

# ***A GLOBAL PERSPECTIVE OF SUSTAINABILITY IN SPORTS ORGANIZATIONS***



*EDITED BY*

**Moisés Grimaldi-Puyana • Jerónimo García-Fernández  
Sardar Mohammadi • Pablo Gálvez Ruiz**

# **A Global Perspective of Sustainability in Sports Organizations**

*This page intentionally left blank*

# **A Global Perspective of Sustainability in Sports Organizations**

EDITED BY

**MOISÉS GRIMLADI-PUYANA**

*Universidad de Sevilla, Spain*

**JERÓNIMO GARCÍA-FERNÁNDEZ**

*Universidad de Sevilla, Spain*

**SARDAR MOHAMMADI**

*University of Kurdistan, Iran*

and

**PABLO GÁLVEZ RUIZ**

*Valencian International University, Spain*



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited  
Emerald Publishing, Floor 5, Northspring, 21-23 Wellington Street, Leeds LS1 4DL.

First edition 2025

Editorial matter and selection © 2025 Moisés Grimaldi-Puyana, Jerónimo García-Fernández,  
Sardar Mohammadi, and Pablo Gálvez Ruiz.

Individual chapters © 2025 The authors.

Published under exclusive licence by Emerald Publishing Limited.

**Reprints and permissions service**

Contact: [www.copyright.com](http://www.copyright.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. While Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-83608-727-4 (Print)

ISBN: 978-1-83608-726-7 (Online)

ISBN: 978-1-83608-728-1 (Epub)



INVESTOR IN PEOPLE

# Contents

About the Editors	ix
About the Contributors	xi
<b>Chapter 1 Sport and Global Sustainability: Challenges and Solutions for a Green Future in Sports Organizations</b> <i>Moisés Grimaldi-Puyana, Jerónimo García-Fernández and Pablo Gálvez Ruiz</i>	1
<b>Chapter 2 The State of Sustainability in the Sports Sector in Spain</b> <i>Pablo C. López Domínguez, Jerónimo García-Fernández, Pablo Gálvez Ruiz and Moisés Grimaldi-Puyana</i>	7
<b>Chapter 3 Sustainable Development Policies in Fitness Centers: Examples in Turkey</b> <i>Ali Sevilmış</i>	23
<b>Chapter 4 Seeking for Sustainability in Greek Sports</b> <i>Efi Tsitskari, Katerina Paschalidou and Nikolaos Papadopoulos</i>	33
<b>Chapter 5 Sustainability in the Portuguese Fitness Industry</b> <i>Vera Pedragosa, José Magano, Silvio Addolorato and Celina Gonçalves</i>	43
<b>Chapter 6 Charting a Sustainable Future: Saudi Arabia's Transformation in Sports</b> <i>Anonymous, Marta Pérez-Villalba and Nawaf Almohaimed</i>	67
<b>Chapter 7 Building a Sustainable Future for Sports Organizations in Kenya</b> <i>Stanley Kagunda Kinuthia and Juliah Wambui Githang'a</i>	77

<b>Chapter 8 Sustainability in Sports Organizations in Egypt</b> <i>Khaled Ebada and Hamdy Mansour</i>	85
<b>Chapter 9 The UAE's Journey to Sports Sustainability: Commitment in Action</b> <i>Nawaf Almohaimed and Marta Pérez-Villalba</i>	93
<b>Chapter 10 Sport, Marginalized Communities, and Environmental Sustainability: Challenges and Opportunities in South Africa</b> <i>Jesús Fernández Gavira, Roshan Galvaan, Antonio Muñoz Llerena and Gonzalo Flores Aguilar</i>	105
<b>Chapter 11 Enhancing Sports Organizational Sustainability in Iran Through E-governance: Strategies and Implications</b> <i>Sajjad Pashaie, Hamed Golmohammadi and Sardar Mohammadi</i>	115
<b>Chapter 12 Territorial Sports Ecosystem and Sustainable Development in Morocco: Case of the NGO "TIBU Africa"</b> <i>Balhadj Said and Benreghai Mohamed Amine</i>	127
<b>Chapter 13 Sustainability in Sport Organizations in the United States</b> <i>E. Su Jara-Pazmino, Simon M. Pack and Ciro D. Pazmino</i>	137
<b>Chapter 14 Sustainability in Sport Organizations in Peru</b> <i>Julio Quispe Salguero</i>	147
<b>Chapter 15 Promoting Sustainability: The Role of Sports Organizations in Mexico</b> <i>Isela Guadalupe Ramos Carranza and Ciria Margarita Salazar C.</i>	153
<b>Chapter 16 An Approach to Sport Sustainability: The Case of Chile</b> <i>Maira Ulloa-Hernández, Jorge Silva and Daniel Duclos-Bastías</i>	163
<b>Chapter 17 Challenges and Opportunities for Sustainability in Japanese Sport Organizations and Events</b> <i>Yasuhiro Watanabe</i>	173

<b>Chapter 18 Sustainable Practices in South Korean Sports Organizations</b> <i>Cindy Lee and Doyeon Won</i>	185
<b>Chapter 19 Environmental Sustainability in Sport in Australia: What We (and Perhaps Our Government) Can Learn from the Melbourne Cricket Ground</b> <i>Duncan Murray and Karen Williams</i>	195
<b>Chapter 20 Sustainability of Sports Organizations in India</b> <i>Linsy Mathew and Harisha Gopalakrishna Joshi</i>	205

*This page intentionally left blank*

## About the Editors

**Moisés Grimaldi-Puyana** is a Professor and Researcher in the Department of Physical Education and Sport at the University of Seville. He specializes in the management of sports services, with a focus on the economics of sport and recreation. His research covers various topics related to sports economics and management, and he has published numerous articles in academic journals, as well as book chapters on subjects such as sports entrepreneurship and the management of sporting events.

**Jerónimo García-Fernández** is a Professor and Researcher in the Department of Physical Education and Sport at the University of Seville. His academic work focuses on sports management, with an emphasis on areas such as fitness and sports entrepreneurship. He is a recognized author, with multiple publications on topics related to user loyalty and quality in fitness centers, the perception of value in sports centers, and the management of sports facilities.

**Sardar Mohammadi**, Department of Sport Management, University of Kurdistan, Kurdistan, Iran, is working as a Professor at Kurdistan University. With expertise in sports marketing and sports management, he is engaged in research and education with a focus on high-quality research and advanced topics in his field.

**Pablo Gálvez Ruiz** holds a PhD from the University of Málaga and combines his professional activity in the management of sports centers with teaching and research at the Valencian International University. As a member of the GISDOR research group, his projects and publications are mainly oriented toward quality management, satisfaction, service experience, service convenience, and customer loyalty in sports services within different business models.

*This page intentionally left blank*

## About the Contributors

**Silvio Addolorato** – Universidad Europea de Madrid, Spain – has spent 15 years bridging the gap between Academia and the Health and Fitness Products and Services Industry. Holding a PhD in Social Health and Physical Activity, he currently serves as an Adjunct Professor in the Faculty of Sport Sciences at the European University of Madrid (Spain). In this role, among others, he oversees the coordination of courses such as “Fitness and Wellness: Sport for Health” from managerial side. His research focuses on exploring the Applicability and Usability of Fitness Equipment and related solutions across international Environments, Markets, and Societies. He is the creator of the Fitness Application Punnett Square (FAPS) and has had the opportunity to engage with Professionals in the Sector on four continents, gaining valuable insights from these interactions in both Academic and Corporate settings.

**Gonzalo Flores Aguilar** is an Assistant Professor in the Department of Physical Education and Sport at the Faculty of Education Sciences of the University of Seville. His lines of research include several papers, articles, and book chapters on interculturality and the role of sport and physical education as tools for social inclusion.

**Nawaf Almohaimed** is a Management Consultant focused on the lifestyle industries: sports, culture, and entertainment. Since 2010, he has been advising government, rights-holders, and brands in the areas of commercial growth, strategic transformation, mass participation, and public engagement. He co-authored a number of national sport strategies that continue to shape the future of Saudi Arabia.

**Benreghai Mohamed Amine** is PhD Student in Management Sciences, Research team in Management and Information Systems, at the National School of Business and Management of Tangier – Abdelmalek Essaadi University, Tetouan, Morocco. He is Administrator in sports management and sporting organization governance at the Sport Sciences Institute – University Hassan First, Settat, Morocco.

**Isela Guadalupe Ramos Carranza** is a Doctor in Physical Culture Sciences and Master in Physical Activity and Sports with orientation in Sports

Management from the Autonomous University of Nuevo León and Graduate in Physical Education and Sports from the University of Colima. She is Full-time Research Professor at the Faculty of Educational Sciences of the University of Colima. She is Leader of the academic body UCOL-85 “Education and Movement.” She is Member and Vice President of the Latin American Association of Sports Management (ALGEDE). Research line: Physical culture and sport.

**Pablo C. López Domínguez** is a PhD student at the University of Seville. His research focuses on the analysis of sustainability training for graduates in Sports Sciences and its impact on the performance of sports organizations. He also teaches as an Associate Professor at Loyola University, in the subjects of “Structures and organization of sports facilities” and “Management and Evaluation of Physical and Sports Activities.”

**Daniel Duclos-Bastías** is Assistant Professor and Researcher in sport management at the Pontificia Universidad Católica de Valparaíso, Chile, and Coordinator of the iGEO Research Group – Sport Management and Olympic Studies. He is currently a Postdoctoral Fellow at the IGOID Research Group, Faculty of Sport Sciences of the University of Castilla-La Mancha, Spain.

**Khaled Ebada** is Faculty of Physical Education, Port Said University, Egypt; Professor of Weightlifting Training at Faculty of Physical Education; Vice-Dean of Faculty Management Technology and Information Systems at Port Said University; Head Coach for Egyptian Team Blind powerlifters; Member of Editorial Board and Reviewer in International Scientific Journals; and Member of Permanent Committee for Promotion of University Professors.

**Roshan Galvaan** is a Professor of Occupational Therapy at the University of Cape Town and a Member of the Inclusive Practices Africa Research Group. Her work focuses on advancing occupational science, developing the Occupation-based Community Development framework, and promoting social justice through curriculum development. She has co-edited books on interdisciplinary collaboration and Southern perspectives in occupational therapy.

**Jesús Fernández Gavira** is an Assistant Professor in the Department of Physical Education and Sport at the Faculty of Education Sciences of the University of Sevilla and the Director of the research group “Social Inclusion, Physical Education and Sport, and European Research Policies – HUM-1061.” His research focuses on social inclusion through sport, and he has completed international research stays, participated in multiple knowledge transfer projects, and presented at major conferences in his field.

**Juliah Wambui Githang’a** is a Researcher, Lecturer, and Chairperson at the Department of Physical Education, Exercise, and Sports Science at Kenyatta

University. Her interests include sports and development, curriculum development, sport psychology, gerontology and physical activity, sport pedagogy, and exercise physiology.

**Hamed Golmohammadi** is Student in Physical Education and Sport at Institute of Health Science, Sivas Cumhuriyet University, Sivas, Turkey, and passionately interested and committed to research in the fields of sports management and sports marketing. His scholarly endeavors feature publications in esteemed journals and presentations at prestigious conferences, showcasing dedication to advancing knowledge. Committed to innovative approaches, he aims to offer valuable insights for academia and the sports industry.

**Celina Gonçalves** has PhD in Sport Sciences, specialization of Sports Management at Technical University of Lisbon. She is Associate Professor at the University of Maia, where she coordinates the Master's program in Sport Management; and is an integrated member of the CIDESD Research Centre. She has been teaching in higher education since 2002. Her research focuses on consumer behavior in sports and its relationship with sports organizations and services. She is the author of scientific articles, editor of books, author of book chapters, reviewer for national and international journals, and supervisor and examiner of PhDs and Master's degrees at several universities.

**E. Su Jara-Pazmino** is an Assistant Professor in the Sport Management program at the University of West Georgia and collaborates with Universidad San Francisco de Quito in Ecuador. She holds a PhD in Sport Management from the University of South Carolina and her research interests include international student-athletes and athlete brand building.

**Harisha Gopalakrishna Joshi** is a Professor at Department of Commerce, Manipal Academy of Higher Education (MAHE), Manipal, India. He has published several journal papers in technology adoption, social entrepreneurship, and organization sustainability. He has incubated several start-ups and guided more than 25 PhD candidates.

**Stanley Kagunda Kinuthia** is a Tutorial Fellow at the Department of Physical Education, Exercise and Sport Science Kenyatta University, Kenya. His research interests include surveillance, monitoring, improving, and promoting physical activity and fitness behaviors among children and youth. He also has interest in sports management, outdoor adventure, and leadership.

**Cindy Lee**, originally from South Korea, currently works as an Associate Professor in the Department of Sport Sciences at West Virginia University, USA. Her research interests include sport consumer behavior in both professional and amateur sports, sport gambling, sport marketing and strategies, and sport sponsorship.

**Antonio Muñoz Llerena** is a Professor at the University of Seville with extensive experience in research and teaching. His work focuses on social inclusion, physical education, and sport. He leads the research group “Social Inclusion, Physical Education and Sport, and European Research Policies (HUM-1061)” and has participated in various European projects.

**José Magano** holds a PhD, an MBA, and an MSc in Management and Electrical and Computer Science Engineering, and Marketing Specialist at CICEE & Universidade Autónoma de Lisboa, Portugal. He is Coordinating Professor and Permanent Member of the Centre in Economics and Business Studies. His research interests include sustainability, sustainable project management, business strategy, tourism, sports, education, and consumer behaviour. He has extensive experience in project management and entrepreneurship training. He has been an entrepreneur himself and has founded several technology-based start-ups over the last 25 years.

**Hamdy Mansour** is a Professor at the Faculty of Physical Education at Fayoum University Egypt and the Dean of the Faculty of Physical Education at Fayoum University. He published his works in top-tier journals and supervised many Master’s and PhD. He also trained many professional volleyball teams. He is a member of the permanent committee for the promotion of university professors.

**Linsy Mathew** is a Senior Faculty in Department of Commerce and Assistant Director – Corporate Relations at Manipal Academy of Higher Education (MAHE) Manipal, India. She has published numerous book chapters and journal papers in many areas of sports and fitness management, marketing, economics, and digital healthcare.

**Duncan Murray** is a Senior Lecturer in Business (Sport Management) at the University of South Australia. He has published numerous papers and book chapters in many areas of sport management and general business, including consumer behavior, appearance, fitness, digitalization of sport, sexual harassment, and ethics.

**Simon M. Pack** is an Associate Professor in the Division of Sport Management within the Collins College of Professional Studies at St. John’s University in New York. He holds a PhD in Sport Management from The Ohio State University. His research interests include student-athletes organizational behavior and using sport as a tool for development.

**Nikolaos Papadopoulos** holds a PhD in Sports Marketing from the University of Macedonia, Greece, and an MSc in Industrial Relations and Personnel Management from the London School of Economics and Political Science, UK. He is currently an Academic Fellow in International Hellenic University. He was a Board Member of football and volleyball organizations.

**Katerina Paschalidou** is a Lawyer and holds a Master's Degree (MSc in Bioethics, DUTH) and a PhD in Business Ethics. She has constant cooperation with law firms throughout the country. Her scientific interests include ethics, business ethics, and bioethics, with a focus on ethics' perceptions of managers, consumers' perceived ethicality, and customer behavior.

**Sajjad Pashaie**, Department of Sport Management, University of Tabriz, Tabriz, Iran, is a Young Assistant Professor of the National Elite Foundation of Iran and contributes substantially to scholarly discourse through wide research, publications, and editorial board roles in international journals. His expertise in research methods, sports marketing, and technology drives advancements in sports management, evident in his numerous published articles and authored books.

**Ciro D. Pazmino** is an Adjunct Professor in the Sport Management program at the University of West Georgia. He holds a Master of Laws from the University of Georgia, School of Law. His research interests include sustainability in sport, employment, immigration, and international athletes.

**Vera Pedragosa** has a PhD in Sport Sciences (Sport Management). She is a Scientific Coordinator, Integrated Member of Research Centre in Economic and Business Sciences (CICEE), Collaborator on the Psychology Research Centre (CIP), and Associate Professor at the Universidade Autónoma de Lisboa, Portugal. Her research interest is on consumer behavior in the fitness industry. She is the author of scientific papers, books, books chapters, and communications at peer-reviewed conferences and ad hoc peer-review in scientific journals.

**Marta Pérez-Villalba** has over 15 years of experience as a Sport Management Consultant. She is active in conducting research on the sports industry. Currently, she works as a Consultant for sports-related projects in Saudi Arabia and as Lecturer at Johan Cruyff Institute.

**Balhadj Said** is Professor of Higher Education in Management Sciences, Research Team in Management and Information Systems, at the National School of Business and Management of Tangier – Abdelmalek Essaadi University, Tetouan, Morocco.

**Ciria Margarita Salazar C.** is a Doctor and Master in Physical and Artistic Education from the University of Extremadura, Master in Social Sciences from the University of Colima, and Master in Sports Business Administration. She holds Diploma in Leadership with a Gender Perspective, Healthy Eating, Research Methodology in Social Sciences and Diploma in Sports Management. She is Full-Time Research Professor at the Faculty of Educational Sciences of the University of Colima. She is Member of the National System of Researchers. She is Member of the Academic Body UCOL85 "Education and Movement" at the Consolidated level by PRODEP.

**Julio Quispe Salguero** has PhD in Business Administration (Carlos III Madrid University) and MBA (ESAN Graduate School of Business). He is an Assistant Professor and Director of Administration and Finance Program at Universidad ESAN in Lima, Peru. He has published papers and book chapters in the areas of sport management, environmental sustainability, and corporate social responsibility. His research focuses on the intersection of sports, sustainability, and economic development. He is Member of the Latin American Association of Sports Management (ALGEDE).

**Ali Sevilmış** is an Associate Professor in Sports Science at the Karamanoğlu Mehmetbey University. His research is primarily focused on sports management, specifically service quality, consumer behavior, satisfaction, customer loyalty, and fitness centers standards. He contributes substantially to literature on fitness center, and he has published articles in journals such as *International Journal of Sports Marketing and Sponsorship*, *Managing Sport and Leisure*, *Journal of Global Sport Management*, and *Physical Culture and Sport: Studies and Research*.

**Jorge Silva** has degree in Physical Activity and Sports Sciences and a Master's degree in Sports Management. He is University Professor, Sports Consultant, and Expert in private and social sports projects. Also currently, he is Head of Sports at the Pontificia Universidad Católica de Chile. He is Former National Head of the Physical Activity Division of the National Sports Institute of Chile.

**Efi Tsitskari** holds a PhD in Sports Marketing and is currently an Associate Professor in Democritus University of Thrace, with more than 70 research publications, research programs, and a 20-year experience in teaching sports marketing. She has been a Marketing Consultant of multiple sport organizations in Greece.

**Maira Ulloa-Hernández** holds a degree in Physical Activity and Sports Sciences, holds a master's degree in sports management, and is currently a PhD student at the University of Lleida, specifically at the National Institute of Physical Education of Catalonia. She is a Member of the Social and Educational Research Group on Physical Activity and Sport (GISEAFE) and the iGEO Research Group – Sport Management and Olympic Studies. As a result of her doctoral research, she has specialized in sustainable indicators for sporting events in natural areas.

**Yasuhiro Watanabe** is an Associate Professor of Sport Management in the Department of Sport Business Administration at Hiroshima University of Economics, Japan. His main areas of research interest include sport marketing and community sport management. He has committed to a visiting scholar at International Center for Sport Management, the University of Georgia since 2017.

**Karen Williams** is an Online Course Facilitator in Business at the University of South Australia. She has published numerous papers and book chapters in the

areas of diversity, equity and inclusion, sexual harassment, fitness, digitalization, and ethics.

**Doyeon Won** is a Professor of Sport Management at Texas A&M University-Corpus Christi where he serves as Program Coordinator for the Sport Management program. Previously, he held faculty and administrative positions at the University of Georgia, Ohio University, Yonsei University, and Liverpool John Moores University. His research interests focus on the effective management and marketing of sport organizations.

*This page intentionally left blank*

## Chapter 1

# Sport and Global Sustainability: Challenges and Solutions for a Green Future in Sports Organizations

*Moisés Grimaldi-Puyana<sup>a</sup>, Jerónimo García-Fernández<sup>a</sup>  
and Pablo Gálvez Ruiz<sup>b</sup>*

<sup>a</sup>*Universidad de Sevilla, Spain*

<sup>b</sup>*Valencian International University, Spain*

### Abstract

The text introduces the growing social pressure to address sustainability and climate change in all business activities, including the sports industry, especially after the 2015 Paris Agreement. Additionally, the recent outbreak of the conflict between Russia and Ukraine has highlighted the importance of energy supplies, which has led to the promotion of concrete measures to improve energy efficiency in sports organizations. The book *A Global Perspective of Sustainability in Sports Organizations* analyzes the current state of sustainability in the sports sector across four continents, covering topics such as the implementation of sustainable practices in leading countries, reducing the carbon footprint, and the impact of technologies on sports, among others. It is structured into four sections that align with different continents such as Europe, Africa and the Middle East, North-South America, and Asia-Pacific. In the various sections, different cases are explored that show how countries from these continents are addressing sustainability in sports. Ultimately, the book presents a global approach to sustainability in the field of sports, integrating aspects such as the carbon footprint, energy, and sustainable technologies.

*Keywords:* Sustainability; sport; energy; climate change; carbon footprint; infrastructure

## Introduction

The social pressure to address environmental care, sustainability, and, consequently, climate change is progressively increasing in all business activities following the 2015 Paris Agreement. This demands cooperation from all sectors, including the sports industry (Mora et al., 2021). In this context, the impact of energy supply on the economic viability of sports organizations has also become a critical issue following the outbreak in February 2022 of the ongoing war between Russia and Ukraine. Thus, energy-related measures have gained importance through the implementation of concrete actions aligned with climate science. For example, some measures include energy audits, followed by the implementation of corrective and/or preventive actions through investments aimed at optimizing or improving energy efficiency. As Gijón (2003) pointed out, environmental issues must be addressed globally. Therefore, this book aims to offer a global view of sustainability in the sports sector. The book titled *Sustainability in Sports Organizations, from a Global Perspective* seeks to explain the current situation in countries across four continents, highlighting the following points:

- Sustainability in the sports sector of leading countries.
- The current state of sustainability measures in their different dimensions: social, environmental, and economic.
- The current state of the implementation of processes to reduce the carbon footprint in sports centers.
- Transformation challenges in sustainable sports organizations.
- The impact of technologies used in sports organizations to achieve sustainability in the social, environmental, and economic dimensions.
- Real cases of sustainability transformation in the sports sector in different countries worldwide.

The book's structure includes sports organizations from different continents, including Europe, Africa and the Middle East, North and South America, and Asia and the Pacific. The first section provides a clear and concise introduction to the key topics addressed in each chapter, showing how different European countries are tackling the challenges of sustainability in sports. Specifically, the section consists of four chapters that examine how sports organizations in different European countries are integrating sustainable practices to respond to the environmental, social, and economic challenges facing the sector. Through specific case studies, the chapters explore policies, initiatives, and obstacles related to sustainability in sports, offering a comparative view of progress and opportunities for improvement in Spain, Turkey, Greece, and Portugal. Chapter 2 is titled "The State of Sustainability in the Sports Sector in Spain" and presents a comprehensive analysis of how sports organizations in Spain, both public and private, have begun to develop and adopt sustainable practices. It particularly highlights legislative frameworks and environmental certifications, as well as a success story – specifically, "Forever Green" from Real Betis Balompié, a football team in La Liga (the Spanish professional football league). Spain's cultural and

economic diversity presents unique challenges but also significant opportunities to lead in sustainability within sports. Chapter 3, “Sustainable Development Policies in Fitness Centers: Examples in Turkey,” evaluates the activities of Turkey’s Ministry of Youth and Sports in line with the sustainable development goals (SDGs). It explores the economic, environmental, institutional, and social dimensions of sustainability in sports centers. The chapter serves as a guide to overcoming obstacles and laying the foundation for future legal regulations, highlighting the use of eco-friendly materials and effective communication between employees and employers. Chapter 4, titled “Seeking for Sustainability in Greek Sports,” points out Greece’s unmet commitments to the SDGs and how the implementation of sustainable practices in Greek sports organizations remains limited. This chapter reveals the modest efforts made by professional clubs, municipal organizations, and fitness centers, which include energy conservation initiatives and social inclusion programs. The challenges include limited resources and the lack of comprehensive policies, underscoring the need for greater governmental support and innovative strategies. Chapter 5, the final chapter of this section, is titled “Sustainability in the Portuguese Fitness Industry” and details the advances that sports organizations in Portugal are making toward sustainability. It analyzes measures to reduce the carbon footprint and collaborations between sports institutions and communities to integrate sustainability into the country’s sports culture.

The second section is located in the Africa and Middle East region, encompassing chapters that present a diverse and dynamic overview of how different countries in the region are addressing sustainability in sports, adapting their strategies to their specific contexts, and demonstrating a growing commitment to a greener and more equitable future. Thus, Chapter 6, titled “Charting a Sustainable Future: Saudi Arabia’s Transformation in Sports,” describes how this country is significantly investing in the modernization and development of its sports infrastructure, promoting participation both locally and internationally, and adopting sustainable practices that integrate the green economy into their sports development plans. Chapter 7, “Building a Sustainable Future for Sports Organizations in Kenya,” highlights the efforts of Kenyan institutions to establish solid foundations for the survival and growth of their sports organizations. This involves implementing practices that ensure long-term economic viability and positive social impact. Egypt, in Chapter 8, titles its work “Sustainability in Sports Organizations in Egypt” and examines how Egyptian sports entities are adopting measures to minimize their ecological footprint and promote environmental responsibility, ensuring that sports contribute to social welfare and environmental conservation. Chapter 9 is dedicated to the United Arab Emirates and showcases their commitment to sustainability in sports. Under the title “The UAE’s Journey to Sports Sustainability: Commitment in Action,” it details how the country is integrating sustainable practices into sports event management, promoting inclusion and equity, and using sports as a tool for community development. Chapter 10 is titled “Sport, Marginalized Communities, and Environmental Sustainability: Challenges and Opportunities in South Africa,” which explores how sports organizations in South Africa have begun to adopt sustainable practices, such as

the use of energy-efficient technologies and renewable resources, supported by regulatory frameworks like the National Environmental Management Act. These measures include the installation of solar panels and efficient lighting systems in sports stadiums, along with sustainable transportation policies and efficient resource management. Although financial obstacles persist, especially for smaller sports organizations, public-private partnerships and the growing interest in corporate social responsibility offer solutions. In summary, sports in South Africa have the potential to lead environmental sustainability initiatives, reducing the carbon footprint and promoting inclusive social development. Chapter 11 is written by Iran and focuses on sports sustainability through technological innovation and governance. It is titled “Enhancing Sports Organizational Sustainability in Iran Through E-governance: Strategies and Implications” and analyzes how the implementation of digital solutions is helping to improve the transparency, efficiency, and sustainability of sports organizations, addressing the specific challenges of the Iranian context.

Finally, to close this second section, there is Chapter 12, contributed by Morocco, where sustainable development in sports is interconnected with strengthening the social and community fabric. Thus, under the chapter titled “Territorial Sports Ecosystem and Sustainable Development in Morocco. Case of the NGO ‘TIBU Africa,’” it illustrates how this non-governmental organization is using sports to promote education, health, and social integration, contributing to the sustainable development of the country.

The third section consists of four chapters on sustainability in sports organizations in the Americas. This section examines how various nations in the Americas are integrating sustainability into their sports organizations, addressing both opportunities and the specific challenges of each country. Through a comparative approach between the United States, Peru, Mexico, and Chile, strategies are explored to promote more environmentally conscious and respectful sports development. This section, therefore, provides an overview of how different countries in North and South America are addressing sustainability in sports, highlighting achievements, challenges, and growth potential in this area. Specifically, Chapter 13, titled “Sustainability in Sports Organizations in the United States,” is presented as an example of leadership in implementing sustainable practices in sports, with a focus on environmental certification and the use of eco-friendly materials. Initiatives from organizations like the Green Sports Alliance and programs such as Nike’s Reuse-A-Shoe reflect the country’s growing commitment to sustainability. Although there are challenges in implementing these measures, the opportunities to save costs, improve brand image, and comply with regulations are considerable, positioning sports organizations as key players in the transition toward a more sustainable future. Next, Chapter 14, titled “Sustainability in Sports Organizations in Peru,” outlines how sustainability in sports has gained ground in recent years. Through actions such as the National Policy on Physical Activity, Recreation, Sports, and Physical Education (PAR-DEF) and efforts by the Peruvian Sports Institute (IPD), progress has been made in integrating eco-friendly practices, with the 2027 Pan American Games as a crucial opportunity to consolidate these achievements and continue advancing

the sustainability of sports infrastructure and events in the country. Chapter 15, titled “Promoting Sustainability: The Role of Sports Organizations in Mexico,” explores how sustainability is beginning to be integrated into sports through collaboration between the public sector, private sector, and the community. This chapter highlights pioneering initiatives such as those implemented at Akron Stadium and outdoor activities promoted by community groups. The importance of creating a strong legislative framework and strategic collaborations to drive sustainability at the national level is discussed, providing key examples and strategies to address challenges in implementation. This section concludes with Chapter 16, titled “An Approach to Sport Sustainability: The Case of Chile,” a country that has made significant advances in sports sustainability, demonstrating its commitment to the United Nations SDGs. The experience of the 2023 Pan American and Parapan American Games in Santiago was crucial in establishing a legacy of sustainability through carbon emission offsets, the use of renewable energy, and massive recycling of materials. This chapter concludes that collaborative partnerships between the public and private sectors are essential to driving a circular economy in Chile’s sports operations, thus contributing to more sustainable and conscious development.

The fourth section highlights the challenges and opportunities for sustainability in sports in some countries in the Asia-Pacific region. This section explores the evolution and current state of sustainability initiatives in sports organizations and events, providing an overview of the current sustainability landscape in sports organizations in the Asia-Pacific region, highlighting both the progress made and future challenges. It underscores the efforts, opportunities, and challenges these countries face in trying to integrate sustainability into their sports sectors, with contributions from Japan, South Korea, Australia, and India. Thus, Chapter 17, titled “Challenges and Opportunities for Sustainability in Japanese Sport Organizations and Events,” shows how Japan has begun to play an important role in advancing sustainability in sports, in line with the SDGs. Sports organizations such as the J. League and the B. League are socially collaborating in activities aimed at attracting ESG (environmental, social, and governance) investments. Through these efforts, Japan is positioning itself as a relevant player in the international sports community, fostering awareness of climate change and committing to social responsibility. This chapter highlights Japan’s ability to continue promoting sustainable initiatives and creating a positive impact both locally and internationally. The next chapter, Chapter 18, titled “Sustainability in South Korea,” depicts how this country has made significant progress in integrating sustainability into its sports sector. With policies like the Volume-Based Waste Fee System and the Carbon Emissions Trading System, the country has implemented mechanisms to reduce its ecological footprint. The K-League (professional football league) leads campaigns such as “Green Kickoff,” which promotes carbon neutrality and plastic recycling. Additionally, initiatives from conglomerates like SK Group, which owns several sports teams, reflect a broader commitment to environmental sustainability in sports. These actions highlight how sports can be a key driver of environmental change in South Korea. Australia is the focus of Chapter 19, titled “Environmental Sustainability in Sport in Australia: What

We (and Perhaps Our Government) Can Learn from the Melbourne Cricket Ground.” It shows how, despite the lack of federal leadership on climate issues, sports clubs and organizations in Australia have taken a proactive role in environmental action. The Melbourne Cricket Ground, the largest and most iconic stadium in the country, is a standout example of how a commitment to sustainability can generate both economic and environmental benefits. This chapter explores how sports clubs and associations in Australia are addressing the challenges of climate change and using their platforms to drive ecological action, demonstrating that sports can be a powerful tool for sustainability. This section concludes with India in Chapter 20, titled “Sustainability of Sports Organizations in India.” India, with its rich sporting heritage, has begun to integrate sustainability into its sports organizations, especially through the National Sports Federations. The government has implemented key initiatives to promote the development of sustainable infrastructure and talent identification. However, the challenge remains to find alternative funding mechanisms that do not rely solely on the government. This chapter explores how federations must attract private investment and create sports ecosystems that enable sustainable growth. Moreover, the focus on implementing ESG (environmental, social, and governance) factors is vital to ensuring the long-term sustainability of sports organizations in India.

Ultimately, this work aims to be the voice of the particularities and projects being developed in various parts of the world in terms of sustainability in sports organizations. Carefully reading the proposals of each chapter, the examples of success stories, and the management of sustainability in sports will enhance the awareness of those who manage sports, but it will also provide active initiatives based on the various situations presented in the participating countries, and most importantly, it will improve the planet’s climatic conditions.

## References

- Gijón, A. C. (2003). Environmental problems in Environmental Education in schools. *Reflections on Environmental Education II*, 91–113.
- Mora, G. L., Ginesta, X., & de San Eugenio, J. (2021). La gestión del fútbol pensando en la sostenibilidad. El proyecto “Forevergreen”: Estudio de caso del Real Betis Balompié. In J. C. Figueredo-Benítez & R. Mancinas-Chávez (Coords.), *Las redes de la comunicación: Estudios multidisciplinares actuales* (pp. 618–634). Dykinson.

## Chapter 2

# The State of Sustainability in the Sports Sector in Spain

*Pablo C. López Domínguez<sup>a</sup>, Jerónimo García-Fernández<sup>a</sup>,  
Pablo Gálvez Ruiz<sup>b</sup> and Moisés Grimaldi-Puyana<sup>a</sup>*

<sup>a</sup>*Universidad de Sevilla, Spain*

<sup>b</sup>*Valencian International University, Spain*

### Abstract

Spain, a country with great cultural, social, and economic diversity, faces significant challenges in these areas. The sports sector in Spain, through both public and private initiatives, has begun to integrate sustainability into its operations and infrastructures. This chapter analyzes the current state of sustainability in sports in Spain, highlighting the legislative frameworks, environmental quality certifications and seals, practical implementations carried out by sports organizations, as well as the challenges and opportunities present. It concludes with an example of a successful proposal, specifically from Real Betis Balompié and its Foundation, through the “Forever Green” program.

*Keywords:* Sustainability; sports organizations; Spain; legislation; quality seals; outdoor activities

### Introduction

Since the beginning of the 21st century, the population in Spain has been steadily increasing, growing from 40 million inhabitants in 2001 to nearly 49 million at present. Regarding gender, the numbers are fairly balanced, with data showing 49% men and 51% women. It can also be noted that the foreign population currently

accounts for 13.52% of the total, with the most representative nationalities being Colombian, Moroccan, and Venezuelan (Instituto Nacional de Estadística, 2024).

One of the fundamental pillars of the Spanish economy is tourism, representing a crucial source of income and employment. In recent years, the influx of foreign visitors has reached record figures, boosting various sectors such as hospitality, transportation, commerce, and sports. This boom benefits not only large cities but also rural and coastal regions, promoting more balanced economic development. Additionally, tourism contributes to Spain's international projection, highlighting its cultural, gastronomic, and natural heritage. Investment in tourism infrastructure and the diversification of the offer, including sustainable and experiential tourism, have been key to maintaining and increasing its appeal.

Likewise, sports play a significant role in this context, attracting numerous visitors to international events such as football, mountaineering, or hiking, followed by sailing and water sports, winter sports, golf, or adventure sports, which increases the economic impact and projects a dynamic and healthy image of the country. In a global context marked by competition and economic uncertainty, tourism remains a robust and dynamic growth engine for Spain, emphasizing its strategic importance to the national economy (Ministerio de Educación, Formación Profesional y Deportes, 2024).

The organization of sports in Spain is carried out with reference to the Higher Sports Council (CSD), under the Government of Spain, which is the highest authority responsible for developing and promoting sports in the country. It is important to note that in Spain, the National Government enacts national laws. However, the responsibility for promoting sports lies with the various autonomous communities. These adapt the national legislation to their specific contexts (Monroy Antón & Sáez Rodríguez, 2010).

Regarding sports practice, the latest Sports Statistics Yearbook 2024 (Ministerio de Educación, Formación Profesional y Deportes, 2024) generally shows that the most practiced sports by the active population of the country are hiking and mountaineering, followed by cycling, intense gymnastics, and running or walking. Among men, sports like football, cycling, paddle tennis, bodybuilding and weightlifting, basketball, tennis, or fishing are much more common. In the case of women, they tend to prefer various types of gymnastics along with swimming.

## **Sustainability in Sports Organizations in Spain**

Today's social reality, characterized by economic and social instability, affects the environmental issues we face in this constantly changing world (UNESCO, 2017). The 2030 Agenda, which includes 169 goals and 17 Sustainable Development Goals (SDGs), was created in 2015 by the UN to address these challenges. It emphasized the importance of incorporating these goals into public policies, lifestyles, and business behavior (Ruiz-Mallén & Heras, 2020). However, the COVID-19 pandemic exacerbated the challenges in achieving these goals, which has led to the need to rethink various fields, including education, to adapt it to today's world and foster equity and sustainability. Taking advantage of the potential of sports as a tool to address current and emerging health problems, it is