



# Fan Engagement Plan 2025/26

Premier **DEBET SUDU** 





# Section A: Fan Engagement Plan 2025/26

#### Our aims

## Involve fans in decision-making

The club seeks to involve fans in critical matters, demonstrating a commitment to incorporating fan perspectives.

## Improve the supporter experience

A key goal is to enhance the overall experience for fans, both at matches and through other interactions with the club.

## Strengthen the relationship between club and fans

The plan aims to build a stronger, more collaborative relationship between Wolves and its supporters.

#### Our fan commitments

At Wolves, we are committed to providing a high standard of communication and consultation to our supporters. The club is committed to finding new ways to consult with as many fans as possible in a variety of ways. wolves.co.uk/fans is the club's online hub for all fan engagement and consultation activities.

## Ahead of the 2025/26 season, the club commits to the following

- Continue to operate and consult with the Fan Advisory Board throughout the 2025/26 season, providing meeting notes on the club's official website.
- Undertake thorough and extensive consultation with supporters if the club wishes to make a material change to the club crest or home shirt colours.
- Nominate a board level official who is responsible for fan engagement and consultation. Matt Wild, Director of Football Operations and Administration, is the club's nominated board level official.
- Continue to provide a dedicated method of contact for supporters to direct all enquiries and feedback through Fan Services. Enquiry and feedback data will be shared with club management to ensure the fan voice is considered in decision making.
- Continue to operate fan focus groups, providing meeting notes on the club's official website.
- Continue to provide a dedicated contact point for supporter groups through the club's supporter liaison officer and provide a dedicated contact point for disabled supporters through the club's disability access officer.
- Provide a dedicated team of staff to assist supporters at away fixtures.

# **Fan Advisory Board**

The club's Fan Advisory Board (FAB) was launched ahead of the 2023/24 season creating a consultative panel of supporters who would work alongside the club with the primary purpose of engaging in dialogue, exchanging information/ideas and securing feedback from the fan's perspective.

To achieve consistency between the club's other fan engagement and consultation initiatives, the Fan Advisory Board is made up of a representative from each of the club's Fan Focus Groups along with a representative from the Wolves 1877 Supporters Trust, a representative from the Wolves Disabled Supporters Association and an independent supporter representative who was selected by the club and the Football Supporters Association following an application process in the summer of 2023.

## The FAB would be expected to discuss the following topics during a season

- The club's strategic vision and objectives
- Short, medium and long-term business plans
- Club performance updates, priorities, and plans
- Operational matchday issues of concern to supporters
- Any proposals relating to significant changes to club heritage items
- Stadium issues and plans
- Club's community strategy
- EDI commitments
- Plans for broader supporter engagement
- On the pitch matters or commercially sensitive matters will not be discussed in this forum.

Matt Wild is the club's nominated board level official responsible for fan engagement and Consultation and chairs FAB meetings along with a co-chair elected by the FAB members. In addition to this, the Fan Advisory Board meetings will also include members of the senior management team based on items in each meeting's agenda. A representative from the club's ownership will also attend at least one fan advisory panel meeting per season. Special guests or advisors may also attend if deemed appropriate.

There is a commitment for the club to meet with the FAB a minimum of twice a season, however both the 2023/24 and 2024/25 seasons saw the club and FAB meet 6 times each season. Meetings will be arranged by the club however the agenda is agreed upon by both the club and the FAB co-chair.

Meeting notes from all FAB meetings are published on the club's official website at wolves.co.uk/fans.

## **Fan Advisory Board members**

Jonathan Keeling Ticketing Fan Focus Group
Andy Nicholls Retail Fan Focus Group
Lyndsey Harris Equality Advisory Group

Jack Finch Matchday Experience Focus Group

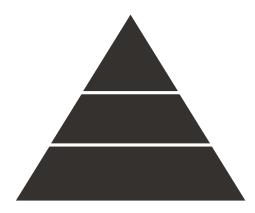
Keith Bickley Wolves 1877 Trust

Martyn Willis Wolves Disabled Supporters Association

Marcus Passant Independent Supporter

Marcus Passant is the co-chair nominated by FAB members

A full term of reference for the Fan Advisory Board can be found at wolves.co.uk/fans.



**Club Strategy**Fan Advisory Board

**Matchday & Operational Issues** 

Fan Focus Group Supporter Groups SLO/DAO

General Enquiries & Feedback

Fan Services (Email, Phone, Chat) @WolvesHelp

# **Fan Focus Groups**

The club will continue to operate a number of Fan Focus Groups which allow supporters to work closely with the club on the subjects that matter most to them. The matchday experience group was launched in 2018 and followed by groups devoted to ticketing, retail and EDI. These groups all have a nominated member that represents the group on the club's Fan Advisory Board. The representative for each group was chosen by the group members.

The club also continues to operate an Environmental Sustainability fan focus group. Due to being newly established, this group is not currently represented on the Fan Advisory Board.

The club meets with each fan focus group throughout the season as relevant discussion topics arise. Supporters that are interested in joining a Fan Focus Group should email <a href="mailto:fanservices@wolves.co.uk">fanservices@wolves.co.uk</a> for more information. The club hold the right to open up an application process to increase fan participation at convenient points during the season and any such process will be announced on the club's official website.

The details of each focus group, what they discuss, when they discuss it and how discussions are communicated are detailed below.

## **Matchday Experience**

The aim of this group is to provide feedback to the club relating to experience at Molineux on matchdays. This covers atmosphere, facilities available to supporters on a matchday, matchday catering, half-time entertainment and the fan zone. This group will not discuss pricing structures or commercially sensitive matters; however, members can raise items with the groups Fan Advisory Board representative, which may then form an agenda item at a future Fan Advisory Board meeting. The Fan Advisory Board representative will provide updates in relation to FAB meetings to the focus group.

## **Equality Advisory Group**

A panel of supporters, tasked to work with the club on activations and initiatives around EDI throughout the season. This group will provide feedback on polices relating to EDI and will have a representative on the Fan Advisory Board in order to ensure EDI is represented throughout the clubs' fan engagement platforms.

#### **Ticketing**

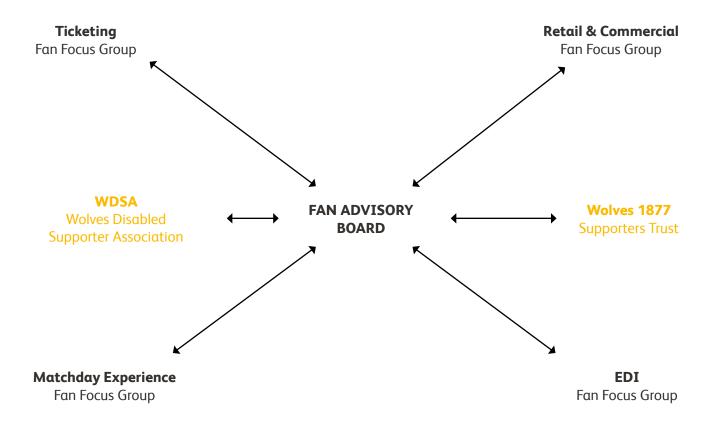
The aim of this group is to provide feedback to the club relating to the overall ticketing experience. This covers the booking process, both online and directly with the ticket office, ticketing policies, ticketing allocations and ticket entry methods. This group will not discuss pricing structures or commercially sensitive matters; however, members can raise items with the group's Fan Advisory Board representative, which may then form an agenda item at a future Fan Advisory Board meeting. The Fan Advisory Board representative will provide updates in relation to FAB meetings to the focus group.

#### **Retail and Commercial**

The aim of this group is to provide feedback to the club relating to retail experience, and will feature representatives from the club's retail partner, Levy Merchandise. This will cover the shopping experience, both instore and online, and product ranges. The group will also discuss and provide feedback relating to the Wolves Museum and Molineux stadium tours. This group will not discuss pricing structures or commercially sensitive matters; however, members can raise items with the group's Fan Advisory Board representative, which may then form an agenda item at a future Fan Advisory Board meeting. The Fan Advisory Board representative will provide updates in relation to FAB meetings to the focus group.

## **Environmental Sustainability**

A panel of supporters, tasked to work with the club on activations and initiatives around environmental sustainability. As a newly established group, there will not be a Fan Advisory Board representative during the 2025/26 season.



# How we listen and share

The club is committed to consulting with independent supporters' groups on important issues as they arise. Supporter groups can contact the club through the club's dedicated supporter liaison officer.

## **Wolves 1877 Supporters Trust**

The club welcomes the formation of an Independent Supporters Trust (Wolves 1877 Trust) allowing Wolves supporters to be represented at a national level through their affiliation with the Football Supporters Association. The club have regularly engaged with the Wolves 1877 Trust since forming in 2021.

## **Wolves Disabled Supporters Association**

Wolves have also worked closely with the Wolves Disabled Supporters Association for a number of years through the club's dedicated disability access officer.

## Representative & Atmosphere Groups

The club are proud to work with a number of representative groups to ensure their voice is represented and to provide support to ensure these groups are able to be represented at a national level also. Details of groups the club engage with and how to find out more information can be found below:

Wolves 1877 Supporters Trust

Wolves Disabled Supporters Association
Punjabi Wolves

Pride In The Pack
Golden Black

Www.wolves1877trust.co.uk
https://wolvesdsa.co.uk
www.punjabiwolves.co.uk/
https://x.com/PrideInThe1Pack
https://x.com/goldenblackww

Old Gold Pack www.oldgoldpack.co.uk

Molineux Connects <a href="https://www.facebook.com/groups/763076528115335/">https://www.facebook.com/groups/763076528115335/</a>

## **Organisations**

The club also engage with organisations that promote fan engagement and consultation.

Football Supporters Association <a href="https://thefsa.org.uk/">https://thefsa.org.uk/</a>
Wolves Disabled Supporters Association <a href="https://wolvesdsa.co.uk">https://wolvesdsa.co.uk</a>

Level Playing Field<a href="https://www.levelplayingfield.org.uk/">https://www.levelplayingfield.org.uk/</a>Her Game Too<a href="https://www.hergametoo.co.uk/">https://www.hergametoo.co.uk/</a>Kick It Out<a href="https://www.kickitout.org/">https://www.kickitout.org/</a>

## **Worldwide Wolves**

The club has a dedicated network for supporters' groups and clubs around the world through the Worldwide Wolves network. Supporters looking for supporter groups/clubs in their area, or who are interested in setting up a supporter group or club, should visit <u>worldwide.wolves.co.uk</u> for more details.

## Away matchday support team

The club will provide a dedicated support team at all away fixtures during the 2025/26 season with the aim of offering assistance to any supporters that have any issues on the day. The team will be made of regular matchday staff from home fixtures at Molineux such as stewards, supporter liaison officers, disability access officers or safeguarding staff, providing a friendly and familiar face to supporters following the team across the country.

## **Heritage Assets**

## What is a heritage asset?

The club understands that certain aspects are crucial to the club's history and identity and are committed to reflecting this by identifying 'heritage assets', which cannot be altered without consultation with supporters.

#### Club commitment to heritage assets

Crest and colours have been identified as heritage assets and if the club wishes to make a material change to the club crest or the recognised home kit colours, they must undertake a thorough and extensive consultation process with supporters. Any consultation process will initially begin with the Fan Advisory Board. At this stage a strategy will be agreed for consultation with the wider fan base.

## **Transparency**

Wolves have utilised various club-owned multimedia channels over the last few seasons for the club's leaders to communicate with our fanbase, whether that has been through the thrice-weekly podcast Wolves Express, our YouTube channel or a published letter directly from the chairman to supporters. On top of this, senior staff, including the club's chairman, have also undertaken interview opportunities with newspaper journalists, broadcasters and podcasters. We are committed to finding new and exciting opportunities to communicate directly to our supporters.

# How to become involved

#### Join a supporter's club

More information on supporter clubs around the world registered to the club's Worldwide Wolves network or how to start a support club can be found at <u>worldwide.wolves.co.uk</u>

#### Join a fan focus group

Supporters can find out more information in relation to joining one of the club's fan focus groups by emailing <u>fanservices@wolves.co.uk</u>

#### Work with the club

A range of opportunities to work at Wolves are available ranging from full time positions to matchday work and voluntary roles. Supporters seeking more information should visit <a href="https://www.wolves.co.uk/club/vacancies/">https://www.wolves.co.uk/club/vacancies/</a>

#### Contact the Fan Advisory Board

Supporters can send a message to the Fan Advisory Board members by using an online form which can be found at <a href="https://www.wolves.co.uk/fans/fan-engagement/fan-advisory-board">https://www.wolves.co.uk/fans/fan-engagement/fan-advisory-board</a>

Messages should relate to discussion points that the Fan Advisory Board should raise with the club. Supporters should be mindful of what is in the remit for Fan Advisory Board discussion as detailed previously in this document

Any questions or enquiries in relation to specific experiences, operational issues or general feedback should be directed to the Fan Services team on fanservices@wolves.co.uk

# Fan Support

#### Fan Services

Supporters who wish to contact the club can do so by a variety of methods which will all be directed to the club's Fan Services team who act as a central hub with one single point of contact for all supporter enquiries and feedback.

The club welcomes all feedback from supporters and encourages fans with any queries, issues, concerns, or praise to get in touch. Data from Fan Services enquiries is collated and regularly shared with club management to ensure the fan voice is considered.

All fan enquiries should be directed to the Fan Services team. Fan Services are committed to responding to all email enquiries within 48 hours as well as giving supporters an option to contact the club via telephone, chat or through social media.

## Supporter Liaison Officer (SLO)

The supporter liaison officer works closely with supporters and key stakeholders to focus on matchday communications ensuring that supporters are provided with important information in a timely manner ahead of both home and away fixtures. The SLO will also be involved in all club fan focus group meetings. Supporters looking to identify or start a supporter's group should make contact with the club's SLO for further advice and can do so by emailing <a href="mailto:fanservices@wolves.co.uk">fanservices@wolves.co.uk</a>.

## **Disability Access Officer (DAO)**

The disability access officer will handle all accessibility requests and enquiries, working closely with the facilities, safety and security and ticketing teams. The DAO will focus on matchday communications to supporters with accessibility requirements for both home and away fixtures. The DAO will also work closely with the Wolves Disabled Supporters Association and be involved in the club's fan focus groups, particularly the Equality Advisory Group. All accessibility requests and enquiries should be directed to fanservices@wolves.co.uk.

#### @WolvesHelp

The club provides a dedicated supporter update channel through the @WolvesHelp profile on X. The profile provides regular updates on ticketing and important matchday information for both home and away games. Supporters can also contact the club by sending a direct message to this account.

#### **FAQ Portal**

## Reporting incidents on matchday

Discriminatory behaviour of any kind will not be tolerated at Molineux. If you witness any act of hate, discrimination or abusive behaviour at Molineux, you can confidentially report it by the following methods: Tell a steward 1 Text 07723 479887 and start your message with the word WOLVES.

We ask all supporters to report incidents and the most efficient way to do this is by speaking directly to a steward. However, in situations where this is not possible, supporters should use the text reporting service, providing as much detail regarding the incident as possible. For example, where the incident has taken place, where the offender is located, where the reporter is located.

Once an incident has been reported, it will be logged and fed back to the stadium control room. The area will then be monitored on CCTV and stewards in the area will be notified.

In some instances, it will not always be possible for the club to take visible action straight away. However, supporters should be assured that incidents will be logged and be monitored even if there is no visual indication that this is happening.

Having reported an incident using the text message reporting service, supporters may receive a reply from the club asking them for further information or providing further instructions.

There may also be a requirement for the club to contact the reporter for further information in the days following the incident. It is also likely that the details of the incidents will be passed to the police for further investigation. In order to progress the investigation, reporters may be asked to provide a statement.

## **Complaints Process**

How can I raise a formal complaint?

Formal complaints can be registered with the Club through either of the following ways: Email: <a href="mailto:fanservices@wolves.co.uk">fanservices@wolves.co.uk</a> | Letter: Fan Services, Wolverhampton Wanderers Football Club, Molineux Stadium, Waterloo Road, Wolverhampton, WV1 4QR.

## When can I expect a resolution?

The Fan Services team aims to acknowledge all enquiries within two working days and to provide a resolution to any complaint within a maximum of 14 days. Please note that response time may be extended during busy periods.

## How are complaints handled at the club?

Once a formal complaint has been received, an 'Enquiry Reference number' will be sent to confirm that the enquiry has been officially logged with the team for review. The fan services team will be the intermediary between the supporter and the relevant department to ensure the review is handled effectively and brought to a conclusion in a timely manner.

The enquiry reference number is provided to the supporter for their reference and recorded on club systems should there be a need to re-visit the enquiry at any stage in future.

## Who can I escalate my complaint to?

We aim to provide a satisfactory conclusion to all complaints received at Fans Services and we hope there isn't a need to move on any further. If we are unable to resolve your complaint at this stage, you may pass it over to the Independent Football Ombudsman at <a href="mailto:theifo.co.uk/">theifo.co.uk/</a>. For complaints regarding the Academy or Wolves Foundation please <a href="mailto:click here">click here</a>.

#### **Wolves Foundation**

Wolves Foundation is a cornerstone of the city of Wolverhampton. Through a team of highly skilled, dedicated staff and volunteers it harnesses the strong local connection with Wolves to motivate, educate and inspire tens of thousands of beneficiaries of its work across the city.

Wolves Foundation works in partnership with key local stakeholders, using data and insight to shape a vast array of projects that address the city's needs through three key objectives:

- Healthier, more active people
- Lifelong learning and skills
- Safer, stronger communities

Working in the community, it is vital for to remove barriers to help everyone engage regardless of age, gender, race, religion, sexual orientation, or disability.

With participants ranging from one month to 100 years old, across 225 different delivery sites in the city, work is delivered all year round improving the physical and mental health, personal development and life choices of people across Wolverhampton.

## **Contact**

## **Fan Services**

Fan Services is reachable by phone, email, live chat and via a direct message through the @WolvesHelp channel on X. The Fan Services team are available between 10am and 5pm Monday to Friday and on matchdays, with matchday opening hours varying depending on kick off time.

Phone 01902 810485

Email <u>fanservices@wolves.co.uk</u>

Chat help.wolves.co.uk X (Direct Message) @WolvesHelp

#### **Ticket Office**

For ticket purchases, supporters can contact the ticket sales team directly between 9am and 5pm Monday to Friday and 9am until 1pm on Saturdays. The Molineux ticket office is open to in person visits on Wednesdays from 9am until 5pm and Saturdays from 9am until 1pm.

Phone 0371 222 1877

Molineux Ticket Office Wednesdays 9am-5pm, Saturdays 9am – 1pm

#### Retail

The clubs retail operations are handled by the club's partner Levy Merchandise. Enquiries The club's retail operations are handled by the club's partner Levy Merchandise. Enquiries related to retail orders can be directed to the Levy Merchandise customer service team.

Phone 01902 810485 (Option 1)

Email <u>fanservices.wolves@levymerch.com</u>

#### **Useful Links**

Fan FAQ Portal <u>help.wolves.co.uk</u>

Matchday Guides <a href="https://www.wolves.co.uk/fans/fan-guides/">www.wolves.co.uk/fans/fan-guides/</a>
Fan Charter <a href="https://www.wolves.co.uk/fans/fan-charter/">www.wolves.co.uk/fans/fan-charter/</a>
Fan Advisory Board / Focus Groups <a href="https://www.wolves.co.uk/fans/fan-engagement/">www.wolves.co.uk/fans/fan-guides/</a>
www.wolves.co.uk/fans/fan-guides/
www.wolves.co.uk/fans/fan-guides/
www.wolves.co.uk/fans/fan-guides/
www.wolves.co.uk/fans/fan-guides/
www.wolves.co.uk/fans/fan-charter/

Worldwide Wolves worldwide.wolves.co.uk/

Disabled Supporters www.wolves.co.uk/fans/disabled-supporters/

Club Policies <u>www.wolves.co.uk/club/policies/</u>

#### Fan Engagement Club Personnel

Matt Wild Nominated Board Level Official for Fan Engagement

Dave WoodFan Services ManagerMason McEnerySupporter Liaison OfficerZoe ConningDisability Access Officer

# Section B: 2024/25 Season Review

#### **Fan Advisory Board Assessment**

Following the conclusion of the 2024/25 season, the club conducted a review of the effectiveness of the Fan Advisory Board with its members.

Russell Jones, the club's nominated board level official for fan engagement for 2024/25 met with the fan advisory board (FAB) members to review and assess its effectiveness following the conclusion of the 2025/26 season. All FAB members were involved in the review process with a survey provided to complete ahead of the review meeting.

Members felt that the FAB had continued to develop throughout its second season and that they were able to advise the club in an effective manner on a number of subjects. It was felt that discussions around ticket pricing had taken place earlier than the previous season and helped lead to a more positive outcome.

FAB members generally felt that the current composition of the group, containing representation from each of the club's fan focus groups, as well as a representative from the Wolves 1877 Trust and Wolves Disabled Supporters Association, was adequate and effective for the early stages of the FAB. The FAB agreed that further representation and more diversity would be required as the FAB continues to develop.

FAB members were encouraged by the establishment of some representative supporter groups throughout the season, such as the Pride In The Pack and Golden Black groups. It was felt that it would be natural for these groups to take up a position on the FAB in the future at a suitable point for those respective groups. It was agreed that it was important for these groups to become established at their own pace, however, it was seen as a positive that these groups, amongst others, had been represented at the 150th kit consultation focus evening. Further feedback was raised by FAB members to suggest that it would also be useful to have some younger representation within the group.

Following the conclusion of the second season of the FAB being in existence, members continued to be pleased with the involvement of senior club figures at FAB meetings. Throughout the season meetings had been attended by executive chairman Jeff Shi, general managers Russell Jones and Matt Wild, as well as communications director Max Fitzgerald and heads of department for ticketing, partnerships, Foundation and finance. The club stated that they were committed to ensuring senior staff will continue to support FAB meetings, with the relevant staff in attendance at each meeting based on the agenda.

It was again felt that meeting frequency throughout the season had far exceeded the expectations of FAB members, with six meetings held. It was agreed to continue the flexible approach taken to arranged meetings as and when required, but using six to eight weeks for each meeting as a guide. Members also felt the length of meetings had been sufficient. Members felt the structure of the club's wider fan engagement structure and fan focus groups had allowed for effective working groups and discussions to be formed within those forums with clear examples of projects delegated out to relevant fan focus groups, such as work around the 70th anniversary of the club's victory over Honved.

The FAB members felt comfortable in bringing agenda items to the club, however, expressed a desire for the club to provide more detail in meeting agendas and to be more specific in detailing what the club were hoping to gain from discussions. It was felt that some agenda items had been too general and that discussions could have been more productive if there was a clear focus on the outcome that was required or if more information had been provided prior to the meeting. The club agreed that this was fair feedback and would address this for future meetings, and it was agreed more could be done to share insight and information on subjects prior to meetings. Following feedback at the end of the 2023/24 season, the FAB elected a co-chair to work directly with the club on meetings and for wider representation with stakeholders such as the Premier League.

The FAB members felt that steps had been taken the grow the visibility of the FAB with the wider fanbase and the addition of FAB member profiles on the official website were welcomed. It was agreed by both the FAB members and the club that this could be developed further still. Several suggestions were made such as a regular FAB column in the matchday programme, and an opportunity for supporters to meet FAB members was also suggested. It was agreed that this would be explored during the 2025/26 season. Finally, the FAB members indicated that it would be useful for the impact of the FAB amongst the wider fanbase to be gauged. The club stated that the annual Premier League fan survey could be an opportunity to do this.

## Case Study 1

## 150<sup>th</sup> Anniversary Kit Consultation

A kit consultation evening was held at Molineux in February 2025 where the club officials along with the club's kit partner SUDU met with over 40 representatives from the Fan Advisory Board, the club's fan focus groups, 1877 Trust, Wolves DSA, Her Game Too, Punjabi Wolves, Molineux Connects, Pride In The Pack, Golden Black and OGP (Old Gold Pack).

Attendees were encouraged to be as honest and open with their thoughts as possible, with a varied range of ideas and values shared back to the club and SUDU to consider. The club and SUDU were able to share insight in regard to the whole process of the kit design process, from design through to manufacturing, highlight the complex nature of the process and timeframes involved. Supporters were keen to discuss the colour kit with several views shared in relations to supporters preferred shaded of gold. Supporters also discussed their favourite and most memorable kits from over the last 150 years along with the most iconic moments in club's history and how they could possibly be interweaved into the anniversary shirt or shirts.

"The supporters who took part were amazing and it was evident they'd come prepared and had several ideas to share with us – and they weren't shy in coming forwards with their opinions, which was extremely useful for both the club and SUDU.

"We had a fantastic, very diverse group of fans which represented many of our different fan groups, and it was really encouraging to hear the positive feedback from the fans who really enjoyed being part of the process.

"We wanted to make sure we were collaborative in our kit designs with supporters, so we understood what is most important to the fans, and from that feedback, we've given the biggest inspiration and mood board possible to the designers at SUDU to work from.

"Now we will see what the SUDU team can create, but it would be great to engage with some of these supporters again to make sure we're on the right track throughout the later stages of the process."

**Russell Jones** – General Manager Marketing & Commercial Growth <a href="https://www.wolves.co.uk/news/club/20250304-fan-consultation-begins-for-wolves-150th-anniversary-kit/">https://www.wolves.co.uk/news/club/20250304-fan-consultation-begins-for-wolves-150th-anniversary-kit/</a>

## Case Study 2 Wolves – Champions of The World

The club won "Best Fan Engagement By A Club – Premier League" for this project at the Football business Awards 2025.

The club initially consulted with the Fan Advisory Board in relation to marking the occasion of the 70th anniversary of the club's victory over Honved. It was agreed that further discussion should be held with the matchday experience fan focus group. Further discussions were subsequently held with the matchday experience focus group and a number of ideas and suggestions were shared and developed in the lead up to the fixture against Ipswich Town. The club also held discussions with atmosphere group Old Gold Pack who were able to support the anniversary with a special flag display marking the occasion which coincided with the club's home fixture against Ipswich Town.



# Thank you for reading

