

2026-2030

Sustainability Strategy



MLSZ

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Executive summary

In 2023, the Hungarian Football Federation drew up its first sustainability strategy, setting out its own ambitions inspired by international environmental and social responsibility trends and UEFA's sustainability goals. The strategy, scheduled for the period between 2023-2025, harmonises sustainability issues affecting Hungarian football, and the MLSZ has undertaken to adapt its own operations to meet international expectations and set an example at the domestic level.

The issue of sustainability has become extremely important for our Federation in recent years, and it will continue to be a priority in the future. With the end of the action plan lasting until 2025, the MLSZ reviewed its strategy and, after assessing new possible directions, defined its planned activities for the period between 2026-2030. As a result, the Federation will maintain its sustainability strategy vision formulated in 2023 and, by

way of developing its own operations and its relationship with clubs, partners and fans, it intends to play an educational and awareness-raising role until 2030.

As an update to the strategy, the Federation has restructured the previous themes and objectives and created a more transparent framework that is more closely linked to its current operations. It maintains the actions and processes that have been successful so far and establishes closer cooperation between clubs, partners and fans in knowledge sharing and guidance activities. Its aim is to use its own best practices to inspire and strengthen the domestic sustainability approach in the professional football arena, and to actively support and encourage the sharing of social and environmental sustainability efforts by football stakeholders through its communication and network of contacts.

ENVIRONMENTAL PILLAR (E)

SOCIAL PILLAR (S)

GOVERNANCE PILLAR (G)



1

2

3

4

Sustainability of sporting events and facilities	Circular economy and climate protection	Health and equal opportunities for all	Governance
Fan mobility	Sustainable procurement	Equality and inclusion	Involvement of clubs and partners
Waste reduction	Digitalisation	Child and youth protection	Promoting sustainability, shaping attitudes
Efficiency and energy management	Biodiversity and animal welfare	Health and wellbeing	Transparency and compliance
Renewable energy and water management	Employee mobility	Promoting amateur football	Strategic review

The best practices and guidelines collected during the strategy review were derived from internal and external surveys. Following the principles of the 2023 strategy, the strategy development process was based on extensive international benchmark analysis, consultation with leading domestic football clubs and internal organisational discussions.

The MLSZ has conducted a questionnaire survey among Hungarian men's football clubs in NB I and NB II and women's football clubs in NB I, as well as county-level directorates. The aim of the survey was to assess the impact of the previous strategic period, the developments of the stakeholders and their future plans regarding their sustainability activities. The survey also asked stakeholders what role they see the Federation playing in making domestic football more sustainable.

In addition to the above, the Federation also validated the success of the strategy to date and the direction and feasibility of its future ambitions in the form of written and oral consultations with the specialist directorates involved in the proposed action plan.

Finally, taking into account the potential of domestic football and its level of international maturity, the MLSZ defined its new ambitions and updated its sustainability strategy for the period up to 2030.

The implementation and back-testing of the strategy is supported by a detailed monitoring system with responsible parties and a corresponding schedule.

The 2026-2030 strategy is based on environmental (E), social (S) and governance (G) pillars, which can be broken down into topics (4) and areas of intervention (16).

Sustainability of sporting events and facilities:

The topic of sustainability of previous events and facilities has been merged. This is because the MLSZ has already implemented most of the sustainability innovations affecting its own headquarters and the Telki Training Centre, or is currently implementing them (e.g. renewable energy production, installation of water-saving devices). In addition, topics such as fan travel and domestically hosted national team matches remain relevant in reducing the environmental impact of football.

Circular economy and climate protection: As in the previous strategic period, the MLSZ intends to pay particular attention to climate protection issues that have a positive impact on both our environment and our society. In addition to sporting events and infrastructure, it is also developing its own internal operations and continuing its existing practices, thereby further reducing its environmental footprint.

Health and equal opportunities for all: Football is one of the most widespread and inspiring phenomena in the world and in Hungary, as well. The MLSZ has reviewed and will continue its practices to ensure that all groups in society have access to football and a dignified life. Following the previous strategic period, support for people with disabilities and disadvantaged people, the fight against hate speech and racism, and solidarity have all been brought together under the theme of inclusion. Old and new social partner organisations will also play an important role in creating equality on the football pitch, in the stadium and beyond. As the primary goal of football and the MLSZ is to set as many people as possible in motion and steer them towards a health-

ier lifestyle, the Federation continues to support the well-being of children, employees, national teams and society at large. The promotion of amateur football has been highlighted as a separate topic, and its content and objectives are largely based on the Hungarian football strategy, which operates in parallel with this strategy.

Governance: The content of the governance section has been expanded to reflect the MLSZ's role. Monitoring and communicating the implementation of the strategy, reporting, and maintaining transparent and ethical organisational operations continue to be key elements. In addition, greater emphasis has been placed on sharing and representing good practices with clubs and partners, communicating exemplary activities to fans, and creating a systemic approach to shaping the attitudes of both the professional and civil circles of the football community.



1.

REVIEW OF THE SUSTAINABILITY STRATEGY AND ITS ROLE UNTIL 2030

1.1 THE HUNGARIAN FOOTBALL FEDERATION'S VISION AND ROLE IN THE SUSTAINABILITY OF DOMESTIC FOOTBALL

1.1.1 VISION

The MLSZ's vision for sustainability between 2023 and 2030 is as follows:

"The MLSZ intends to continue to play a leading role in making Hungarian football sustainable in environmental and social terms, thereby actively contributing to the creation of an inclusive, enabling football society and the preservation of the natural environment. As part

of this role, the Federation’s vision is to make its own operations and the events it hosts carbon neutral within the framework of this strategy.”

1.1.2 ROLE

European football Federations differ in their sustainability activities in terms of how broadly they interpret the target group of their measures, what actions they formulate for their own operations, and what tools they use to address football stakeholders.

The MLSZ has taken on an educational role for the 2023-2025 strategic period. It has primarily developed its own operations, setting an example for Hungarian football clubs in the areas of sustainability and environmental protection.

The Federation plans to continue its educational role in the 2026-2030 period. Its goal is to maintain and continue the results achieved in its own operations and to play a gradually strengthening role in addressing Hungarian football stakeholders.

The MLSZ continues to set an example through its own

practices and, from 2027, will provide a knowledge-sharing platform for clubs. Through this platform, the Federation will help to disseminate good practices, facilitate communication between clubs and represent appropriate sustainability policies. Clubs join voluntarily and are not influenced by their level of development in terms of sustainability. The aim of the updated strategy is for our Federation to create a systematic approach and to inspire with its knowledge, whether it is derived from the domestic, international, amateur or professional segments. The strategy was based on UEFA’s sustainability

1.2 METHODOLOGY FOR REVIEWING THE STRATEGY

1.2.1 INTERNATIONAL BENCHMARK ANALYSIS

strategy and a European-level benchmark analysis. In the benchmark, the MLSZ examined the sustainability activities of six international football Federations. As for their operations, the Federations were different in terms of their role perception and areas of focus. Compared to the 2023 survey, new best practices were collected and analysed, and solutions, that could be incorporated into



the MLSZ's sustainability strategy for 2026-2030, were highlighted.

During the analyses, great emphasis was placed on the complex frameworks of individual Federations (e.g. the French Federation's knowledge-sharing partnership framework or the German Federation's digital platform). This gave the MLSZ a comprehensive and easily adaptable picture of the activities of top international organisations.

The practices that best fit the educational model were selected (Figure 2) to form part of the strategy. In each case, these adopted elements were adjusted to the specific characteristics of Hungarian football and the functioning of the MLSZ, and the strategy integrates them in a manner specifically tailored to the domestic environment.

Figure 2 – Best international educational practices

EDUCATIONAL TOOLS



- **Unified information and knowledge-sharing framework**
- Knowledge transfer to young people, fans and staff
- **Football unites: making community football pitches accessible**
- “Football is Diverse”: campaigns promoting diversity, friendly matches
- E-learning platform and targeted sustainability communication to shape attitudes
- **Education for exercise and healthy living**
- Fair play communication on sustainability and respectful behaviour during competitions



- Organising programmes and campaigns on social issues and inclusion
- **Training and supporting female referees**
- Installation of recycling machines
- **Measuring and offsetting the carbon footprint of major events independently**, through tree planting and support for aquatic life, among other options



- Playing for the Future: NetZero strategy by 2040
- Application and communication of 6 guidelines to clubs
- **Support for Planet League and similar initiatives targeting fans**
- Raising and spreading awareness on sustainability and environmental issues
- **Greener game: free energy advice, subject to audit, but no obligation**
- Measuring own emissions together with emissions from stadiums and training grounds, with reduction targets

EDUCATIONAL TOOLS



- Representing UEFA's 11 guidelines and keeping the 2030 targets in mind
- **Provision of** annual campaigns and training courses as well as **online training modules**
- Equality and inclusion: **support for women's football**, awareness campaigns for equality and inclusion
- Football for all: **development of Paralympic and experimental football**, infrastructure assessment
- Use of **the UEFA Sustainable Event Management System (SEMS)**
- Guidance



- PEF: Educating **young players on responsibility and sustainability**
- **Green Coach programme: a tool for amateur clubs to help reduce their environmental impact**
- **Clubs** that implement innovative environmental **practices are recognised** annually
- Providing structured education in U6–U19 training sessions, using digital and practical tools



- Initiatives promoting positive social change
- **Carbon footprint calculation for own operations**
- Teamfruit = promoting fruit consumption in clubs
- **Green Club Weeks: encouragement and education for clubs**
- **Expansion of coach training with ESG elements and expectations related to responsible child-rearing**
- Promoting physical activity among older people in amateur clubs
- Combating racism and discrimination and training

In its strategy for 2026-2030, the MLSZ places great emphasis on reducing its internal carbon footprint, particularly in the area of employee mobility, strengthening equality and inclusion, as well as supporting people with disabilities and learning difficulties, and combating hate speech and racism. Its primary goal is to make physical exercise and football accessible and attractive to all age groups, as well as to actively involve clubs and partners in sustainability efforts and the process of shaping attitudes.

1.2.2 ASSESSMENT OF DOMESTIC NEEDS

Following the international analysis, the needs and opinions of county directorates, MLSZ departments and domestic football clubs were also assessed. Fourteen county directorates, seven departments and 29 domestic clubs (men's NB I, NB II, women's NB I) responded to the survey. The survey covered the results of previous sustainability activities, future goals, professional support needs, and how stakeholders see the future role of the MLSZ in the sustainable development of Hungarian football. (Figure 3)

Based on the feedback from the county directorates, the sustainability approach is increasingly evident in everyday operations, as more than half of the respondents have already carried out activities of this type and see further progress mainly in the areas of minor energy developments, community awareness raising and support for amateur clubs. Future ambitions include greening events, energy upgrades, circular solutions, programmes to create opportunities and promote health, and strengthening club management with sustainability considerations.

The majority of the clubs surveyed are already engaged in sustainability activities, but these are not implemented within a uniform framework. Fifty-nine per cent of respondents are familiar with the MLSZ's sustainability strategy, 68 per cent have implemented developments along this avenue, and 36 per cent already have a dedicated sustainability officer. Future ambitions include greening events, the circular economy, energy modernisation, supporting equal opportunities and health promotion, and making club management more conscious and sustainable. The clubs see a long-term framework and knowledge sharing as necessary for the systematic implementation of sustainability goals.

Figure 3 – Summary of questionnaire survey results

QUESTIONNAIRE QUESTIONS	OPINION OF COUNTY DIRECTORATES 14 responses	OPINION OF CLUBS 22 responses (covering 29 clubs)	OPINIONS OF SPECIALIST DISCIPLINES 7 responses
Previous sustainability activities	More than 57 per cent of boards stated that they had already carried out sustainability development projects. <i>E.g.: Paperless offices; selective waste collection; support for people in need and people with disabilities; changing water usage habits; drinking water conservation.</i>	38% of clubs have a sustainability officer, and ~23 per cent have carried out such activities. <i>E.g.: Sustainability investments (solar park); selective waste collection; electric transport on match days; recycled paper and cups; transition to sustainable equipment.</i>	Approximately 45 per cent of specialist areas participated in the MLSZ's sustainability activities. <i>E.g.: Anti-racism and anti-discrimination campaigns, employee welfare, sustainability investments.</i>
Support requested	14 per cent requested support. <i>Social support for those in need, facility development and grassroots programmes.</i>	14 per cent of clubs requested support. <i>Operating support, TAO funding (e.g. minibus, LED lighting, pitch development) and guidance on developing a Sustainability Strategy.</i>	This issue is not relevant to the specialist disciplines, so it was not included in the questionnaire.
Future aspirations and support needs	Digital communication (website, social media), paperless office, sustainable sporting events, facility efficiency, Fair Play and fan culture, projects and knowledge sharing.	Professional consulting, equality, sustainable infrastructure, knowledge sharing, waste reduction, transport, training, awareness raising, civil programmes (CSR), comprehensive projects ("green" events), financial support, carbon footprint, environmental policy.	Electric car use, sustainable travel, empowering women, digital publications, environmental sustainability (solar panels, suppliers, waste), social engagement, support for specialist areas, maintaining KPI's, promoting sustainability.
The MLSZ's role in Hungarian football	The directorates expect the MLSZ to play a leading role.	Most clubs expect incentives, while a significant proportion expect regulations from the MLSZ.	Opinions vary among the different fields, but overall, they expect the MLSZ to play an educational role.

Based on the results of the survey, sustainability has already appeared in the everyday operations of Hungarian football, but the players need guidance and a uniform framework. The MLSZ will be able to represent this in the coming years through education, awareness-raising and the structuring of good practices.

1.2.3 CONSULTATIONS WITH MLSZ SPECIALIST DISCIPLINES

Following the assessment of domestic needs, consultations were held with the Federation's specialist disciplines to discuss and validate the detailed strategic action plan that had already been drawn up. The aim was to ensure that all stakeholders were familiar with, understood and accepted the action plan for the MLSZ's 2026-2030 sustainability strategy, thus avoiding any misunderstandings following the approval of the strategy and reducing the time needed for adaptation. The responsibilities associated with each element of the strategy were also clarified.

Co-ordination efforts were held with a total of eleven specialist disciplines: online consultations were held

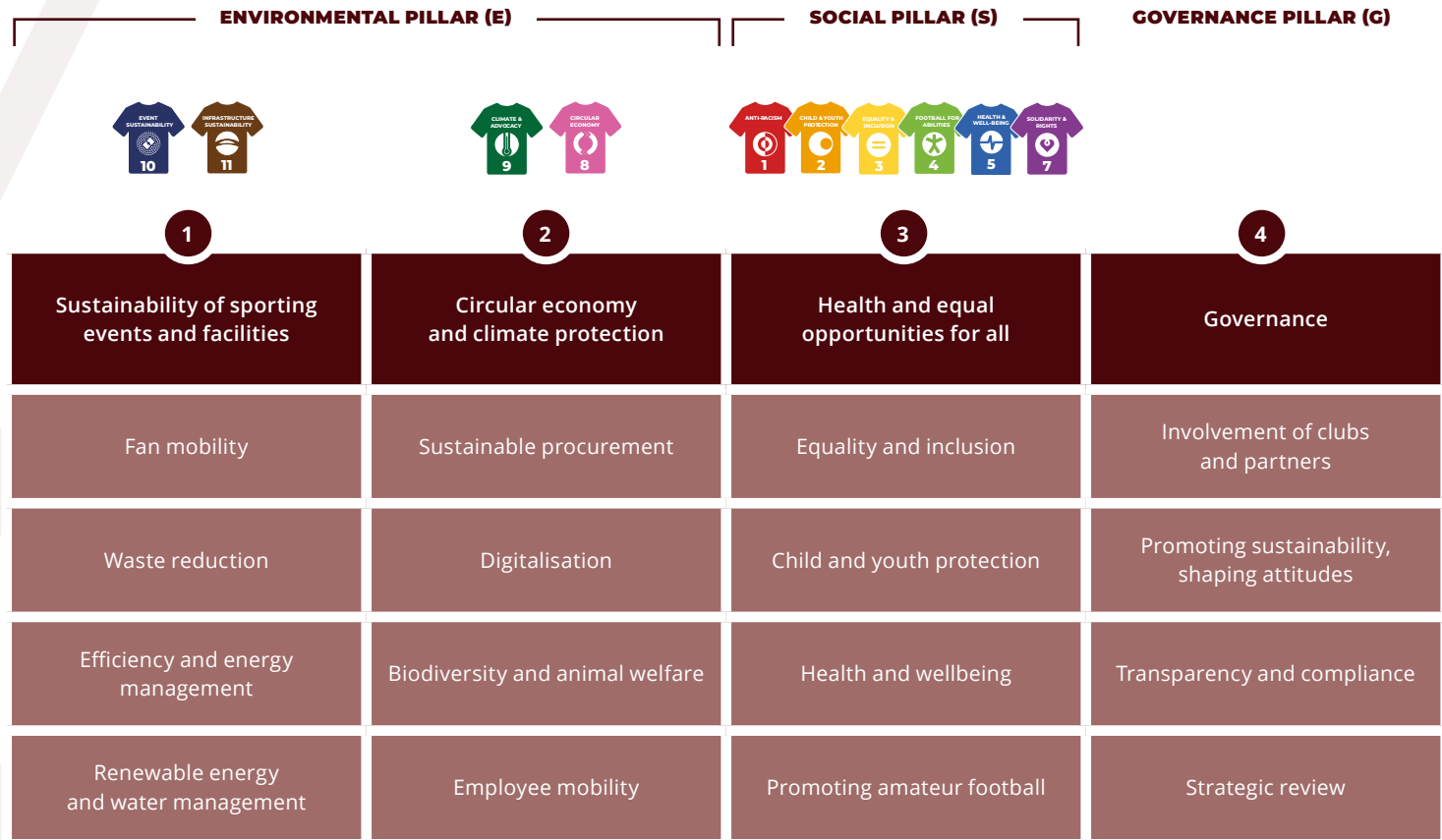
with six areas, and written consultations with a further five areas in order to obtain a complete picture. During the process, the results achieved in the areas to date, the current status of ongoing projects and the future plans of the specialist areas were reviewed. During the consultations, each proposed action was accepted on the basis of its relevance and feasibility, and the tasks and actions were clarified and expanded based on the feedback.

At the end of the consultations, the strategic roadmap and action plan were validated, ensuring that they fit in with the Federation's day-to-day operations and long-term goals.

2. SUSTAINABILITY STRATEGY FOR 2026-2030

The 2026-2030 strategy is based on environmental (E), social (S) and governance (G) pillars. The previous six topics within these pillars have been replaced by four consolidated topics, comprising a total of 16 areas of intervention (Figure 4). The strategy continues to define areas of intervention that are consistent with UEFA's recommendations in terms of structural elements.

Figure 4 – Framework of the strategy



2.1 SUSTAINABILITY OF SPORTING EVENTS AND FACILITIES

2.1.1 FAN MOBILITY

A significant portion of the carbon footprint of national team matches is attributable to fan transport. In a large city such as Budapest, most people do not live within walking distance of stadiums, so they need to use some form of transport. The MLSZ recommends the use of lower-emission public transport and sports equipment.

Target: Increase the proportion of fans arriving at matches by public transport by encouraging the use of public transport.

ID	RELATED KPI	UNIT
MLSZ 1.1.1	Proportion of fans arriving at matches by public transport	per cent
MLSZ 1.1.2	Number of surveys conducted on mobility habits	number

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Communication campaign to encourage the use of public transport on match days.	2026-2030	Ongoing	Comm. Dept.
Measurement of the primary means of transport used by fans.	2026	Ongoing	Events Dept.

2.1.2 WASTE REDUCTION

After the events, significant amounts of waste are often left behind, as the departing audience does not always pay attention to selective collection. In order to promote sustainable waste management, the aim is to reduce the amount of waste generated at matches and to increase the proportion of selectively collected waste. This is partly the responsibility of the MLSZ and partly that of the companies operating the stadiums, so the Federation can have the greatest impact by shaping attitudes and communicating with fans.

Target: To promote sustainable waste management at matches by reducing the amount of waste generated and the amount of waste left outside bins.

ID	RELATED KPI	UNIT
MLSZ 1.2.1	Amount of waste generated	t
MLSZ 1.2.2	Proportion of separately collected waste	per cent

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Measuring waste generated at Puskás Arena matches and identifying potential reduction opportunities.	2026-2030	Ongoing	Events Dept.
Promotion of the 4R approach at matches organised by the MLSZ.	2028-2030	Ongoing	Marketing Dept.

2.1.3 EFFICIENCY AND ENERGY MANAGEMENT

Previous measures taken to reduce energy consumption provide a good foundation. However, in order to achieve the target state, it is necessary to continuously monitor and analyse consumption data and implement further, smaller-scale energy efficiency improvements.

Target state: Regular monitoring of energy consumption and reduction of annual consumption.

ID	RELATED KPI	UNIT
MLSZ 1.3.1	Total amount of energy consumed	KWh

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Measuring and monitoring energy consumption, investigating consumption spikes, assessing and implementing reduction opportunities.	2026-2030	Ongoing	Operations Dept.
Assessing and developing the possibilities of a complete building management system at the headquarters.	2026	One-off	Operations Dept.

2.1.4 RENEWABLE ENERGY AND WATER MANAGEMENT

Developments aimed at replacing non-renewable energy sources in Telki and at the headquarters are still planned, with the expansion of existing solutions, so that at least 50 per cent of energy consumption comes from renewable sources. In view of Hungary's water shortage, reducing drinking water consumption is also a priority. The Federation has already taken steps to reduce water consumption, for example by using waterless urinals and waterless car washes, which should be supplemented with further water-saving developments and accurate metering. The coordinated implementation of energy and water management developments contributes to reducing the use of finite natural resources and mitigating the organisation's environmental footprint.

Target state: Reduction of non-renewable natural resource use by minimising drinking water consumption and replacing at least 50% of energy use with renewable sources.

ID	RELATED KPI	UNIT
MLSZ 1.4.1	Proportion of self-generated solar energy in energy consumption	per cent
MLSZ 1.4.2	Energy generated by solar panels	KWh
MLSZ 1.4.3	Drinking water consumed	m ³

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Calculation of the share of renewable energy consumption, setting a new target value for 2030.	2026-2030	Ongoing	Operations Dept.
Completion of the 500 KW solar park project at the Telki Training Centre.	2027	One-off	Telki Training Centre
Conscious measurement and monitoring of drinking water consumption, investigation of consumption spikes and maintenance of water-saving systems.	2026	Ongoing	Operations Dept.

2.2 CIRCULAR ECONOMY AND CLIMATE PROTECTION

2.2.1 SUSTAINABLE PROCUREMENT

An easily implementable measure for clubs is to make the merchandise and packaging in their fan webshops environmentally sustainable. Sustainable procurement and the use of environmentally friendly packaging materials can primarily be achieved by involving suppliers, but several national teams and club teams already use jerseys and products made from environmentally conscious materials.

Target state: Environmentally sustainable merchandise procurement and packaging for the fan webshop.

ID	RELATED KPI	UNIT
MLSZ 2.1.1	Proportion of single-use packaging materials in merchandise products	per cent

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Introduction of sustainable packaging for merchandise products.	2030	Ongoing	Sales Directorate
Enforcing sustainability criteria when purchasing protocol gifts (product packaging, local manufacturers, local labour).	2030	One-off	Marketing Dept.

2.2.2 DIGITALISATION

In order to transition to paperless operations, the MLSZ has minimised the production of printed press and fan materials. As a next step, the MLSZ aims to develop and further improve the digitisation of its internal operations in the interests of efficiency and environmental protection. To achieve this, it is essential to assess the digitisation potential of currently paper-based processes, successfully complete the digitisation processes that have already been started, and extend them to the entire system. The goal is to strengthen the organisation's digital culture and develop the necessary technological and infrastructural background.

Target state: Digitisation of the internal operations of the MLSZ.

ID	RELATED KPI	UNIT
MLSZ 2.2.1	Proportion of digitised processes	per cent

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Continuation of MLSZ digitisation projects and assessment of digitisation opportunities for other processes currently running on paper.	2026-2030	Ongoing	Secretary General Dir.

2.2.3 BIODIVERSITY AND ANIMAL PROTECTION

Preserving ecological balance often depends on the survival of a single species, which is why it is extremely important to support initiatives that protect biodiversity and natural habitats. Animal welfare is also part of human responsibility: we must ensure that our domestic and farm animals can live in dignified conditions, free from suffering. Nationwide programmes thus serve not only to preserve species diversity, but also to promote animal welfare.

Target state: Support for biodiversity and animal welfare projects with national coverage.

ID	RELATED KPI	UNIT
MLSZ 2.3.1	Amount spent on supporting organisations involved in biodiversity conservation or animal protection	million HUF

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Review cooperation with the supported partner organisation and expand it as necessary, determine the annual budget.	2026-2030	Annual	Secretary General Dir.



2.2.4 EMPLOYEE MOBILITY

A significant proportion of global carbon dioxide emissions are linked to transport, which is why making employee commuting more sustainable is a priority. The company's goal is to reduce CO₂ emissions from commuting by encouraging the use of public transport and alternative modes of transport, such as cycling or electric vehicles, thereby reducing the organisation's overall carbon footprint.

Target: Reduce CO₂ emissions from employee travel by encouraging the use of public transport and alternative modes of transport.

ID	RELATED KPI	UNIT
MLSZ 2.4.1	Proportion of electric vehicles within the fleet	per cent
MLSZ 2.4.2	Percentage of employees commuting by public transport and alternative means of transport	per cent

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Financial support for commuting to work by public transport.	2027-2030	Ongoing	HR Office
Increasing the proportion of electric cars operated in the management fleet to 20%.	2030	One-off	Operations Dept.
Installation of electric charging stations in the headquarters car park.	2027	One-off	Operations Dept.
Provision of free electric car charging for employees at the headquarters.	2026-2030	Ongoing	Operations Dept.

2.3 HEALTH AND EQUAL OPPORTUNITIES FOR ALL

2.3.1 EQUALITY AND INCLUSION

Our Federation aims to make football and fan support accessible and enjoyable for everyone. To this end, it has launched programmes involving disadvantaged groups, renovated sports grounds and cooperates with organisations supporting people with disabilities. The DAO project has made the Puskás Arena accessible, setting an example for future stadiums. Through its partnership with the Focisegély Foundation and the Maltese Charity Service, the MLSZ is also strengthening solidarity. With initiatives such as the No Pitch for Hate campaign, it continues to stand up against discrimination.

Target state: Operating a comprehensive social responsibility and equal opportunities framework that makes football and supporting football accessible and enjoyable for all members of society.

ID	RELATED KPI	UNIT
MLSZ 3.1.1	Number of sports programmes organised for disadvantaged people	number
MLSZ 3.1.2	Number of participants in sports programmes organised for disadvantaged people	persons
MLSZ 3.1.3	Total amount of donations from Federations supporting sports for people with disabilities	million HUF
MLSZ 3.1.4	Number of events supporting sports for people with disabilities	number
MLSZ 3.1.5	Number of participants in events supporting sports for people with disabilities	persons
MLSZ 3.1.6	Number of footballers supported by the life annuity programme	persons
MLSZ 3.1.7	Amount of support allocated in the annuity programme	million HUF
MLSZ 3.1.8	Number of seats reserved for persons with reduced mobility and persons with visual and hearing impairments at Puskás Stadium	number

ID	RELATED KPI	UNIT
MLSZ 3.1.9	Amount of fines imposed for racist behaviour	million HUF
MLSZ 3.1.10	Number of racist incidents	No.
MLSZ 3.1.11	Number of training programmes applying tools for combating racism	No.

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Provision of audio description commentary (ADC) technology during selected matches.	2026-2030	Ongoing	Marketing Dept.
Reaching out to key players in football (e.g. grassroots clubs, coaches) and continuously representing and promoting the grassroots spirit.	2028	Annual	Grassroots Dept.
Monitoring and mitigating hateful and racist behaviour in the men's NB I league.	2026-2030	Ongoing	Competition Management
Organising regular football training sessions and camps for disadvantaged people in cooperation with non-profit organisations.	2026-2030	Annual	Grassroots Dept.
Providing case-by-case support, financial assistance and organisational help for football events organised by organisations supporting people with disabilities and learning difficulties.	2026-2030	Ongoing	Grassroots Dept.
Active liaison with social organisations involved in sports and football, openness to new opportunities for cooperation.	2026-2030	Ongoing	Grassroots Dept.
Maintaining the lifetime annuity programme for retired male and female national football players and national team coaches.	2026-2030	Ongoing	Secretary General Dir.
Continuation of the project (DAO) supporting disabled fans attending matches organised by the MLSZ at the Puskás Arena.	2026-2030	Ongoing	Marketing Dept.
Communication support for existing campaigns aimed at shaping attitudes against racism, reducing verbal abuse and consciously promoting hatred-free behaviour.	2026-2030	Ongoing	Comm. Dept.

2.3.2 CHILD AND YOUTH PROTECTION

The MLSZ pays special attention to child and youth protection, particularly to raising awareness and training professionals working in football, in order to provide protection, support and a safe environment for all young players. During the summer, the MLSZ Grassroots Department participates in several sports days at the camps organised by the Erzsébet Foundation for Children in the Carpathian Basin in Zánka and Fonyódliget.

The MLSZ has its own child protection officer and holds regular workshops and training sessions for clubs and coaches to ensure that sport is not only about exercise for young people, but also about a safe, inclusive and attentive community.

Target: To improve the child protection knowledge of professionals working in football and to create a safe and attentive club environment for all children and young footballers.

ID	RELATED KPI	UNIT
MLSZ 3.2.1	Number of child and youth protection training courses held	No.
MLSZ 3.2.2	Number of participants in training courses	persons

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Holding regular workshops for clubs and talent centres.	2027-2030	Annual	Grassroots Dept.
Editing and promoting publications on child and youth protection.	2027	One-off	Grassroots Dept.

2.3.3 HEALTH AND WELL-BEING

The MLSZ's primary goal is to maintain and improve the health of its employees and national team players, as well as to promote a healthy lifestyle. The organisation achieves this through subsidised sports opportunities, regular medical examinations and screenings, and educational and community programmes.

Target state: Ensuring the health of employees and national team players.

ID	RELATED KPI	UNIT
MLSZ 3.3.1	Employees participating in health promotion programmes	persons
MLSZ 3.3.2	Number of participants in blood donation	persons
MLSZ 3.3.3	Employees eligible for recreational benefits	persons

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Provision of internal health screening programme for employees.	2026-2030	Ongoing	Secretary General Dir.
Establishment and long-term support of a blood donor club.	2026-2030	Ongoing	Secretary General Dir.
Implementation of a programme promoting health preservation.	2026	One-off	Marketing Dept.
Offering discounts to employees as a recreational benefit for exercise, e.g. running competitions, gym membership.	2026-2030	Ongoing	MLSZ SE

2.3.4 PROMOTING AMATEUR FOOTBALL

The MLSZ aims to make football accessible and attractive to all age groups, thereby strengthening the community-building and health-promoting role of this sport. To this end, the organisation and continuation of grassroots football is given great emphasis in the sustainability strategy, as it is in the Hungarian football strategy (e.g. through the Fair Play Cup, the OTP Bank Bozsik Programme, the KALAP programme and veterans' tournaments). The extension of this approach is supported by assessing the possibility of opening fan zones at other sporting events and promoting the walking football programme, which actively involves the over-60s in the football community . The aim is to make football a lifelong form of exercise and a community experience for everyone.

Target state: Promoting the concept of “football for everyone aged 1-100” among the general public.

ID	RELATED KPI	UNIT
MLSZ 3.4.1	Number of grassroots football events	number
MLSZ 3.4.2	Number of participants in grassroots programmes	persons
MLSZ 3.4.3	NB I clubs participating in the walking football programme	per cent
MLSZ 3.4.4	Average number of participants in fan zones	persons

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Organising and maintaining grassroots football (e.g. Fair Play Cup, OTP Bank Bozsik Programme, KALAP programme, veterans' tournaments).	2026-2030	Ongoing	Grassroots Dept.
Extension of the use of fan zones to other sporting events and occasions.	2027-2030	Annual	Grassroots Dept.
Promotion of walking football programmes for the over-60s with the involvement of clubs.	2028-2030	Ongoing	Grassroots Dept.

2.4 MANAGEMENT

2.4.1 INVOLVEMENT OF CLUBS AND PARTNERS

Building on the MLSZ's educational framework, a key objective is to promote the involvement of clubs and partners and to strengthen cooperation in order to increase commitment to sustainability. The Federation will continue to encourage clubs to adopt sustainability initiatives and best practices, thereby supporting joint, long-term development.

Target state: Increasing the sustainability interest of clubs and partners, promoting cooperation in accordance with the educational framework established by the MLSZ.

ID	RELATED KPI	UNIT
MLSZ 4.1.1	Operation of a platform for sharing best practices	No.
MLSZ 4.1.2	Proportion of NB I and NB II clubs involved in sharing good practices	per cent
MLSZ 4.1.3	Number of clubs (professional and amateur) involved in sharing good practices	No.
MLSZ 4.1.4	Number of good practices shared	No.
MLSZ 4.1.5	Number of sustainability partners	No.

ACTION SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Clubs Providing an internal knowledge-sharing platform for sharing ESG best practices.	2027	One-off	Marketing Dept.
Developing a strategic framework for clubs to improve their environmental and social impact and share best practices.	2028	One-off	Marketing Dept.
Developing sustainability-themed collaborations, campaigns and visibility with partner organisations (sponsors, supported organisations, other partner companies).	2028-2030	Ongoing	Marketing Dept.

2.4.2 PROMOTING SUSTAINABILITY, SHAPING ATTITUDES

The MLSZ also supports the transition to sustainable operations by shaping the attitudes of fans, taking advantage of its wide reach to convey social and environmental messages. It does this through educational and knowledge-sharing initiatives, such as Grassroots forums, which aim to spread sustainable best practices.

Target state: The Federation shapes the attitudes of domestic football fans towards environmental and social sustainability through its own activities and educational tools that promote involvement.

ID	RELATED KPI	UNIT
MLSZ 4.2.1	Number of fans reached	persons

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Preparation and screening of environmental campaigns/posts at matches by finding suitable and credible "ambassadors", e.g. on waste collection, vegetarian lifestyles, etc.	2026-2030	Annual	Comm. Dept.
Establishment of a Sustainability Award, to be awarded annually based on the sustainability activities of the clubs, following implementation, on the basis of voluntary applications or reports submitted by the clubs.	2030	Annual	Marketing Dept.

2.4.3 TRANSPARENCY AND COMPLIANCE

In order to ensure transparent and ethical operations, the MLSZ aims to develop a uniform framework for the entire organisation that ensures transparency in communication and operations, as well as the identification and management of risks. Regulations, decisions and reports will continue to be available on the website, thereby strengthening the confidence of stakeholders. The publication of annual sustainability reports summarising the progress of the sustainability strategy is also an important element of transparency.

Target state: Transparent and ethical operation throughout the organisation by establishing an appropriate framework and identifying and managing emerging risks.

ID	RELATED KPI	UNIT
MLSZ 4.3.1	Number of published reports	No.

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Reviewing areas for improvement in the compliance framework, updating and preparing necessary documents and regulations (e.g. code of ethics, procurement regulations)	2026-2030	Ongoing	Secretary General Dir.
Transparent presentation of the MLSZ's professional and financial activities through the preparation of publications for the MLSZ's annual general meeting.	2026-2030	Ongoing	Marketing Dept.
Preparation of an annual sustainability report on the implementation of the sustainability strategy.	2026-2030	Ongoing	Marketing Dept.

2.4.4 STRATEGIC REVIEW

Strategic review ensures annual monitoring of objectives and KPIs, supports high-quality implementation of actions, provides a basis for evaluating results and making future decisions, thereby promoting the long-term development of the organisation.

Target state: Annual monitoring of strategy fulfilment and impact, high-quality implementation of actions, and review of goals and KPIs.

ID	RELATED KPI	UNIT
MLSZ 4.4.1	Percentage of actions implemented	per cent
MLSZ 4.4.2	Percentage of regularly measured KPIs	per cent
MLSZ 4.4.3	MLSZ Carbon footprint	tCO ₂ eq

ACTIONS SUPPORTING IMPLEMENTATION	TIMING	FREQUENCY	RESPONSIBLE AREA
Mapping regional offsetting opportunities and investing financially in projects to offset unavoidable carbon emissions.	2028-2030	Annual	Marketing Dept.
Publishing the sustainability strategy and preparing and publishing an annual sustainability report based on monitoring results.	2026-2030	Ongoing	Marketing Dept.
Measuring and reducing the carbon footprint generated at the MLSZ headquarters and the Global Hotel.	2026-2030	Annual	Marketing Dept.



3. CONCLUSION

In our strategy outlined above, the MLSZ undertakes to place great emphasis on sharing sustainability knowledge and providing a systematic approach to the main actors in football, in addition to its own operations. It will continue its ESG activities to date and actively seek new points of intervention to make domestic football more sustainable. The MLSZ aims to implement the actions outlined in the period 2026-2030 and will report on the progress and fulfilment of KPI's in its annual sustainability report.



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