

**2025**

# **Sustainability Report**



**MLSZ**

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# Foreword

The Hungarian Football Federation's 2025 Sustainability Report is a comprehensive document that presents all the steps, results and ongoing initiatives through which the organisation contributes to creating a more sustainable future for Hungarian football. The MLSZ is committed to conducting its activities with consideration for environmental, social and governance aspects, and to setting an example for those involved in the sport and the wider community.

The purpose of the report is to provide a transparent and detailed overview of the MLSZ's sustainability strategy, the results achieved, and the challenges the organisation faces in implementing sustainable operations. The MLSZ believes that sustainability is not just an abstract concept, but a series of concrete actions that have an impact on everyday operations and the lives of athletes, employees, fans and society as a whole.

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In 2025, the MLSZ paid particular attention to the use of renewable energy sources, increasing energy efficiency, water conservation and modernising waste management. In addition, social responsibility, child and youth protection, the promotion of equal opportunities and the support of mental health played an important role. The MLSZ's goal is to contribute to the development of a healthier, more inclusive and environmentally conscious sports community through its sustainability efforts.

The results and actions presented in the report not only affect the internal functioning of the organisation, but also aim to set an example for clubs, partners and all those involved in the sport. The MLSZ continuously strives to develop its compliance framework, update its regulations and organise regular knowledge-sharing forums to ensure that good practices are disseminated as widely as possible.

We are confident that this report will contribute to strengthening our commitment to sustainability and encourage all participants in Hungarian football to work together for a more liveable, fairer and greener future.

**Dr Márton Vági,**  
**Secretary General**







# 1.

## **SUSTAINABILITY: ONE OF THE CORNERSTONES OF THE MLSZ'S OPERATIONS**

### **1.1 ABOUT THE REPORT**

The Hungarian Football Federation (hereinafter: MLSZ) presents its sustainability report, which summarises the organisation's sustainability results, achievements and ongoing actions for 2025. As the organiser of football in Hungary, the MLSZ considers it extremely important to be at the forefront of sustainability and, through its activities within the sport and its social impact outside it, to contribute to reducing the effects of climate change, promoting social justice and improving living standards, while striving to preserve the natural resources within its sphere of influence for future generations.

	Reporting period	Financial year 2025 (1 January 2025 - 31 December 2025)
	Reporting cycle	Annual
	Reporting organisation	Hungarian Football Federation Headquarters: 1112 Budapest, Kánai út 2.D.
	Content and scope of the report	The report presents key sustainability issues related to the operations of the Hungarian Football Federation. The scope of the report covers the Hungarian Football Federation and does not include Hungarian football clubs or stadiums rented for events.
	Reporting approach	The Report was prepared in accordance with the MLSZ's sustainability strategy and in line with its financial statements.
	External independent verification	The data and information contained in the report have not been verified by an external party.

Questions regarding the sustainability report or published information should be sent to [fenntarthatosag@mlsz.hu](mailto:fenntarthatosag@mlsz.hu).

## 1.2 INTRODUCTION TO THE MLSZ

The Hungarian Football Federation (MLSZ) is a sports association operating in Hungary and responsible for the management of football at national level. As a public benefit organisation, the Federation performs its tasks in accordance with an operating model based on the principle of self-government, ensuring the unified professional management of Hungarian football, the operation of its organisational framework, and the coordination of the work of legal and natural persons active in the sport.

One of the fundamental tasks of the MLSZ is to represent Hungary and Hungarian football in national and international sports organisations. In 2025, the Federation will continue to be a member of the International Federation of Association Football (FIFA), the Union of European Football Associations (UEFA) and the Hungarian Olympic Committee (MOB). These memberships also mean that the MLSZ takes into account the professional, ethical and sustainability standards of international football in its operations and regulatory environment.

The Federation's responsibilities include the professional management and development of football, the formation and operation of national teams, the organisation of their training programmes, and the preparation and staging of domestic and international matches. The MLSZ operates the Hungarian football competition system, including the National Championships and the Hungarian Cup series, and defines and implements medium- and long-term youth development programmes.

The Federation plays a key role in the training, further education and certification of coaches, referees and sports professionals. In addition, by organising and supporting school, recreational and grassroots football, it contributes to the continuous expansion of the social base of football, the promotion of an active lifestyle and the long-term sustainability of the sport.

In 2025, the MLSZ continued to be supported by significant organisational and human resources. In addition to the Federation's central organisation and county directorates, a large number of commissioned experts – primarily referees and assistants – were involved in carrying out its tasks. The MLSZ also performs public tasks through affiliated organisations, with a particular focus

on social responsibility, youth development and infrastructure management.

As Hungary's most popular sport, football has significant social reach and influence. Accordingly, the activities of the MLSZ have a broader social impact than just the sport itself. The Federation's approach is increasingly focused on developing the sport in a responsible manner, taking into account environmental, social and governance considerations.

### **1.3 SUSTAINABILITY FOR THE MLSZ**

For the Hungarian Football Federation, sustainability is not a separate activity, but an approach and decision-making framework that permeates the entire organisation. The Federation recognises that, due to the prominent social embeddedness and reach of football, it has a special responsibility to reduce environmental impacts, create social value and implement transparent, responsible governance.



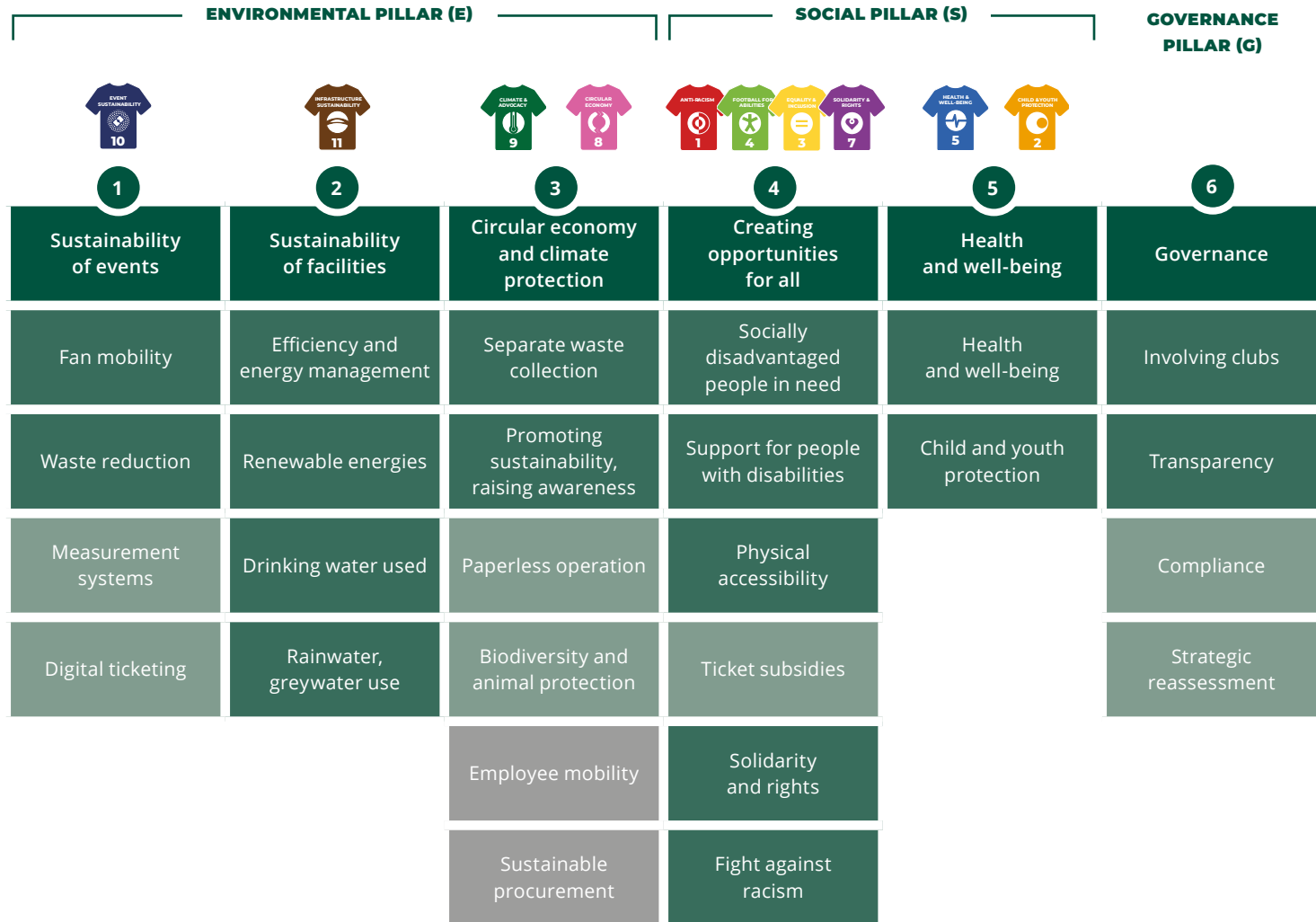


According to the MLSZ's sustainability vision for 2023-2025, its goal is to play a leading role in the sustainable development of Hungarian football, both from an environmental and social perspective. The Federation's vision is to gradually shift its own operations and the events it organises towards carbon neutrality, while actively contributing to the development of an inclusive, opportunity-creating and responsible football culture.

Sustainability efforts were incorporated into a unified framework in 2023, which was prepared with the support of internal organisational surveys and a questionnaire-based assessment of the situation among domestic football clubs. When developing the strategy, the MLSZ took into account the sustainability guidelines of FIFA and UEFA, as well as the long-term development goals of Hungarian football.

The 2023-2025 sustainability strategy was built on environmental (E), social (S) and governance (G) pillars.

**Figure 1 – MLSZ sustainability strategy 2023 to 2025**



The topics (6) and areas of intervention (26) related to these pillars covered those elements of the Federation's operations where the most significant environmental and social impacts occur and where there is the greatest potential for positive change. The strategy was updated for the period 2026-2030 and approved by the MLSZ Executive Committee on 25 November 2025.

The MLSZ's role in the 2023-2025 period is primarily educational and awareness-raising. The Federation aims to establish active dialogue and cooperation with football clubs, the football community and other stakeholders, while setting an example through its good practices and its own operations. This approach contributes to sustainability being seen not as an external expectation but as an internal value for those involved in the sport.

**Please go to our website to read more about our 2023-2025 sustainability strategy.**

In the 2025 reporting year, a further development in the sustainability approach can be observed: the MLSZ is placing increasing emphasis on an approach based on measurement, monitoring and feedback. Quantifying the impact of environmental and social interventions and indicator-based monitoring will enable the Federation to make informed decisions and introduce more targeted measures in the future.

The Federation's longer-term goal is to gradually develop incentives and regulatory elements that promote a more structured approach to sustainability in Hungarian football, while maintaining its educational role. One possible means of achieving this is to further develop the club licensing system and to regularly share knowledge and best practices.

The MLSZ is convinced that ensuring sustainable development is not solely the responsibility of the Federation, but a shared responsibility across the entire football ecosystem. The Federation aims to contribute, through its activities and exemplary operation, to ensuring that those involved in the sport – players, coaches, managers, fans and decision-makers – make more conscious and responsible decisions, thereby

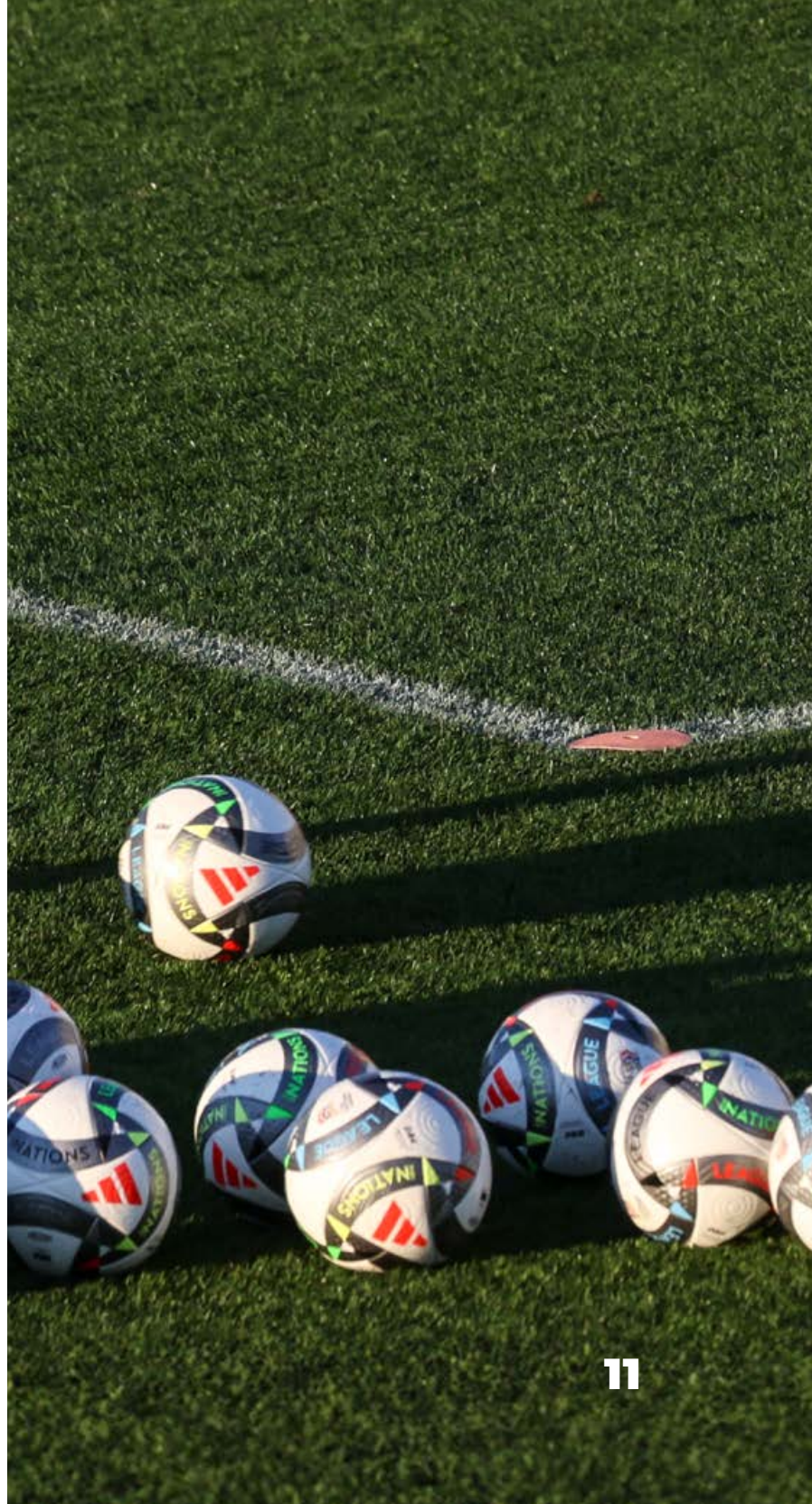
supporting the long-term sustainable development of Hungarian football.

## **1.4 MLSZ'S KEY SUSTAINABILITY RESULTS IN 2025**

The implementation of the MLSZ's sustainability action plans is a joint effort involving various departments, coordinated by the Marketing Department. Its tasks include the ongoing monitoring of action plans, the implementation of action plans assigned to the department, and the preparation of the Sustainability Report presenting the MLSZ's sustainability performance.

**Of the 11 strategic sustainability actions set for 2025, 7 have been completed, 1 has been partially implemented, 2 have been rescheduled, and 1 is being reviewed by the Federation for feasibility.**

Please go to our website to read about our future sustainability action plans.



**Table 1 – MLSZ Sustainability Strategy Action Plans for 2025<sup>1</sup>**

AREA	TOPIC	ACTIONS SUPPORTING IMPLEMENTATION	ACTION STATUS	TIMING
Sustainability of events	Measurement systems	Mapping regional offsetting opportunities and investing financially in projects to offset unavoidable carbon emissions.	Rescheduled for the period 2026-2030	2025
Sustainability of facilities	Efficiency and energy management	Assessing and developing the possibilities of a complete building management system at the headquarters (based on the example of the Telki Training Centre).	Completed	2025
Sustainability of facilities	Renewable energies	Implementation of the planned heat pump investment in the headquarters.	Completed	2025
Sustainability of facilities	Drinking water consumption	Installation of water-saving shower and hand washing solutions in the Telki Training Centre on the hotel premises (e.g. in changing rooms and bathrooms).	Completed	2025
Sustainability of facilities	Use of rainwater and grey-water	Connection of the Telki Training Centre hotel building and bathrooms to the artificial grey water system, recycling of shower water.	Partially implemented	2025

AREA	TOPIC	ACTIONS SUPPORTING IMPLEMENTATION	ACTION STATUS	TIMING
Circular economy and climate protection	Selective waste collection	Pilot project for selective waste collection in the hotel rooms of the Telki Training Centre, supported by educational content.	Under review	2025
Circular economy and climate protection	Promoting sustainability, shaping attitudes	Encouraging clubs to operate sustainably by awarding an annual "Sustainability Award" for each championship, taking into account developments in the current year.	Rescheduled for the 2026-2030 period	2025
Health and well-being	Health and well-being	Annual mental health screening for selected players.	Achieved	2025
Health and well-being	Health and well-being	Communication campaigns and lectures promoting health preservation, healthy eating and sport.	Achieved	2025
Management	Involvement of clubs	Establishment of regular knowledge-sharing forums for professional and grassroots clubs separately, searching for and presenting good environmental and social examples.	Implemented	2025
Governance	Compliance	Reviewing the compliance framework and areas for improvement, updating and preparing necessary documents and regulations (e.g. code of ethics, procurement regulations).	Completed	2025

<sup>1</sup>The MLSZ prepares an annual sustainability report, but not based on the GRI (Global Reporting Directive) standard.

# 2.

## **ENVIRONMENT (E): WE ARE WORKING TO REDUCE OUR ENVIRONMENTAL FOOTPRINT**

The Hungarian Football Federation has been consciously working to promote sustainable development and environmental protection for many years. One of the main goals of the 2023–2025 sustainability strategy is to reduce environmental impact and incorporate sustainability considerations into everyday operations. In addition to legal compliance, we are actively developing the sustainable operation of our events and facilities and supporting the circular economy and climate protection efforts.

Environmental sustainability is a priority in the internal operations of the MLSZ, in the organisation of football events and in commu-

nication with fans. In 2025, several developments were implemented, which, in line with the strategic objectives and action plans, focused primarily on the areas with the greatest environmental impact. In the future, we intend to take further measures to reduce our environmental footprint and contribute to raising environmental awareness within the football community.

As part of our strategy, we have undertaken to measure the organisation's total carbon footprint, including emissions from the men's national team's matches (e.g. energy consumption, waste, mobility). In 2024, we began using the carbon calculator and platform developed by UEFA, and continued to do so in 2025. The Federation's vision is to make its own operations and the events it organises carbon neutral within the framework of this strategy.

## **SUPPORTING BIODIVERSITY AND ANIMAL WELFARE** (INDICATOR: MLSZ-16)

As part of our sustainability strategy, in addition to reducing our environmental footprint, we also place a strong emphasis on biodiversity conservation and animal welfare.





In 2025, the Federation contributed HUF 3 million to the work of the Foundation for the Promotion of Open Sterilisation.

We are constantly exploring opportunities to collaborate most effectively with civil society organisations that support biodiversity conservation and animal welfare activities.

## **2.1 OPERATION IN ACCORDANCE WITH SUSTAINABILITY CONSIDERATIONS**

(INDICATORS: MLSZ-2, MLSZ-3, MLSZ-4, MLSZ-18)

### **ENERGY CONSUMPTION**

(INDICATOR: MLSZ-3)

**MLSZ Headquarters** - In 2025, the Hungarian Football Federation paid particular attention to improving the energy efficiency of its headquarters, with a focus on modernising energy management systems and using renewable energy sources. The measures taken are aimed at optimising energy consumption, increasing

the proportion of self-generated energy, and supporting long-term sustainability and carbon reduction goals.

In order to manage the operation of the headquarters more efficiently, work has begun on the development of a complete building management system (BMS). The BMS is a centralised control system that integrates the building's technical equipment, including heating, ventilation and air conditioning systems, lighting, power supply, and security and condition monitoring systems. The system enables accurate measurement, analysis and optimisation of energy consumption, while improving the comfort and working conditions of those working in the building.

One of the biggest challenges of the development was to achieve the coordinated operation of an older, non-intelligent automation system and a new, state-of-the-art smart system in the headquarters. The integration of the two systems is a complex technical task that only a few service providers undertake. According to the plans, the smart building management system will be fully functional by January 2026.

Future development opportunities include the integration of electric car chargers into the building manage-

ment system. This would enable detailed monitoring of charging habits, such as which vehicle is being charged, by whom, how often and for how long. The data obtained in this way could provide a basis for analysing transport habits and further optimising energy consumption, especially in the future, when fleet use and private vehicle charging are likely to become increasingly interconnected.

In order to strengthen the use of renewable energies, the planned heat pump investment in the Headquarters was also implemented in 2025. The heat pump installed on the roof provides a modern, energy-efficient solution to meet the building's heating and cooling needs, thereby reducing dependence on fossil fuels.

The heat pump system is closely linked to the solar panel system previously installed in the headquarters, which was finalised in 2025. The system consists of a total of 158 solar panels – 140 on the roof and 18 on the side wall of the building – with a capacity of 425 watts per panel. Energy efficiency is enhanced by three 10 kW and one 20 kW alternating current inverters, as well as two batteries that store energy that is generated but not used immediately.

The heat pump primarily uses the solar energy stored in the batteries, and once these are depleted, it uses energy extracted from the air to heat and cool the building as required. This operating principle significantly increases the share of renewable energy in the headquarters' total energy consumption.

In order to continuously monitor energy consumption, a building automation system was also installed by August 2025, which allows monthly energy consumption and emissions to be monitored. In addition, the MLSZ conducted a building energy audit, as a result of which the headquarters was awarded an A++ energy efficiency rating, confirming the effectiveness of the improvements made.


**Telki Training Centre** – In recent years, comprehensive energy efficiency improvements have been implemented in the complex with the aim of reducing operational energy consumption and promoting sustainable operation. As part of the investments, the entire mechanical system was modernised, including the installation of new boilers, thermostats and heat pumps. These measures contribute significantly to optimising energy consumption and reducing carbon dioxide emissions.

The centre's lighting modernisation programme has been ongoing for several years, with energy-efficient light sources being installed. The installation of motion sensors in the communal areas of the building complex further reduces unnecessary lighting time, thereby reducing electricity consumption.

The energy management of the hotel section of the Training Centre is carried out through a modern, centralised monitoring system. The system provides real-time monitoring and control capabilities that support further optimisation of energy consumption and increased operational efficiency.

The complex's energy consumption data was recorded on a monthly basis in 2025. Data collection allows for the monitoring of consumption trends, the identification of intervention points, and the establishment of long-term energy saving goals.

**Figure 2 – Data on the MLSZ’s energy consumption (MJ)<sup>2</sup>**

<b>ENERGY CONSUMPTION</b> 	<b>HEADQUARTERS</b>			<b>TELKI TRAINING CENTRE</b>			<b>TOTAL</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Non-renewable energy consumption	7 641 800	6 620 116	0	3 748 776	2 753 934	9 421 001	11 390 576	9 374 050	9 421 001
of which electricity	0	0	0	22 126	25 553	5 876 518	22 126	25 553	5 876 518
of which district heating	870 000	0	0	0	0	0	870 000	0	0
of which natural gas	0	0	0	3 262 740	2 190 881	3 087 608	3 262 740	2 190 881	3 087 608
of which fuel	6 771 800	6 620 116	0	463 910	537 500	456 875	7 235 710	7 157 616	456 875
Renewable energy consumption	449 359	226 000	1 091 000	198 000	216 000	180 000	647 359	442 000	1 271 000
of which electricity (renewable)	449 359	226 000	1 091 000	198 000	216 000	180 000	647 359	442 000	1 271 000
Renewable energy consumption as a percentage of total energy consumption	5,60%	3,30%	100%	5%	7,27%	1,87%	5,38%	4,50%	11,89%
<b>Total energy consumption</b>	<b>8 091 159</b>	<b>6 846 116</b>	<b>1 091 000</b>	<b>3 946 776</b>	<b>2 969 934</b>	<b>9 601 001</b>	<b>12 037 935</b>	<b>9 816 050</b>	<b>10 692 001</b>

<sup>2</sup> Energy consumption data for 2023, 2024 and 2025 relating to the MLSZ headquarters and the Telki Training Centre have been published based on the quantities provided by the service providers and the quantities measured by the equipment.

## **WATER CONSUMPTION**

(INDICATOR: MLSZ-4)

**MLSZ Headquarters** – Water consumption at the headquarters remained low in 2025. This was largely due to the moderate water demand resulting from the nature of office work and the conscious use of water by those working in the building. However, the favourable results are also due to previously introduced efficiency-enhancing measures, such as the use of waterless urinals, the installation of aerator taps, the use of balloon water dispensers and the operation of modern, energy- and water-saving dishwashers.

Our organisation aims to maintain and, where possible, further develop responsible water management practices in the future. To this end, we continuously evaluate the building's water consumption processes and seek new solutions that support sustainability.

**Telki Training Centre** – In operating the Telki Training Centre, the MLSZ pays particular attention to reducing water consumption and managing available water resources responsibly. The solutions implemented at the facility are aimed at reducing drinking water consumption and utilising alternative water sources where possible.

Water-saving shower and hand-washing solutions have already been partially introduced in the hotel wing. Based on data from February 2025, 94 of the 127 showers and 144 of the 163 washbasins are equipped with water-saving devices. These ratios did not change during the reporting year, but the existing devices continue to contribute to reducing water consumption.


Greywater utilisation is currently primarily linked to the wellness area. The water volume measured by a certified meter, which comes from backwashing the pool filters, is not discharged into the public sewer system, but is used as greywater for irrigating the sports fields. This solution significantly reduces the amount of drinking water used for irrigation.

Wastewater from hotel room bathrooms – regardless of whether it comes from showers, washbasins or toilets – is discharged into a unified sewage system. Communal wastewater containing biological and solid contaminants is not suitable for use in irrigation systems without technological treatment, therefore no further greywater utilisation was implemented in 2025.

In 2025, 15,144 cubic metres of drinking water was used, while 1,125 cubic metres of greywater was used, meaning that 7.42% of drinking water ended up as greywater.

**The rainwater harvesting system at the Telki Training Centre enables the Centre to meet its significant water requirements without using drinking water.**

**Table 3 – Data on MLSZ water consumption (m<sup>3</sup>)<sup>3</sup>**

<b>TYPE OF WATER CONSUMPTION</b> 	<b>HEADQUARTERS</b>			<b>TELKI TRAINING CENTRE</b>			<b>TOTAL</b>		
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
From own drilled well	0	0	0	11 386	75 689	25 690	11 386	75 689	25 690
Water purchased from a third party	305	340	325	17 711	19 082	14 819	18 016	19 422	15 144
Grey water	0	0	0	1941	880	1 125	1941	880	1 125
<b>Total water consumption</b>	<b>305</b>	<b>340</b>	<b>325</b>	<b>31 038</b>	<b>95 651</b>	<b>41 634</b>	<b>31 343</b>	<b>95 991</b>	<b>41 959</b>

<sup>3</sup> Drinking water consumption is measured using meters certified by the service provider. The amount of water from the drilled well is also measured using certified meters. The water consumption data for 2023, 2024 and 2025 for the MLSZ headquarters and the Telki Training Centre were published based on these meter readings.

## 2.2 SUSTAINABILITY OF EVENTS

In order to ensure the sustainability of events, the MLSZ continued to pay special attention to the development and use of measurement systems in 2025. With the help of the Carbon Footprint Calculator created by UEFA, we will be able to track our organisation's carbon footprint per football season, including emissions generated during the matches of the men's national

team. As a result, this action has been rescheduled for 2026-2030. The effectiveness of the action will be monitored by the Federation on the basis of the carbon footprint and the amount of CO<sub>2</sub> emissions offset. The effectiveness of the activity will be monitored by the Alliance based on the carbon footprint and the amount of CO<sub>2</sub> emissions offset.



## 2.3 CIRCULAR ECONOMY AND CLIMATE PROTECTION

### 2.3.1 SELECTIVE WASTE COLLECTION

(INDICATOR: MLSZ-2, MLSZ-18)

**MLSZ Headquarters** – The majority of waste generated at the Federation’s headquarters is municipal waste, but a significant amount of paper and plastic waste is also produced. Selective waste collection bins have been placed in every corridor of the office building, enabling employees to separate waste responsibly and consciously. The building also has separate collection bins for used batteries, facilitating the proper handling of this type of hazardous waste.

The professional collection and treatment of hazardous waste, such as light bulbs, ink cartridges and discarded electronic devices, is carried out exclusively by designated, licensed external service providers. The Federation pays particular attention to ensuring that the treatment of this waste fully complies with legal requirements and environmental standards.


Our organisation aims to further strengthen the principles of waste reduction, recycling and circularity, promoting the reduction of environmental burdens and the continuous development of sustainable operations.

**Telki Training Centre** – In order to implement the principles of the circular economy, the MLSZ continuously evaluates waste management processes at the Telki Training Centre.

Selective waste collection was not introduced in the hotel rooms of the training centre in 2025. The reason for this is that the amount of municipal waste generated in the hotel rooms is negligible due to the comprehensive restaurant and catering services provided to guests. As a result, the collection and selective sorting of waste during room cleaning is part of the cleaning process.

In the common areas (corridors, lobby) and outdoor selective collection bins located next to the main entrance ensure the separate collection of plastic beverage bottles and hazardous waste (dry batteries), preventing them from ending up in the communal waste bins in the hotel rooms.

**Figure 4 – Data on waste management at the Telki Training Centre (tonnes)<sup>4</sup>**

GENERATED WASTE 	HEADQUARTERS			TELKI TRAINING CENTRE			TOTAL		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Green waste	0,00	0,00	0,00	880,00	360,00	110	880,00	360,00	110
Municipal waste	10,40	8,32	8,30	117,00	117,00	99	127,40	125,32	107,30
Food waste	0,00	0,00	0,00	31,60	30,90	34,50	31,60	30,90	34,50
Paper and cardboard waste	3,12	3,30	3,30	4,20	3,00	4,84	7,32	6,30	8,14
Plastic waste	2,08	2,02	2,02	0,30	0,38	0,13	2,38	2,40	2,15
Dry batteries	0,06	0,05	0,05	0,00	0,00	0,05	0,06	0,05	0,10
Selective waste (returnable glass and PET bottles)	0,00	0,00	0,00	0,04	0,35	1,12	0,04	0,35	1,12
Total selectively collected waste	5,26	5,37	5,37	36,14	34,63	40,64	41,4	40	46,01
Ratio of selectively collected and municipal waste relative to the total waste amount	k: 66,41% sz: 33,59%	k: 60,77% sz: 39,23%	k: 60,72% sz: 39,28%	z: 85,18% k: 11,32% sz: 3,5%	z: 70,36% k: 22,87% sz: 6,77%	z: 44,06% k: 39,66% sz: 16,28%	z: 83,90% k: 12,15% sz: 3,95%	z: 68,53% k: 23,86% sz: 7,61%	z: 41,78% k: 40,75% sz: 17,47%
<b>Total</b>	<b>15,66</b>	<b>13,69</b>	<b>13,67</b>	<b>1033,14</b>	<b>511,63</b>	<b>249,64</b>	<b>1048,80</b>	<b>525,32</b>	<b>263,31</b>

### 2.3.2 PROMOTING SUSTAINABILITY, SHAPING ATTITUDES

In MLSZ's interpretation, achieving sustainability goals is not solely an internal organisational task, but a process based on joint cooperation, in which the active involvement of football clubs is key.

One of the most important incentives for clubs is the sustainability strategy itself. The updated strategy for the period 2026–2030 and the related annual sustainability reports provide clubs with a comprehensive overview of the goals set by the Federation, which of these have been achieved, and which areas require further development. This transparent approach also provides guidance for clubs in developing their own sustainability efforts.

The sustainability award, as an incentive tool, was reviewed in 2025 and a decision was made to reschedule the award system, which may be reintroduced in the 2026–2030 period. The clubs were informed of the planned changes at a sustainability knowledge forum organised jointly by UEFA, EFC, FTC and MLSZ on 8 December 2025 at the Groupama Arena, to which men's and women's NB I, NB II and NB III clubs were also invited.

<sup>4</sup> In the case of our Headquarters on Kánai út, the waste quantities for 2023, 2024 and 2025 are estimated data. The estimate is based on the size of the waste containers and the frequency of collection.

The green waste data for 2023, 2024 and 2025 generated at the Telki Training Centre are estimates based on the area of green space managed. The amount of municipal waste generated by the Telki Training Centre in 2023, 2024 and 2025, as well as the amount of plastic, paper and cardboard waste generated in 2023, 2024 and 2025, are also estimated data, calculated on the basis of the frequency of emptying and the size of the waste containers. The quantities of selective and kitchen food waste for 2023, 2024 and 2025 are recorded on the basis of quantities transported, as confirmed by an accurate partner.



# 3.

## **SOCIETY (S): BUILDING COMMUNITY AND GETTING PEOPLE MOVING**

Football is extremely popular among domestic sports. This widespread interest creates an opportunity to build a cohesive, sports-loving community and encourage as many people as possible to exercise regularly. An important task of the Federation is to promote the commitment of Hungarian society to sport and health, which we achieve, among other things, by organising programmes that create opportunities.

### 3.1 HEALTH AND WELL-BEING

(INDICATORS: MLSZ-10, MLSZ-11, MLSZ-19)

For the MLSZ, promoting health and well-being is one of the key areas of social sustainability. The Federation believes that football, as Hungary's most popular sport, offers a unique opportunity to promote a healthy lifestyle, strengthen physical and mental well-being, and develop community cohesion. Accordingly, the MLSZ's activities are not exclusively linked to competitive sport, but extend to wider society, athletes and the Federation's employees alike. For example, it provides subsidised sports opportunities for employees, and national team players can take part in regular and comprehensive screening tests.

#### SUPPORT FOR INSTITUTIONAL SPORTS AND VETERAN FOOTBALL

We believe that by supporting institutional sports, we can reach young people on a wide scale. To this end, we offer various programmes in kindergartens, primary and secondary schools, which give children the opportunity to play football outside school hours as part of the OTP Bank Bozsik Institutional Programme and the Fair Play Cup.

Over the past ten years, the popularity of football in Hungary has grown beyond expectations, with the OTP Bank Bozsik Programme contributing significantly to this growth. Kindergarten and primary school children can take part in regular weekly sessions, where the emphasis is not on competition but on enjoyment. In contrast, the Fair Play Cup for secondary school students takes the form of a competition with the possibility of advancing to the next round. However, there are no rankings or eliminations in the Bozsik Programme — the children play football solely for the joy of the game.

Approximately **153,000**  
children participated in the OTP  
Bank Bozsik Programme  
in 2025. Within the framework  
of the Fair Play Cup,  
**10,769** participants  
joined in the organised sports  
activities.

The institutional branch of the Bozsik Programme continues to operate under the auspices of the MLSZ. With the involvement of kindergartens and primary schools, approximately 153,000 children participated in the programme in 2025, which represents a significant increase compared to the previous year. Within the framework of the Fair Play Cup, 10,769 participants joined in the organised sports activities.

The Alternative Football Programme for Small Communities (KALAP) and veteran tournaments also serve to strengthen social inclusion. Organised by regional directorates, in cooperation with the National Veteran Football Federation and clubs, we regularly organise veteran tournaments and football cups. These initiatives primarily create opportunities for sports and community building in smaller towns and among older age groups, often involving teams from across the border.

## **OUR TRAINING PROGRAMMES FOR CHILDREN**

Grassroots play a key role in introducing the concept of sustainability to children through football. The Federation's goal is to integrate environmental and social responsibility into the everyday lives of young people

not as an abstract concept, but as a playful, enjoyable experience.

In 2025, sustainability education was primarily implemented within the framework of the FUTURE project (Football Used as a Tool to edUcate childRen on sustainable behaviours). The programme appeared at various national events – including the Erzsébet camps in Zánka and Fonyódliget, among others, where children could learn about the basic principles of environmental protection in an interactive, playful way. Seven events were organised where the topic of sustainability was featured.

The teaching methodology was specifically based on football. During the sessions, participants were given playful tasks that illustrated the problems of global warming and possible solutions. Activities carried out under the motto “Score a goal for the environment” – such as target kicking or darts football – served both to promote the joy of exercise and to raise environmental awareness.

Creating an inclusive environment from which everyone can benefit. This is the goal of the UEFA Playmakers programme, whose activities, rich in movement, teamwork

and imagination, are all inspired by Disney and Pixar animated films, The Incredibles 2 and Frozen 2. Under the careful guidance of coaches and teachers, and with the help of their imagination, girls aged 5-10 were able to learn the basics of football in a safe and supportive environment, stepping into the shoes of Rapunzel, Mr. Incredible, Elsa, Anna or even Olaf. The fictional part of the UEFA Playmakers clubs and its methodology continued in 2025 through the Bozsik programme. Boys and girls under the age of 10 were able to learn about and develop an interest in football through the world of fairy

tales. In connection with this, in November 2025, a training programme was held at the Telki Training Centre with the participation of more than 70 clubs, where 216 people completed the Playmaker training course.

Sustainability elements were also featured at the end-of-year festivals, Women's Football Day and various outdoor events. At these events, the provision of drinking water in balloons instead of plastic bottles and the distribution of reusable water bottles helped to put environmental awareness into practice.





### 3.1.1 HEALTH AND WELL-BEING OF OUR ATHLETES

(INDICATOR: MLSZ-11)

Maintaining the health of national team players and preventing injuries is a key element of MLSZ's sustainability efforts. The long-term well-being of athletes is paramount not only for their performance but also in terms of their quality of life after their careers.

MLSZ regulations require each team to employ a physician. At present, a single sports doctor travels with our adult men's national team A. As this may incur an operational risk in the current environment, it may be necessary to develop a rotation system in the longer term. The medical staff for the youth national teams is currently being coordinated, but involving specialists is becoming increasingly challenging due to the growing number and length of training camps.

The national teams operate under uniform health protocols, implemented in close cooperation with coaches and physiotherapists. Professionals focus on measuring muscle load, monitoring regeneration processes, and continuous health monitoring. In the event of injury or

health defects, treatment is administered on site depending on the severity of the player's condition, or, if necessary, the athletes are referred back to their clubs for rehabilitation.

Regular health screenings play a key role in MLSZ's practices. The examinations of national team players are arranged by the Association in accordance with UEFA regulations. These are primarily cardiological, laboratory, and internal medicine screenings, which also cover staff members. The aim of the screenings is to identify potential risks at an early stage, and there have been several positive examples of this in recent years.

An insurance system also supports the safety of athletes. Insurance coverage is taken out ahead of every national team trip, and a mandatory insurance system has also been in place for male NB I, NB II, and female NB I players since 2024. The insurance policies, which are arranged by the clubs with the professional guidance of the MLSZ, cover the costs of examinations and rehabilitation.

Training and awareness-raising are also important elements of health promotion. MLSZ actively participates

in medical forums and conferences organized by UEFA and FIFA, and also runs its own UEFA-licensed medical training program for doctors. In the field of anti-doping, the Federation works closely with the Hungarian Anti-Doping Group and provides personal training for all teams.

The issue of mental health is becoming increasingly important in the functioning of national teams. Full-time mental coaches are already employed for youth teams. Experience confirms that mental preparation has positive long-term effects on athletes' performance and well-being.

### **3.1.2 COMMITMENT TO OUR EMPLOYEES**

(INDICATOR: MLSZ-11)

MLSZ's health screening program covers both athletes and employees. The examinations are available on a voluntary basis, but experience shows that the majority of employees take advantage of this opportunity and participate in the screening tests regularly each year. This practice contributes to the health-conscious operation of the organization as a whole.



A total of **122,138**  
and **152** employees  
participated in the screening  
tests offered free of charge  
at the Buda Health Centre  
in 2023, 2024 and in 2025,  
respectively.

The screening package includes tests that can greatly improve the quality of life of our employees, such as laboratory tests, cardiological screening, dental, dermatological, orthopaedic examinations and tumour marker testing.

It is essential for MLSZ to offer its employees regular sporting opportunities. All employees in the Budapest office can exercise in the sports centre located directly next to the office building. In return for a nominal fee,

they have the opportunity to try out a variety of sports, and in 2025 around 20% of the employees at the centre took advantage of this opportunity.

Over the Christmas period, we once again held our annual in-house football tournament, where employee teams competed in small-sided matches, now with 45 participants.

Organized by MLSZ SE, our colleagues participated in four major running events in 2025 (Telekom Vivicitta, KIPRUN Running Night, WIZZ Air Half Marathon, Budapest Marathon), with 20-25 people participating in each event.

As a family-friendly workplace, MLSZ organises a popular Family Day every year. In the year under review, around 508 people attended the event in Telki.

The Federation attaches great importance to communication campaigns and lectures promoting health preservation, healthy eating, and sports. There is a separate channel for the younger generation and youth coaches, where the central theme is the importance of exercise and health preservation.

The most-watched interview videos of the men's national team (YouTube, Egyenesen series) regularly address the topic, and a video on healthy eating was also filmed with the women's national team, which was released in December 2025.

Each channel (YouTube, Facebook, X, Insta) features one of these topics at least once a year, for a total of four times. Each appearance reaches approximately 30-40 thousand viewers.

### **3.1.3 CHILD AND YOUTH PROTECTION**

(INDICATOR: MLSZ-10)

The MLSZ is committed to providing a safe and supportive environment for all children and youth footballers during training sessions and matches. Our goal is to ensure that professionals working in this field of sport have adequate knowledge of child protection and that children are not subjected to any form of abuse, intimidation, ostracism, or sexual abuse.

Child protection is a high priority: we do everything we can to prevent physical and verbal abuse and to recognize and deal with dangerous situations. To this end, we

launched a number of training and development programs in 2025 to strengthen the safety of young people.

A key component of the mandatory MLSZ Grassroots Basic Training for coaches is a 4-hour child protection module that introduces the reporting system, ways to recognize abuse, and steps for prevention and intervention. The training also covers online and offline harassment, drug prevention, the risks of alcohol consumption, and conflicts arising from generational differences.



## 3.2 CREATING OPPORTUNITIES FOR ALL

(INDICATORS: MLSZ-5, MLSZ-6, MLSZ-7, MLSZ-9, MLSZ-12)

The MLSZ represents values of solidarity that go beyond football not only through its programmes, but also in its daily activities. Our aim is to spread this responsible approach both inside and outside our organisation, by setting a model for future generations. We regularly support people in need and people with disabilities through various programmes, support veteran and needy footballers, and actively combat all forms of racism and discrimination.

The Hungarian Football Federation is committed to supporting amateur football and people with disadvantages. The mission of the Grassroots Department is to make football accessible for everyone in Hungary and to allow everyone to get the most out of it. The Grassroots area creates opportunities for athletes pursuing sport as a hobby to engage in sports to stay healthy and to recreate, and it also plays an important role in organising sport for people with disadvantages and disabilities.



## **SUPPORT FOR CATCHING-UP MUNICIPALITIES**

One of the priorities for supporting people in need is to ensure MLSZ partners with organisations that cover the national level and play an active role at community level. Accordingly, we support the nation-wide activities of the Hungarian Maltese Relief Service, which seeks to bring together, and engender trust in, people in disadvantaged communities.

To promote the convergence of the poorest settlements, the Hungarian government launched its Catching-up Settlements (FeTe) Programme in 2019, which was modelled after the Hungarian Maltese Charity Service's Presence Programme. MLSZ contributes to the development sporting opportunities in the 300 poorest settlements covered by FeTE by supporting the construction of football pitches and organising various football events and tournaments for local children.

The joint Pitch Construction Program of MLSZ and the Ministry of the Interior was launched in 2019 within the framework of the Catching Up Settlements Program. The first phase saw the construction of 50 different types of pitches, which received countless positive feedback from the settlements concerned. The Rekortan pitches are multifunctional and can be used for handball and basketball as well as football.

The aim of the program is to help disadvantaged regions and communities catch up, to involve the population (especially young people) in sports and leisure activities, and to provide sports opportunities for all age groups.

The municipalities concerned can access the pitches without having to contribute themselves, as the Ministry of the Interior covers 20% of the total investment cost and the MLSZ contributes 80% from its TAO resources.

The construction of the pitches is being carried out by the National Sports Agency Ltd. on behalf of the MLSZ. Eight new Rekortan pitches were completed in 2023, 19 in 2024, and a further two in 2025. The program will continue in 2026 with the construction of 31 small Rekortan pitches, primarily in beneficiary municipalities



selected once again by the Hungarian Maltese Charity Service.

## **SUPPORT FOR DISABLED SUPPORTERS**

Today, the quality of a major sporting event is also determined by how it can provide a great fan experience and accessibility for supporters with disabilities. UEFA's Club Licensing and Financial Fair Play Regulations require the creation of a network of accessibility officers to promote sharing best practices and professional know-how. To this end, UEFA expects each national football federation to have a Disability Access Officer (DAO) on board.

MLSZ's Disability Access Officer has been appointed in compliance with this requirement with the duty to ensure accessibility requirements are met, UEFA's accessibility regulations are observed and international good practices are adapted in Hungary.

As part of the DAO project, we have provided fans with this special service at all domestic men's A-team and MOL Hungarian Cup finals since 2023, focussing primarily on matches held at the Puskas Arena.

The Federation accords special attention to helping the people with impaired vision and hearing. Fans with impaired vision can follow matches broadcast on the 92.5MHz radio frequency, while those with impaired hearing can watch short subtitled videos on projectors with audio on 93.8MHz via induction loops.

In addition, disabled fans can also avail themselves of special services. Accessible toilets and first aid points are available on all levels of the Arena. Following suit of the UEFA model, a separate queue has been designated at each of the buffets operated at national team matches to wheelchair and disabled supporters, who have the privilege to get served first.

**Submit your questions  
about supporter access at  
[akadalymentesseg@mlsz.hu](mailto:akadalymentesseg@mlsz.hu).**

## **SUPPORTING PEOPLE WITH DISABILITIES TO ENGAGE IN SPORTS**

Recent years have seen new initiatives and partnerships support the participation of people with disabilities in sport. Promoting football and fostering social inclusion serve the overarching goal of involving as many stakeholders in sport as possible. The Grassroots Strategy we have submitted to UEFA includes an important element called the Disability Football program, which focusses mainly on the work of the Hungarian Special Olympics Association for people with intellectual and multiple disabilities.

Within the framework of our cooperation with the Hungarian Special Olympic Association (HSOA), the Federation will provide HSOA HUF 6 million per year starting 2025, underlining that football is not only for professional athletes, but for everyone who wants to participate.

During the year, cooperation with the Hungarian Sports Association for the Hearing Impaired (MHSSZ) progressed, within the framework of which the deaf futsal women's team received HUF 8 million in support to participate in the World Deaf Futsal Championships.

Owing to the cooperative assistance of MLSZ, the Hungarian Maltese Charity Service was included in the list of organizations supported by UEFA in 2025, receiving HUF 15 million in funding from the UEFA Foundation For Children for its programs.

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

As part of its social responsibility, MLSZ supports footballers in need. In 2025, the Focisegély Foundation provided a total of HUF 4,350,000 in support to 12 people, with two further applications still being assessed at the end of the reporting period.

### **HOW THE ANNUITY SCHEME WORKS**

MLSZ also pays attention to its former players and national team coaches. In 2025, MLSZ supported 139 former national team and/or first division male or female soccer players, as well as three former national team coaches through the national team annuity scheme. The monthly amount of the support averaged at HUF 99,258.

### **3.2.1 FIGHT AGAINST RACISM AND DISCRIMINATION**

(INDICATOR: MLSZ-12)

The MLSZ acts in compliance with UEFA regulations against all forms of racism and ethnic discrimination, and applies the policy of zero-tolerance in this area. We work closely with UEFA and other international organizations to keep abreast of the most effective methods and to launch joint projects to combat discrimination.

The MLSZ disciplinary code strictly sanctions racist behaviour, and a special disciplinary committee is responsible for investigating such cases.

The “No hatred on the pitch!” campaign was launched in 2013 with the aim of fully eliminating hateful behaviour from stadiums. The campaign encourages fans to respect rival teams, players, and supporters regardless of their club allegiance, and to behave in a sportsman-like manner in the stands.

Fans naturally have the right to express their opinions, as long as they do not violate the human dignity of others.

Combating racism and discrimination is a top priority for the MLSZ. In 2025, UEFA imposed a fine of EUR 11,500 and FIFA imposed a fine of CHF 28,500 on Hungarian fans for racist behaviour. At the end of the reporting period, one further disciplinary procedure was still pending.

With its “No hatred on the pitch!” campaign, the MLSZ continues to work to educate and sensitize Hungarian fans in line with the principles of UEFA and the MLSZ.



# 4.

## **TRANSPARENCY (G): WE GOVERN OUR ORGANISATION TRANSPARENTLY**

(INDICATORS: MLSZ-13, MLSZ-14, MLSZ-15)

MLSZ's core values include fair play and transparency, which are determining factors at all levels of the sport. Fair play and transparent, responsible organizational operation are important to us. As a national association, the leadership is committed to setting an example in complying with the rules and ensuring a fair competitive environment.

Transparency and legal compliance are key elements of our sustainability strategy. To this end, the MLSZ has developed a code of ethics and disciplinary regulations, and places a high priority on ethical pro-

cedures in its operations. The use of financial resources is consistently transparent and traceable in all cases, thereby strengthening accountability.

## **4.1 GOVERNANCE AND AWARENESS RAISING – INVOLVING AND ENCOURAGING CLUBS**

(INDICATORS: MLSZ-15)

The Federation supports and will continue to support the roll-out of good practices in environmental and social sustainability by organizing regular knowledge-sharing forums and professional events. These include, for example, training courses for technical managers and various events at which the MLSZ shares its own experiences and international examples with club representatives.

As part of its awareness-raising efforts, the Federation also runs campaigns promoting health preservation, healthy eating and sports in cooperation with partner organizations. These initiatives are available not only to athletes, but also to MLSZ employees and the wider football community, and contribute to strengthening the social dimension of sustainability.

## **GRASSROOTS**

Involving clubs is a pivotal element of Grassroots programs. Experience suggests that the degree of participation varies, but several clubs—such as DVTK, Kecskemét, Budafok, and Nagykanizsa—have actively participated in implementing community events. Clubs are primarily involved on an invitation basis, but local initiatives have a significant social impact.

During Grassroots Week, nearly 40 clubs and organizations collaborated to engage approximately 10,000 people in the community experience of football. The MLSZ provided sports equipment, educational publications, and professional support for the joint events.



## 4.2 TRANSPARENCY AND GOVERNANCE (G) – COMPLIANCE, ETHICAL OPERATIONS AND ACCOUNTABILITY

(INDICATORS: MLSZ-13, MLSZ-14)

Transparent, legally compliant, and ethical management practices play a key role in the operation of the MLSZ. The purpose of the compliance function is to ensure that MLSZ activities follow applicable legislation, internal regulations, and expectations posed by the sport and society.

The Supervisory Board and the internal audit function support the control of the organization's operations by regularly reviewing the financial management, operational processes, and risks of the Federation. The internal audit function seeks to prevent irregularities and to promote the continuous improvement of processes.

**The Code of Ethics and the Disciplinary Code are publicly available on the MLSZ website.**

The MLSZ has a Code of Ethics, which primarily sets out standards of conduct for footballers, sports professionals, and referees participating in competitions organized by the MLSZ. General ethical principles relating to

the day-to-day work of employees are not currently regulated in a separate, independent code, but the principles of ethical conduct are enforced through internal regulations and procedures.

Discriminatory behaviour is investigated and sanctioned within the framework of the Disciplinary Regulations. The investigation of such cases falls within the competence of the Disciplinary and Appeals Committee, ensuring the impartiality and legality of the proceedings.

The MLSZ operates an internal abuse reporting system in accordance with the provisions of the Complaints Act. The system provides the opportunity to report illegal or suspected illegal acts, omissions, or other cases of abuse.

**According to the MLSZ Abuse Reporting Policy, reports can be made to the whistleblowing system by:**

- a. employees employed by the MLSZ,
- b. employees who have terminated their employment with the MLSZ,
- c. persons in the process of obtaining employment with the MLSZ,
- d. delegates,
- e. the President of the MLSZ, members of the Presidium, members of the Supervisory Board,
- f. contractors, subcontractors, suppliers, and persons under the supervision and control of persons with contracts of engagement,
- g. private entrepreneurs, individual companies contractually related to the MLSZ,
- h. trainees and volunteers working for the MLSZ,
- i. persons seeking to be legally or contractually related to the MLSZ under sections f., g. or h., provided the procedure to establish the legal or contractual relationship is pending, and
- j. persons whose legal or contractual relationship established with the MLSZ under sections f., g. or h. has terminated.



Under the Abuse Reporting Policy, reports can be submitted orally or in writing. For written reports, the MLSZ Secretary General's Office operates a publicly accessible online whistleblowing platform.

In 2025, a total of two reports were received by the MLSZ through the whistleblowing system. In both cases, the reports were rejected without substantive investigation because they were not submitted by persons entitled to do so.

**For detailed information on reporting cases of abuse, see the MLSZ Abuse Reporting Policy.**

## **DATA PROTECTION**

The data protection activities of the MLSZ are carried out by Dr. Ádám Németh Law Office as a trustee. In the area of data protection, the MLSZ pays particular attention to the secure handling of personal data. There were no data protection incidents at the MLSZ in 2025, confirming the adequacy of the data management practices employed.

## **TRANSPARENT ACCOUNTING OF TAO GRANTS**

The transparency of sports financing is ensured by accounting and reporting practices related to TAO grants. The Federation monitors the use and accounting of subsidies, and the related information is also publicly available.

The MLSZ publishes what are known as the evaluation principles underlying TAO grant decisions on its website each year before the deadline for submitting applications, along with the guidelines and benchmarks for monitoring grants. This way, applicants have transparent advance information available about the conditions to be met to obtain funding, about the decision-making process and about what they need to pay attention to when using the grants.

An important principle of the MLSZ's operation is subsidiarity, i.e. decisions must be made at the level where the most local knowledge, information, and relevant experience is available.

Accordingly, the MLSZ has delegated investment support decisions affecting Grassroots clubs to the county level, which means that:

- decisions on approval are made by county regional directorates, which are most familiar with local conditions and actual development priorities,
- this promotes a more targeted, efficient and locally tailored use of resources,
- the system ensures more flexible and fairer decision-making for smaller, non-professional clubs.

Decision ELN-116/2025 (11.25.) of the MLSZ Board regulates the decision-making process for sports development programs. Accordingly, the power to approve the development needs of grassroots sports organizations and other non-professional adult county-level investment needs rests with the regional directorates, the same is held by Competition Management in respect of National League III and other professional sports organizations, whilst any approval of funds for talent centres and district centres is subject to the opinion of the Sport Directorate.



The decision-making procedure outlined above applies to all development needs, including both movable property (e.g., sports equipment, technological means) and real estate (e.g., facility development, investments into infrastructure).

TAO support decisions (support resolutions) and the list of beneficiaries of state grant are public. The MLSZ publishes the decisions for each season at the TAO application page: <https://tao-palyazatok.mlsz.hu/kiadott-tamogatasi-igazolasok-jegyzeke>:

- the list of grant certificates issued, the approved sports development programs, and related documents. (This is done in accordance with the obligation set out in Section 4 (12) of Government Decree 107/2011.)

Beneficiary sports organizations are required to publish the following information on their websites:

- their approved sports development program, its estimated budget, and the amount of approved funding. (This is provided in Section 4 (11) of the Government Decree.)

The purpose of the disclosure is to ensure transparency, which is why the data must appear on both the sports organization's and the MLSZ's websites.

**From 2026, the MLSZ will operate a separate applications page for significant purchases: <https://palyazatok.mlsz.hu/>**

This page was developed at the end of 2025, but was only launched in February 2026. It can be used for various types of procurement procedures; and currently holds the announcement of a tender call for the construction of futsal halls.

The grant scheme based on corporate tax relief (TAO) is a key element of Hungarian sports financing and plays a prominent role in the operation of the MLSZ. The system allows companies to allocate part of their corporate tax to the development of football within the framework of sports development programs approved by the Federation.

The aim of TAO grants is to ensure the long-term development of the sport, with a particular focus on training young players, strengthening amateur and grassroots football, and developing sports infrastructure. The grants are not provided to sports participants as direct state grants, but in the form of tax breaks, thus ensuring the transparency and legality of the use of funds.

Under the TAO system, companies providing support can claim tax relief through funding sports development programs, while also making additional contributions to sports development. This arrangement serves to strengthen corporate social responsibility and ensure the financial sustainability of the sport.

The MLSZ pays particular attention to ensuring that the use of TAO funds complies with the relevant legal and accounting requirements. Grant utilisation is subject to strict control and reporting requirements, which ensure accountability and the responsible management of public funds.

The control of the proper use of the grants is carried out by the MLSZ Tax Support Control Department, which prepares an annual report for the Supervisory Board and the Board.

The transparency of information related to TAO grants is ensured by regular publications and infographic summaries issued by the Federation, which present the objectives, volume, and areas of grant utilisation. These publications help to give both those involved in the sport and the wider public a comprehensive picture of how the TAO system works.

**An annual TAO Graph publication provides a comprehensive overview of the grants used for spectator team sports 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	PAGES
<b>MLSZ-2</b>	Waste produced	Assessment of the waste generated by the MLSZ and its management.	16, 23
<b>MLSZ-3</b>	Energy use	Trends in energy use in the facilities operated by the MLSZ.	16
<b>MLSZ-4</b>	Water use	Assessment of the water use of facilities and activities operated by the MLSZ.	16, 20
<b>MLSZ-5</b>	Support for people in need	Programme data organised by the MLSZ to support people in need.	34
<b>MLSZ-6</b>	Support for people with disabilities	Programme data organised by the MLSZ to support people with disabilities.	34
<b>MLSZ-7</b>	Physical accessibility	An assessment of the activities undertaken by the MLSZ in the course of its activities and operations to facilitate access for people with disabilities and older people.	34
<b>MLSZ-9</b>	Support for footballers in need	Survey on the provision by MLSZ of forms of support for footballers in need.	34
<b>MLSZ-10</b>	Child and youth protection	Evaluation of the child and youth protection programmes developed by the MLSZ.	27, 33

<b>INDICATOR</b>	<b>INDICATOR NAME</b>	<b>INDICATOR DESCRIPTION</b>	<b>PAGES</b>
<b>MLSZ-11</b>	Health and well-being	Assessing the well-being and health promotion programmes developed by the MLSZ for the general public.	27, 30, 31
<b>MLSZ-12</b>	Fight against racism and discrimination	Survey of initiatives taken by the MLSZ to combat racism and discrimination in football.	34, 38
<b>MLSZ-13</b>	Transparency and compliance	Assess measures to ensure compliance and transparency of MLSZ.	40, 42
<b>MLSZ-14</b>	Supported infrastructure investments and services	Assessment of the infrastructure improvements and services of the MLSZ.	40, 42
<b>MLSZ-15</b>	Involving clubs	Advocacy and awareness-raising on sustainability issues relevant to clubs.	40, 41
<b>MLSZ-16</b>	Support for biodiversity and animal protection	Assessment of the biodiversity and animal conservation programmes developed by the MLSZ.	15
<b>MLSZ-18</b>	Reducing paper use	Measures to reduce the use of paper developed by the MLSZ.	16, 23
<b>MLSZ-19</b>	Fans' climate change awareness raising, sustainability content	MLSZ's fan climate change awareness raising and sustainability content survey.	27



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