 8 who have hit certain markers and are labelled 'at risk'; and (ii) to provide transitional support to those in the final year of primary school before they enter secondary school.
Pioneers	The Saracens Pioneers are a team of match day volunteers who are responsible for supporting the safety of spectators and visitors to the stadium on a match day. The Pioneers support in five areas: at local transport hubs and stadium approaches, at stadium entrances, in the fan zones, in the stadium bowl and in the guest and hospitality areas.

28. The SROI analysis includes 12 Foundation programmes, focusing on activities with sufficient evidence to inform a robust social impact evaluation. There are numerous other initiatives and activities delivered by Saracens that cannot currently be quantified and are therefore not included in this assessment, but nevertheless still generate social value.

4.4 Health and wellbeing

Saracens delivers a range of programmes focused on encouraging greater levels of physical activity and healthy living across different age ranges and physical abilities. Physical and mental wellbeing is a particular concern in the Borough. Over half of adults living within Barnet are either overweight or obese, with related conditions such as Coronary Heart Disease (CHD) being the main cause of death in men and women in Barnet. The recorded prevalence of mental health problems (in all ages) is also significantly higher than the rate for England as a whole.²⁹

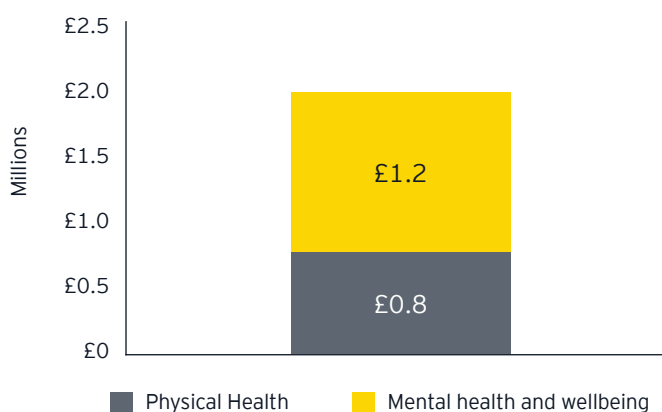
Participants within Foundation programmes who were helped to achieve recommended levels of physical activity were less likely to require public health services such as GP visits or wider clinical support. These participants also often reported improvements in their general mental wellbeing and self-esteem.

Over £2.0m of social value was generated through these health and wellbeing improvements resulting from Saracens' activity; £0.8m of this is linked with improvement in physical health as a result of regular sporting activity, after accounting for potential injury risk of increased sporting activity.

Over £1.2m of social value is attributable to the improvement of mental health and wellbeing through the reduced likelihood of developing mental illnesses, and higher reported subjective wellbeing as a result of participants engagement with Saracens.



Figure 10: Health and wellbeing social benefit



Source: EY analysis

Case study: Love 2 Dance – Tony

After retiring in 2018, Tony knew that he wanted to keep active and healthy to support his Asthma and Type 2 Diabetes. Tony has always been a keen dancer and decided that the Love 2 Dance programme would allow him to stay physically active, while learning new skills and meeting people.

Tony joined Love 2 Dance in 2018 attending weekly dance sessions. Through this regular exercise Tony has managed to improve his long-term health conditions, no longer requiring his Asthma relieving medication. Tony has also made lots of friends through the Love 2 Dance programme who have supported each other throughout the lockdowns ensuring that members do not feel lonely or isolated.



29. London Borough of Barnet (2015-2020), Barnet's Joint Strategic Needs Assessment, accessible at: <https://www.barnet.gov.uk/sites/default/files/assets/jsna/Downloads/BarnetsJSNA20152020.pdf>

4.5 Education and Skills

Supporting the educational attainment of people of all ages contributes positively toward their wellbeing by providing opportunities to acquire the skills they need to achieve their full potential. In turn, this contributes to a more highly skilled and productive workforce, which directly benefits local communities and the wider economy in the long run.

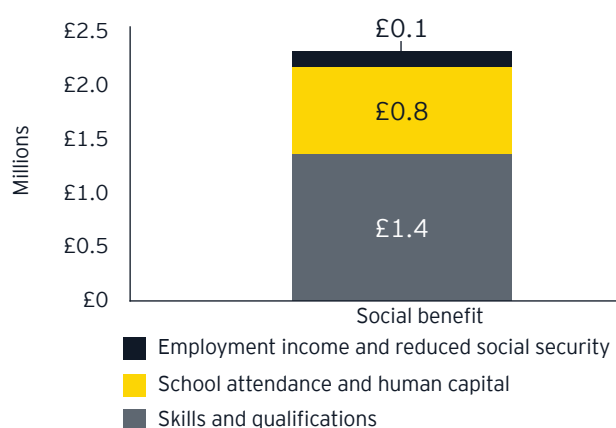
Saracens Foundation provides a number of learning opportunities across its programmes in the form of coaching, life skills lessons and qualifications. In addition, the Foundation coordinates a myriad of skills-based programmes, which are solely dedicated to improving engagement with education and skills development, most often for those individuals in greatest need. Many unique qualifications were available to staff and participants on Saracens Foundation programmes, ranging from ASDAN³⁰ qualifications to qualifications in health & safety and customer service. Vocational qualifications are often taken outside of the national school curriculum and therefore provide an additional contribution to the long-term development of an individual by unlocking wider opportunities (such as volunteering) and improving skills and employability.

The value to the UK economy of education and skills associated with Saracens Foundation programmes is estimated to be £2.3m, which is made up of £1.4m (60%) benefits through increased employability and earnings potential as a result of training provided and qualifications gained throughout the year. A further £0.8m (35%) is associated

with improved attendance at schools and enhanced human capital³¹ through sport, while £0.1m results from employment income and reduced social security costs as a direct result of employment secured through programmes.



Figure 11: Education and skills social benefit



Source: EY analysis

Case study: Project Breakdown – Olivia

Olivia was expelled from her mainstream school for behavioural issues and fighting, and entered into a pupil referral unit. Project Breakdown provided Olivia with a mentor that she was able to relate to and confide in. Through regular 1-1 mentoring sessions, aiding in her classes, and working together with her teachers the mentor was able to optimise Olivia's progress and development.

At the beginning of the 2021-22 academic year Olivia made her transition back to mainstream education where she can achieve her true potential. She is settling well and her behaviour has improved. Olivia is now focused on her goals, away from the negative influences in her life. Olivia has completely changed her attitude towards education and is now motivated to achieve as many GCSEs as she can.



30. ASDAN (Award Scheme Development and Accreditation Network) is an awarding body who provide programmes and qualifications to develop and accredit personal, social and work-related abilities.

31. Human capital consists of the knowledge, skills, and health that people invest in and accumulate throughout their lives, enabling them to realize their potential as productive members of society. Source: World Bank

4.6 Community

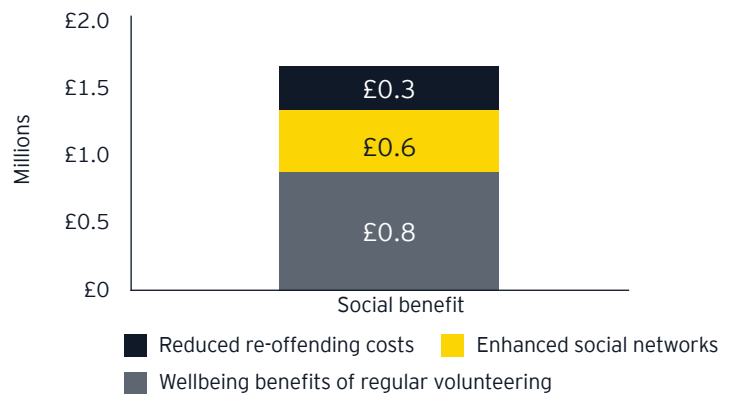
Saracens Foundation delivers a number of community-focused programmes including those that focus on ethnic minorities, elderly and disabled participants. Across programmes, there are potential benefits arising from improved social connections for all programme participants, particularly where sport participation creates enhanced social networks and trust. Saracens also works directly with individuals nearing the end of custodial sentences through the 'Get Onside' programme; supporting changes in participants' outlook, attitude and behaviours, which in-turn helps to reduce re-offending rates to the benefit of communities.

The Foundation also provides a route into volunteering opportunities for social action in local neighbourhoods. Volunteering has a positive impact by bringing people together, supporting volunteer wellbeing, and empowering individuals to serve as role models in their community.

£1.7m of social value was generated through positive community outcomes resulting from Saracens' activity; £0.3m of this is linked with reduced re-offending costs, £0.6m is through the benefits of enhanced social networks, and £0.8m from the wellbeing benefits associated with regular volunteering.



Figure 12: Community social benefit



Source: EY analysis

Case study: The Saracens Pioneers

The Saracens Pioneers programme provides an excellent example of how Saracens has created a sense of family and belonging amongst an otherwise disparate group of people. The Pioneers are a team of match day and major event volunteers who represent the smiling face of Saracens StoneX Stadium. This volunteering programme was established in 2013 when Saracens first moved into the stadium and is now an integral part of the Saracens brand and family, playing an essential role in making StoneX Stadium the welcoming, friendly and safe venue that it is today.

“

Everyone is made to feel part of something bigger and every job is truly valued by Saracens, it's not just words.

Saracens Pioneer



5

Wider Impacts

Beyond the quantified economic and social impacts, Saracens generates wider value through its activities in the community, including through the Saracens Foundation, Multi-Academy Trust, as well as Saracens' response to the pandemic locally and its investment in people.

5.1 Wider impacts

This section explores the broader support Saracens provides for the community, including through the Saracens Foundation programmes, the Saracens Multi-Academy Trust, through Saracens' role in the community including its COVID-19 response, and its investment in players, staff and volunteers.

5.2 The Saracens Foundation

The Saracens Foundation, the charitable arm of Saracens, has built a strong impact across north London and Hertfordshire, using the Saracens vision to inspire the community using the values of sport, physical activity and social opportunities as a catalyst for positive change, enabling the fulfilment of potential.

Through its 17 programmes³² and over 12,600 participants, the Foundation is able to provide support throughout the local community, across age groups, ethnic and disability backgrounds.³³

The following case studies highlight some examples of the impact the Foundation has made on the lives of programme participants.



Source: EY analysis and Saracens data

Case study: Sarrie's Skills Club – Shailen

Shailen has been a regular member of Sarrie's Skills Club since January 2019, transitioning from the Sarrie's Inspire sessions run within his school. Shailen has severe autism which affects his communication, social skills, attention span and problem-solving ability.

Sarrie's Skills Club offers one to one support for individuals with severe autism, providing bespoke activities to address the specific needs of participants. Shailen has made some huge strides across the board since joining the programme, but particularly in his confidence levels as well as his social skills. Shailen's school teacher points to his development interacting with his peers – "He now regularly helps other students who struggle with tasks or need guidance, especially at the [Sarrie's Inspire] sessions".



4,582 Foundation volunteer hours

16,631 programme delivery hours

139 Foundation volunteers

32. As of 2020/21 the number of programmes coordinated by the Saracens Foundation increased to 29.

33. All figures presented on this page relate to the 2018/19 season, unless stated otherwise.

5.3 Saracens Multi-Academy Trust

Saracens Multi Academy Trust (MAT) was established in 2017 in response to the vital need for a mixed comprehensive school in the Grahame Park community, one of the most disadvantaged estates in London, with 40% of children living in poverty and 75% of residents living in socially rented accommodation.³⁴ By working closely with the London Borough of Barnet, local primary schools and other local stakeholders, Saracens played a key role in preparing an application and ultimately obtaining the support of the Department for Education to open the Saracens High School in September 2018.



Case study: Saracens High School

The Saracens High School initially opened its doors to 154 Year 7 pupils, and having recently welcomed its fourth-year group, the school boasts 664 pupils and has a waiting list of young people seeking a place in the school. When full, the school will have a capacity of 1,200 pupils. Having operated within an old primary school since September 2018, on 8th November 2021 pupils, teachers and staff moved into a brand new school building in Grahame Park, signifying an important milestone in the early development of the school. Whilst the school awaits a formal Ofsted inspection, early inspection findings have provided positive feedback on the school's performance.

Saracens MAT embeds the Saracens values within its curriculum and extensive extra-curricular activities and also has a strong focus on the development of education for character. In 2018-19, 103 of the 154 pupils at the school completed an NCFE qualification in Character Education, designed to develop and accredit pupils with those personal attributes essential for employability and life.



The school maintains a tight-knit link with Saracens and Saracens has provided additional support and added value through its relationships with charitable trusts and commercial partners, leading to grant funding to support a series of projects, donation of sports equipment, and access to professional expertise to support the school's careers programme.



“

The support of Saracens was key to the success of the Trust's bid to open Saracens High School. The new £32m facility offers the children of Grahame Park the very best educational opportunities and will become a hub of community activities. It is the combined commitment of the Saracens organisation and staff at the High School that provides opportunities for our young people to become the people they aspire to be, and will help them to develop into adults with a passion for making a positive contribution to their communities. The success of the school is built on the shared values of Hard Work, Discipline, Honesty and Humility, which both pupils and staff seek to live every day.

Dr Matt Stevens, Principal

34. <https://www.futureoflondon.org.uk/2021/02/18/building-community-resilience-to-a-crisis/>

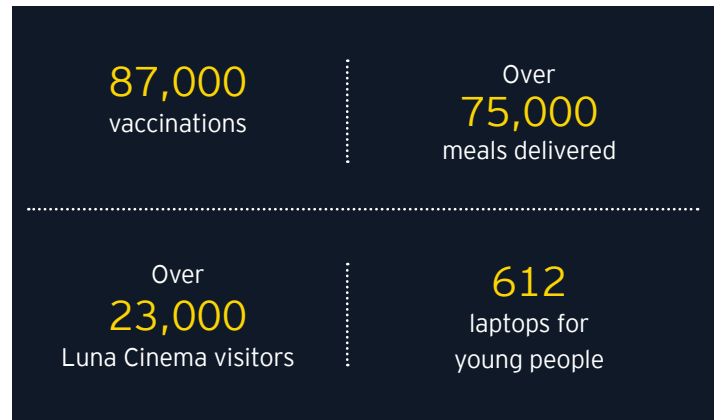
5.4 Supporting the community

Since the professionalisation of rugby union in 1995, Saracens has sought to use the power of sport and the Saracens brand to make a positive contribution to the broader community. By investing time and energy to understand the needs of its local community and establishing relationships with a broad range of key partners, Saracens has been able to develop projects, initiatives and facilities that bring people together to create a sense of community and family.

Saracens' pandemic response in the community

During the COVID-19 pandemic Saracens took a positive and community-focused approach to their response, pivoting their business to utilise the stadium to deliver maximum community benefit. Whilst Saracens match days and other stadium events were not happening the large commercial kitchens were sitting there unused. A partnership with Compassion London, a charity set up to cook meals for frontline NHS staff, keyworkers and individuals in isolation, soon put the kitchens back into full operation. Using Saracens vehicles as transport and a volunteer team of over 100 people, the partnership was able to deliver thousands of meals every day during the peak of the pandemic.

Partnering with Luna Cinema, a Drive in Cinema was established in one of the stadium's car parks, providing COVID-19 secure entertainment for local residents during the school holiday periods. Furthermore the Saracens Foundation moved its programming online and promoted the importance of staying active during lockdowns.



Case study: NHS Vaccination centre

In May 2021 StoneX Stadium's Olympic Bar was transformed into a large scale COVID-19 vaccination centre, run by the Royal Free London NHS Foundation Trust. Serving the residents of Barnet and north London, the vaccination centre was open 12 hours per day, seven days per week, driven by 125 NHS staff and a large team of volunteers working tirelessly every day to administer thousands of vaccines. Closing its doors on 30th September 2021, over 87,000 jabs were administered in total.

“

Without community-minded organisations such as Saracens being located in the Borough, Barnet and its residents would be all the poorer, so long may our close working relationship continue.

John Hooton, CEO, London Borough of Barnet

“

Their top notch facilities and willingness to go the extra mile to make the vaccination centre a success were truly appreciated by both NHS staff and members of the public. From providing the physical space to organising security, cleaning, minibuses for staff and ensuring the centre remained open on match days, nothing was too much trouble.

Miranda Willis, Programme Manager for Vaccinations, North Central London

Case study: Digital Divide

The impact of the pandemic exposed and even accelerated pre-existing social inequalities. This included the issue of the 'Digital Divide' – with children and young people learning from home being unable to access the online and digital resources they needed during periods of home-schooling.

In partnership with Bloomberg, and spearheaded by Saracens and England rugby player Maro Itoje, the Saracens Foundation provided over 600 laptops to disadvantaged school children across the most deprived areas of north London and Hertfordshire to help reduce this inequality and on average enable a young person to access over 100 hours of remote education after receiving a laptop from the Foundation.



Case study: Feeding Futures

The Saracens Foundation Feeding Futures programme aimed to tackle holiday hunger, physical inactivity, and improve the educational attainment of young people on free school meals. This was achieved by providing food and holiday activities throughout the COVID-19 pandemic for young people on free school meals.

Over 168 people were fed during the 2020 Christmas holidays, this included 1,108 hot meals. As a result of the programmes 100% of parents felt their child was better prepared to return to school and 100% of participants increased their physical activity levels to reach UK Chief Medical Officer guidelines during holiday period. In addition, 75% of participants felt less anxious about education and school after attending a Feeding Futures provision.



5.5 Investment in people

Saracens places great emphasis on investing in and caring for its people, whether that be players, staff, volunteers or those engaged through the wide range of activities conducted by Saracens and its associated organisations. With this emphasis on people and the development of strong relationships across the organisation, Saracens has created a tangible sense of family and belonging through its culture.

Supporting players on and off the pitch

Within the high performance environment at Saracens, there is a strong focus on supporting players and their families on and off the pitch. As well as developing outstanding athletes across its teams, there is a commitment to help develop outstanding people. Saracens understands that the transition into and out of elite performance sport can be a very challenging one, so Saracens athletes are strongly encouraged and supported to consider their future career options, through access to further and higher education, training, work placements and other personal development opportunities.

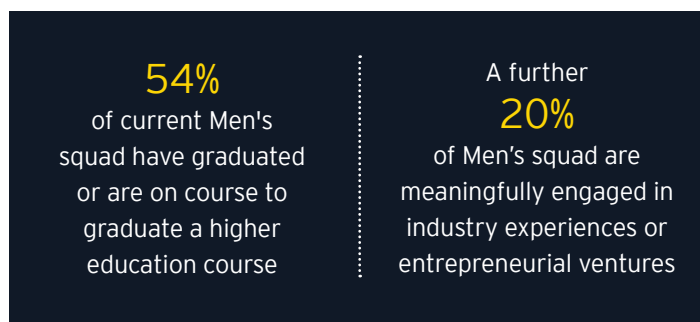
The Saracens Academy – building from within

Saracens has a strong and proud tradition of producing homegrown players that have been developed and nurtured through regional Saracens performance pathways. The Saracens Men's Academy provides a pathway for talented rugby players aged 12-19 years old across the counties of Hertfordshire, Essex and Kent, that aims to identify, develop, and retain players that will contribute to a successful Saracens team.

Currently 53% of the Saracens Men's senior squad fall into this category having progressed through the Academy to sign a senior contract. This is the highest percentage of homegrown players across all Men's Premiership clubs and current Academy graduates within the senior squad include the likes of Maro Itoje and Owen Farrell who have gone on to become global rugby stars.

The Saracens Women's rugby pathway continues to grow, offering talented players from the regional constituent bodies of Hertfordshire, Essex and Eastern Counties, the opportunity to be part of the Centre of Excellence programme. Current Saracens Women's captain, Lotte Clapp is an example of one of several players that have graduated through the pathway and transitioned successfully into the senior squad.

Saracens Mavericks are responsible for delivering the England Netball Player Pathway at a regional level for U21, U19 & U17 age categories and managing the entire talent support network for county squads for 11-15 year olds. 40% of the current Vitality Netball Superleague squad have graduated from the Mavericks pathway into the senior side, including current England Roses Academy players, Aliyah Zaranyika and Bella Baylis.





Appendix

Approach to Economic Impact Assessment and Social Return on Investment

1: Economic impact

This report assesses the economic footprint of Saracens based on the range of activities undertaken by its constituent entities. These activities include day-to-day commercial operations, match day activities, community programmes and capital investments. The impact of visitors attracted to Barnet and their incremental spending is also captured in our analysis. The entities in scope which drive economic impacts includes Saracens Limited, Saracens Cophall LLP, Saracens Multi-Academy Trust, Premier Team Promotions, Saracens Foundation and Mavericks.

Across these activities, direct, indirect and induced impacts have been estimated. These impacts are described below.

Direct economic impacts

The direct impacts are based on information provided by Saracens regarding operational costs, investment, tax liabilities, income, employment and event attendance. This information supports an assessment of the economic activity generated directly by Saracens. That is, the activity that results most immediately from Saracens' activities. This includes:

- ▶ Employment within Saracens, as measured by full time equivalents (FTEs)
- ▶ GVA of Saracens, measured using the income approach (the sum of gross operating surplus, compensation of employees and net taxes on production)
- ▶ Taxes paid, accrued or collected by Saracens, including income tax, national insurance contributions and net VAT

These direct impacts are broken down by geography based on the primary location of their underpinning activity to provide impact estimates across Barnet, London and the UK as a whole.

Indirect and induced impacts

The impact assessment includes not only the direct economic impact resulting from Saracens' activities, but also the economic activity stimulated through its supply chains (i.e., the indirect impacts) and additional activity supported by employment incomes and consumer spending (i.e., the induced impacts). This assessment is informed by a breakdown of Saracens' supply chain expenditure, which is categorised by major economic sector.

Indirect and induced impacts are estimated using EY's economic impact model, which estimates the GVA and employment 'effects' driven by direct sector spending. These effects show the further rounds of impact on the local or national economy for each £1 of supply chain expenditure. The effects are driven by the structure of the local economy, including the extent to which the local economy relies upon imports from abroad and from elsewhere in the UK. This follows the input-output framework pioneered by Wassily Leontief, and is based on national and local economic accounts.

Additionality

The economic footprint analysis presents a snapshot of Saracens' impact at a point in time. The analysis does not therefore seek to make adjustments or allowances for the additionality of impact, other than to attribute impacts to the geography within which they are expected to take place.

2: Social Return on Investment

This report presents estimates of the social return on investment associated with the community initiatives undertaken by Saracens. These estimates are informed by existing research into the monetary values that individuals

and wider society places on the achievement of a range of outcomes.³⁵ Where there is sufficient evidence of participants achieving such outcomes as a result of their engagement with programmes delivered by Saracens – including evidence of sustained participation – these monetary values are used to estimate the social benefit of the resulting outcomes.

The analysis is informed by monitoring and evaluation evidence collected by Saracens Foundation in relation to a subset of 12 programmes,³⁶ and the Saracens Pioneer volunteering programme. This includes information regarding programme inputs (such as delivery costs incurred and volunteer time), participant feedback and the resulting outputs and outcomes.

Valuation approach

The outcomes associated with Saracens programmes are categorised into the benefits shown in the table below. Health and wellbeing benefits are informed by a range of published research and statistics, supplemented by EY analysis.³⁷

SROI benefit categories

Health and wellbeing	Education and skills	Community
<ul style="list-style-type: none"> ▶ Physical and mental health ▶ Healthcare cost avoidance ▶ Subjective wellbeing ▶ Wellbeing of volunteers ▶ Sports participation benefits 	<ul style="list-style-type: none"> ▶ Individual development ▶ Improved school attendance ▶ Increased earnings ▶ Value of obtaining a qualification and training ▶ Reduced Job Seekers Allowance 	<ul style="list-style-type: none"> ▶ Social and community development ▶ Reduced prisoner re-offending costs

Additionality

The SROI estimates presented within this report consider the potential for outcomes be achieved in the absence the intervention of Saracens programmes, often referred to as the intervention's 'deadweight'. Programme information held by Saracens Foundation contains key characteristics of participants, including their age, gender, disability status and ethnicity. This information was used to compare against the outcomes achieved by relevant cohorts of the population within Barnet and the surrounding area, which provided an estimate of the likelihood of programme participants achieving comparable outcomes without engagement with the programmes.

Information to support deadweight assumptions was obtained from a range of sources, including the 2018/19

Sport England Active Lives Survey,³⁸ the Homes & Communities Agency Additionality Guide³⁹ and the Ministry of Justice.⁴⁰

Wider considerations

The estimates produced using this methodology should be regarded as a minimum baseline of social value because they are based on key performance indicators reported by Saracens and may not consider all the associated social value for participants and society (e.g. some programmes may not monitor confidence levels), as well as the numerous other Saracens initiatives and activities delivered by Saracens that cannot currently be quantified and are therefore not included in this assessment, but nevertheless may be expected to generate social value.

35. This may include, for example, sustained increase in physical activity leading to improved physical and mental health, and reduced likelihood of requiring health related public services such as GP visits. This has a quantifiable monetary saving to the National Health Service.

36. The Saracens Foundation maintains a database of impact evidence across its programme, 12 of which were selected for inclusion within the SROI assessment on the basis of the robustness of the data collected and the alignment of the output and outcomes measured compared to the wider literature evidence against which each could be benchmarked.

37. Key research papers include: Sport England (2020): 'Report 1: Social Return on Investment of Sport and Physical Activity in England' accessible at: <https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/2020-09/Social%20return%20on%20investment.pdf?VersionId=5BgvLn09jwpTesBJ4BXhfRhV4TYgm9E>
 Department for Business Innovation and Skills (2011): 'Measuring the Economic Impact of Further Education', accessible at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/32329/11-816-measuring-economic-impact-further-education.pdf
 Ministry of Justice (2019): 'Economic and social costs of reoffending', accessible at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814650/economic-social-costs-reoffending.pdf

38. Sport England (2021) Active Lives Survey, accessible at: <https://activelives.sportengland.org/Home/AdultData>; and Active Lives Children and Young People, accessible at: <https://activelives.sportengland.org/Home/ActivityData>

39. Homes and Communities Agency (2014). 'Additionality Guide', accessible at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/378177/additionality_guide_2014_full.pdf

40. Ministry of Justice (July 2021). 'Proven reoffending statistics'



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