



Sustainability strategy of the Hungarian Football Federation

2023 - 2030



Contents

EXECUTIVE SUMMARY	3
1. INTERNATIONAL OUTLOOK: RELEVANCE OF SUSTAINABILITY IN FOOTBALL	6
2. SUSTAINABILITY VISION OF THE HUNGARIAN FOOTBALL FEDERATION	7
2.1. Vision	7
2.2. Role perception	7
3. METHODOLOGY FOR STRATEGIC PLANNING	8
4. SUSTAINABILITY STRATEGY	9
4.1. Sustainability of events	9
4.1.1. Fan mobility	9
4.1.2. Waste reduction	10
4.1.3. Measurement systems	10
4.1.4. Digital ticketing system	11
4.2. Sustainability of facilities:	11
4.2.1. Efficiency and energy management	11
4.2.2. Renewable energies	11
4.2.3. Drinking water consumption	12
4.2.4. Use of rainwater and greywater	12
4.3. Circular economy and climate protection	13
4.3.1. Selective waste collection	13
4.3.2. Promotion of sustainability, awareness raising	13
4.3.3. Paperless operation	14
4.3.4. Biodiversity and animal protection	14
4.3.5. Promotion of the mobility of employees	14
4.3.6. Sustainable procurement	15
4.4. Creation of opportunities for all	15
4.4.1. Support for socially disadvantaged people and the ones in need	15
4.4.2. Support of disabled people	16
4.4.3. Physical accessibility	16
4.4.4. Ticket donations	16
4.4.5. Solidarity and rights	17
4.4.6. Fight against racism	17
4.5. Health and well-being	18
4.5.1. Health and well-being	18
4.5.2. Child and youth protection	19
4.6. Governance	19
4.6.1. Involvement of clubs	19
4.6.2. Transparency	20
4.6.3. Compliance	20
4.6.4. Strategic back-testing	21
5. CONCLUSION	21



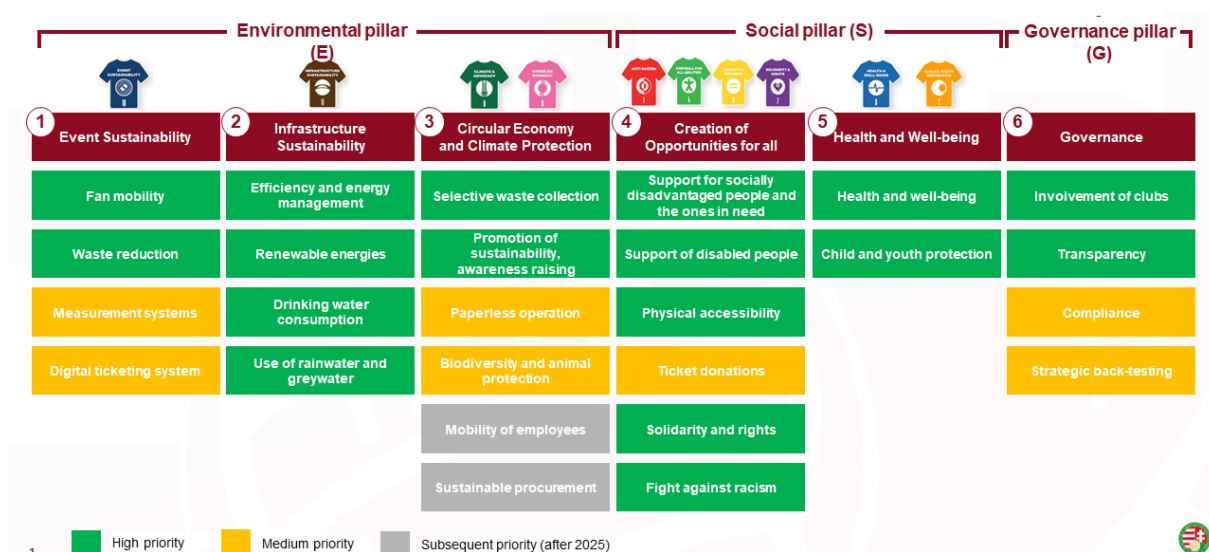
Executive summary

A perceivable trend has evolved in recent years as international and national football federations as well as clubs started considering how to make their operation and their events under their organisation more sustainable. Making its own operations and, in broader terms, Hungarian football more sustainable is also of paramount importance for the Hungarian Football Federation (MLSZ), hence, in line with UEFA's sustainability goals and the Hungarian Football Strategy (2020-2025), MLSZ has created its own sustainability strategy until 2025. Along the ESG (Environmental, Social, Governance) pillars, MLSZ will strengthen and extend its preceding social commitment.

The long-term sustainability vision of MLSZ for the period between 2023 and 2030 is as follows: *"MLSZ intends to play a leading role in making Hungarian football environmentally and socially sustainable, therefore actively contributing to the development of a receptive, opportunity-creating football society and the preservation of the values of the natural environment. As part of this role, the vision of the Federation is to launch its own operations and the events organised by the Federation on the path of carbon neutrality within the framework of this strategy."*

The role and commitment of MLSZ will be educational until 2025. Its objective is to develop active dialogue and open cooperation with clubs and other stakeholders. As a front-liner with its own good practices, MLSZ contemplates to inspire and strengthen the sustainability approach in the professional football community and actively support and encourage clubs to pursue social and environmental sustainability by developing the required regulatory and funding frameworks in the future.

A great deal of external and internal knowledge and several good practices have been collected during strategy development. The basic content was provided by an extensive international benchmark analysis. Eventually, interviews with the various boards of the Federation provided detailed information on the activities of MLSZ so far and the future ambitions of the Boards. Finally, a questionnaire survey was carried out among Hungarian men's NB-I, NB-II, futsal NB-I and women's NB-I football clubs on their sustainability-related activities, good practices and future ideas. MLSZ has specified its ambitions and defined its sustainability strategy until 2025, taking the situation of domestic football into consideration.



The implementation of the strategy shall be enabled by a detailed action plan with responsibilities and a schedule.

The 2023 to 2025 strategy is built upon environmental (E), social (S) and governance (G) pillars, and it can be broken down to further topics (6) and intervention areas (26). Ten of UEFA's 11 focus areas are included in the MLSZ strategy as well, which are marked by the colourful jerseys.

Sustainability of events: Football and joint cheering brings people together. At the same time, matches of major clubs, national teams and international tournaments attract large crowds of people that exert negative impact on the environment. Environmentally conscious selection of fan mobility, reducing the waste generated in stadiums or the operation of digital ticketing system can reduce this negative impact.

Sustainability of facilities: Facilities have one of the greatest negative environmental impacts, as they lay a heavy burden on the environment from the start of construction through operation up to the demolition works. Besides that the negative impacts of sports facilities to be built in the future can be mitigated by conscious design, developments targeting the energy and water consumption of existing buildings substantially contributes to climate protection as well. Increasing the efficiency of these consumptions has a cost-saving effect too.

Circular economy, climate and animal protection: Currently, topics of circular economy and climate protection have come to the fore exerting positive impact on both our environment and our society. These provide opportunity for MLSZ to address the topics of environmental pillar and its internal operation beyond its events and facilities. In this subject, we shall pay particular attention to supporting pet protection.

Creation of opportunities for all: MLSZ continues its existing practices to ensure access to football and decent livelihood for every group of society. Support of disabled and disadvantaged people is a special priority for the Federation. Furthermore, MLSZ confirms its position in the fight against racism. Local knowledge, contact network and expertise of social organisations are often necessary for the implementation of actions, therefore MLSZ maintains cooperation with the Hungarian Charity Service of the Order of Malta and the MLSZ Football Aid Foundation provides continuous support to the ones in need.

Health and well-being: The primary goal of football and MLSZ is to move as many people as possible and drive them towards a healthier lifestyle. MLSZ gave high priority to support the health and well-being of its employees, the national teams and the wider community already in the past. Employees obtained subsidised sports activities, national teams participated in regular and extensive health screenings while OTP Bank Bozsik Programme, Fair Play Cup, university and senior tournaments provided the opportunity of healthy lifestyle for every generation among the members of the society at large. In addition, it is important for the Federation to create a club environment in which all children and young footballers feel secure.

Governance: By developing the governance leg of the ESG approach, a transparent and accountable strategy has been created that is at the forefront even at international level. The



objectives of the governance area mostly support the implementation, monitoring and communication of the strategy and the sustenance of a transparent and ethical organisation.



1. International outlook: relevance of sustainability in football

Football is one of the most popular sports in the world; besides having immense access, its major institutions literally move millions of people both on and off the pitch. They do that via awareness raising, setting of examples, education and various regulatory tools along the achievement of specific goals.

Both FIFA and UEFA have clearly seen that the negative effects of climate change also affect football, infrastructure, players' opportunities and the organisation of events, therefore they place a strong emphasis on sustainability, namely the reduction of the negative environmental impacts of football and the exploitation of social opportunities. In its sustainability strategy, FIFA is committed to achieving carbon neutrality by 2040 and bringing football together to protect the planet and its events on a global level.¹ In "Strength Through Unity - Football Sustainability Strategy 2030"², UEFA identifies 11 areas of intervention³ that are coherent with the Sustainable Development Goals of the United Nations. The strategy aims to provide assistance to football federations, leagues and clubs at national level in launching their own ambitions. The attainment of the subsidies available to member federations include sustainability criteria as well providing an effective incentive scheme all over Europe.

The sustainability strategies of international federations do not bring any changes themselves, however their guidelines are reflected in the sustainability ambitions of national federations and clubs. Making its own operations and, more broadly, Hungarian football more sustainable is also of paramount importance for MLSZ, so in line with UEFA's sustainability goals and the Hungarian Football Strategy (2020-2025), MLSZ has created its own sustainability strategy until 2025. Along the ESG (Environmental, Social, Governance) pillars, MLSZ will strengthen and extend its preceding social commitment.



Figure 1: UEFA's flagged topic areas

¹ [FIFA Climate Strategy.pdf](#)

² [uefa_football_sustainability_strategy.pdf](#)

³ The intervention areas are as follows: Anti-racism, Child and Youth Protection, Equality and Inclusion, Football for all Abilities, Health and Well-being, Refugee Support, Solidarity and Rights, Circular Economy, Climate and Advocacy, Event Sustainability, Infrastructure Sustainability

2. Sustainability vision of the Hungarian Football Federation

For MLSZ, long-term sustainable operation formulated in the Hungarian Football Strategy also means a receptive and opportunity-creating football society and denotes the preservation of the values of natural environment. In order to achieve that, a long-term sustainability vision and mission up to 2030 have been formulate. This strategy covers the period between 2023 and 2025 and aims to provide assistance to the Federation and the clubs to make their operation sustainable.

2.1. Vision

The sustainability vision of MLSZ for the period between 2023 and 2030 is as follows:

“MLSZ intends to play a leading role in making Hungarian football environmentally and socially sustainable, thus actively contributing to the development of a receptive, opportunity-creating football society and the preservation of the values of the natural environment. As part of this role, the vision of the Federation is to launch its own operations and the events organised by the Federation on the path of carbon neutrality within the framework of this strategy.”

2.2. Role perception

The European federations operate in three basic models in their sustainability activities, namely: the educational model, the incentive-supporting model and the regulatory model. What differentiates each model is how broadly the federations interpret the target group of their actions, how strict system of expectations they formulate for the clubs, what supportive tools they provide to meet their sustainability objectives and to what extent of complexity they manage the various areas of sustainability. As a result, the resource requirements of the models, the degree of cooperation with clubs and the achieved environmental and social impacts are diverse.

Though MLSZ carried out several useful activities relevant in terms of sustainability in the past as well; they were often rather ad hoc and less systemic. In comparison, each model assumes stronger awareness and central control. MLSZ views the three models as phases of development paths, so the Federation intends to play increasingly strong role in making Hungarian football more sustainable as the sustainability vision progresses.

The education model is the first phase of the development path that MLSZ represents for the period between 2023 and 2025. The key element of the education model is to bring sustainability into the professional discourse. The MLSZ takes lead by example and will prepare its own sustainability strategy. In case of openness, it will cooperate with and involve the clubs, provide them with educational content and assistance in disseminating good practices and share its contact network. As the involvement of clubs is voluntary, they are not influenced by their development level in terms of sustainability when the applications are evaluated. For the period after 2025, the Federation, beyond its educational role, plans to introduce an incentive scheme for the clubs, provide methodological support to systematise sustainability ambitions and financial support as well to achieve them. It will lay the foundations for a regulatory model in which sustainability aspects can be incorporated in the licensing conditions in the future.



3. Methodology for strategic planning

The strategy creation was based upon UEFA's sustainability strategy and an international (European level) benchmark analysis. Subsequent to becoming familiar with international good practices, interviews with the various boards of the Federation provided detailed information on the activities of MLSZ so far and the future ambitions of the boards. Thus, the strategy can align the ambitions of the entire organisation. In order to assess the sustainability of national football, a questionnaire-based survey was carried out among Hungarian men's NB-I NB-II, futsal NB-I and women's NB-I football clubs on their sustainability-related activities, good practices and future ideas.

Taking the current situation of Hungarian football into consideration, MLSZ has defined its ambitions and role as well as the important and relevant areas of intervention in national football. The intervention areas are categorised into three priority levels, high, medium and subsequent (post-2025) reflecting the so-called materiality of the areas (assessed in terms of sustainability impact and feasibility) as well as the commitment of the Federation. Its ambitions are expressed in specific description of target status supported by key performance indicators (KPIs) and actions. Keeping implementation in view, actions have responsible leaders and a schedule in annual breakdown. (Figure 2)

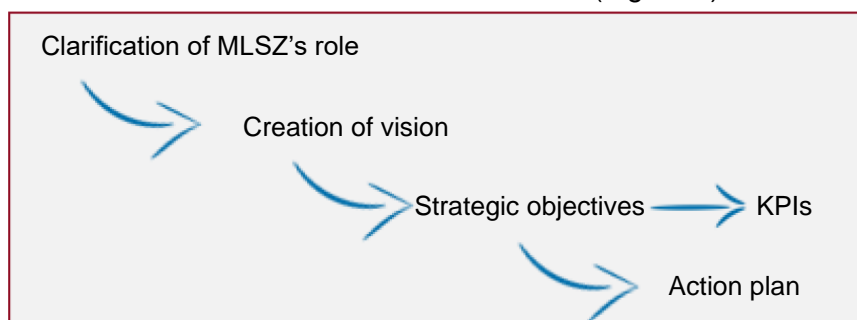


Figure 2: The logical structure of the strategy

As our sustainability strategy has a dual objective, namely (1) to make the operation of MLSZ more sustainable and 2) to make the Hungarian football more sustainable, the areas of intervention relevant for the clubs have been distinctly identified. For these, the Federation plays an educational role and establishes link with the clubs, while, in case of others, it focuses on its own operations to improve results.

The strategy needs to be monitored between 2023-2025, which is followed by a more in-depth strategic reassessment at the end of 2025. The evaluation of the achieved impacts and successes will be essential for developing the post-2025 strategy and for redefining the Federation's intended role. Some elements of the future strategy are already addressed in the current strategy, as further development of certain intervention areas may also be required in the future, and the areas currently put into a holding pattern may be given high priority in the future. Nevertheless, the future strategy can also be supplemented with new topics that will emerge in the organisation in the coming years.



4. Sustainability Strategy

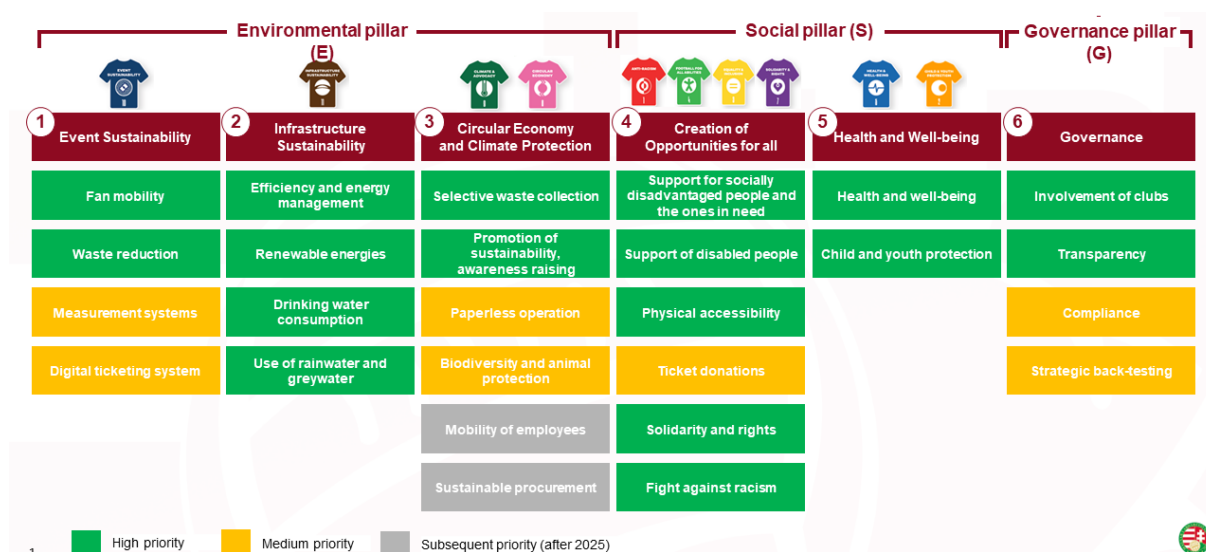


Figure 3: The content of the strategy

The 2023 to 2025 strategy is built upon environmental (E), social (S) and governance (G) pillars, and it can be broken down to further topics (6) and intervention areas (26) (Figure 3). It is clear that UEFA's recommendations on the topics are reflected in the structural elements, which have been incorporated into the strategy.

4.1. Event Sustainability

Football and joint cheering brings people together. At the same time, matches of major clubs, national teams and international tournaments attract large crowds of people that exert negative impact on the environment. Environmentally conscious selection of fan mobility, reducing the waste generated in stadiums and the operation of a digital ticketing system can reduce this negative impact. Emissions need to be measured in order to reduce this impact on continuous basis. With regard to its events, MLSZ intends to focus primarily on the sustainability of the national team matches organised by the Federation.

4.1.1. Fan mobility

In a big city like Budapest, the majority of people do not live within walking distance to stadiums, therefore they need to use some means of transportation. Currently, national team matches can easily be accessed by Metro, as the Centre for Budapest Transport (BKK) provides condensed services on match days, so cars with higher emissions can be left at home.

Target status: Increase of the proportion of fans travelling to matches by public transport by encouraging the use of community transport.

KPIs: Proportion (%) of people arriving to the match by community transport

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Establishment of cooperation with BKK (Centre for Budapest Transport) to provide match tickets and season	2024	HUF 10 to 25 mill.	Event Org. Dept.



tickets for discounted travel on match days			
Communication campaign to promote the use of community transport on match days	2024	HUF 10 to 25 mill.	Comm. Dept.
Survey of primary means of transportation used by fans carried out by volunteers	2023	HUF <10 mill.	Marketing Dept.

4.1.2. Waste reduction

Large crowds of people depart from the stadium at the end of an event, often leaving the waste of their consumption behind. Yet, great result could be achieved in terms of waste collection with a little attention. Obtaining this little attention is a challenge on the side of organisation and operation.

Target status: Reduction of the amount of waste generated at the match together with the amount of waste left outside the trash can

KPIs: Amount of waste generated (t); Proportion of waste collected selectively (%)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Content generation and campaigns (online and offline) on waste reduction and collection during all men's A-team home matches	2024	HUF <10 mill.	Marketing Dept.
Placement of selective waste bins and poster-based and personal support provided to the fans to use them. Initiation of related discussion with the stadium.	2024	HUF <10 mill.	Event Org. Dept

4.1.3. Measurement systems

Quantification of emissions, pursuit of mitigation opportunities and potential offsetting are often part of sustainable event organisation practices. The 2022 FIFA World Cup in Qatar set carbon neutrality as a target, therefore examples of complex calculation systems and estimation also exist in football. Most of the data for national team matches are also available from partners, such as water consumption at the stadium. The precise deadline for achieving carbon neutrality and the development of the associated action plan will be preceded by preliminary carbon footprint calculation. MLSZ will then set the target in conformity with the guidelines set by FIFA.

Target status: Carbon footprint calculation for the entire MLSZ operation and for the flagship events (men's A-team) and continuous reduction of carbon footprint

KPIs: Carbon footprint (t CO₂eq); Assumed CO₂ level (t CO₂eq)

Priority	Recommendation for clubs		
Medium	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Measurement of the carbon footprint covering the operation of the entire organisation including the emissions occurring during men's A-team matches (e.g. energy use, waste, mobility, etc.)	2024	HUF 10 to 30 mill.	Marketing Dept.
Mapping of regional offsetting opportunities and financial investments in projects to offset unavoidable carbon emissions	2025	HUF 10 to 30 mill.	Marketing Dept.



4.1.4. Digital ticketing system

Sustainability is often linked to digitalisation, and the same applies to ticketing system. Most fans have smartphones, so printing of paper tickets can be avoided easily at the events, however awareness raising of the fans and adequate infrastructure are required for the fulfilment of this objective.

Target status: Reduction of the proportion of printed tickets, withdrawal of plastic cards

KPIs: Proportion of fans arriving with digital ticket (%)

Priority	Recommendation for clubs		
Medium	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Survey of the proportion of fans using digital tickets at the entrance	2024	HUF <10 mill.	Event Org. Dept.
Inclusion of awareness raising content about home printing to tickets purchased online	2024	HUF <10 mill.	Comm. Dept.

4.2. Infrastructure Sustainability

Buildings have one of the greatest negative environmental impacts, as they lay a heavy burden on the environment from the start of construction through operation up to the demolition works. Besides that the negative impacts of sports facilities to be built in the future can be mitigated by conscious design, developments targeting the energy and water consumption of existing buildings substantially contributes to climate protection as well. Increasing the efficiency of these consumptions exerts cost-saving influence as well.

4.2.1. Efficiency and energy management

Former energy efficiency efforts included the modernisation of the lighting system of the head office and the commencement of the installation of building supervision system in Telki. Regular monitoring and minor improvements are required in the future.

Target status: Regular monitoring of energy consumption and reduction of the annual amount are topics addressed with systemic awareness

KPIs: Total amount of energy use (KWh)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Conscious measurement and monitoring of energy consumption, identification of reduction opportunities, e.g. replacement of high-consumption devices	2023	HUF <10 mill.	Oper. Dept.
Assessment of the opportunities and the implementation of overall building supervision system in the head office (using the example of the Telki Training Centre)	2025	HUF 10 to 50 mill.	Oper. Dept.

4.2.2. Renewable energies

Large-scale photovoltaic (PV) and heat pump system is planned in Telki and at the head office in addition to the solutions already in operation. This practice should be continued and fulfil the energy demand from renewable sources in the highest possible proportion.



Target status: 50% of energy consumption should be supplied by energy generated by the Federation's own PV system, and the source of additional consumption should also be renewable

KPIs: Proportion of solar energy from own generation in overall energy consumption (%); Energy produced by PV panels (KWh)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Implementation of 500 KW PV park at the Telki Training Centre	2023	HUF ~ 50 mill.	Telki
Measurement of the capacity of the PV system installed in the head office and the calculation of the return of investment	2023	HUF <10 mill.	Oper. Dept.
Implementation of the heat pump project planned in the head office	2025	HUF ~ 50 mill.	Oper. Dept.

4.2.3. Drinking water consumption

Contrary to public belief, Hungary is one of the countries threatened by water shortages and it cannot regulate the water quality of its rivers coming from abroad. MLSZ has already taken measures to minimise the waste of drinking water, for example by installing waterless urinals. The Federation can further reduce its environmental footprint via similar measures and accurate back-testing.

Target status: Regular monitoring of drinking water consumption and reduction of the annual amount are topics addressed with systemic awareness

KPIs: Amount of water used (litres); Water loss rate (%)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Conscious measurement and monitoring of drinking water consumption, identification of reduction opportunities	2023	HUF <10 mill.	Oper. Dept.
Installation of water-saving shower and hand-washing solutions in the hotel area at the Telki Training Centre (e.g. in changing rooms and bathrooms)	2025	HUF 10 to 30 mill.	Telki

4.2.4. Use of rainwater and greywater

Water is a value. It is, even if it has already been used in some form. Use of drinking water can be reduced or replaced by greywater or rainwater in many areas. Collection of rainwater is already at an advanced stage in Telki, resulting in the irrigation of fields without drinking water.

Target status: Expansion of the use of greywater in further areas

KPIs: Proportion of greywater and drinking water in overall consumption (%)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Connection of the hotel building and the bathrooms of the Telki Training Centre to the greywater system; recycling of water used for shower	2025	HUF ~ 50 mill.	Telki



4.3. Circular economy and climate protection

Currently, topics of circular economy and climate protection have come to the fore exerting positive impact on both our environment and our society. Therefore these are priority topics for UEFA as well. In order to sustain credible and accountable operation of MLSZ, the following areas of intervention are important to address actively.

4.3.1. Selective waste collection

The best-known ways of environmental protection are waste collection and waste recycling. Plastic recycling bins are currently used in the head office of MLSZ; in addition, the introduction of the separate collection of other waste types can easily be implemented. Selective waste collection in Telki is neither without precedent.

Target status: Separation of waste streams generated in the infrastructures maintained by MLSZ. Reduction of waste amount transported to waste disposal site by increasing the proportion of waste collected separately

KPIs: Amount of waste generated per waste stream (t); Proportion of waste collected selectively (%)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Placement of easily accessible and usable separate waste bins in offices and in the relevant waste streams (e.g. paper, plastic and glass)	2023	HUF <10 mill.	Oper. Dept.
Re-piloting of selective waste collection in the hotel rooms of the Telki Training Centre supported by educational content	2025	HUF <10 mill.	Telki

4.3.2. Promotion of sustainability, awareness raising

Transition to sustainability often depends on the ability to change individual behaviour. MLSZ, an organisation moving large crowds of people, can easily deliver important messages to the fans, and has done so in the past through a number of campaigns of social topics. It has launched a knowledge-sharing forum for Grassroots teams as well, on which good practices of sustainability can obtain adequate visibility.

Target status: Broadening of the knowledge on the sustainability strategy inside and outside the organisation. Awareness raising related to climate protection among participants/fans at international matches and other own events, enhancement of attentiveness

KPIs: Number of presentations and training sessions on different aspects of climate protection (items); Number of participants in training sessions (persons); Number of fans reached (1000 persons)

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Education of players and coaches on environmental and social challenges and problems as well as promotion of sustainability with their assistance	2024	HUF <10 mill.	Inst. of Adult Education, Comm. Dept.
Motivation of clubs to implement sustainable operation by awarding an annual "Sustainability Trophy" for every league, taking the improvements of the current year into	2025	HUF <10 mill.	Marketing Dept.



consideration			
Creation and displaying of environmental campaigns/posters at matches by finding adequate and credible “ambassadors” on e.g. waste collection, vegetarian lifestyle, etc.	2024	HUF 10 to 30 mill.	Comm. Dept.

4.3.3. Paperless operation

Prevention of waste generation has substantial impact besides waste collection, of which paper waste is the most important. The IFA system provides good basis for achieving paperless internal operation; reduction of the number of printed brochures is also in progress.

Target status: Reduction of the number of publications and paper printouts produced by MLSZ for internal and external use; their transfer to digital channels

KPIs: Proportion of digitisation of information guides for fans (%); Weight of office and administrative paper waste (t)

Priority	Recommendation for clubs		
Medium	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Audit of internal processes of operation in terms of paper waste; further opportunities in digitisation; utilisation of IFA system	2024	HUF 10 to 30 mill.	Innov. and Fan Liais. Dept.
Reduction of MLSZ publications (stadium magazine, general assembly publication) and printed materials, shift to digital dissemination including mixed subscription models in the form of QR code placement, etc.	2024	HUF <10 mill.	Comm. Dept.

4.3.4. Biodiversity and animal protection

The environmental balance of an area often depends on the mere existence of a single species, therefore biodiversity and habitat conservation are in the interest of human society as well. Besides, the human race is also responsible for providing acceptable and equitable living conditions for their pets and farm animals to prevent their suffering.

Target status: Support of biodiversity and animal protection projects with national coverage

KPIs: Amount spent on supporting biodiversity conservation / animal welfare organisations (HUF million)

Priority	Recommendation for clubs		
Medium	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Establishing cooperation with nature and animal protection organisations, specifying an annual budget	2024	HUF ~ 30 mill.	Marketing Dept.

4.3.5. Promotion of the mobility of employees

Substantial share of global carbon dioxide emissions comes from transport, in which making daily commuting more sustainable has a great potential. Companies typically see opportunities in the promotion of community transport and electric vehicles. These measures contribute to reducing the company's own carbon footprint.

Target status: Reduction of CO₂ emissions resulting from the commutation of employees by promoting community transport and alternative transport modes



KPIs: Proportion of vehicles with reduced emissions (%); Proportion of employees using public transport (%)

Priority	Recommendation for clubs		
Low	No		
Actions to support implementation	Timing	Requirement of resources	Area of responsibility
Financial support for commuting to work by community transport	2030	HUF 10 to 30 mill.	Financial & Controll. Dept.
Replacement of 10% of the management fleet with electric cars	2030	HUF <30 mill.	Oper. Dept.

4.3.6. Sustainable procurement

Making merchandise sustainable is one of the measures that can easily be advocated to the clubs. Procurement of environmentally friendly packaging and clothing largely depends on the suppliers, however national teams and some club teams currently use environmentally friendly jerseys.

Target status: Environmentally sustainable merchandise procurement and packaging in fan web-shops

KPIs: Proportion of single-use packaging materials (%); Proportion of recycled/degradable material used for jerseys and merchandise materials (%)

Priority	Recommendation for clubs		
Low	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Procurement of fans' jerseys made of recycled materials from manufacturers	2030	HUF <10 mill.	Innov. and Fan Liais. Dept.
Rationalisation of product portfolio during the procurement of other gifts; seeking of more sustainable product and packaging options	2030	HUF <10 mill.	Innov. and Fan Liais. Dept.

4.4. Creation of opportunities for all

Football is the most popular sport in the world thus linking millions of people. Thanks to its huge reach, it is a great tool for communication and education of socially important topics, both in Hungary and all over the World. MLSZ intends to continue its existing practices to ensure access to football and decent livelihood for every group of society. Furthermore, MLSZ confirms its position in the fight against racism. Local knowledge, contact network and expertise of social organisations are often necessary for the implementation of actions, therefore MLSZ maintains cooperation with the Hungarian Charity Service of the Order of Malta, the "Láss" Foundation and MSOSZ.

4.4.1. Support for socially disadvantaged people and the ones in need

In recent years, a number of programmes and actions have made football accessible to people coming from disadvantaged background: public sports fields have been renovated or built in underdeveloped regions, organisation of the 'KALAP' programme and social football camps have been carried out, and MLSZ has actively participated in the UEFA FootbALL campaign.

Target status: Making football as a sport accessible to disadvantaged people



KPIs: Number of sports programmes for disadvantaged people (items); Number of participants in sports programmes (persons); Financial assets spent on the organisation of programmes and investments (HUF million)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Organisation of regular football training courses and camps for disadvantaged people in partnership with non-profit organisations	2023	HUF 10 to 30 mill.	Grassroots Dept.
Continuation of football field construction project to build and renovate additional football fields in underdeveloped areas in partnership with non-profit organisations	2023	HUF 10 to 30 mill.	TAO (Grant Mgmt.) Dept.

4.4.2. Support of disabled people

MLSZ cooperates with several organisations supporting children with hearing, visual and learning disabilities and people with mental deficiencies. Promotion of physical activity and provision of quality of life will remain an important area for the future as well.

Target status: Expansion of the participation of people with disabilities and other physical and mental deficiencies in football

KPIs: Amount of donations from associations supporting the sport of people with disabilities (HUF million); Number of events (items); Number of participants (persons)

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Promotion of football events organised by associations supporting people with disabilities with financial and tangible assets	2023	HUF 10 to 30 mill.	Grassroots Dept. Marketing Dept.

4.4.3. Physical accessibility

DAO project was launched last year with the objective of making Puskás Arena fully accessible for people with reduced mobility. Continuation and extension of this project is of key importance for the development of modern stands and stadiums.

Target status: Each men's A-team matches shall be accessible and enjoyable for disabled fans

KPIs: Capacity of stadiums, number of visitors with disability, visual and hearing impairment (persons)

Priority	Recommendation for clubs		
High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Extension of DAO project to people with visual and hearing impairment as well as mental deficiencies in Puskás Arena	2024	HUF <10 mill.	Marketing Dept.

4.4.4. Ticket donations

MLSZ receives substantial number of applications for tickets donations every year, the consideration of which is emotionally demanding due to limited resources. Ticket donations



through partner organisations provide opportunities for target groups considered as priority for MLSZ.

Target status: Ensuring ticket donations to partner organisations

KPIs: Number of subsidised match tickets distributed to target groups (items)

Priority	Recommendation for clubs		
Medium	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Establishment of specified annual budget to provide tickets to partner organisations representing disadvantaged people with an interest in football	2023	HUF <10 mill.	Marketing Dept., Committee of Assessing Subsidies' Applications

4.4.5. Solidarity and rights

Support programme for former national team players of old age in difficulty is an important area providing regular financial aid to retired former national team footballers (both men and women). Beyond that, by means of the subsidies of the Football Aid Foundation established by MLSZ and via the cooperation with the Hungarian Charity Service of the Order of Malta, the Federation has created better living conditions for dozens of people.

Solidarity will remain one of the most important values in the future.

Target status: Financial assistance for (former) footballers in need on health and/or social grounds. Processing, management or forwarding of every application for subsidy received by MLSZ

KPIs: Number of supported footballers (persons); Amount of allocated financial assistance (HUF million)

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Life annuity programme: sustenance of support programme for former national team players of old age in difficult circumstances.	2023	HUF <10 mill.	Office of the Secretary General
Establishment of an annual subsidy framework and its allocation to (former) footballers in need for social or health reasons based on related system of conditions	2024	HUF <10 mill.	Office of the Secretary General
Establishment of cooperation with non-profit partner organisation to support disadvantaged people	2024	HUF <10 mill.	Office of the Secretary General

4.4.6. Fight against racism

MLSZ has always distanced itself from any racist and inflammatory manifestations clearly and firmly and severely sanctioned them in the past as well. It has and plans to run extensive and successful awareness-raising campaigns ('There is no pitch for Hate!').

Target status: Termination of racist manifestations at national team matches and MLSZ competition series

KPIs: Amount of fines for racist manifestations (HUF million); Number of racist manifestations (items)

Priority	Recommendation for clubs
----------	--------------------------



High	Yes		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Continuance of 'There is no pitch for Hate!' and other communication campaigns for awareness and consciousness raising against racism	2023	HUF <30 mill.	Marketing Dept. Comm. Dept.
Promoting diversity and acceptance among players and coaches in annual communication training sessions	2024	HUF <10 mill.	Comm. Dept.

4.5. Health and well-being

Health and wellbeing are areas of social intervention in themselves as the primary goal of football and MLSZ is to move as many people as possible and drive them towards a healthier lifestyle.

4.5.1. Health and well-being

MLSZ gave high priority to support the health and well-being of its employees, the national teams and the members of the wider community already in the past. Employees obtained subsidised sports activities, national teams participated in regular and extensive health screenings, while OTP Bank Bozsik Programme, Fair Play Cup, university and senior tournaments provided the opportunity of healthy lifestyle among the members of the society at large. Coaches for Health campaign supported this objective from an educational point of view.

Target status: Promotion of the approach "football for all from 1 to 100 years of age" in the wider community. Awareness raising of football as a form of health promotion.

Protection of the health of employees and the national teams.

KPIs: Number of employees participating in health promotion programmes (persons); Number of sports activities, performances, events (items); Number of participants in sports events and performances (persons); Financial assets spent on health-related actions (HUF million); Number of charity programmes with the participation of the national team (items)

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Regular and fair provision of health promotion activities available to employees	2023	HUF <10 mill.	MLSZ SE
Implementation and long-term promotion of blood donation club	2023	HUF <10 mill.	Marketing Dept.
Long-term promotion of general annual health screening programme for employees and players	2023	HUF ~ 90 mill.	Sports Health and Sports Science Dept.
Annual mental health screening for the national team players	2025	HUF <30 mill.	Sports Health and Sports Science Dept..
Communication campaigns and presentations promoting health preservation, healthy nutrition and sport activities	2025	HUF <10 mill.	Marketing Dept. Comm. Dept.
Organisation and maintenance of Grassroots football (e.g. OTP Bank Bozsik Programme, KALAP programme, old boys' tournaments)	2023	HUF <30 mill.	Grassroots Dept.



4.5.2. Child and youth protection

Amateur football motivates thousands of children and young people in Hungary, who spend substantial part of their after-school free time on the field. Their development and well-being is affected by countless factors from their home or school environment to their relationship with their coaches. MLSZ takes their safety and the role of football professionals in child and youth protection seriously.

Target status: Development of the knowledge of football professionals on child protection and creation of safe and caring club environment for all children and teenagers playing football.

KPIs: number of child and youth protection training courses held (items); Number of participants in training courses (persons)

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Organisation of educational training courses and conferences on child and youth protection for football professionals from the identification of problems to management methods	2023	HUF <10 mill.	Grassroots Dept.
Editing and promotion of publications on child and youth protection	2023	HUF <10 mill.	Grassroots Dept.
Development of detailed child and youth protection strategy	2024	HUF <10 mill.	Child Protection Dept. Grassroots Dept.
Individual grant decisions for persons in need or for organisations active in this field	2024	HUF <50 mill.	Marketing Dept. Football Aid F.

4.6. Governance

MLSZ can contribute to the implementation of its sustainability strategy and the fulfilment of the specified KPIs by means of the internal operation of the organisation. By developing the governance leg of the ESG approach, a transparent and accountable strategy has been created that is at the forefront even at international level. The objectives of the governance area mostly support the implementation, monitoring and communication of the strategy and the sustenance of a transparent and ethical organisation. It can therefore increase the trust of the various stakeholders and ensure the effective operation of the Federation.

4.6.1. Involvement of clubs

The Federation has always been open to cooperation with clubs and this will be strengthened in the future in accordance with its formulated role perception. This strategy proposes the adoption of a number of areas of intervention and actions for the clubs and promotes their sustainability endeavours in the future.

Target status: Representation of sustainability topics relevant to clubs, awareness raising

KPIs: Number of knowledge-sharing events (items); Number of clubs applying for sustainability investment subsidies (items); Amount of allocated sustainability investment subsidies (HUF million)

Priority	Recommendation for clubs		
High	-		
Actions to support implementation	Timing	Source-requirement	Area of responsibility



Indication of potential sustainability actions in calls for proposals, awareness raising and their prioritisation during the evaluation process	2024	HUF <10 mill.	TAO (Grant Mgmt.) Dept.
Establishment of regular knowledge-sharing forums both for professional clubs and Grassroots clubs, exploration and demonstration of good environmental and social examples	2025	HUF <10 mill.	Marketing Dept. Grassroots Dept.
Production of sustainability education and awareness raising content for MLSZ and the clubs to use them	2024	HUF <10 mill.	Marketing Dept.

4.6.2. Transparency

Transparent communication allows the wider public to obtain information on the sustainability efforts and achievements of MLSZ thereby increasing the trust of stakeholders in the organisation. The regulations, decisions and reports already available on the Federation's website shall be maintained. MLSZ intends to publish report summary on its sustainability activities on an annual basis in the future.

Target status: Transparent operation for external and internal stakeholders in every area of the organisation

KPIs: Number of published reports (items)

Priority	Recommendation for clubs		
High	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Transparent and detailed publication of allocated and awarded TAO and other grants	2023	HUF <10 mill.	TAO (Grant Mgmt.) Dept.
Designation of supporting activities, publication of the amount of awarded subsidies (and their beneficiaries) on the website	2024	HUF <10 mill.	Comm. Dept.
Completion of sustainability report on an annual basis on the progress of the sustainability strategy in accordance with the GRI reporting system standards	2024	HUF <10 mill.	Marketing Dept.

4.6.3. Compliance

Ethical operation without misconduct can improve the integrity and image of sport and contribute to regulatory compliance. Position of Compliance Officer is filled at MLSZ.

Target status: Ethical operation without misconduct by means of the establishment of appropriate framework and the identification and management of the occurring risks throughout the entire organisation.

KPIs: Number of offences against internal rules and regulations (items)

Priority	Recommendation for clubs		
Medium	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Assessment of the points to be developed within the compliance framework, updating and completion of the required documents and regulations (e.g. code of conduct, procurement regulations)	2025	HUF <10 mill.	Office of the Secretary General



4.6.4. Strategic back-testing

Strategic back-testing provides the basis for feedbacks on the results and the making of appropriate decisions. The development of Sustainability Strategy and Action Plan will strengthen and systematise the sustainability ambitions of MLSZ and maps the road ahead for the Federation.

Target status: Regular monitoring of targets and KPIs and high quality delivery of actions

KPIs: Number of implemented actions (items); Number of KPIs measured regularly (items)

Priority	Recommendation for clubs		
Medium	No		
Actions to support implementation	Timing	Source-requirement	Area of responsibility
Development of the monitoring process for the (sustainability) strategy and its implementation at pre-defined intervals	2023	HUF <10 mill.	Marketing Dept.
Publication of the sustainability strategy and the targets defined therein, back-testing of indicators and consideration of intervention options	2024	HUF <10 mill.	Marketing Dept.

5. Conclusion

In the strategy demonstrated above, MLSZ is committed to making its operations more sustainable in a number of areas, thus inspiring the national clubs of Hungary to achieve more sustainable operation. The Action Plan requires the cooperation of several disciplines both in terms of human and financial resources. The implementation of the strategy is facilitated by back-testing activities and continuous monitoring implemented for the annual sustainability report. The MLSZ is committed to preparing an annual sustainability report on its activities and their environmental and social impacts in accordance with the GRI standards.

