

2023



# SUSTAINABILITY REPORT



Hungarian Football Federation



# TABLE OF CONTENTS

<b>PRESIDENTIAL WELCOME .....</b>	<b>4</b>	<b>3. SOCIETY: SOCIETY: WE BUILD COMMUNITY AND</b>	
<b>EXECUTIVE WELCOMES .....</b>	<b>6</b>	<b>GET PEOPLE MOVING .....</b>	<b>34</b>
<b>1. SUSTAINABILITY: ONE OF THE CORNERSTONES</b>		3.1 Creation of opportunities for all .....	35
<b>OF MLSZ .....</b>	<b>10</b>	3.1.1. Support for socially disadvantaged persons in need	
1.1 About the report .....	10	.....	35
1.2 Presentation of MLSZ .....	12	3.1.2. Supported infrastructure investments .....	40
1.3 Sustainability for MLSZ .....	14	3.1.3. Support of disabled people .....	42
1.4 Enhanced Sustainability		3.1.4. Support for footballers in need .....	45
Results of MLSZ in 2023 .....	18	3.1.5. Fight against racism and discrimination .....	46
<b>2. ENVIRONMENT: WE ARE WORKING ON THE</b>		3.2 Health and well-being .....	47
<b>REDUCTION OF OUR ENVIRONMENTAL FOOTPRINT</b>		3.2.1. Commitment to our employees .....	48
.....	<b>20</b>	3.2.2. The health and wellbeing of our athletes and wider	
2.1 SUSTAINABILITY-ORIENTED		society .....	50
OPERATION .....	21	3.2.3. Child and youth protection .....	52
2.2 Sustainability of events .....	30	<b>4. TRANSPARENCY: OUR ORGANISATION IS</b>	
		<b>MANAGED TRANSPARENTLY .....</b>	<b>54</b>
		Indicators used in the MLSZ sustainability report .....	58

# PRESIDENTIAL WELCOME

It is essential for every organisation to define its departure and destination as well as its most important objectives and tasks. Since 2010, the Hungarian Football Federation (MLSZ) has been conducting its activities along a comprehensive strategy to ensure the successful operation of the most popular sport in Hungary involving the most spectators.

As the national governing body of the sport, it is important for MLSZ to set a good example for football players in terms of both the integration of young talents or the promotion of women's football and of considering the sustainability of the initiated processes.

Consequently we have developed our sustainability strategy in line with UEFA's objectives built upon environmental, social and governance pillars that can be split into further 6 topics and 26 intervention areas.

Our aim is to develop and conduct active dialogue and open cooperation with the clubs and the football community not only in this area, but in general.

The Sustainability Report first issued in 2024 serves as an important input as it includes detailed information on the abovementioned areas and targets.

The projects already launched by MLSZ are included in the report with priority. In addition to its health benefits, Sport is an excellent tool for building and educating a community in deprived settlements. Children who start playing football do better at school and can integrate into communities other than the football team. We organised five sports programmes for disadvantaged people with 5,000 participants in 2022; this number increased further in 2023 by the involvement of 7,500 disadvantaged participants via 11 programmes. Furthermore we are proud of our amateur “fee reduction” programme in this area, which, thanks to the TAO-subsidy, makes sport accessible to those who would not be able to afford to play football on regular basis for financial reasons. The Football Aid Foundation is an NGO that supports footballers in disadvantaged health and social situations; the organisation provided grants to 38 people of HUF 14.2 million in total in 2023.

The effectiveness of our life annuity programme is indicated by the fact that as many as 87 people received support in 2022 and 135 in 2023. We speak less about it, but it is important to mention that a large number of training courses on child and youth protection have been realised with 716 participants in the organisation of MLSZ in 2023.

Environmental protection is a highlighted element of the topic of sustainability. The use of renewable energy sources is gaining ground in the MLSZ headquarters and at the Telki training centre. For more than a decade, we have been striving to make our operation as sustainable as possible taking efficient and environmentally friendly solutions into consideration. The electricity supply of the head office is based on the use of renewable energy sources. Currently a 50 kW capacity solar power plant of 308 m<sup>2</sup> supplies renewable energy in Telki, which we intend to expand with a further 500 kW of solar panels. The water consumption of the training centre is substantial, so we strive for conscious water management and the use of rainwater. The 180 m<sup>3</sup> reservoir pond constructed provides a buffer volume of 10,700 m<sup>3</sup> for irrigation at the Telki Training Centre. Three industrial-scale composting units were implemented in 2023. The generated compost is fully recycled on our green areas.



I am convinced that our Sustainability Report published for the first time will give a new direction to many club managers' and investors' way of thinking. As a result, decision-makers will plan for the longer term and consider the issues outlined here when launching their projects. This process can help to ensure that members of the future generations will play football in a healthy environment in Hungary for several decades to come.

**Sándor Csányi, President**

# EXECUTIVE WELCOME

Football plays a key role in Hungary, therefore MLSZ takes the responsibility to be at the forefront of social engagement, to which its Presidium is also committed. Sustainability in the life of MLSZ is a multifold and long-term development process, the first milestone of which has been the creation of our Sustainability Strategy and the formulation of our first Sustainability Report.

Football has a substantial power of influence, which also comes with a huge responsibility. An organisation that has such power in its hands must be responsible to use it appropriately. Currently football is of huge popularity and the educational activities of the MLSZ have an impact on the entire society and the supporters. The development of a new ESG-based approach constitutes a major challenge, where we must strive to implement viable content behind sustainability together with the Federation's role in shaping our society and effective awareness-raising



with concrete objectives and ambitious plans. In addition it is important that people experience the adoption and transfer of ESG-based approach positively rather than as a burden.

MSZ can reach only a part of football directly; many branches of this sport exist where the impacts are multiplied. In order to make this approach reach the clubs and smaller units, we believe that it is very important for the Federation to be exemplary not only for Hungarian football, but for the entire Hungarian sporting profession as well. Our objective is to implement an incentive system that appears in the minds of all sportspeople, sports specialists and sports fans not primarily in the form of advertisements and marketing, but rather in the form of attitude and commitment.

**Gabriella Balogh, Member of the Presidium**





# EXECUTIVE WELCOME

We have been creating comprehensive strategy broken down to 5-year cycles in MLSZ since 2010. It also indicates that we resolutely march forward and present our plans in a transparent way. We created our first sustainability strategy in 2023 as a result of which the activity of MLSZ gained outstanding international reputation, as not all member states had had such a comprehensive sustainability strategy.

We have never regarded our sustainability and social responsibility efforts as a commitment. By its very nature, MLSZ operates as a non-profit organisation: it was established to promote sport and healthy lifestyle. We operate with personal motivation and conviction in this field, thus the Federation's attitude is defined by environmental protection and social responsibility, to which our management is also committed.

We have had a number of activities that serve sustainability and provide basis for initiating a new sustainability strategy for many years.

The biggest challenge the Federation has faced is to propagate the importance of sport and physical exercise to the widest possible audience and to emphasise its cohesive power for communal life. In this context, we are constantly confronted with the declining role of sport in lagging regions: demographic trends are becoming increasingly unfavourable, small villages are becoming depopulated and sport is becoming less and less popular. We believe that the declining role of local clubs in community life could be redressed if professional clubs played a greater role in the development and operation of local clubs. In this context, the role of MLSZ could be to contact professional clubs and football academies to jointly promote the development of local clubs.



Adaption to environmental impacts is also a major challenge for MLSZ. Global influences and current international events such as COVID-19, international warfare and energy crisis have had a negative impact on our operation to which we have responded by adaption. We have supported the use of renewable energy sources, awareness-raising initiatives and the modernisation of sports facilities.

If we make progress in these areas in the forthcoming years, our sport will continue to enjoy even greater social support, which is essential for its long-term success.

**Zoltán Roskó, Operative Director**





# 1

# **SUSTAINABILITY: ONE OF THE CORNERSTONES OF MLSZ**

## **1.1 ABOUT THE REPORT**

The Hungarian Football Federation is pleased to publish its first Sustainability Report, which provides a summary of the Federation's sustainability achievements in 2023. As the organiser of football in Hungary, MLSZ considers an important objective to lead the way in the field of sustainability and to set an example for football clubs and the entire football community in Hungary.

	Reporting period	Financial year of 2023 (1 January 2023 - 31 December 2023)
	Reporting cycle	Annual
	Reporting organisation	Hungarian Football Federation Registered office: H-1112 Budapest, Kánai út 2.D.
	Content and scope of the report	The Report demonstrates the main sustainability topics related to the operation of the Hungarian Football Federation. The scope of the report covers the Hungarian Football Federation and does not include the Hungarian football clubs and the stadiums rented for the organisation of events.
	Applied reporting approach	The Report has been prepared in line with the sustainability strategy of and the financial statements issued by MLSZ.
	External independent authentication	The data and information in this report have not been authenticated by an external party.

For questions on the sustainability report or the information published therein, please contact e-mail address [fenntarthatosag@mlsz.hu](mailto:fenntarthatosag@mlsz.hu).

## 1.2 PRESENTATION OF MLSZ

The Hungarian Football Federation is the national sports federation conducting its operation in relation to football in Hungary. It is a non-profit organisation with public role which governs the sport of football on the principle of self-governance as well as assists and coordinates the activities and operation of legal entities and natural persons involved in the sport.

Our tasks include, inter alia, the professional management and improvement of the professional level of football; the development and operation of the national squads and the organisation of its preparation programmes; the preparation and organisation of the matches of national teams; the operation of the MLSZ competition system, the organisation of the National Championships and the Hungarian Cups; the creation and implementation of the medium and long-term junior programme; the training and further education of coaches and sports professionals employed by sports organisations; and the employment, training and qualification of referees. In addition, we also facilitate the expansion of the foundations of football by supporting and organising school football and recreational football.

One of our main tasks is to represent Hungary and Hungarian football in the national and international sporting organisations; we were members of the following organisations in 2023:

- International Association Football Federation (FIFA)
- Union of European Football Associations (UEFA)
- Hungarian Olympic Committee (MOB)



329

employees (MLSZ head office and county directorates)



153

delegates (mainly referees and contributors)

- **Organisations with a stake in MLSZ include (without limitation):**
- Football Aid Foundation: founder
- Foundation for the Development of Hungarian Football: founder



The frameworks for our efforts to develop Hungarian football have been specified in the Hungarian Football Strategy for the period between 2020 and 2025; the action plans to achieve these goals shall be implemented in line with the organisation's core values, which are as follows:



### **RESPECT**

Football is a game that everyone, men and women, girls and boys can enjoy as well as enter a competition on equal terms, free from discrimination, regardless of colour, religion, social status or political beliefs.



### **FAIR PLAY**

Ethical matches, transparent organisational operation, equal financial opportunities, traceable and regular use of financial resources.



### **SUPPORTERS**

Football is first and foremost for the fans and amateur players; it is a major factor in shaping society.



### **TEAM SPIRIT**

MLSZ and the clubs as well as professionals and amateurs are acting together for the development of Hungarian football.



We know that football is the number one sport in Hungary regularly moving masses of people, educating the public for healthy lifestyle and contributing to the creation of a united, proud and confident society through joint sporting experience and success. Consequently, according to our vision of Hungarian football up to 2025 it shall be internationally competitive, accessible, equitable and sustainable besides being the most popular sport in the country. Besides its establishment of activities and everyday operation, MLSZ shall continue to focus on its role in shaping society during the period of 2020 to 2025 as well, and make its decisions taking their related wider social impact into consideration.



## 1.3 SUSTAINABILITY FOR MLSZ

Hungarian football is characterised by undiminished popularity therefore the Hungarian Football Federation has a huge responsibility to set an example for the Hungarian sports community. Thousands of fans follow football events every day on different platforms, so we believe it is of paramount importance for the MLSZ to communicate the core values to its supporters together with the commitment to sustainability that the Association has represented for long decades.

There is also a growing focus directly on sustainability in international football too. The various national and international football federations and organisations have recognised their role in reducing social inequalities; making their operation more sustainable can also result in the reduction of negative environmental impacts of football. As an organisation governing international football, the International Association Football Federation (FIFA) is committed to achieving carbon neutrality by 2040 and bringing football together to protect the planet and its events on a global level in its sustainability strategy. As the administrative and governing body of European football, the Union of European Football Associations

(UEFA), has strengthened its sustainability ambitions and identified 11 areas of intervention in alignment with the UN Sustainable Development Goals in its 2030 Sustainability Strategy “Strength Through Unity - Football Sustainability Strategy”. It also provides a comprehensive annual insight to its sustainability activities through its "Respect Report".

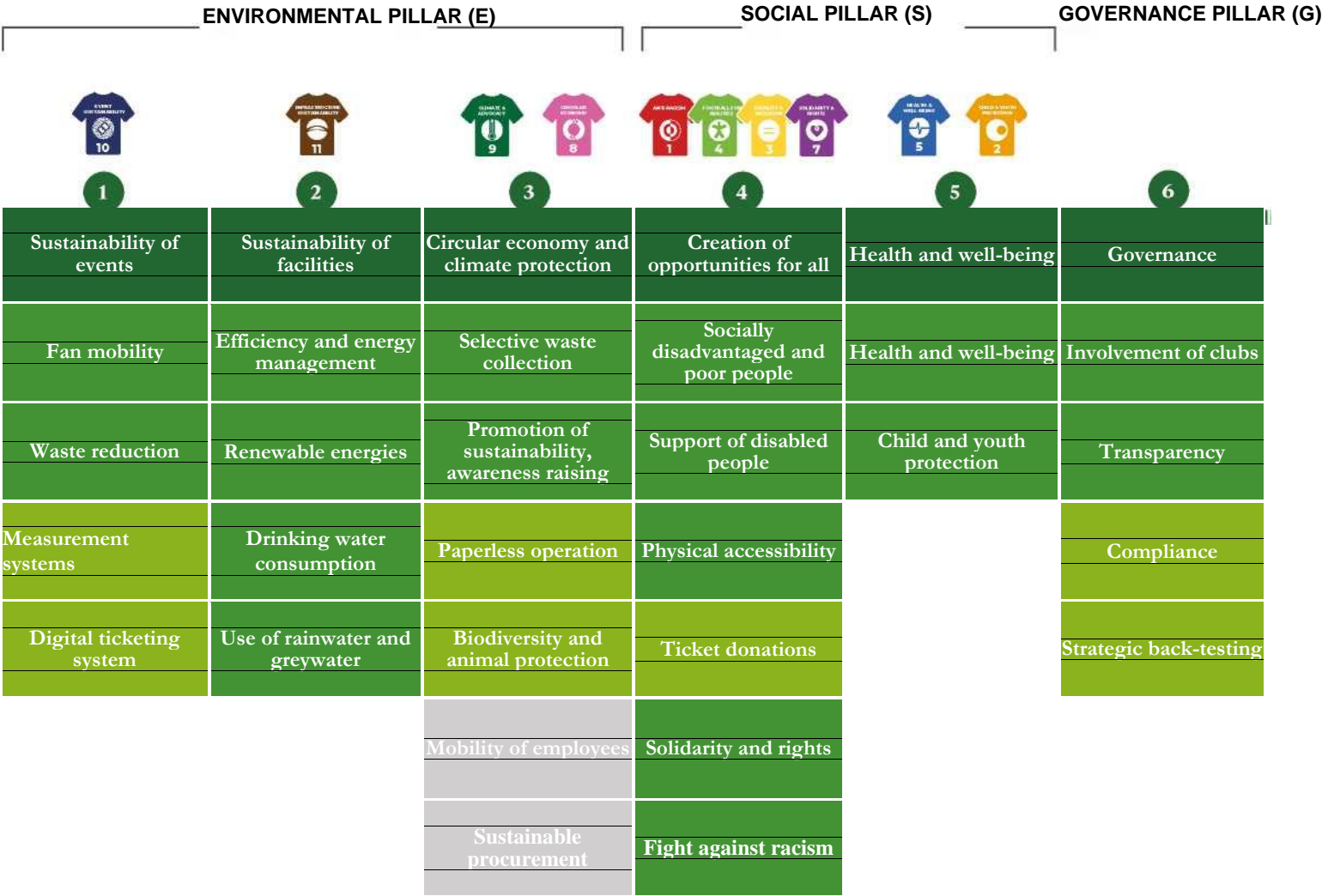
**The sustainability vision of MLSZ for the period between 2023 and 2030:** MLSZ intends to play a leading role in making Hungarian football environmentally and socially sustainable, thus actively contributing to the development of a receptive, opportunity-creating football society and the preservation 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.

MLSZ has also set the objective of gradually transforming the classical concept of Corporate Social Responsibility (CSR) into sustainability, so as a member state of FIFA and UEFA, we built on the sustainability guidelines and good practices defined by these associations when developing our sustainability strategy. Finally, our sustainability ambition developed into a coherent framework in 2023, when we conducted various surveys within our organisation, revealed the impact of our previous CSR activities more deeply and conducted a questionnaire-based status survey of domestic football clubs. We have identified the areas of intervention relevant and important to sustainability in Hungarian football on 3 priority levels based on the results: high, medium and later (subsequent to 2025). Building on these areas and in line with the strategy of Hungarian football as well as the UEFA's sustainability targets, we have created our Sustainability Vision and our Sustainability Strategy for 2023 to 2025 and set out action plans for the forthcoming years.



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 out of UEFA's 11 focus areas are included in the MLSZ strategy as well, which are marked by the colourful jerseys.

Figure 1 – Sustainability strategy of MLSZ





The role of MLSZ is educational until 2025. Our objective is to develop an active dialogue and open cooperation with the clubs, the football community and our other stakeholders. As a front-liner with our own good practices, we contemplate 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.



READ MORE ABOUT OUR  
SUSTAINABILITY STRATEGY  
ON OUR [WEBSITE](#) .



# 1.4 ENHANCED SUSTAINABILITY RESULTS OF MLSZ IN 2023

Our sustainability activities in 2023 have been organised around the topics of the 2023 Action Plan; which are:

**table 1 – Sustainability Strategy Action Plans of MLSZ in 2023**

Area	Topic	Actions supporting implementation	Action status
Sustainability of events	Fan mobility	Survey on the primary means of transportation used by fans carried out by volunteers	✓implemented
Sustainability of facilities	Efficiency and energy management	Conscious measurement and monitoring of energy consumption, identification of reduction opportunities, e.g. replacement of high-consumption devices	✓implemented
Sustainability of facilities	Renewable energy sources	Implementation of 500 KW photovoltaic power plant at the Telki Training Centre	↑ in progress
Sustainability of facilities	Renewable energy sources	Measurement of the capacity of the PV system installed in the head office and the calculation of the return of investment	↑ in progress
Sustainability of facilities	Drinking water consumption	Conscious measurement and monitoring of drinking water consumption, identification of reduction opportunities	✓implemented
Circular economy and climate protection	Selective waste collection	Placement of easily accessible and usable separate waste bins in offices and in the relevant waste streams (e.g. paper, plastic and glass)	✓implemented
Creation of opportunities for all	Support for socially disadvantaged and poor people	Organisation of regular football training courses and camps for disadvantaged people in partnership with non-profit organisations	✓implemented
Creation of opportunities for all	Support for socially disadvantaged and poor people	Continuation of football field construction project to build and renovate additional football fields in underdeveloped areas in partnership with non-profit organisations	✓implemented
Creation of opportunities for all	Support of disabled people	Promotion of football events organised by associations supporting people with disabilities with financial and tangible assets	✓implemented



**15 OF THE 20 ACTIONS OF THE SUSTAINABILITY STRATEGY SET FOR 2023 HAVE BEEN IMPLEMENTED; 5 ACTIONS ARE STILL IN PROGRESS.**

Creation of opportunities for all	Tickets donation	Establishment of specified annual budget to provide tickets to partner organisations representing disadvantaged people with an interest in football	↑ in progress
Creation of opportunities for all	Solidarity and rights	Life annuity programme: sustenance of support programme for former national team players of old age in difficult circumstances.	✓implemented
Creation of opportunities for all	Fight against racism	continuance of “Hate – no way!” and other communication campaigns for awareness and consciousness raising against racism	✓implemented
Health and well-being	Health and well-being	Regular and fair provision of health promotion activities available to employees	✓implemented
Health and well-being	Health and well-being	Implementation and long-term promotion of blood donation club	↑ in progress
Health and well-being	Health and well-being	Long-term promotion of general annual health screening programme for employees and players	✓implemented
Health and well-being	Health and well-being	Organisation and maintenance of Grassroots football (e.g. OTP Bank Bozsik Programme, KALAP programme, old boys' tournaments)	✓implemented
Health and well-being	Child and youth protection	Organisation of educational training courses and conferences on child and youth protection for football professionals from the identification of problems to management methods	✓implemented
Health and well-being	Child and youth protection	Editing and promotion of publications on child and youth protection	↑ in progress
Governance	Transparency	Transparent and detailed publication of allocated and awarded TAO and other grants	✓implemented
Governance	Strategic back-testing	Development of the monitoring process for the (sustainability) strategy and its implementation at pre-defined intervals	✓implemented

Read more about our sustainability action plans on our [website](#).



# 2

## **ENVIRONMENT: WE ARE WORKING ON THE REDUCTION OF OUR ENVIRONMENTAL FOOTPRINT**

As the most influential organisation of Hungarian football, the Hungarian Football Federation is aware that its operation have a significant impact on the natural environment, and therefore we committed ourselves to sustainable development, environmental protection and the reduction of negative impacts on the environment many years ago. Due to the nature of football, we focused our sustainability strategy and action plans on the areas where the Federation's environmental impact is the most substantial in 2023. So, in addition to compliance with the legal regulations, our efforts are made in the area of the sustainability of events and facilities as well as circular economy and climate protection. We deal with environmental sustainability as a priority issue within the Federation and during the organisation of our football events and the communication with our fans. We also intend to contribute to the environmental awareness of the football community and the society via our communication.

## 2.1 SUSTAINABILITY-ORIENTED OPERATION

(INDICATORS: MLSZ-1, MLSZ-2, MLSZ-3, MLSZ-4)

Our environmental strategy is built upon energy efficiency, the use of renewable energy sources, efficient waste management and water consumption and the involvement of our colleagues and supporters. Both the MLSZ Head Office and the Telki Training Centre are facilities located close to nature. Our head office was built in the suburbs of Budapest next to Lake Kánai in 2006, while our Training Centre is located in the middle of the Zsámbék basin in Telki since 2009. The heart of the centre is the football field itself; its maintenance and the provision of high quality training conditions have been one of our most important tasks.

We intend to resolve these tasks in the most environmentally friendly way possible, setting an example for other national and international federations and clubs. Our development programmes date back to many years demonstrating our commitment to sustainable development and cost and energy efficient operation.

We operate our buildings in an environmentally aware manner. With sustainability in mind, we have implemented a series of improvements to both sites in recent years.



Figure 2 – Results of our environmental-friendly operation in 2023



### ENERGY EFFICIENCY, USE OF RENEWABLE ENERGY

- lighting modernisation
- operation of solar panels at the head office and in Telki
- installation of heat pumps at the head office and in Telki
- boiler modernisation in Telki
- application of energy management system in Telki
- green electricity consumption at the head office



### MOBILITY

- bike storage facility at the head office
- 10 electric charging heads at the head office
- 2 electric charging heads in Telki
- 6 electric cars
- promotion of public transport



### WATER CONSUMPTION

- saving measures on drinking water at the head office and in Telki
- installation of a karst water well in Telki
- precipitation water collection in Telki
- use of grey water in Telki



### WASTE MANAGEMENT

- selective waste collection at the head office
- installation of composting facilities in Telki
- prevention of waste generation
- digitisation of publications



## ENERGY USE (INDICATOR: MLSZ-3)

The electricity supply of our head office is provided entirely from renewable energy sources. On the one hand, sustainable power supply is provided by a solar power plant system of 210 m<sup>2</sup> total surface and 33.8 kW potential capacity, as well as energy supply from green sources. In order to improve our energy efficiency, the design and installation of a heat pump system was launched in 2023 and commissioned in early 2024. Significant energy savings can be achieved through modern heat exchanger technology in the future. The system will also contribute to the reduction of energy consumption from non-renewable energy sources used for district heating and cooling. We have also taken a number of smaller scale energy efficiency measures. The replacement and modernisation of light sources were also completed in the head office last year.

As a result, the building is now equipped with LED lighting with motion detectors in the corridors and staircases.









The office building is also capable of serving electric vehicles with the availability of 10 charging points installed in the facility. On the one hand we use them to charge the 6 fully electric cars in the MLSZ vehicle fleet, and on the other hand, our employees and guests can use the charging masts free of charge. The majority of the current fleet is made up of conventional petrol and diesel cars; we plan to make our fleet “green” by the gradual replacement of vehicles taking the lifecycle of the vehicles into account. The phase-out of diesel cars is currently in progress indicating the commitment of MLSZ to move towards greener solutions in a conscious manner.



**THE PLANNING OF THE EXPANSION OF OUR SOLAR POWER PLANT WITH A POTENTIAL CAPACITY OF 68.73 KW AND THE DEPLOYMENT OF A BUILDING MANAGEMENT SYSTEM WILL START IN 2024 AT OUR HEAD OFFICE.**



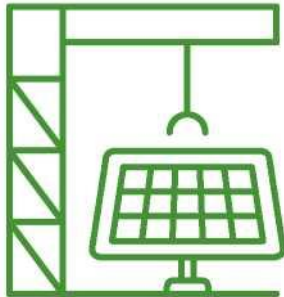
Table 2 - Data on the energy consumption of MLSZ<sup>1</sup> (MJ)

ENERGY CONSUMPTION		HEAD OFFICE		TELKI TRAINING CENTRE		TOTAL	
		2022	2,023	2022	2,023	2022	2,023
	Non-renewable energy use	7,650,600	7,641,800	5,855,574	3,748,776	13,506,174	11,390,576
	of which electricity	0	0	22,604	22,126	22,604	22,126
	of which district heating	870,000	870,000	0	0	870,000	870,000
	of which natural gas	0	0	5,386,251	3,262,740	5,386,251	3,262,740
	of which fuel	6,780,600	6,771,800	446,719	463,910	7,227,319	7,235,710
	Renewable energy use	449,359	449,359	0	198,000	449,359	647,359
	of which electricity	449,359	449,359	0	198,000	449,359	647,359
	Total energy consumption	8,099,959	8,091,159	5,855,574	3,946,776	13,955,533	12,037,935

<sup>1</sup> The 2022 AND 2023 energy consumption data for the MLSZ Head Office and the Telki Training Centre are published on the basis of the quantities provided by the service providers and the quantities measured by the metering equipment.

Our Telki Training Centre is training facility in combination with a four-star hotel and wellness centre on a 16-hectare site equipped with 5 UEFA standard-size grass football training fields, 1 UEFA standard-size artificial grass football training field as well as a sports hall and a swimming pool. In recent years, we have taken substantial steps to achieve green and energy efficient operation. Currently a 50 kW capacity 308 m<sup>2</sup> solar power plant supplies electricity from renewable energy sources, the expansion of which we shall implement with solar panels of further 500 kW capacity within the framework of a remarkable investment. The new solar farm shall prospectively be connected to the grid in 2024.

Several projects have been implemented to increase energy efficiency. The sports centre is heated and cooled by new high-efficiency boilers and heat pumps. The lighting modernisation programme at the centre has been in progress for several years with the installation of energy-efficient light bulbs with less power consumption. The communal areas of the complex are equipped with presence detectors to save energy on lighting. The energy management of the training centre hotel is carried out via central energy monitoring system with which further energy use optimisation can be achieved. Savings of up to 35% in gas consumption and 20% in electricity consumption can be realised thanks to the efficiency improvements.







**THE DESIGN AND LICENSING PHASE OF ADDITIONAL 500 kW CAPACITY SOLAR PANELS TERMINATED IN 2023; INSTALLATION SHALL BE COMMENCED IN 2024.**

## WATER CONSUMPTION (INDICATOR: MLSZ-4)

Contrary to popular belief, Hungary is a country threatened by water shortage unable to regulate the quality of its rivers coming from abroad, therefore water is considered valuable even if it has already been used in a certain form. The Hungarian Football Federation has also taken measures to minimise the waste of drinking water in recent years.

We are confident that drinking water consumption can be reduced or replaced by greywater or rainwater in many areas. In line with the water protection commitments in UEFA's sustainability strategy, we have developed and implemented our activities related to water efficiency both in 2023 and in the preceding years.

Table 3 – Data on the water consumption of MLSZ (m<sup>3</sup>)<sup>2</sup>

WATER CONSUMPTION		HEAD OFFICE		TELKI TRAINING CENTRE		TOTAL	
		2022	2,023	2022	2,023	2022	2,023
	From own bored well	0	0	1493	11,386	1493	11,386
	Water purchased from third parties	252	305	18,830	17,711	19,082	18,016
	Greywater	0	0	1988	1941	1988	1941
	Total water use	252	305	22,311	31,038	22,563	31,343

<sup>2</sup> The metering of drinking water consumption is carried out by meters certified by the supplier. The amount of water from bored well is also metered by means of certified metering equipment. The 2022 and 2023 water consumption data for the MLSZ Head Office and the Telki Training Centre have been published based on these meter readings.

Water consumption in the head office is low thanks to conscious water use by the staff working in the building and to efficiency measures such as waterless urinals, taps equipped with with concentrator, balloon water dispensers and efficient dishwashers. We strive to maintain our good water use practices in the future.

Due to its specific function and role, a large part of the water use of MLSZ is related to the Telki Training Centre. As water consumption of the site is substantial, particular attention is paid to the conscious use and management of water, rainwater and greywater, adapting to demand and climate change. As a special solution, a 180 m<sup>3</sup> reservoir pond has been implemented equipped with bottom outlet and overflow to drain and store precipitation water from the drained football fields. The complex solution has twofold benefits: on the one hand, the surface of the football pitches dries faster and on the other hand, the water from the reservoir is recycled to the irrigation network thus reducing water wastage and improving the nutrient content of the irrigation water. The irrigation buffer volume that can be used for irrigation is 10,700 m<sup>3</sup>. The water drain structure of complex design is also equipped with emergency spillway and level regulator.

Based on the experience of the current operators of the football fields, a maximum irrigation water demand of ca. 720 m<sup>3</sup> per day needs to be supplied for maintenance.

A significant increase of 10 hectares of the Training Centre area justified the installation of a well relying on karst waters. This expansion resulted in the 2023 increase of the water consumption of the centre. The well was constructed with professional filter-piping and layer-sealing concreting. Its controlling is based on the water level of the reservoir lake with the aim of maintaining the maximum water level. The extracted water is discharged into the lake to use water diluted with surface precipitation water for irrigation.



**THE IMPLEMENTED 180 M<sup>3</sup> RESERVOIR POND PROVIDES AN IRRIGATION BUFFER VOLUME OF 10,700 M<sup>3</sup> FOR IRRIGATION AT THE TRAINING CENTRE IN TELKI.**

## WASTE MANAGEMENT (INDICATOR: MLSZ-2)

UEFA's priorities include the promotion of circular economy and climate protection; in line with these objectives, MLSZ is actively involved in these areas in order to maintain its credible and responsible operation in addition to fully complying with the provisions of legal regulations.








Waste generation mostly includes communal waste at the Federation's head office in Budapest. The amount of waste going into the paper and plastic waste stream is substantial. Separate waste collection bins have been placed in each corridor section of the office building. In addition, used battery containers are also available in the building. The reduction of paper use is supported by the introduction of electronic invoicing system in 2023 and the promotion of the use of digital processes and digital data storage. In light of these, players and clubs communicate with the Federation primarily through the Integrated Football Application (IFA), for example, in relation to competition licences and tournament entries. Bulbs, ink cartridges and discarded electronic equipment regarded as hazardous waste are handled by designated and duly licensed contractors.

The total amount of generated waste decreased from 1,069 tonnes to 1,033 tonnes due to less municipal waste in Telki. The vast majority of the waste generated by the training centre consists of green waste from the maintenance of the fields and the natural environment. Its estimated quantity is 880 tonnes per year treated and recycled locally. Three industrial-scale composting units were implemented in 2023. The entire amount of the compost is recycled and reused in the green areas.

Municipal and catering waste constituting a minor part of the waste is treated in full compliance with the regulations. Selective waste collection points have also been implemented at the hotel and the fields.



Table 4 – Waste management data of the Telki Training Centre (tonnes)<sup>3</sup>

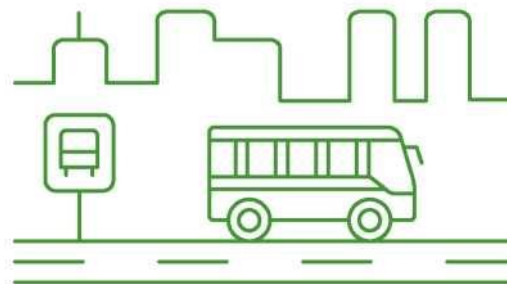
WASTE MANAGEMENT		HEAD OFFICE		TELKI TRAINING CENTRE		TOTAL	
		2022	2,023	2022	2,023	2022	2,023
	Green waste	0.00	0.00	880.00	880.00	880.00	880.00
	Municipal waste	10.40	10.40	140.40	117.00	150.80	127.40
	Catering waste (food)	0.00	0.00	43.90	31.60	43.90	31.60
	Paper and cardboard waste	3.12	3.12	4.70	4.20	7.82	7.32
	Plastic waste	2.08	2.08	0.40	0.30	2.48	2.38
	Dry battery	0.06	0.06	0.00	0.00	0.06	0.06
	Selective waste	0.00	0.00	0.06	0.04	0.06	0.04
	Total	15.66	15.66	1069.46	1033.14	1085.12	1048.80

<sup>3</sup> 2022 and 2023 waste data for the head office at Kánai road are estimates. The estimates are based on the size of the waste storage facilities and the frequency of waste collection. <sup>3</sup> 2022 and 2023 green waste data generated at the Telki centre are estimates. The estimate is based on the area of the maintained green surface.

## 2.2 SUSTAINABILITY OF EVENTS

(INDICATORS: MLSZ-1, MLSZ-2, MLSZ-3, MLSZ-4, MLSZ-8)

Football, joint exercise and joint cheering brings people together and builds community. At the same time, matches of the national teams and national tournaments attract large crowds of people that exert negative impact on the environment. With regard to its events, MLSZ intends to focus initially on the sustainability of the national team matches organised by the Federation. Building on the educational and exemplary role of MLSZ, we strive to influence the commitment of the football community, supporters, stadium operators and suppliers to sustainability, with particular focus on the environmentally conscious selection of the fans' means of transportation to the stadiums, the reduction of waste generated in stadiums and to operate digital ticketing system to mitigate this negative impact.



### MOBILITY OF THE FANS AND THE NATIONAL TEAM (Indicator: MLSZ-1)

Access to stadiums is one of the most important issue in terms of environmental protection. We place great emphasis on communicating to our fans that they should arrive to the matches on time and use public transport to get to the stadium wherever possible. This objective was reinforced by our joint campaign with BKK featuring Marco Rossi. Thanks to our long-lasting negotiations, BKK will provide increased number of services in the vicinity of the Puskás Ferenc Arena on match-days, so the national team matches have become easily accessible by underground. In addition, bicycle and scooter parking facilities are available in the stadium area at the Puskás Ferenc Arena.

Our Sustainability Action Plan includes a survey of supporter mobility trends in 2023 with the involvement of the supporter club members; newsletter was sent to almost 200,000 supporters. In return for filling the mobility questionnaire, respondents could participate in a prize draw, the success of which is reflected in more than 10,000 responses received. The responses indicate that 40.4% of the respondents drive their own car to the matches, while 40.7% of the respondents prefer public transport (metro and tram). The survey also asked whether fans would take advantage of free public transport if the ticket for a national team match at the Puskás Ferenc Arena offered this option. 83.4% of respondents answered yes to this question. We shall continue the assessment of our initiatives to support fan mobility based on these results.

A bus will be provided for the national team and the foreign national teams to travel between the Telki Training Centre, the hotel and the stadium, so the players of the national teams would arrive together.

## ORGANISATION OF EVENTS

(Indicators: MLSZ-2, MLSZ-3, MLSZ-4, MLSZ-8)

We hosted 3 major UEFA sporting events in 2023: the Women's European Futsal Championship in Debrecen in March, the Men's U17 European Championship in May held at 7 venues in Hungary, and the European League Final at the Puskás Ferenc Arena. For all three events, we endeavoured to follow the UEFA Sustainable Event Framework.





Among the UEFA sustainable event requirements, the following ones have been applied to the majority of the events:

non-smoking area, provision of healthy food and drink alternatives, places accessible by wheelchair, provision of escort staff to support people with disabilities (in the Puskás Ferenc Arena), provision of selective waste collection, ticket subsidies for Grassroots partners, bicycle storage facilities next to the stadiums, free public transport in some cases for ticket holders and volunteers.



We strive to pass on the sustainability values of MLSZ at our own events and matches. At our events, We promote selective waste collection, recycling and prevention of food waste at our events which appear as requirements to the operators of the stadiums we rent and can also serve as inspiration for the football clubs. At the Puskás Ferenc Arena, the stadium operators place selective bins indicating the main waste management policy, and operate a bottle bank system as well to reduce the amount of waste in connection with beverage consumption.

Sustainability is often linked to digitisation, and the same applies to ticketing system. We launched a uniform entry system in 2013: tickets for football matches can only be purchased online and digital ticketing system is in operation everywhere, so the barcode of the ticket displayed by a mobile phone can also be scanned when entering the match. We are committed to encouraging fans to apply digital solutions; we are aware of the challenges concerning generation, so we regularly use our interfaces to draw the fans' attention to the fact that tickets do not need to be printed.

We also take the results of regular fan surveys into account in our digital developments; this is how we commenced the reconstruction procedure of our digital ticketing system in 2023 to be introduced in the first half of 2024.

The production of marketing communication products is a complex process for MLSZ. We have made outstanding results in reducing our printed publications drastically, and we continue to increase the amount of our digital contents instead of paper-based information. The stadium magazine distributed in the stadiums has been published in smaller volume; our paper consumption has been reduced by lowering the volume to ca. 500,700 copies per match. In addition, we also made a conscious decision to produce so-called “slow content” at our events and football matches to facilitate that the contents we share with the public can be reviewed and reused at later stage (e.g. we produce and share film-quality videos). We consider this new approach important to educate future generations to produce value-based content in addition to environmental sustainability.



# 3.

## **SOCIETY: WE BUILD COMMUNITY AND GET PEOPLE MOVING**

Football is the most popular domestic sport among national sports. This gives us the opportunity to create a cohesive, sport-loving community and get people moving. The Federation plays a key role in the commitment of Hungarian society to sport and health promotion, which we make possible by the organisation of programmes that create opportunities among other things.

## 3.1 CREATING OPPORTUNITIES FOR

**ALL** (INDICATORS: MLSZ-5, MLSZ-6, MLSZ-7, MLSZ-8, MLSZ-9, MLSZ-12, MLSZ-14)

The MLSZ also represents values beyond football not only through its programmes, but also in its everyday activities. Our objective is to increase awareness related to these values and to spread a responsible approach both inside and outside our organisation, shaping the lives of future generations. We regularly support people in need or living with disability through various programmes, invest in infrastructure both in well-developed and under-developed regions, support veteran and indigent footballers, and actively fight against racism and discrimination.



**5 SPORTS PROGRAMMES WERE ORGANISED FOR DISADVANTAGED PEOPLE, WITH APPROXIMATELY 5,000 PARTICIPANTS IN 2022 AND 11 PROGRAMMES WERE ORGANISED WITH 7,500 PARTICIPANTS IN 2023.**

## 3.1.1 SUPPORT FOR SOCIALLY DISADVANTAGED PERSONS IN NEED

(Indicators: MLSZ-5, MLSZ-8)

The Hungarian Football Federation is committed to the support of amateur football and disadvantaged people. The mission of the Federation's Grassroots Department is to create the opportunity for everyone in our country to get the most out of football, both at amateur and professional level. The Grassroots area provides opportunities for amateur sportspeople to spend their free time on health and recreation, and also plays an important role in organising sport for disadvantaged and disabled people.



## THE ACTIVITIES OF ALTERNATIVE FOOTBALL PROGRAMME FOR SMALL COMMUNITIES (KALAP)

In dispersed settlements, the impact of the migration of population is also perceivable in football, where demographic changes have led to the termination of football on regular field. We believe at MLSZ that football belongs to everyone; this is why we have established Alternative Football Programme for Small Communities (KALAP), which offers an alternative to football on regular field in small settlements for communities and fellowships all over Hungary. Participants can test their skills at 5+1 football matches within organised framework and only non-licensed players can participate.



**IN 2023, MORE THAN 1,300 PLAYERS FROM 121 TEAMS IN 7 COUNTIES PLAYED SPORT UNDER KALAP PROGRAMME.**

## SUPPORT FOR CATCHING-UP SETTLEMENTS

With relation to supporting people in need our priority objective was to partner with an organisation that performs activities and is actively present on national level. As a result we support the national activities of the Hungarian Charity Service of the Order of Malta, which embraces the people living in disadvantaged communities and builds trust in these regions.

To facilitate the convergence of the poorest settlements the Hungarian government launched the “Catching-up Settlements” (FeTe) programme in 2019; the method applied in all the settlements involved in the programme is based on the Presence programme of the Hungarian Charity Service of the Order of Malta. We support the sporting opportunities of the 300 poorest communities by providing financial aid to the construction of football pitches and organising football events and tournaments for the children who live there. We believe that sport is a great community-building and educational tool: children who start playing sports in deprived communities do better at school and can integrate into communities other than the football team. Sport develops a number of skills that may be required in every field of life. These include perseverance, determination and discipline.



Those who learn to think in a team can, to carry out tactical tasks, to accept the established hierarchy, to play for a longer period with concentration and reacting to situations will find it much easier to cope with the expectations of workplace and society. Sport provides a sense of achievement, however it also teaches that you have to work for success. We are constantly looking for opportunities in the field of education where football can be used as an educational tool. We will continue to identify new partners and areas for cooperation in the future. In cooperation with MLSZ, the Ministry of Interior and the Hungarian Charity Service of the Order of Malta and within the framework of the Catching-up Settlements Programme, opportunity has been open to build 22x44 m football fields covered with rekortan since 2019. Within this framework, implementation is organised and tendered by MLSZ while 20% is financed by the Order of Malta and 80% by MLSZ. Within the framework of joint football field construction programme, 32 fields have been built in the most disadvantaged sub-regions identified by the Hungarian Charity Service of the Order of Malta under the joint football field construction programme since 2019, and an additional 23 settlements can have high-quality football fields suitable for sports by the end of 2024.





## SUMMER CAMPS FOR CHILDREN

As a programme to promote football for disadvantaged children, the MLSZ Grassroots Department hosted several sports days at the Elisabeth Foundation's camp in Zánka in the summer, where thousands of boys and girls participated. The participants could test their skills at playful exercises by means of the equipment installed during the Hungarian A-team matches and the luckiest ones received valuable gifts in addition to the adventure. The programme will be extended to the Fonyódliget location in 2023.

**EVENT ORGANISATION FOR EVERYONE** We also strive to involve other groups in the events organised for professional sportsmen. To this end we organised a Supporter Festival at Hősök Tere (Heroes' Square) together with UEFA during the Europa League Final in Budapest in May 2023, which offered a wide range of family programmes and the football experience for the visitors regardless of sporting levels right until the final. Disabled people could also play in addition to the girls' and boys' age-group matches during the arranged football programmes and teams organised by the Hungarian Maltese Charity Service and Oltalom SE as well as young Ukrainian refugees could also compete in the football field.

In addition to supporting the FeTe team of the Hungarian Maltese Charity Service, we have also joined the FeTe Cup tournament series as a sponsor by means of financial contribution on-site and by offering prize. We also provided the opportunity for the FeTe national team to participate in the football cup organised in Telki.

Negotiations with football clubs are in progress to provide tickets for participation in the MLSZ events. Thus we strive to provide tickets for junior and adult national team matches as well as Hungarian Cup final matches free of charge to give an experience to children in need.







### 3.1.2 SUPPORTED INVESTMENTS ON INFRASTRUCTURE (Indicator: MLSZ-14)

National football infrastructure has shown quite substantial development over the last decade. We believe that the availability of modern football fields, changing rooms and other facilities will increase the mass support for football among both young people and adults. Adequate training conditions help to keep young talents in football, provide quality training and increase the football supporter base for the present and future. A modern and safe stadium is also an essential condition for increasing game quality and the number of spectators.

In addition to the development of the MLSZ Training Centre in Telki, we built 8 small pitches covered with rekortan in deprived regions all over Hungary in 2023 together with renovating 28 artificial-grass pitches previously built by MLSZ within the framework of the National Pitch Construction Programme. In addition, 3 new artificial-grass pitches, 1 new grass pitch and 3 new changing rooms were implemented in Budapest.

Within the framework of the Budapest Pitch Development Programme, HUF 2 billion was spent on the construction of new fields and changing rooms, HUF 800 million on the construction of new pitches covered with rekortan and HUF 1.245 billion on field renovation in 2023.

The essential concept of the Budapest Pitch Development Programme includes the improvement of the infrastructure situation of junior and amateur football as well as mass sports in Budapest and its surrounding areas and the promotion of sporting opportunities for the population in the vicinity of their homes. With this end in view, our objective included the extension of existing playing surface and the improvement of the quality of the facilities currently used by amateur teams in addition to the implementation of new football centres. With relation to the football fields previously implemented under the National Pitch Construction Programme, the renovations were carried out mainly in settlements where extensive use had justified modernisation, but at the same time the municipality had done its best to ensure proper pitch maintenance. We have built new pitches covered with rekortan at locations selected by the Ministry of the Interior in settlements participating in the Catching-up Settlements Programme or in the Economic Recovery Programme.





### **3.1.3. SUPPORTING PEOPLE WITH DISABILITIES** (Indicators: MLSZ-6, MLSZ-7)

The main objective of MLSZ is to make football accessible for all people with disabilities, whether it is the sporting opportunities of people with disabilities, providing accessibility for fans or involving our employees. We promote the social integration of people with disabilities by making personal participation in the matches possible for our fans, by creating sporting opportunities for people with both physical and mental disabilities, and by creating working conditions that take special needs into consideration and facilitate their participation in the operation of MLSZ.

#### **SUPPORT OF FANS WITH DISABILITIES**

MLSZ has taken a number of measures to support fans with disabilities; the national team matches organised at the Puskás Ferenc Arena came mostly into our focus in 2023. The facilities of infrastructure allow disabled fans to buy tickets for 80 places at the matches organised in the Puskás Ferenc Stadium, which are specially reserved for wheelchair users and their accompanying persons.

In addition we also provide “easy access” seats which are easily accessible without the use of stairs providing a more spacious seating area and closer to accessible toilets. Supporters arriving in wheelchairs are entitled to free entry if they are accompanied by a holder of a valid ticket (the accompanying person can enter with the lowest priced ticket). Barrier-free access is provided through the gates from Stefánia road, and then the seats located at the first floor cloisters of the Arena can be accessed by lift or ramp.

The Disability Access Officer (DAO) project was launched in 2022 during which a team of volunteers managed by the MLSZ Disabled Supporter Coordinator supports disabled supporters from the moment they enter the stadium through the gate until they leave the match.



MLSZ offers special services for disabled fans as well. Accessible toilets and first aid facilities are available on each level of the Arena. Visually impaired supporters can listen to the match on the 92.5 MHz radio frequency, while audio material is available for fans defective of hearing on the 93.8MHz frequency by means of an induction loop.

For questions about accessibility for supporters, please contact e-mail address [akadalymentesseg@mlsz.hu](mailto:akadalymentesseg@mlsz.hu).



## **PROMOTING SPORT FOR PEOPLE WITH DISABILITIES**

We have supported sport for people with disabilities through a number of programmes in 2023. For the 2022/2023 season, we have reviewed our partner organisations with which we intend to continue our cooperation in the future. We consider the support of sporting opportunities for different groups of people with disabilities essential, therefore we have cooperated with organisations such as the Recreational Sports Association of Visually Impaired People (LÁSS), the National Sports Association of People Defective of Hearing, the Hungarian Special Olympic Association (MSOSZ), the amputee football team 'Mozdulj SE', the 'Oltalom' Sports Association, the Faith and Sport Foundation for Healthy Lifestyle and the International Blind Sports Federation (IBSA). The associations supporting sports for people with disabilities received HUF 7 million as a financial aid from MLSZ in 2022.

We are also a regular sponsor of various events supporting the sports activities of people with disabilities including 4 events with hundreds of participants in 2023. We have supported the UEFA Europa League Final Supporters' Festival, the MHSSZ Women's and Men's Futsal Qualification Tournaments, the Deaf Champions League and provided assistance in the organisation of the Blind Football Seminar. New initiatives to help people with disabilities were also launched in 2023:

we involved people with disabilities in the accompanying events of international events organised in Hungary and we arranged workshops for them.

## **OUR EMPLOYEES WITH DISABILITIES**

UEFA also commemorated the International Day of Persons with Disabilities by highlighting the importance of ensuring equal rights and opportunities for employees. To mark the occasion, an interview was made with MLSZ employee Norbert Fóris in which he shared his ideas about disability and working in football.

**You can read the interview with our colleague, Norbert Fóris and the published UEFA article on the website of UEFA.**

### **3.1.4 SUPPORT FOR FOOTBALLERS IN NEED** (Indicator: MLSZ-9)

Support programme for former national team players of old age in difficulty is an important area for the Federation; we are committed to providing regular financial aid to our retired former national team footballers (both men and women). In addition, the Federation has provided assistance to dozens of people through the Football Aid Foundation established by the Federation.

#### **OPERATION OF THE FOOTBALL AID FOUNDATION**

The Football Aid Foundation is an NGO that supports footballers in disadvantaged health and/or social situations; the organisation provided grants to 38 people of HUF 14.2 million in total in 2023. The Foundation is funded by the fines imposed by the Disciplinary Committee.

#### **OPERATION OF THE LIFE ANNUITY SCHEME**

MLSZ cares for its former players and national team captains. The Federal Annuity System was established by the MLSZ Presidium to provide decent living and years of retirement for to the former footballers who are of old age or in need. The success of the programme is indicated by the fact that as many as 87 people received support in 2022 and 135 in 2023.

Retired players of men's and women's national team and former national team managers who have participated at least once in an official match for the national team are entitled to participate in the programme.

MLSZ Pioneering Programme provides support not only for national team players but for club players as well. Those who were born before 1960 and receive Hungarian pension benefits, but whose pension is below the official minimum wage and who have played at least one official match for the Olympic national team as a male footballer or played at least 175 first division matches in the Hungarian men's national team or who have played at least 75 first division matches in the Hungarian women's national team as a female footballer may apply for the pension scheme. If successfully registered, footballers will be eligible to participate in the scheme for the rest of their lives.

**Please read more about our life annuity programme on our website.**

### 3.1.5 FIGHT AGAINST RACISM AND DISCRIMINATION (Indicator: MLSZ-12)

MLSZ shall act against racism and ethnic discrimination in accordance with UEFA regulations; we apply the principle of zero tolerance in this area. Our commitment to this principle is demonstrated by the fact that we are trying to draw the attention of the football community to hate-free supporting by means of communication campaigns in addition to operating the Disciplinary Committee. The joint action of MLSZ and the clubs for sportsmanlike supporting and against hate speech and exclusion in the spectator area has been in progress since May 2013.

Our campaign "Hate – no way!" was launched in 2013. Its main objective is to ban any form of hate from the stadiums and to make sure that all football fans accept sportsmanship as a must in the stadium stands regardless of club colours and that respect for rival clubs or footballers and supporters of opposing teams is a fundamental requirement in football. Viewers have the right and opportunity to express their opinions besides cheering, as long as they do not violate the human dignity of others. The campaign was renewed in 2023: the original campaign message was retained, but new visual elements

were added and a complete makeover was implemented. The social advertising spots produced as part of the campaign will not only appear at all national team matches and at the OTP Bank Liga (Men's National League) matches, but also in other major competition systems in various forms: on LED perimeters, giant screens, stadium newspapers and the marching flag. At the end of the campaign video, the prominent actors and players of the Hungarian national team (Marco Rossi, Dominik Szoboszlai and Roland Sallai), as well as their own key players of the NB-I clubs emphasise that a lot of things can be done at the football matches but HATE – NEVER!

**The campaign video can be viewed [here](#). Please read more details about the campaign on the [website](#).**



## 3.2 HEALTH AND WELL-BEING

(Indicators: MLSZ-10, MLSZ-11)

The primary goal of football and the Hungarian Football Federation is to move as many people as possible and drive them towards a healthier lifestyle. Thanks to its simplicity, cheapness and easy-to-follow rules, football is a convenient tool to promote regular physical exercise in Hungary. For several years, we have given high priority to support the health and well-being of our employees, our selected teams and the entire society. Our employees

benefit from subsidised sporting opportunities, the members of our national team can participate in regular and extensive screenings while members of the wider society can benefit from various support programmes, university and senior tournaments to ensure healthy lifestyle for every generation. In addition, it is important for us to create a club environment in which all children and young footballers feel safe.





### 3.2.1 COMMITMENT TO OUR EMPLOYEES (Indicator: MLSZ-11)

In addition to its efforts outside the organisation, the Federation also encourages its own staff to take social responsibility and actively promotes the preservation of their physical and mental health.

We strive to promote work-life balance, which is supported by the location of our head office in the vicinity of nature. Though our colleagues can regularly take advantage of home office, we try to create more inspiring working environment for our employees in the office building by means of ergonomic balls and beanbags.

The MLSZ employees participated in the blood donation in 2023 within the framework of a joint action with other national

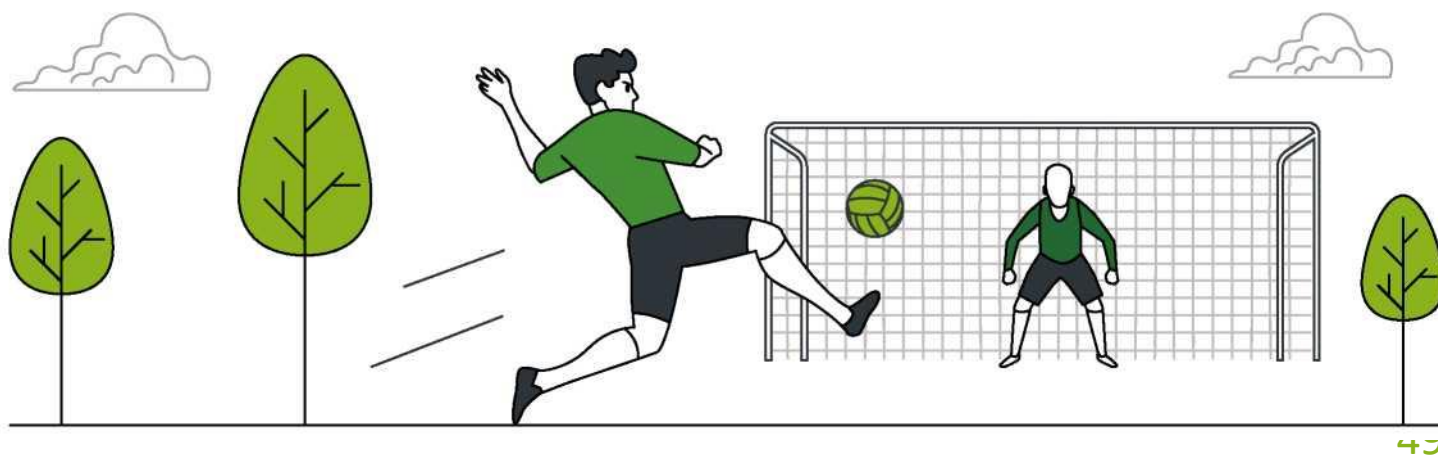
Blood donation is a sign of solidarity and MLSZ is committed to encouraging as many of its employees as possible to donate blood regularly. The establishment of a blood donor club was launched within the MLSZ in 2023 to promote blood donation. Within the framework of our employee health screening programme launched in 2023, each employee is provided with participation in a premium health screening programme free of charge. Screenings are only available to full-time employees .



The screening package includes medical tests that can have a big impact on the life quality of our employees, whether it is a laboratory test, cardiological screening, dental, dermatological or orthopaedic examination (among others). The success of the initiative is demonstrated by the fact that as many as 122 employees participated in health screenings carried out by our partner in the course of the year.

It is essential for MLSZ to provide regular sporting opportunities for its employees besides its players. Every employee in the Budapest office can do physical exercise in the sports centre next to the office building.

They have the opportunity to try various sports for a symbolic amount, and 20% of the employees working in the centre did take this opportunity in 2023. In addition, the football team organised from the employees of the Federation also participates in friendly 5+1 football tournaments at least once a year. The annual in-house football tournament was also held in the Christmas period in 2023 in which the staff teams (consisting of 33 employees altogether) could compete within the framework of 5+1 football matches. As a family-friendly workplace, MLSZ also organises a popular family day every year. As many as 398 people attended the event in the year of the report.



### **3.2.2. THE HEALTH AND WELLBEING OF OUR ATHLETES AND WIDER SOCIETY** (Indicator:

MLSZ-11)

#### **SUPPORT OF THE HEALTH PRESERVATION OF ATHLETES**

We provide regular health inspections for our athletes to improve their performance and to reduce risks and prevent injuries. The support of the safety and health of our athletes is of paramount importance to us, therefore we regularly carry out health screenings for our adult national team members including full cardiological and laboratory tests every year. We follow the international protocol required by UEFA for the adult national team.

We are a returning participant at UEFA and FIFA medical conferences adopting the international trends and sports health practices we learn into our own activities. Health education and training are key topics of international conferences to which MLSZ pays special attention as well. We practice first aid rules and practices within the organisation at least annually. Defibrillators in emergency bags are installed in each building operated by MLSZ.

We also participate in UEFA's well-being campaign “Coaches for Health” , which aims to mobilise the European coaching community to promote conscious nutrition, the importance of physical exercise, mental health care and to raise awareness of the dangers of substance abuse.

**Please read more information on the campaign on the website.**

#### **WELL-BEING AND HEALTH OF WIDER SOCIETY**

We believe that we can reach large numbers of young people by supporting institutional sport. We offer various programmes in educational institutions, including extra-curricular football for children in kindergarten, primary and secondary school via the OTP Bank Bozsik Institutional Programme and the McDonald's Fair Play Cup.



**WE REGISTERED ALMOST 137,000 PARTICIPANTS IN THE BOZSIK INSTITUTIONAL PROGRAMME OF OTP BANK AND ALMOST 10,000 PARTICIPANTS IN MCDONALD'S FAIR PLAY CUP PROGRAMME.**

We are also striving to create more sporting opportunities in addition to the KALAP programme. As a sponsor, we appear in city 5+1 league tournaments and cooperate with partner universities in university tournaments. We facilitate the implementation of the events by organising referees or providing a registration platform if required. We regularly arrange veteran tournaments and football cups in cooperation with the National Veteran Football Association and clubs organised by the regional directorates.

Our objective is to explore the potentials of football to enhance the development of the personal and social skills of the participants. Our overall objective is to ensure that our coaches' scope of activities is not only focused on developing professional players, but creates a receptive environment regardless of levels from which everyone can benefit.

### 3.2.3 CHILD AND YOUTH PROTECTION

(Indicator: MLSZ-10)

The MLSZ is committed to providing a safe and caring environment for every children and young footballer during the trainings, matches and sporting activities, and to provide assistance to football professionals to acquire the appropriate knowledge related to child protection. Our priority is to create an environment where children are not abused, shouted at, bullied, threatened, punished or sexually abused. A key concern is to ensure the physical protection of children to prevent and eliminate the possibility of abuse in football.

We do our utmost to make sure that our coaches are aware of the potential impacts of our age and football on children, the damage that can be done to the children as a result of bullying, shouting, ironising, taunting during the children's education or bullying or sexting in the internet world. For this reason, we have included a topic on child protection in the coaches' training curriculum with the aim of providing the coaches with a toolkit to become familiar with the elements of the child protection signalling system,

and recognise the signs of child abuse and know what steps to take for its prevention and remediation. Our future coaches are required to complete the MLSZ Grassroots Basic Training including a 4-hour module on child protection as a key topic, as well as education on online and offline crime and abuse, drug prevention and the dangers of alcohol abuse as well as conflicts arising from generational differences.



**AS MANY AS 44 TRAINING COURSES RELATED TO CHILD AND YOUTH PROTECTION WERE CARRIED OUT WITH 921 PARTICIPANTS IN 2022, AND 32 TRAINING COURSES WITH ALTOGETHER 716 PARTICIPANTS IN 2023.**



We have also organised workshops related to the topic for professional and amateur football clubs with the aim of having a designated person in each club with the appropriate knowledge. We are also regular participants and organisers of conferences in the subject,

one of the crown jewels of which is our substantially successful cooperation with the Association for Safe and Liveable Cities. Our objective is to introduce further training courses in the future and to publish publications to promote UEFA's already existing materials as well.





# **TRANSPARENCY: OUR ORGANISATION IS MANAGED TRANSPARENTLY**

The core values of MLSZ include fair play and transparency at all levels of the sport. Regular playing sustained during the matches is as important to us as the transparent operation of our organisation. The management of MLSZ is committed to the regular operation of the system, and also intends to set an example in this area as a federation significant on national level. Our commitment to transparent operations is bolstered by our accountability and the traceable and regular use of financial resources.

As a spectator team sport, football can be supported by means of subsidies from companies paying corporation tax (TAO). The MLSZ pays particular attention to the fair distribution of the grants and the monitoring of projects implemented by using these grants. The law also stipulates for MLSZ to publish the use of and accounts for the subsidies from TAO resources every year. Transparency and legal compliance are both emphasised within the governance pillar of our sustainability strategy. We prioritise ethical organisational procedures during our operation for the assurance of which we have developed a code of conduct and disciplinary regulations.

## **SUPERVISORY BOARD, OPERATION OF INTERNAL CONTROL**

The management of MLSZ is committed to full compliance with external and internal rules. MLSZ is of key importance due to its size and significance; its operation is always of great interest, therefore MLSZ pays particular attention to control, ethical operation and compliance with the legal regulations.

As in case of many large companies, the Supervisory Board is responsible for monitoring the operation, business and asset management activities of MLSZ in accordance with the law. The Internal Audit department is the work organisation of the Supervisory Board. Specific rules apply to the employees of the Internal Audit. Their appointment and dismissal is at the authority of the President. Internal Audit works on the basis of an annual work plan; it can carry out investigations different from the work plan at the request of the Presidium, the President, the Vice-President or the Secretary General in agreement with the Chairman of the Supervisory Board. Each unit of the Federation is obliged to cooperate with the Internal Audit, to provide data on request and to assist its operation. This internal control function has worked effectively for the past 13 years: non-compliance with the rules have resulted in termination of employment in 4 cases.



## **ETHICAL OPERATION, FAIR BUSINESS PRACTICES**

The expected behaviour of fans, sports organisations and football players as well as sports staff employed by these sports specialists and referees participating in competitions organised by MLSZ is governed by a Code of Conduct.

The key elements of the Code of Conduct are the promotion of good sportsmanlike behaviour, respect for our opponents and respect for the rules of the game and competition. In addition, the Code of Conduct refers to the recognition of human rights and equal treatment regardless of nationality, ethnicity or religion.

MSZ operates a Disciplinary and Appeal Committee to investigate violations of its Statutes and the rules of football and futsal, as well as racist manifestations. In the case of a suspected disciplinary offence, proceedings will be initiated against the suspected football player, sports specialist or sports organisation under the Disciplinary Code. The list of disciplinary offences and the level of sanctions to be imposed are included in the Disciplinary Code, which has been formulated in line with UEFA regulations.

Supporter behaviour is a sporting responsibility.

If chanting of homophobic, anti-Semitic, racist slogans occur at an event organised by MLSZ, it has disciplinary consequences in every case. In such cases, proceedings will be initiated against the involved sports organisation, which may result in fines or the closing of the sector. In line with the principles represented by UEFA, MLSZ also apply the principle of zero tolerance for discriminatory manifestations; we have been reinforcing our commitment by our campaign "Hate – no way!".

**Please read more about the notification of abuse in the Abuse Reporting Policy of MLSZ for more information.**

## **DATA PROTECTION**

The data protection activities of MLSZ are carried out by Dr. Ádám Németh Lawyer's Office as a trustee. 1 data protection incident occurred at MLSZ in 2023, which was reported to the National Authority for Data Protection and Freedom of Information (NAIH) in accordance with the relevant legal provisions. The NAIH has not yet responded to our notification.

## TRANSPARENT ACCOUNTING OF TAO SUBSIDIES

The role of MLSZ in the TAO support system is twofold: on the one hand, we act as an approving and controlling authority for sports organisations, and on the other hand, we also act as a beneficiary with our own programmes. As a sports federation, the MLSZ itself draws up a sports development programme, which is assessed by the minister responsible for sports policy. We took over the TAO audit tasks in 2014 and apply the strictest assessment criteria of any sports federation.

The focus areas of the support approved for the clubs have included amateur football, junior education and sports infrastructure development for the past years. The TAO subsidy related to the MLSZ programme requested by and approved for the Federation was HUF 17 billion in 2022/2023, which is the highest value in recent years due to property development for sports purposes exceeding that of the former years. The MLSZ used its TAO revenues related to its own programmes for the areas of junior education, mass participation, call for tenders and real estate investments for sports purposes, which are of high importance for the development of the sport.

MLSZ Subsidy Control Department has verified the proper use of subsidies annually and prepared a report for the Supervisory Board and the Presidium since 2014.

Appropriate accountability is important for MLSZ. After each TAO year, the MLSZ submits its accounts to the Ministry of Defence, which also includes the submission of a professional report and a financial report. State subsidies used and UEFA/FIFA subsidies received are accounted for in a similar way to the TAO accounts subsequent to the closure of the projects.

The TAO support scheme has been a great success based on the experience of the past years. Significant progress has been made in the field of youth education, mass participation and facility development.

**The annually issued TAO-graph publication provides a comprehensive overview of the use of the spectator team sport subsidies and the results achieved.**





## INDICATORS USED IN THE MLSZ SUSTAINABILITY REPORT

Table 5 – List of indicators for the Sustainability Report

INDICATOR	INDICATOR NAME	INDICATOR DESCRIPTION	SIDE
MLSZ-1	Supporter mobility, people arriving to the matches by public transport	Survey of the transport habits of fans attending matches organised by MLSZ.	21, 30
MLSZ-2	Waste produced	Assessment of the waste generated and managed by MLSZ.	21, 28, 30, 31
MLSZ-3	Energy consumption	Trends in the energy consumption of the facilities operated by MLSZ.	21, 23, 30, 31
MLSZ-4	Water consumption	Trends in the water consumption of the facilities operated by MLSZ.	21, 26, 30, 31
MLSZ-5	Support for people in need	Programme data organised by the MLSZ to support people in need.	35
MLSZ-6	Support of disabled people	Programme data organised by the MLSZ targeting the support of people with disabilities.	35, 42
MLSZ-7	Physical accessibility	An assessment of the activities conducted by MLSZ in the course of its activities and operations that facilitate access for disabled and elderly people.	35, 42
MLSZ-8	Tickets donation	Survey on tickets donation for less well-off fans and organisations at events organised by MLSZ.	30, 31, 35
MLSZ-9	Support for footballers in need	Survey on the provision of forms of support for footballers in need provided by MLSZ.	35, 45
MLSZ-10	Child and youth protection	Assessment of the child and youth protection programmes developed by MLSZ.	47, 52
MLSZ-11	Well-being and health	Assessment of the well-being and health promotion programmes developed by MLSZ for the general public.	47, 48, 50
MLSZ-12	Fight against racism and discrimination	Survey of initiatives taken by the MLSZ to combat racism and discrimination in football.	35, 46
MLSZ-13	Transparency and compliance	Assessment of the measures taken to ensure compliance with the regulations on MLSZ and the measures targeting transparency.	54
MLSZ-14	Supported infrastructure investments and services	Assessment of the infrastructure developments and services of MLSZ.	35, 40, 54



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