

SUSTAINABILITY STRATEGY 2023–2030



LIECHTENSTEINER
FUSSBALLVERBAND



EIN SPIEL. EIN TEAM. FÜRS LAND.

Dear Football Community,

Football transcends being merely a sport; it is a profound passion that unites and inspires people across the globe. As the Liechtenstein Football Association (LFV), we recognize that our responsibility extends far beyond the standard 90 minutes of this beautiful game. We possess a unique opportunity to leverage the power of football and strive to drive positive change in our society. Our association's strategic plan, "Gemeinsam.2026", forms the foundation on which we proudly unveil the LFV's inaugural sustainability strategy. This signifies a crucial step in our commitment to acting transparently and fostering long-term progress, all while promoting the well-being of individuals and safeguarding our environment.

We have already made significant strides towards sustainability in various aspects of our operations. A prime example of this dedication is evident in the development of the new LFV cam-

pus, where, in collaboration with the municipality of Schaan, we have established ambitious sustainability goals. These objectives have been intricately woven into the fabric of this groundbreaking sports facility. Our aim is to heighten awareness of the intricate requirements of sustainability and unite our endeavors in a concerted effort.

Through our vision, **EIN SPIEL. EIN TEAM. FÜRS LAND.** we pledge to continue to act with social responsibility and unwavering commitment to our community through the medium of sport, shaping a brighter future. Our newfound sustainability strategy provides a clear roadmap against which we will hold ourselves accountable, ensuring we progress steadily, diligently, and with utmost determination.



Hugo Quaderer
LFV President



Peter Jehle
LFV General Secretary

Dear all,

Football, as we know and love it, may never be entirely sustainable. Nonetheless, we can work towards making football more sustainable in numerous areas. As the inaugural Sustainability Manager of the LFV I am privileged to accompany the association on this journey.

Our desire to develop a sustainability strategy stems from the aim to strengthen collective action and collaborate with our clubs to inspire people in football. By integrating sustainable practices into our own operations, we can have a positive impact on the entire football community. We aim to make our matches and events more environmentally friendly, use our resources efficiently, and embrace social responsibility.

This sustainability strategy serves as a guide for our association. It sets out clear goals and actions to steer our efforts in the areas of the environment, equality & inclusion, and health & well-being. Among other things, we will measure and reduce our CO₂ emissions, strengthen sustainable procurement practices, strive to create or operate the most sustainable LFV campus possible, and develop and implement social projects.

Integrating sustainability into football also offers economic benefits. By promoting sustainable practices, we can reduce costs, use resources efficiently, and develop new revenue streams. Sustainable initiatives can create new sponsorship and partnership opportunities that improve the image of football and enable broader support from the business community, society, and fans. Integrating sustainability as an integral part of football can thus lead to long-term economic success and strengthen the positive impact of the sport on society.

We are aware that the issue of sustainability is an ongoing process that requires continuous effort. Therefore, we will regularly review our strategy to ensure we are on the right track and identify new opportunities for improvement.

We invite everyone to be part of this journey. Let's combine our love of the game with our commitment to a sustainable future. Together, we can forge a footballing legacy that transcends generations.



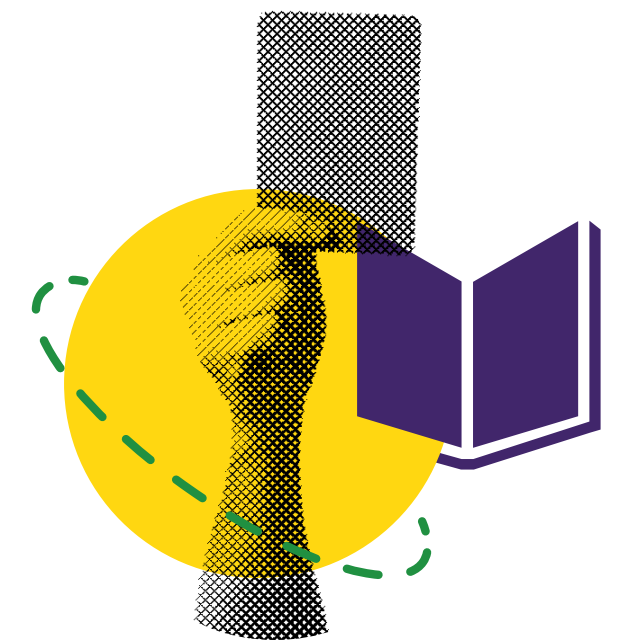
Marco Vögeli
Sustainability Manager

Background

The principle of sustainability is part of LFV's strategy, "Gemeinsam.2026", epitomizing the organization's profound commitment to fostering football as a trustworthy, dedicated, and responsible entity, resonating with all stakeholders.

In the UEFA Grow 2022 report, the quantified benefits of football participation in Liechtenstein revealed a remarkable social return on investment. The results underscored the profound impact of football, manifesting in annual health cost savings of EUR 5.3 million, contributing to social benefit by EUR 9.9 million, and yielding a direct economic return of EUR 4.1 million. These figures bear testimony to the substantial and far-reaching influence of football in Liechtenstein. Yet, we remain acutely cognizant of the intricate social and environmental challenges our society confronts. The LFV stands resolute in addressing these challenges in close partnership with local and international stakeholders. Our approach encompasses socially responsible and ecologically conscious practices, encapsulated under the term "sustainability", and aligned with global standards.

Recognizing the paramountcy of sustainability promises significant advantages for football. United by a shared vision and a defined set of objectives, football in Liechtenstein endeavors to inspire its people. The burgeoning awareness of environmental and social priorities demands tangible action, translating intentions into measurable outcomes. This necessitates collaboration among numerous actors, displaying seamless coordination and adaptability, exemplifying the essence of teamwork—a quintessential trait ingrained in the very DNA of our sport.



Fundamentals

The LFV's approach is grounded in a set of unchanging, fundamental convictions that guide the football sustainability strategy and its implementation.

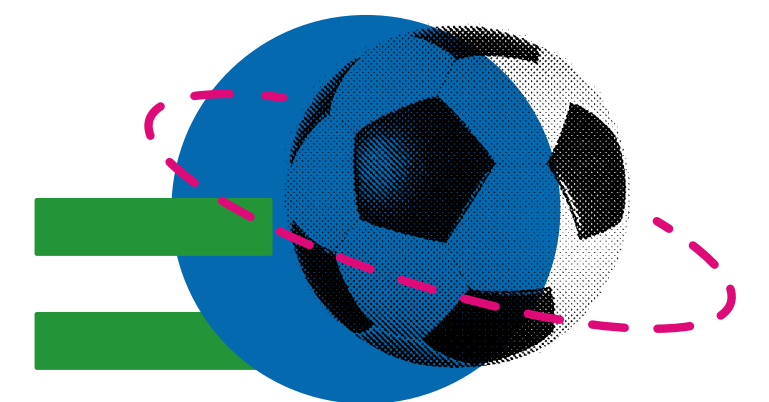
We prioritise issues that are relevant for Liechtenstein football, working with partners and institutions based on mutual convictions and trust, using our voices to raise awareness about the issues that matter.

We underscore the importance of managing sustainability in the LFV's core activities as an investment in football's future prosperity.

We advocate respect for human rights and the environment and try to be a local role model.

We work in synergy with all stakeholders to amplify football's positive impact and make the most of our collective efforts locally and internationally.

We commit to a long-term plan, communicating on progress year-by-year. This lays the ground for a trust-based dialogue and collaboration with all stakeholders.



Mission

For several years, the LFV has been steadfast in upholding its activities and events underpinned by its fundamental principles of respect and sustainability.

Our mission is to offer a welcoming and inclusive environment where every individual, regardless of their background, can actively participate in football, fostering personal growth and development through the sport. As a forward-thinking football association, we are committed to leading the way among smaller football associations worldwide, taking pioneering strides in environmental initiatives.

To succeed in this mission and fulfil this commitment, the following objectives have been defined in connection with the LFV strategy "Gemeinsam.2026":

Role Model

To be recognised as a guide for the local and regional community and other smaller sized football associations, through responsible actions in support of sustainable development.

Respect

To ensure respect is maintained as our guiding value, encouraging inclusive practices and activities.

Learn

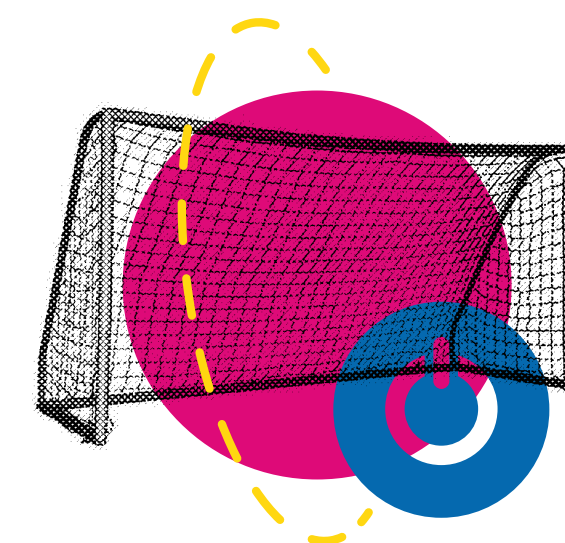
To evolve our understanding of sustainability through constant exchanges with experts and other stakeholders, anticipating future key standards and mechanisms.

Transparent

To communicate openly to and with our local and international stakeholders on a regular basis, guaranteeing truthful and transparent reporting.

Vision

Ein Spiel. Ein Team. Fürs Land.



Guiding Principles

Approach

The strategy is based on 3×3 thematic areas (see pages 10–21), all of which are underpinned by targets and key performance indicators (KPIs) and will be implemented over the next few years. All thematic areas are interlinked.

Agility

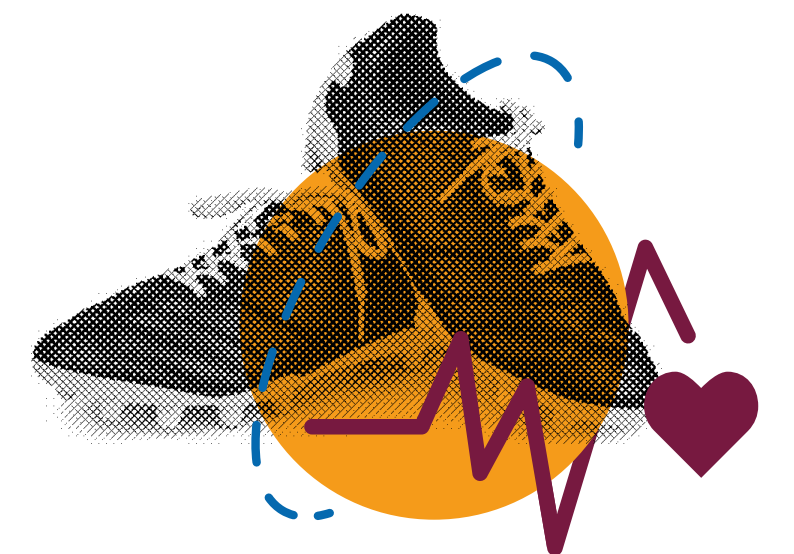
The LFV approach is likely to be continuously adjusted as a result of regular reviews and assessments of progress. Therefore, some areas of action could subsequently be consolidated. An integrated and flexible approach is crucial when dealing with human rights and environmental issues and balancing all aspects of sustainability. In 2026, the effectiveness of the strategy and its structures will be reviewed.

ESG

In order to link the sustainable, operational and financial strategies of European football and to drive the sustainability aspirations of the local football sector, the so-called ESG (Environment, Social, Governance) standards and mechanisms will be applied.

Conformity

The strategy is based on the statutes, the overall strategy and the regulations and guidelines of the LFV. It also draws on internationally recognised frameworks and standards, such as the United Nations Sustainable Development Goals, the UN Sports for Climate Action initiative, the IOC Sustainability Strategy, the European Green Deal, the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the UN Global Compact initiative and the Global Reporting Initiative.



Strategic Process

The LFV has undertaken a transparent and well-structured process to formulate the strategy and garner the requisite commitment for its effective implementation. The strategy’s development and execution encompass eight crucial steps:

- 1 Analysis of the context
- 2 Identification of guiding principles, fundamentals, and mission
- 3 Formulation of thematic areas and fields of action
- 4 Definition of content, goals, and key performance indicators (KPIs)
- 5 Consultation with stakeholders
- 6 Approval by the LFV Board
- 7 Implementation through an action plan
- 8 Measurement and reporting

Stakeholders

UEFA/FIFA Sustainability strategy
LFV Board of Directors & Employees Feedback and inputs
Liechtenstein Football Clubs In person meetings and written feedback
Main Sponsors In person meetings and written feedback
Other sponsors, NGOs, Liechtenstein Olympic Committee (LOC), Special Olympics Liechtenstein (SOLie) etc. Meetings and feedback

Collective Action Overview

An integrated and collaborative approach between stakeholders will ensure impact on all levels. Each area of action should bring concrete, tangible results. The 3×3 will be implemented in the following areas of action, tailored to the specificities of these areas:

- 1 International and regional football ecosystem
- 2 Our seven local Liechtenstein football clubs
- 3 Liechtenstein society
- 4 Other LOC members
- 5 Partners and other organisations

3×3—Strategic Focus Areas

Football is fundamentally centered around people and their shared passion. It unites individuals of diverse ages, origins, nationalities, abilities, and social backgrounds. Despite its inclusive nature, instances of divisiveness and discrimination may arise both on and off the pitch. However, the power of sport lies in its ability to transcend these barriers.

The global call for a green economy, evident through the Paris Climate Agreement, the UN Sports for Climate Action Framework, the European Climate Pact, and the European Green Deal, underscores the urgent need for a collective transition. In the next decade, all members of society must play their part in finding solutions, and even in a small country like Liechtenstein, football can significantly contribute to this cause.

As part of our commitment to sustainability, the LFV has broadened its network and joined esteemed organizations such as the European Football for Development Network (EFDN), the SDG Alliance Liechtenstein, and the UN initiative Football for the Goals. These strategic affiliations bolster our efforts in achieving our goals.

For the 2023–2030 period, we have defined three interconnected thematic areas, elaborated in detail in the following pages.

It is essential to clarify that when we refer to the Liechtenstein Football Association (LFV) in this strategy, we are referring to the association as a whole, not its affiliated clubs. Hence, the stated goals and key performance indicators exclusively pertain to the LFV and not the clubs in Liechtenstein. Our focus is on driving sustainable change at the association level, with a shared vision for a footballing future that fosters inclusivity, responsibility, and positive impact.



EQUALITY AND INCLUSION



- 1 Within the LFV**
- 2 Competition, Events, and Clubs**
- 3 Liechtenstein and Region**



Equality and Inclusion Within the LFV

Apply principles of equal rights and opportunities to all level of the LFV.

Topics

- Equal pay within the LFV.
- More women in the board of directors and committees.
- Increase the number of women coaches and referees.
- Awareness campaigns on equality and inclusion.
- Inclusive visibility in the LFV publications and social media.

Existing Initiatives

- Over the past few years, the LFV has an equal pay policy in place that guarantees no discrimination based on gender.
- In 2019, after almost two decades, a woman again joined the board of directors.

Moving Forward

- The LFV is committed to promoting diversity and equal opportunities for all among its staff; in administration, coaching, refereeing, board and commissions. The organisation actively seeks a more diverse pool of candidates and works towards a more inclusive environment.
- The LFV strives for inclusive and diverse visibility in publications and social media. This ensures that no one remains excluded or invisible.
- In addition, the LFV educates and sensitises participants at all levels, from grassroots to elite, on the importance of equal opportunities and inclusion for all.

Associated Sustainable Development Goals (SDGs) and UEFA Sustainability Policies:



2

Equality and Inclusion

Competition, Events, and Clubs

Protect the rights of children and youth playing football, preventing and responding to any form of harm and discrimination.

Topics

- Preventive and educational projects on anti-racism, with a particular focus on children and youth.
- Network and training of child and youth protection officers and coaches in all football clubs in Liechtenstein.

Existing Initiatives

- Series of training courses for coaches and officials managing child-related concerns.
- Collaboration between the LOC and the Office for Social Services of Liechtenstein takes shape through a series of proactive initiatives centered around addressing pertinent themes (bullying, substance abuse, social media impact, nutrition) each year. One notable achievement arising from these efforts is the establishment of a 24/7 helpline (accessible via chat, email, etc.) under www.147.li. This helpline caters to

the needs of all involved parties, including children, parents, coaches, and others, offering a reliable platform for assistance and guidance.

- In January 2021, the board of directors signed a declaration of commitment to child- and youthprotection and the establishment of new guidelines.
- Every football club in Liechtenstein has a child and youth protection officer in place.

Moving Forward

- The LFV remains committed to supporting all football clubs and other sports stakeholders in educating and enhancing their policies and practices in child and youth safeguarding. This includes creating a comprehensive youth and child safeguarding policy that can be shared throughout the sports community in Liechtenstein. The organization aims to be a leading example in sports in Liechtenstein in this

area and facilitate ongoing learning for its coaches, officials, and other key stakeholders within the football community.

- Furthermore, it is important that all football participants are aware of where to access professional support and how to report incidents related to protecting the rights of children and youth in the sport. The LFV will work to ensure that these resources are widely available and easily accessible.



3

Equality and Inclusion
Liechtenstein and Region

Ensure that the football environment and its infrastructure are accessible and safe to everyone who wants to take part.

Topics

- Increase girls and women participation in football through innovative projects.
- Improve accessibility and playing opportunities for people with disabilities.
- Help refugees to remain physically and mentally healthy and become part of their host community through the power of football.

Existing Initiatives

- The LFV, together with Special Olympics Liechtenstein and FC Vaduz, created the “Unified” project, that empowers individuals with and without intellectual disabilities to engage through the power of football.
- In partnership with the Liechtenstein football clubs and the LOC, refugees have the possibility to take part in football, which

strengthen ties and interactions between host communities and refugees.

- Starting in 2023 and in partnership with Caritas, KulturLegi cardholders benefit from 50 % off for our home game tickets. The programme makes cultural, educational and sports offers affordable for people living on the brink of poverty in Switzerland and Liechtenstein, thus facilitating the social inclusion of those affected by poverty.
- To promote women’s football for younger girls, LFV introduced the UEFA Playmakers project and offered an additional training camp for girls in the fall on a yearly basis.

Moving Forward

- The LFV is committed to creating a safe and empowering environment for all participants, from grassroots to elite levels, by training coaches, players, officials,

and administrators on the importance of equal opportunities and inclusion. The organization is exploring ways to enhance accessibility for individuals and fans with disabilities at national team games, including improving the national stadium.

- With the project “Fussball macht Schule” (Football in Schools), the LFV strives to ensure that football (and other sports) is part of the physical education curriculum and that topics such as diversity, equality and inclusion are put into practice. This not only promotes physical activity, but also sensitises children to the importance of equal opportunities for all and inclusion.
- Women’s football is a strategic priority of the LFV. In this regard, reference is made to the stand-alone women’s football strategy “Frauen am Ball 2026”.

- The LFV also supports sustainable projects, both locally and globally, to benefit those in need and alleviate poverty.



HEALTH AND WELL-BEING



- 1** Within the LFV
- 2** Competition, Events, and Clubs
- 3** Liechtenstein and Region



Health and Well-being Within the LFV

Fostering an environment that is both inspiring and inclusive, optimized for productivity and creativity.

Topics

- Guidance and recommendations to improve competences on health and well-being topics for its employees.

Existing Initiatives

- The LFV has ergonomic office infrastructure in its headquarters available for its employees.
- Fresh fruit, water, tea and coffee are provided free of charge on a weekly basis.
- Discounts for local fitness subscriptions.

Moving Forward

- The LFV addresses the issue of health and creates opportunities for its employees to use the knowledge of its experts, e. g. in the field of nutrition or exercise. With this awareness-raising, the association aims to promote health and well-being.
- At the LFV Campus in Schaan, employees can use its own fitness centre free of charge and benefit from healthy food options.



2

Health and Well-being Competition, Events, and Clubs

Safeguard health and well-being through football activities for all age groups.

Topics

- Programmes targeting football for older people.
- Introduction and promotion of additional healthier food options during national team games and other local games.

Existing Initiatives

- Through grassroots football promotion, clubs are encouraged to introduce initiatives such as walking football.
- The LFV has participated in the UEFA Coaches for Health campaign.

Moving Forward

- The LFV is exploring the possibility of establishing a walking football team, including health assessments, supplying necessary equipment and infrastructure. The organization will take inspiration from successful European football associations such as Gibraltar and Portugal.
- At both national and international level, high-fat meals, sugared and alcoholic drinks are ubiquitous at football matches. To promote a healthier lifestyle, The LFV intends to introduce healthier, more eco-friendly food options, starting at national team games and eventually expanding to all clubs. The new options should be nutritious and affordable.





Health and Well-being Liechtenstein and Region

Raising awareness for a physically active and healthy lifestyle.

Topics

- Guidance and recommendations to improve competences on health and well-being topics and promoting prevention.
- Youth-focused awareness raising campaigns.

Existing Initiatives

- Since 2013, the LFV has been running a project called “Fussball macht Schule” with the aim of promoting an active lifestyle and generating enthusiasm for football among both girls and boys.
- In 2019, the two large domestic sports umbrella organizations the LOC and the LFV join forces to support the Liechtenstein sports family in the area of child and youth protection with the project “Kinder im Sportumfeld stark machen”. All associations and clubs are given the chance to

address the various issues such as bullying, sexual assault, social media use etc., to build awareness and be prepared in case of an incident.

Moving Forward

- In 2023, healthy nutrition will be the focus of the project “Kinder im Sportumfeld stark machen”. In the coming years, the project will address not only children and youth coaches, but also parents and involve all sports clubs. The topic of polysportivity, healthy nutrition and snacks will also be increasingly addressed in the “Fussball macht Schule” project.



ENVIRONMENT



1

Environment
Within the LFV

Optimize the consumption and life cycle of products, start measuring the environmental impact, and create a new state-of-the-art sustainable football training campus/headquarters.

Topics

- Promotion of environmental consciousness in football through a new state-of-the-art sustainable football training campus and headquarters in Schaan.
- Embed the 4R approach—reduce, reuse, recycle, recover—in all operations.
- Start measuring the LFV’s environmental impact.

Existing Initiatives

- Embedded sustainability principles and practices at the LFV headquarters.
- E-mobility charging station at the headquarters.
- Local food waste partner/recipient for non-game related events.

- The LFV is part of a UEFA pilot project for a carbon emissions calculator.
- Reusable tableware for take-aways.

Moving Forward

- By the end of 2026, the new LFV campus will be built in Schaan in compliance with current sustainability standards. The administration has taken various steps to ensure that the facilities are environmentally friendly and the carbon footprint is reduced. These include optimisation measures in the project planning phase, which save land resources and truck journeys and protect building stock. The new facility will also be planned and implemented with photovoltaics for renewable energy, a waste-to-energy conversion plant (district heating) for energy production, mobility options for electric vehicles, building materials made from lo-

cal wood and the promotion of biodiversity. The LFV campus embodies the future of sustainable sports infrastructure.

- In order to reduce the ecological impact of football and our organisation, the LFV will apply the 4R approach to all its activities. This will not only conserve resources but also enable cost savings through a more efficient use of resources. The LFV aims to gradually replace its vehicle fleet with electric vehicles. In addition, the LFV will encourage its employees to come to work by bicycle or public transport.
- As a first step, the LFV is collecting data on its ecological footprint and in particular its CO₂ emissions. Thereafter, this information will be transparently reported on a regular basis and linked to new targets on an annual basis.





Environment Competition, Events, and Clubs

Design, plan and implement events in ways that prevent or reduce negative environmental impacts and support local football clubs in sustainability matters.

Topics

- Run events in ways that prevent or reduce negative environmental impacts on surrounding communities.
- Promotion of sustainable event management systems and further capacity building activities with local football clubs.
- Provide alternative and more environmental-friendly transport options to fans and teams.

Existing Initiatives

- With every national team home game ticket, fans can use public transport for free three hours before kick-off and three hours after the game.

- In the national stadium, the Rheinpark Stadium, which belongs to the municipality of Vaduz, the following environmental items are in place:

Photovoltaic system, which saves approx. CO₂ emissions of 6'665 trees per year; the keeping free of frost system is divided in eight parts on the field, so that only the necessary parts can be turned on; all floodlights are LED; and re-usable cups for fans are used.

Moving Forward

- In order to keep our carbon footprint as low as possible, our national teams will travel to their matches by bus or train where possible and reasonable. If air travel is unavoidable for the national teams, the LFV will offset the emissions caused to a certain extent by investing in renewable energy projects or by supporting programmes to reduce CO₂ emissions.

- Together with partners, the Rheinpark Stadium and the LFV Campus as well as other venues, the LFV promotes solutions in the area of circular economy. It focuses primarily on product packaging, plastics, disposables, food waste and waste. Best practices, innovations and lessons learned will be shared with all Liechtenstein football clubs in the future.





Environment Liechtenstein and Region

Use the visibility of football to address and promote climate protection measures.

Topics

- Measuring, monitoring and prevention of the LFV’s environmental impacts.
- Awareness-raising and advocacy of climate action and environmental protection across the football community in Liechtenstein and the region.

Existing Initiatives

- None yet.

Moving Forward

- The LFV strives to be a pioneer among small associations in football. We are determined to lead by example and stand up for environmentally sustainable practices. Through our comprehensive strategy, the LFV also want to be a role model in Liechtenstein.
- In the spirit of its environmental awareness, the LFV will, among other things, take measures to reduce our energy consumption and CO₂ emissions.



From Strategy to Action

Turning the LFV Sustainability Strategy 2023–2030 into concrete action requires a willingness to adapt by all parties involved. Difficult trade-offs might have to be discussed and made concerning short term versus long term, resource allocation versus purpose, risk versus opportunities and priority setting.

The LFV will accelerate the process by implementing sustainability topic related action plans and measurement and monitoring for (annual) reporting on actions and results.

This journey will present challenges on the way. To overcome these, the Liechtenstein football ecosystem must acknowledge the urgency for action and collaborate on a common agenda.













Targets and KPIs
Equality and Inclusion

Topics	Targets	KPIs	Timing and Difficulty*	SDGs and UEFA Policy
Equal pay within the LFV	Official equal pay certificate by 2025	Activity status	M2	<div><div><div><div><div>4</div><div>QUALITY EDUCATION</div></div><div><div></div></div></div><div><div><div>4</div><div>QUALITY EDUCATION</div></div><div><div></div></div></div><div><div><div>10</div><div>REDUCED INEQUALITIES</div></div><div><div></div></div></div><div><div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div><div><div></div></div></div><div><div><div>ANTI-RACISM</div><div></div></div><div><div><div>CHILD & YOUTH PROTECTION</div><div></div></div></div><div><div><div>EQUALITY & INCLUSION</div><div></div></div><div><div><div>FOOTBALL FOR ALL ABILITIES</div><div></div></div></div><div><div><div>REFUGEE SUPPORT</div><div></div></div><div><div><div>SOLIDARITY & RIGHTS</div><div></div></div></div></div></div></div></div></div>
More women on the board of directors and committees	Increase the number of women on the board of directors by 2028	% of female board members	L4	
Increase the number of women coaches and referees	By 2028, 20 % more women coaches and referees are based in Liechtenstein	% of female coaches and female referees	L3	
Networking and training of child and youth protection officers, coaches, and others in the Liechtenstein football community	The LFV child and youth policy in place by 2024	Activity status	S3	
	Regular updates and training of child and youth protection officers at all Liechtenstein football clubs	% of child and youth protection officers participated	M3	
	Best practice updates on child and youth protection to all LFV coaches	Number of coaches reached	M3	
	All football participants are aware of where to access professional support and how to report incidents related to protecting the rights of children and youth in Football by 2024	Activity status	S3	
Preventive and educational projects on anti-racism, with a particular focus on children and youth	Regular preventive and educational projects starting in 2025	Activity status	M3	



*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).

Targets and KPIs
Equality and Inclusion

Topics	Targets	KPIs	Timing and Difficulty*	SDGs and UEFA Policy
Improve accessibility and playing opportunities for people with disabilities	Analyze the Rheinpark Stadium by 2026	Activity status	L4	<div></div>
	Intensify the partnership with Special Olympics Liechtenstein and provide football opportunities for all	Activity status	M4	
Help refugees to remain physically and mentally healthy and become part of their host community through the power of football	Increase number of children, youth and adult refugees in Liechtenstein playing football in a local club	Number of refugees playing football in Liechtenstein	K5	
Increase girls and women participation in football through innovative projects	Yearly projects targeting girls and football	Number of girls playing football	M4	
	For mor targets and KPIs, please refer to the “Frauen am Ball 2026” strategy here	—	—	
Promotion of human rights commitment in the organisation’s regulations, policies, guidelines and business relationships.	The LFV codes of conduct, regulations, policies, and guidelines as applicable embed human rights criteria by 2027	% of applicable regulations, policies and guidelines including human rights criteria	L4	

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).

Targets and KPIs
Health and Well-being

Topics	Targets	KPIs	Timing and Difficulty*	SDGs and UEFA Policy
Walking Football programs targeting football for older people	Walking football team in place for older people by 2026	Number of active walking football players in Liechtenstein	M3	 
Guidance, recommendations, and availability to improve competences on health and well-being topics for its employees	Expert lectures in the field of health and exercise for the LFV employees	% of staff attendance	M2	
	Access to gym facilities available at the LFV Campus	% of employees using the gym facilities	M3	
Introduction and promotion of healthier food options for staff and at national team games	Access to healthier food options available at the LFV Campus	Activity status	M4	
	Access to healthier food and drink options available at national team games	% of healthier food and drinks options sold at	L4	
Children and youth-focused awareness raising campaigns	90 % of the LFV coaches and 100 % of football clubs in Liechtenstein attend/participate in children and youth-focused awareness raising campaigns such as “Kinder Stark Machen im Sport”	% of the LFV coaches participated	S3	
		% of football clubs in Liechtenstein participated		

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).

Targets and KPIs

Environment

Topics	Targets	KPIs	Timing and Difficulty*	SDGs and UEFA Policy
Start measuring the LFV’s environmental impact	Start collecting environmental impact data such as carbon emission, waste management, or water usage by 2025	Activity status	M4	<div><div><div><div><div>7</div><div>AFORDABLE AND CLEAN ENERGY</div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div><div><div>13</div><div>CLIMATE ACTION</div></div></div><div><div><div><div>CIRCULAR ECONOMY</div></div><div><div>CLIMATE & ADVOCACY</div></div></div><div><div><div>EVENT SUSTAINABILITY</div></div><div><div>INFRASTRUCTURE SUSTAINABILITY</div></div></div></div></div>
	Reduce the LFV's environmental impact, year by year	Amount of carbon emission reduced	L5	
		Amount of waste reduced		
		Usage of water reduced		
		Increased biodiversity area		
CO ₂ compensation of international flights of Liechtenstein national teams	Increase compensation of international flights of the LFV national teams	% of international flights compensated	M3	
Embed the 4R approach—reduce, reuse, recycle, recover—in all operations and national team games	4R methodology for all operations with a particular focus on football apparel and merchandising	Activity status	L4	
	4R methodology for all national team games with a particular focus on plastics, single-use items, and food loss and waste	Activity status	L4	
Promotion of sustainability and environmental consciousness in football through the new state-of-the-art sustainable LFV Campus (football training campus and headquarters in Schaan)	Knowledge-sharing network in place and available advisory to interested football associations	% of football clubs in Liechtenstein involved	L2	
		Number of small football associations reached		
	Knowledge-transfer to to the LFV youth players trough yearly projects such as taking the train to games etc.	Number of projects per year	M2	

*Timing: S = short, M = medium, L = long term. Difficulty from 1 (lowest) to 5 (highest).



LIECHTENSTEINER
FUSSBALLVERBAND

Liechtensteiner Fussballverband

Landstrasse 149 | LIE-9494 Schaan

T+423 238 24 00 | info@lfv.li | www.lfv.li



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