



J.LEAGUE

Climate Action Handbook



A Good Pass to Our Future

You are the key player of this initiative.

Come on, let's think together with J.LEAGUE and change the future.

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CHAPTER 1

Climate Action Spreading from J.Clubs

Players running across the pitch. Cheering supporters.

Every time a goal is scored, the stands shake, and people in the community share their joy together. J.Clubs are rooted in the daily life of the community that supports such exhilarating matches.

However, changes are gradually appearing in that landscape too.

Matches cancelled due to severe typhoons. Summer stadiums where the heat is dangerous for both players and supporters.

Both playing and supporting football are beginning to be affected by climate change.

So, in times like these, what is being asked of J.Clubs?

As organizations rooted in their communities, a new role beyond sports may gradually be required.

And such attitudes and initiatives should not only deepen trust in the community but also become a force that attracts new partners and supporters.

In this chapter, we consider why J.Clubs should now face climate issues, the underlying changes, and the new possibilities that emerge from them.



Sport Positive Leagues (SPL)

What is SPL?

Sport Positive Leagues (SPL) is a framework that quantifies the climate action of football clubs and allows their progress and direction to be understood at a glance. Founder Claire Poole established SPL in 2018. Even when searching the websites of football clubs around the world at that time, it was difficult to find sustainability pages. Poole gathered information that clubs in England’s Premier League had already made public, contacted clubs directly, and compiled the climate actions each club was practicing in one place for public disclosure.

To make club initiatives easy to understand, SPL adopted a standings format familiar to football fans. This is not a league table based on results on the pitch, but rather an “off-pitch standings” that quantifies the progress of various climate actions. For example, in the 2022 Premier League table, the horizontal axis shows 12 climate action categories starting with “Policy and Commitment,” and club names are arranged on the vertical axis. Each cell contains a score for that club’s activities and specific initiatives.

As a change following the introduction of SPL, in 2023, 16 Premier League clubs established sustainability pages on their websites, and 6 clubs set goals of achieving net-zero CO₂ emissions. Furthermore, top players appeared in videos introducing initiatives such as promoting recycling, using electric vehicles, and consuming plant-based foods, participating in climate action. Such movements have also had positive effects on club management.

The visualization of initiatives has

created mutual learning, making climate action more proactive, and also leading to the acquisition of new sponsors and fan demographics. A positive cycle is gradually taking root. This movement has spread to clubs in the English Football League (England and Wales), Bundesliga (Germany), and Ligue 1 (France), and is now becoming the foundation for the football world to jointly envision the future and develop.

CLUB	Policy and Commitment	Clean Energy	Energy Efficiency	Sustainable Transport	Single Use Plastic Reduction or Removal	Waste Management	Water Efficiency	Plant-Based/Low Carbon Food	Biodiversity	Education	Comms & Engagement on Sustainability	Sustainable Procurement	Sponsorship/Ownership
+ 1 = TOTTENHAM HOTSPUR (24/27)	2	2	2	3	1	2	2	2	2	2	2	2	-
+ 1 = LIVERPOOL FC (24/27)	3	2	2	3	1	2	2	2	2	1	2	2	-
+ 3 = MANCHESTER CITY FC (23/27)	2	2	2	3	1	2	2	2	2	1	2	2	-
+ 4 = SOUTHAMPTON FC (20/27)	1	2	2	2	1	2	1	2	2	1	2	2	-
+ 5 = BRIGHTON & HOVE ALBION (19.5/27)	0.5	2	2	2	1	2	2	2	1	1	2	2	-
+ 6 = ARSENAL (18/27)	1	2	2	1	1	2	2	2	1	1	2	1	-
+ 7 = WOLVERHAMPTON WANDERERS (17.5/27)	2	2	2	2	1	1	1	1	2	1	2	0.5	-
+ 7 = MANCHESTER UNITED (17.5/27)	1.5	0.5	2	1	1	2	2	2	1	0.5	2	2	-
+ 9 = BRENTFORD FC (16.5/27)	0.5	1	2	2	1	2	1	2	2	0.5	2	0.5	-

(Source: Sport Positive Leagues, “Premier League 2022”*)
 The 2022 Premier League “standings.” The numbers in each cell represent points, and by pressing the “+” button to the left of club names, you can check the specific initiatives of each club.



Message from Sport Positive Leagues Founder & CEO Claire Poole

It was Nelson Mandela who said, “sport has the power to change the world,” but that power can only become real when we take action.

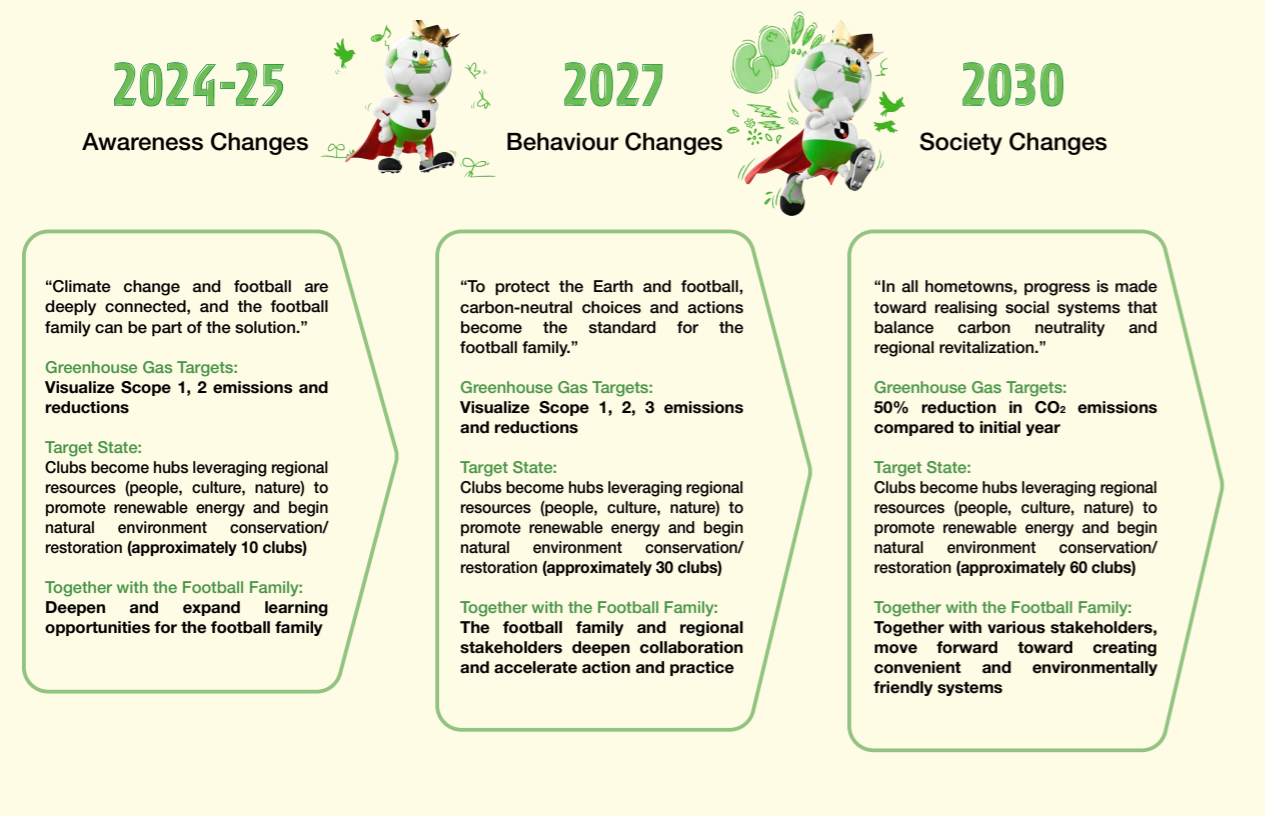
The success of Sport Positive Leagues globally is because football clubs are taking action by reducing their environmental impact and engaging fans, and they are openly sharing their progress to benchmark and improve. Only through sharing our journey can we bring others along with us.

For 90 minutes, football is purely and perfectly about performance, skill and passion, but everything around it is an opportunity to drive meaningful impact.

Sustainability isn’t just the right thing to do, it’s essential to protect the places we play for future generations, support healthier communities, and secure the long-term business future of the beautiful game.

Why is J.LEAGUE Introducing SPL?

J.LEAGUE Climate Action Roadmap



To ensure the survival of clubs and to continue football, J.LEAGUE considers climate action essential and has established a Climate Action Roadmap. Along with reducing the environmental impact of each club, we think it is important to leverage the power football possesses and, together with the football family, create a positive impact on society.

SPL is believed to make a significant contribution to realising this roadmap. SPL’s indicators organize the items necessary for climate action. By clarifying what to work on, the roadmap—awareness changes, behaviour changes, and system changes—can be drawn more concretely.

Additionally, SPL’s evaluation criteria include indicators that cannot be achieved

by clubs alone. There will be many cases requiring collaboration with local communities and various stakeholders. Through this system, J.Clubs are expected to become even more trusted by their communities as hubs in the region that promote renewable energy and natural environment conservation/restoration while utilizing regional resources.

By making each club’s environmental initiatives visible through SPL, current status assessment and progress confirmation become easier. By learning from and stimulating each other’s initiatives among clubs, J.LEAGUE’s overall climate action will accelerate, aiming for steady progress in climate action toward 2030.

How to Use This Handbook

“I understand SPL’s evaluation criteria, but where specifically should I start?” “Are there activities our club can work on?” “Is there anything feasible with limited budget and personnel?”

This handbook was created for J.Club staff members who have such questions and concerns.

We hope this handbook can help bridge the gap between the ideal of SPL’s evaluation criteria and the reality of the field. It provides hints for breaking down abstract items in the evaluation table into concrete actions and proposes methods to start with low-hanging fruit.

Browse the guide as a whole to gather

ideas, pick and choose the areas that interest you, or refer to it as needed while putting actions into practice. Use it in the way that best fits your club’s unique situation.

We hope that progress in improving SPL evaluation will advance J.Club climate action, contribute to regional revitalization, and eventually stabilize club management. We wholeheartedly support your efforts toward a sustainable J.LEAGUE future.

*1 Sport Positive Leagues (2022), “Sport Positive Leagues: Premier League Clubs 2022,” <https://www.sportpositiveleagues.com/pl-2022/>



How Do We Face the Climate Crisis?

Climate change or global warming—many of you who have picked up this handbook are probably hearing these terms more frequently. On this page, let's take a step deeper into climate change, which tends to be understood vaguely, and explore scientific evidence and specific impacts on the football world. The data and analysis introduced here can become the foundation for J.Club climate action promotion and can be utilized in dialogues with various stakeholders, including club staff, players, local governments, and companies.

Progressing Climate Change

The Earth's temperature, which had been stable for about 10,000 years, is now on a continuous upward trajectory. Since the Industrial Revolution began in the late 18th century, humans have developed society using fossil fuels such as coal, oil, and natural gas. Our daily lives—using electricity and traveling by car—are supported by these energy sources.

However, using fossil fuels releases carbon dioxide. As carbon dioxide and

other greenhouse gases in the atmosphere continue to increase, the Earth's average temperature has risen by approximately 1.1°C compared to pre-industrial levels. While 1.1°C may seem like a small number, on a global scale it represents an extremely significant change.

Research by scientists worldwide has concluded beyond any doubt that this warming is not natural variation but is caused by human activities.

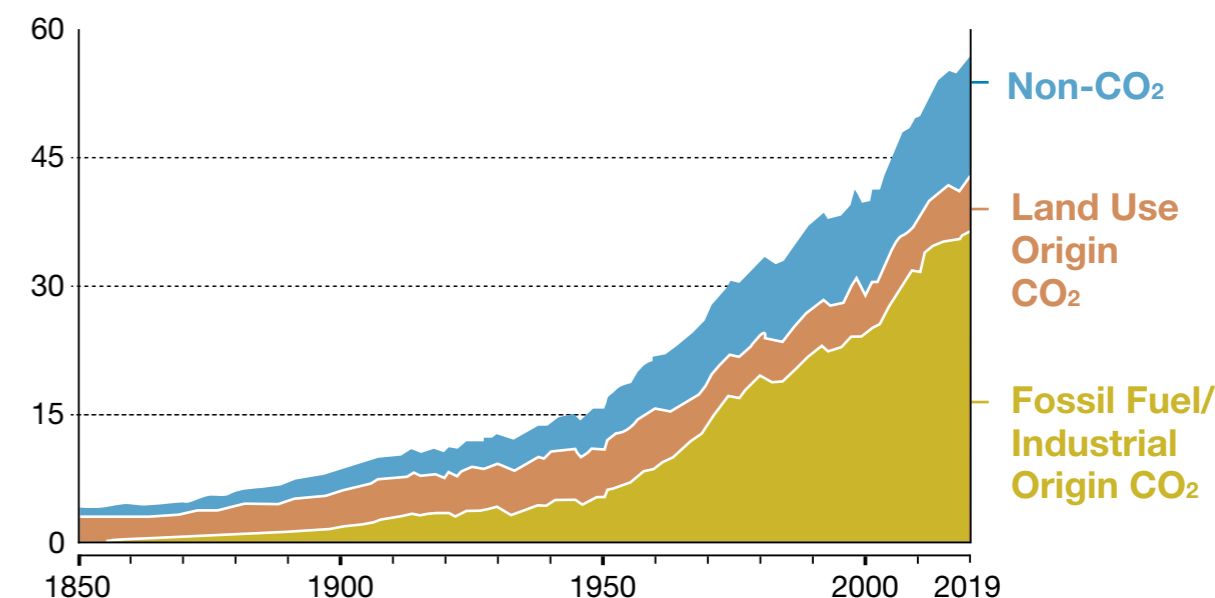
Future Projections of Climate Change

If no action is taken, summer in the year 2100 is predicted to look completely different from today. In a weather forecast for 2100, summer temperatures might routinely exceed 40°C. Globally, water shortages in arid regions could become more severe, casting a dark shadow over

food production as well.

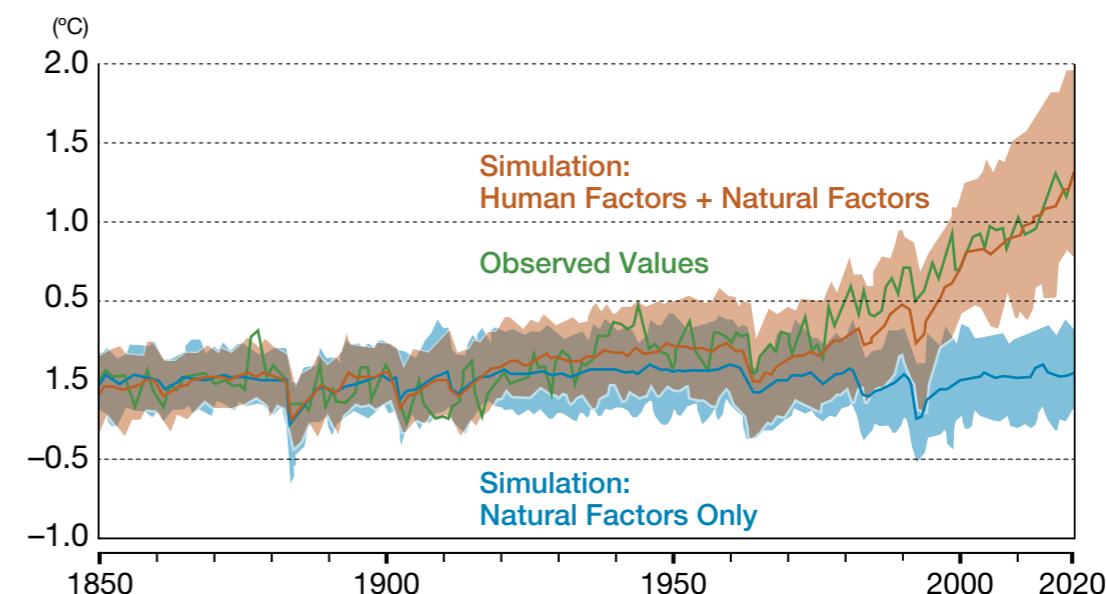
Additionally, warming affects rainfall patterns and typhoon intensity. With increased atmospheric water vapor, heavy rains and typhoons become more powerful, and flood damage is predicted to expand.

Greenhouse Gas Emissions by Human Activities

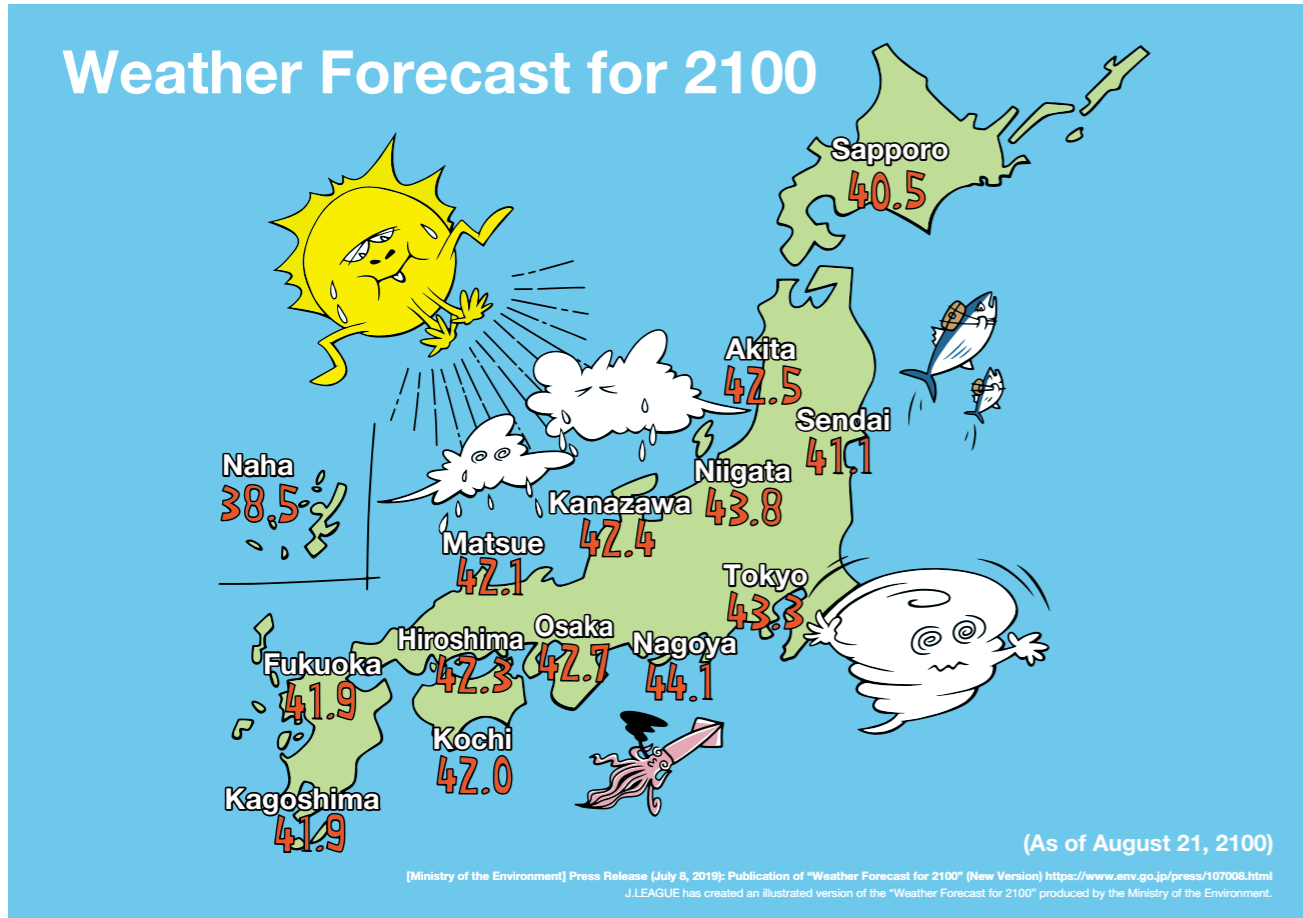


(Source: IPCC (2023)*1)
It can be seen that greenhouse gases, especially CO₂, have increased rapidly since around the late 1950s.

Global Average Temperature Change from Pre-Industrial Period (Change from 1850-1900 Average)



(Source: IPCC (2021)*2)
Average temperature increases are occurring that cannot be explained by natural factors alone.



How Climate Change Affects Football

You may already be aware of it, but climate change is also having a major impact on football. With the approach and landfall of powerful typhoons and the occurrence of linear precipitation bands, cases of match cancellations are increasing. In fact, the number of J.LEAGUE match cancellations due to typhoon intensification and linear precipitation bands has averaged about 5 times more since 2018 compared to before 2017.

With rising summer temperatures, the number of people nationwide transported due to heatstroke is also increasing year by year. Football, being an outdoor sport, is also affected, with not only declining player performance but also increased heatstroke risk for supporters.

If the situation continues, the regions and seasons where football can be played may become limited.

Rapid Reduction of Greenhouse Gases is Necessary

Whether children and grandchildren can safely enjoy playing and watching football in the future depends on our actions from now

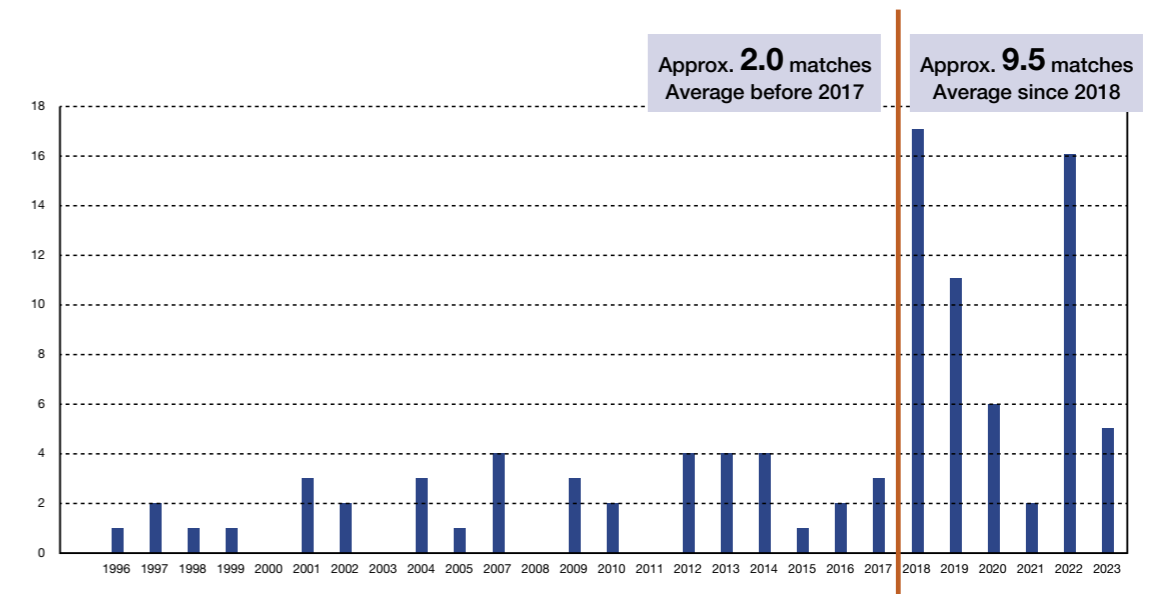
on. The world has begun moving toward the "1.5°C target" of limiting global average temperature rise to below 1.5°C compared

to pre-industrial levels. By achieving this target, the serious impacts of climate change are said to be minimized.

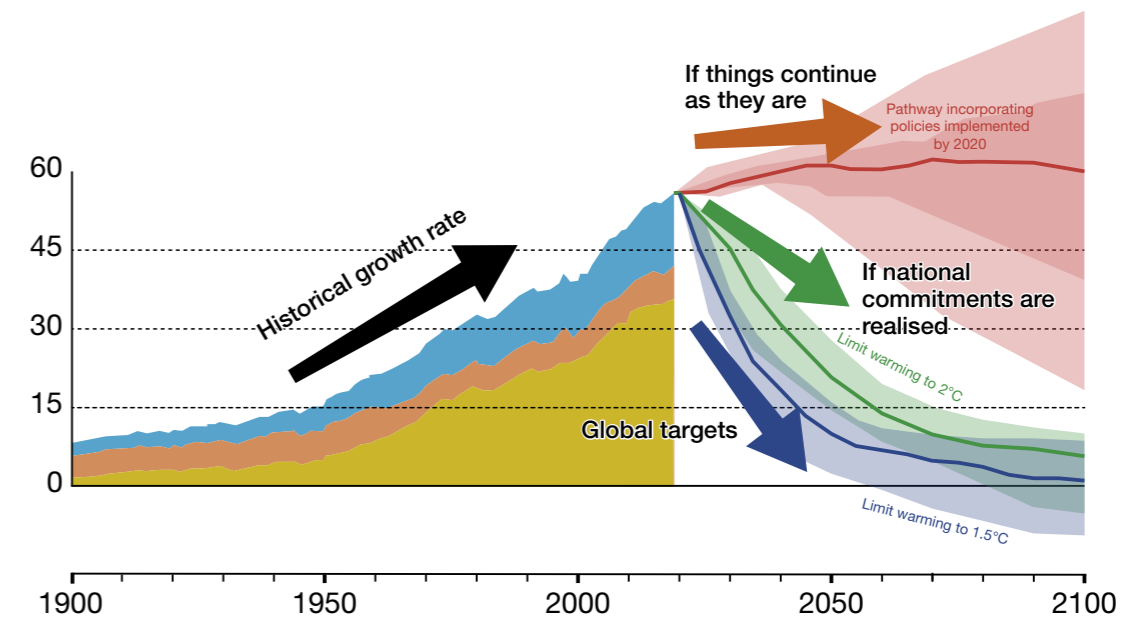
Realising the 1.5°C target requires rapid and substantial reduction of greenhouse gases. However, under current conditions, emissions continue to increase, and the

pace of reduction has not reached the level scientists recommend. If no action is taken, achieving the 1.5°C target will become difficult, but if we act now, it is still possible to minimize temperature rise and climate change damage.

Cancellations Due to Typhoon Intensification, Linear Precipitation Bands, etc.



Greenhouse Gas Emissions by Human Activities



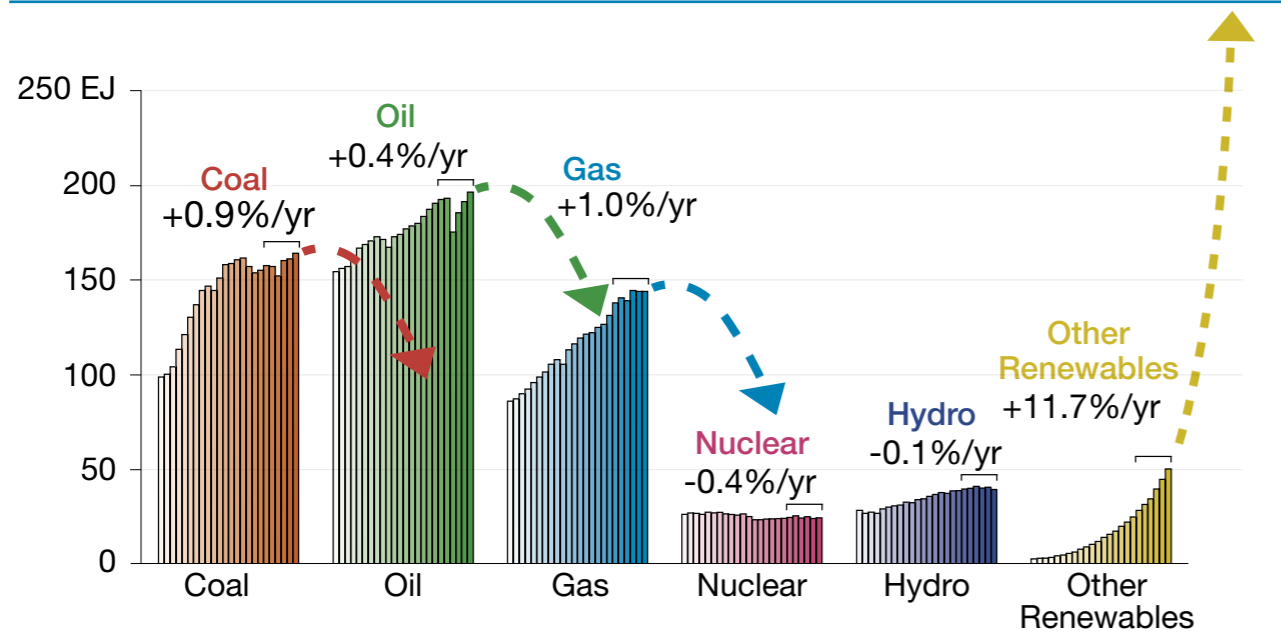
(Source: IPCC (2023)^{*)}
To achieve the 1.5°C target, rapid greenhouse gas reduction is necessary right now.

Social System Transformation is Needed for Solutions

About 80% of the world's energy still depends on fossil fuels such as oil and coal, accelerating climate change. However, there is also a ray of hope. Renewable energy such as solar and wind power is becoming the most economical (i.e., lowest cost) power source in many regions. Meanwhile, Japan depends on fossil fuels for about 80% of its energy and

relies on imports from overseas for nearly 100% of that, with the amount exceeding 30 trillion yen in some years. However, the more renewable energy generated from nature's blessings increases, the more funds that would otherwise disappear through fuel imports from overseas can be retained domestically.

Transitions in World Energy Sources



(Source: Friedlingstein et al. (2023)^{*4}) Annual global energy consumption from 2000 to 2023, and trends in annual growth rates from 2018 to 2023. To achieve the 1.5°C target, it is required to rapidly reduce fossil fuel use and accelerate the transition to renewable energy at an unprecedented speed.

In other words, a society that can reduce greenhouse gases while gaining economic advantage is no longer a distant future story but is unfolding right in front of our eyes. We are now at a historic turning point, graduating from the long-lasting “fossil fuel civilization” and transitioning to a new era.

Creating a new norm where not emitting CO₂ is simply taken for granted—we are the key players of that era.



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- *1 IPCC (2023), “Climate Change 2023 Synthesis Report,” https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_LongerReport.pdf
- *2 IPCC (2021), “Working Group 1: The Physical Science Basis,” <https://www.ipcc.ch/report/ar6/wg1/figures/chapter-3/faq-3-1-figure-1>
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- *4 Friedlingstein et al. (2023), “Global Carbon Budget 2023,” <https://essd.copernicus.org/articles/15/5301/2023/>



Interview with Professor Seita EMORI, Institute for Future Initiatives, The University of Tokyo Everyone is a Key Player Supporting the Story

In January 2023, J.LEAGUE established a Sustainability Department and simultaneously launched a Climate Action Group. Since then, we have engaged in various activities, and the theoretical pillar of these activities is Professor Seita EMORI of the Institute for Future Initiatives at The University of Tokyo. As a leading Japanese climate scientist, he appeared in the video “The Day When Football Can No Longer Be Played!?” posted on J.LEAGUE’s official YouTube channel in April 2024, guiding former J.LEAGUE players Mr. Shinji ONO, Mr. Kengo NAKAMURA, and Mr. Atsuto UCHIDA. We asked Professor Emori about the significance of J.LEAGUE’s engagement in climate action and the roles it can play.

—When did you start having contact with J.LEAGUE?

I had been in communication with Mr. Takayuki TSUJII, J.LEAGUE Corporate Executive Officer (in charge of sustainability), and others around the time before and after J.LEAGUE established the Sustainability Department, and I had heard that they

were serious about working on climate action. In October 2023, I held an official study session for J.LEAGUE officers and staff and talked about the current state of climate change.

—What was your impression at that time?

Around that time, what I was thinking was that, not limited to climate change issues,

there seems to be an atmosphere in Japan where it is generally difficult for athletes to speak out about social themes. Remember when Naomi OSAKA spoke out about “Black Lives Matter” during the 2020 U.S. Open (a movement that arose after Black civilians in the United States were shot dead by police officers. Osaka wore black masks with victims’ names written on them when entering matches)? At that time, criticism arose like “Don’t do that, just play tennis.” Yet Osaka didn’t bend her principles. Every time I encountered such news, I thought that influential sports athletes and celebrities in Japan should also actively speak out if they have an interest in social issues.

In that sense, an example I often cite is the actor Leonardo DiCaprio in the United States. He has given speeches about climate change at Academy Awards ceremonies, one of the highest honours in the film industry. There are few such examples in Japan. So when I heard that J.LEAGUE as an organization was seriously committed to climate change, I had expectations that something different from before might happen.

—Depending on the theme raised, the world can be divided and division accelerated. In that sense, do you think climate action is a theme where everyone can set aside minor differences and unite for the greater good?

I think Japanese society is gradually becoming one where taking action on climate change is taken for granted. Even so, there may still be companies that are reluctantly doing it only because they will be treated coldly by conscientious investors if they don’t seriously face climate change. While the movement toward transitioning to renewable energy is becoming active,

in rural areas, problems with mega-solar overdevelopment have occurred, leading to opposition movements. In that sense, climate change remains an issue where opinions diverge depending on position and values.

—The video posted on J.LEAGUE’s official YouTube channel in April last year, “The Day When Football Can No Longer Be Played!? Everyone Should Watch This: The Current State of Climate Change Causing Extreme Weather and the Necessity of Countermeasures,” was, in that sense, content that could educate people in various roles. What was the response like?

The response was tremendous. To be honest, climate change videos don’t get that many views. They typically get a few thousand views at best. Moreover, since that video exceeded 55 minutes in length, I was worried it would be avoided altogether. But now it has exceeded 71,000 views (as of February 26, 2025). This is quite a significant number.

—Why don’t videos dealing with environmental issues get many views?

One hypothesis is the issue of guilt bias. “Climate change is humanity’s fault,” “I, who live a daily life that emits carbon dioxide (CO₂), am one of them,” “which means I’m also in a position to be blamed.” Continuing to think about problems like climate change that aren’t easily solved while carrying such guilt is quite a burden and a source of stress for humans. So people naturally try to distance themselves from information about this issue.

—It’s a pressing issue, but precisely because it’s pressing, a thought process occurs where people don’t want to face reality. In overcoming that barrier, J.LEAGUE, J.Clubs, football players, and former players can become reliable influencers, right?

Exactly. The influence of big names like Mr. Ono, Mr. Nakamura, and Mr. Uchida is clearly contributing to the over 70,000 views on the official channel. Climate change issues create networks of followers and followers on social media among a very limited group of interested people, and while the topic is frequently discussed within that cluster (group), it tends to hardly spread beyond it. To spread it to people who currently have little interest—those who aren’t interested in climate change but are interested in sports or entertainment—using sports and entertainment as channels is extremely important.

—Mr. Shinji Ono, who appeared in a video on the official J.LEAGUE channel, has been holding outdoor classroom events since 2024 called “J.LEAGUE × Shinji Ono Smile Football Tour for a Sustainable Future supported by MEIJI YASUDA,” where participants can enjoy football while learning about environmental issues. I’m impressed by the approach that educates not only the children but also the parents who accompany them at the same time.

Now that we are in an era where children learn about the SDGs (Sustainable Development Goals) at school, we’re actually seeing situations where children know more about environmental issues than adults. There are parents who say they have become more mindful because their children talk about it at home... So the football classes that Mr. Ono is doing are definitely a valid approach. I think it’s

an excellent entry point for parents and children to start developing interest while discussing things together, saying “that’s right” and “it’s like this.” Mr. Uchida also actively communicates through an SDGs program on YouTube, doesn’t he?

If we want to change today’s society, adults hold the decision-making power for things like making major purchases such as houses and cars, or voting in elections. So I don’t want adults to resist changes to conventional wisdom, and I hope that children will learn more and more so that they can demand new standards from adults.

—Do you also hope that with J.LEAGUE as a starting point, such movements will spread horizontally, for example to other sports as well?

I already feel that several such networks are forming. There are athletes working on the plastic waste problem, groups aiming to decarbonize event operations, and people working hard to catch up with advanced examples from European football clubs. I feel like a trend is emerging.

—So that flow will only strengthen and expand in the future, never diminish.

In that sense, I think athletes’ real experiences with extreme weather will increasingly become a driver going forward. Things like it being too hot to play sports in summer, matches being cancelled due to heavy rain, or winter sports having fewer and fewer places where they can compete due to decreasing snowfall. Athletes experience these things firsthand, literally with their entire bodies, and often respond by saying “I really understand what you’re saying, Emori-san.”

—So they’re experiencing climate change not just intellectually but also viscerally.

After all, because it affects their performance, I think top athletes in particular can keenly sense subtle changes in conditions. In that sense, athletes themselves may be extremely sensitive sensors.

—As a characteristic of the J.LEAGUE, we have many allies, or rather, 60 J.Clubs deployed across the country that are already actively engaged in social contribution activities. Do you feel that J.Clubs are well-suited to serve as regional hubs for spreading climate action as well?

That’s exactly another very important point about J.LEAGUE’s engagement in climate action. Decision-making by the national government inevitably takes time. By acting ahead of that, climate action can be advanced from regions. Regional climate action is a very important theme.

Not limited to climate change, regions face various issues such as aging, population decline, and so on. As relates to the guilt bias issue mentioned earlier, when difficult problems like these are addressed in a positive atmosphere, that flow is extremely important. It would be wonderful if people living in the region could express their opinions proactively, participate in decision-making, and discuss the creation of attractive communities in a forward-looking manner. J.Clubs have great potential to create such an atmosphere and expand activities outward to increase allies.



J.LEAGUE Official YouTube Channel

“The Day When Football Can No Longer Be Played!? Everyone Should Watch This: The Current State of Climate Change Causing Extreme Weather and the Necessity of Countermeasures”

—The example you mentioned earlier of Leonardo DiCaprio has a film called “Don’t Look Up.” He plays an astronomer who discovers that a comet will collide with Earth, but no matter how much he warns of the Earth’s crisis, those around him don’t understand. The comet collision is also said to be a metaphor for climate change. Have you yourself, having long worked on global warming issues, ever felt isolated or lonely?

I have been working on global warming since I wrote my graduation thesis about 30 years ago, but even back then there was virtually no scientific controversy. At that time, it hadn’t become a political issue in Japan either, so there was no bullying (laughs). Later, when scepticism emerged and I took the position of refuting it, I had

many allies around me, so I never felt lonely. —Compared to 30 years ago, has awareness of global warming changed and do you feel that efforts to address climate change have steadily progressed?

Because 30 years ago when I started studying this issue, even though I learned that global warming would not stop unless we reduced CO₂ emissions, I didn’t think that if I explained that to politicians, they would say “OK, let’s do that.” So I used to think global warming would just have to continue.

But then there were great scholars and great politicians in the world who properly discussed it and in December 2015 the Paris Agreement was adopted, aiming for carbon neutrality. Even I was

surprised enough to think “I can’t believe the whole world agreed to something like this.” Now everyone is aiming for it as a matter of course. In that sense, we have come incredibly far. There are occasional strong headwinds, various things happen, and the speed may not be sufficient, but from my feeling when I started, humanity recognizes it as a major problem, and is trying to change the world’s social structure. I feel more like it has become quite something.

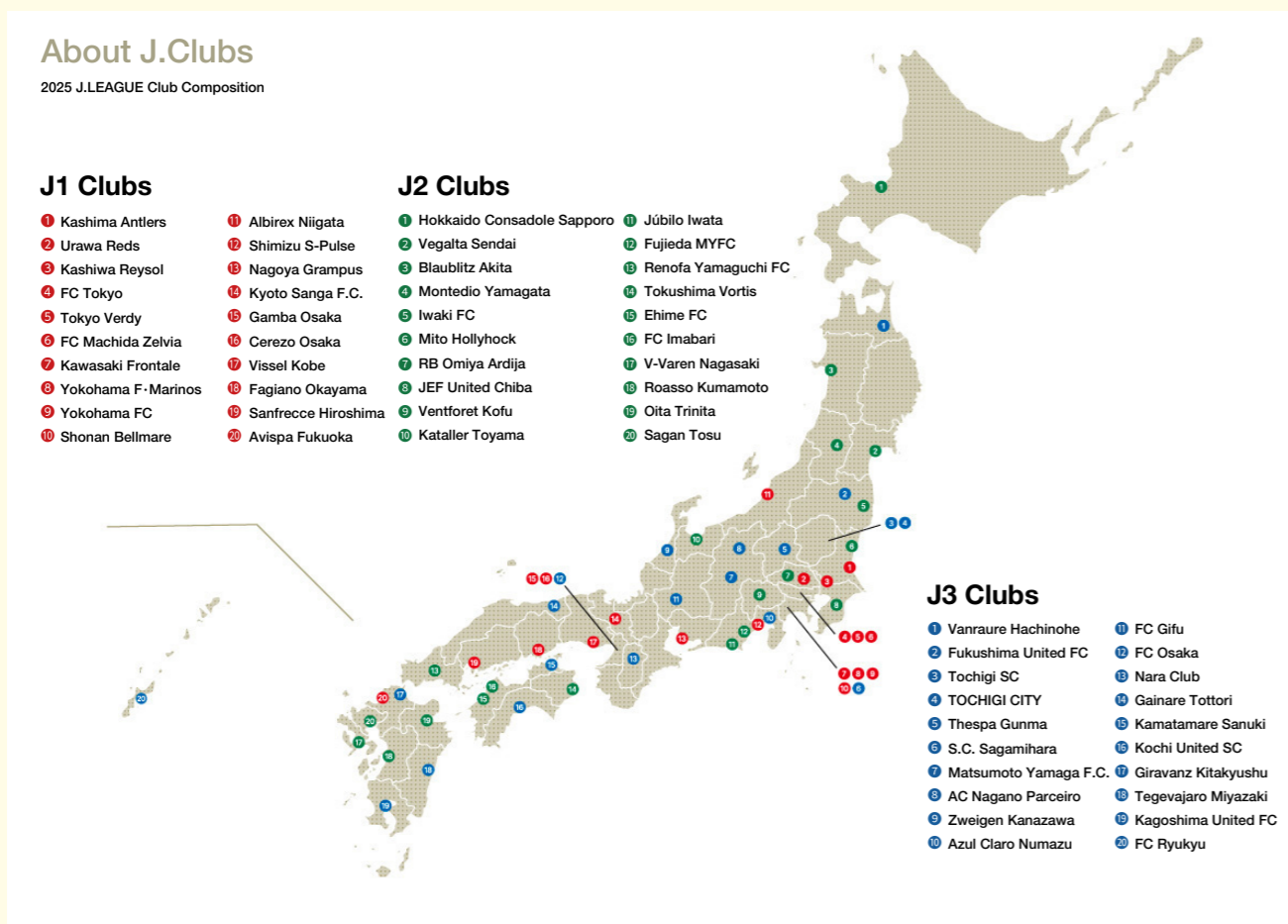
—Hearing that story makes me still able to believe in human wisdom and goodwill.

I completely agree with you. Well, Donald Trump has returned as U.S. president, and the United States will withdraw from the Paris Agreement. If other countries follow suit in droves, I would not know what to believe. Fortunately, we’re not in that

situation yet. There are various precarious signs, such as weakening governing foundations of major European countries or far-right parties becoming stronger, so we can’t be optimistic.

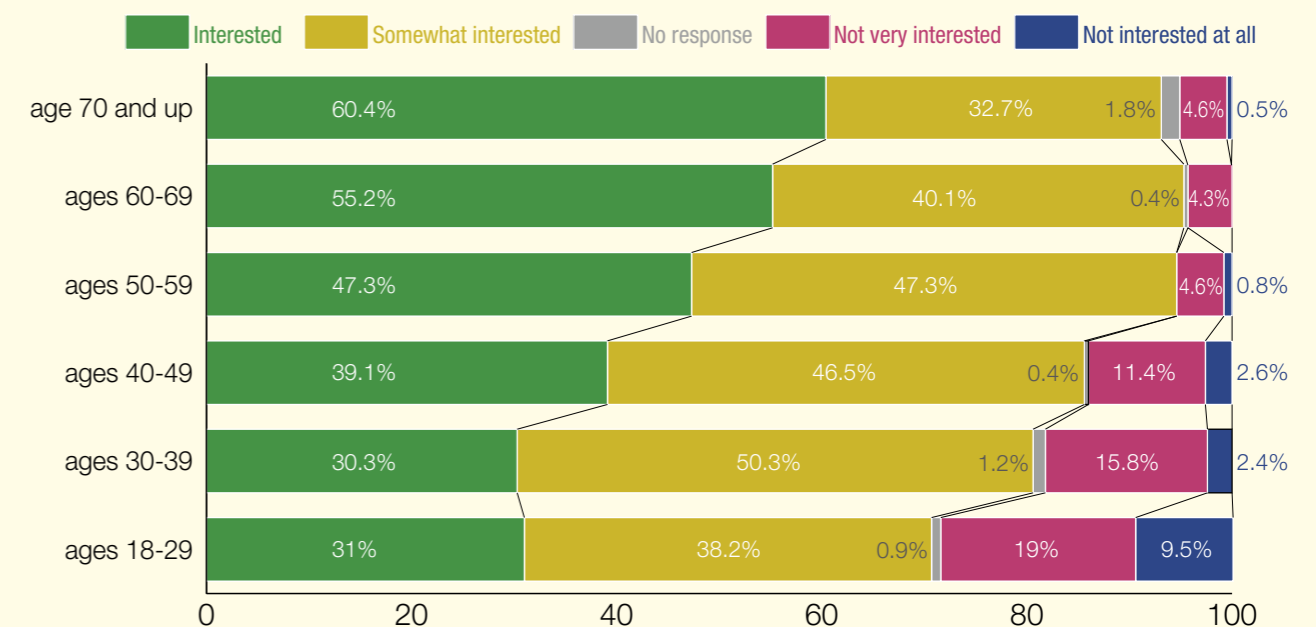
—Since we’re all on the same ship called Earth, I think climate action should be pursued regardless of ideology, beliefs, or religion.

That’s exactly what “Don’t Look Up” is about. Turning away from reality and choosing not to see it. No matter how huge a hurricane comes or how many wildfires occur, some people insist it’s not due to climate change. There’s a world that believes in climate change and takes countermeasures, and a world that doesn’t believe and does nothing—I wouldn’t be so worried if only the latter experienced warming. But reality isn’t like that.



J.Clubs are located throughout Japan.

Interest in Global Environmental Issues



(Source: Cabinet Office*)

Interest in global environmental issues by age group. The younger demographic from 18 to 29 years old shows a higher proportion answering “not interested in climate change,” with interest increasing with age.

One thing I am concerned about is the results of a public opinion survey on climate change conducted by the Cabinet Office in July 2023. It showed that younger people have less interest in climate change issues, with the 18 to 29 age group—the lowest demographic surveyed—showing the highest percentage answering “not interested at all” or “not very interested.” The figures clearly show that older people have more interest in climate change and worry about the future.

—That is certainly worrying.

The reason isn't well understood, but one hypothesis is that it may be related to younger people not watching TV or reading newspapers. If you only get information from the internet, information about areas you're not originally interested in has no way of reaching you. Even if it does, it's extremely limited. This means information that society should know as a matter of course becomes very difficult to share. The number of people who believe or have come to believe the very opposite of what they should know may be increasing without us even realising it.

—In that sense too, J.LEAGUE's and J.Clubs' initiatives are meaningful.

Exactly. It's an activity that isn't just J.LEAGUE alone, but has been progressing while steadily laying groundwork such as forming agreements with the Ministry of the Environment in 2021. Assuming, people you have favourable feelings toward, share values with, or trust are naturally taking climate change seriously as a matter of course and working on improvements as a matter of course. Just by encountering information disseminated by such people, you might think “So, it is really true after all” and change your perspective. I think that's a huge thing.

—Finally, what would be your message to those reading this handbook?

When I have to say something again, the talk tends to be in exaggerated terms. Is that okay? (laughs) I really think climate change is truly an issue related to humanity's fate. So regarding climate change, for those who don't yet get it, this is something caused by humans, but that is exactly why humans can absolutely stop it—I want people to feel that way.

However, it's also something that can't be stopped unless the world unites and cooperates. If people keep saying “it's impossible” and drop out one after another, global warming will truly become unstoppable. What lies ahead of warming that progresses without limit includes serious situations on a worldwide scale such as water shortages, food shortages, disasters, new infectious diseases, and surges of refugees. It may even become difficult to maintain civilization.

I want everyone to understand in their own way that climate change is an issue of this scale. On top of that, I want you to stand on the side of the story of stopping warming. This story has meaning and can continue to live because there are people who cooperate. I don't think it's difficult at all. Anyone can become part of the world trying to stop warming just by making that decision.

(Interviewer: Yukinori TAKECHI, Nikkei Inc.)

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- *1 Cabinet Office (2023), “Public Opinion Survey on Climate Change”
<https://survey.gov-online.go.jp/r05/r05-kikohendo/2.html>



Professor Seita EMORI

Institute for Future Initiatives, The University of Tokyo

After obtaining his doctoral degree from the Graduate School of Arts and Sciences, The University of Tokyo in 1997, he worked at the National Institute for Environmental Studies. After serving as Deputy Director of the Earth System Division at the institute, he assumed his current position in 2022. His specialty is climate science. He was a lead author for the Intergovernmental Panel on Climate Change (IPCC) Fifth and Sixth Assessment Reports.





region and become a source of vitality for local communities.

Thus, in the “J.LEAGUE Club Management Guide 2024” published by J.LEAGUE in 2024, “Sustainability” was newly added as the 34th “Management Area.” It states: “For all 60 clubs to shine as a beacon for their various regions/communities, the local society and economy must be sustainable. To this end, it is important to realise a society where all people are respected and can live as themselves. Additionally, in this era when global warming is becoming global boiling, we must also pursue environmental sustainability, as we cannot enjoy sports with peace of mind when climate change threatens the foundations of society and lives.”

On the other hand, various regions of Japan face major challenges related to society and economy, including population decline, aging, natural disasters, and industrial decline. The national sports-related budget increased year by year

in the 2010s, partly due to the positive impact of the Tokyo 2020 Olympic and Paralympic Games held in 2021. However, recently, with economic inflation, sports operating costs are also trending upward. And among local governments, there are movements to reduce sports-related budgets, creating a situation that leaves little room for complacency.

Now, J.Clubs are required to provide more concrete value to local communities, not just exist as sports teams. The Ministry of Economy, Trade and Industry and the Sports Agency also believe it may be necessary for sports to lead the realisation of sustainable local communities in order for sports itself to become sustainable. And one possibility that J.Clubs can fulfil is emerging: participating in the trend of climate action and even leading transformation in each region. This issue is one of the highest priority issues that companies and local governments are also eagerly addressing, and J.Clubs have the potential to play a new role.

The Significance of J.Clubs Engaging in Climate Action Potential for Building New Relationships with Companies and Local Governments

Changes in J.Clubs’ Management Environment Over 30 Years and the Need for New Value Creation

More than 30 years have passed since J.LEAGUE’s establishment, and the environment surrounding J.Clubs has changed significantly. Initially launched with 10 clubs, many with roots in corporate teams, the league has continued to expand while emphasizing regional roots, now reaching 60 clubs. Many J.Clubs exist with support from hometown administrations, companies, organizations, and fans and supporters.

And today, J.Clubs have become “public goods” in each region. J.Clubs cannot grow without broad understanding and cooperation from stakeholders in the region, including fans and supporters. Activities rooted in the community, contributions to solving social issues, and further activities that improve the health of the global environment are fundamental to their existence. It is important that clubs provide dreams and hope to people in the

Climate Action Recognized as Highest Priority by Companies and Local Governments

Among the many management issues companies face—legal compliance, labour shortages, inflation, health and safety, etc.—climate change is recognized as the highest priority issue (see table on next page). This is not just because addressing environmental issues is a corporation’s social responsibility. It’s also because it has come to be understood that leaving

climate change unaddressed will have major negative effects causing the entire economy to decline, and that addressing climate change is expected to significantly change industrial structures in energy, industry, agriculture, and construction—and companies that can’t keep up with those changes won’t be able to win in industrial competition.

Top Five ESG Themes in Each of the 17 TOPIX Sector Categories

17 TOPIX Sector Categories	n	Top 5 ESG Themes				
Foods	34	1_Climate Change	2_Health & Safety	3_CG	3_Human Rights & Community	5_Supply Chain
Energy Resources	4	1_Climate Change	2_CG	3_Diversity	3_Health & Safety	3_Human Rights & Community
Construction & Materials	65	1_Climate Change	2_CG	3_Diversity	4_Health & Safety	5_Human Rights & Community
Raw Materials & Chemicals	83	1_Climate Change	2_CG	3_Diversity	4_Health & Safety	5_Human Rights & Community
Pharmaceutical	16	1_CG	1_Diversity	3_Climate Change	4_Health & Safety	4_Product Liability
Automobiles & Transportation Equipment	26	1_Climate Change	2_CG	3_Diversity	4_Supply Chain	4_Human Rights & Community
Steel & Nonferrous Metals	19	1_Climate Change	2_CG	2_Human Rights & Community	4_Health & Safety	5_Diversity
Machinery	54	1_Climate Change	2_CG	3_Human Rights & Community	4_Diversity	5_Product Liability
Electric Appliances & Precision Instruments	85	1_Climate Change	2_CG	3_Diversity	4_Supply Chain	5_Health & Safety
IT & Services, Others	119	1_CG	2_Diversity	3_Climate Change	4_Human Rights & Community	5_Risk Management
Electric Power & Gas	13	1_Climate Change	2_CG	3_Diversity	4_Human Rights & Community	5_Disclosure
Transportation & Logistics	39	1_Climate Change	2_Diversity	3_CG	4_Human Rights & Community	5_Health & Safety
Commercial & Wholesale Trade	56	1_CG	2_Climate Change	3_Diversity	4_Health & Safety	5_Supply Chain
Retail Trade	41	1_Climate Change	2_Human Rights & Community	3_CG	4_Diversity	5_Health & Safety
Banks	31	1_Climate Change	2_Diversity	3_CG	4_Human Rights & Community	5_Disclosure
Financials (Ex Banks)	30	1_Diversity	1_Climate Change	3_CG	4_Risk Management	5_Health & Safety
Real Estate	20	1_Climate Change	2_CG	3_Diversity	4_Health & Safety	4_Human Rights & Community
Total	735	1_Climate Change	2_CG	3_Diversity	4_Human Rights & Community	5_Health & Safety

Legend: E (Environment) : S (Social) : G (Governance) : Multiple ESG themes
 (Note) Numerical prefixes represent the rank of each theme. CG is an abbreviation of Corporate Governance
 (Source: Government Pension Investment Fund 2022 ESG REPORT*)

In international society, the Paris Agreement was adopted in 2015, and limiting temperature rise to within 1.5°C by 2100 has become an agreement among all UN member states (however, in 2025, the United States decided to withdraw from the Paris Agreement). To limit temperature rise to 1.5°C, carbon neutrality around 2050 is necessary—that is, making the amount of greenhouse gases (six types including carbon dioxide) emitted by human society plus or minus zero with the amount of greenhouse gases that can be absorbed from the atmosphere. The Japanese government also clearly stated in 2020 the goal of achieving carbon neutrality by 2050 as a policy, and achieving this goal has also become a legal obligation for the government.

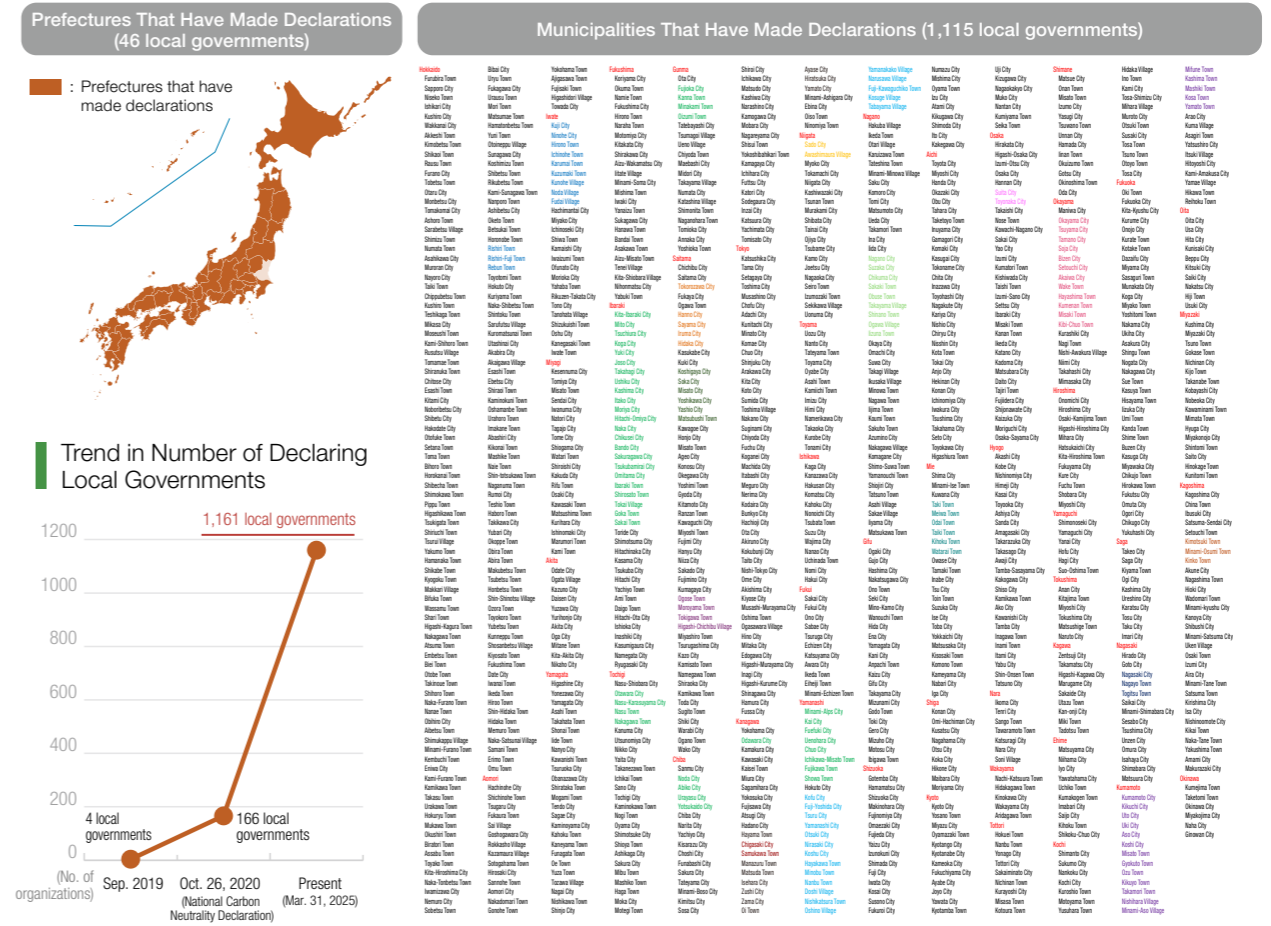
Negative impacts of climate change on the economy are already beginning to appear in Japan. Examples include

poor crop yields and quality decline, poor fishing catches, heavy rains and wildfires, and heatstroke and heat illness. Sea level rise is also being observed in Tokyo Bay. In midsummer afternoons, J.LEAGUE matches and high school baseball games are now being avoided.

For local governments too, climate action has come to be positioned as an important policy issue. To achieve Japan's carbon neutrality goal by 2050, all local governments within their jurisdictions need to similarly achieve carbon neutrality goals. For example, the number of local governments declaring carbon neutrality has already reached 46 prefectures and 1,161 municipalities (67% of all municipalities). Furthermore, local governments selected as “decarbonization leading areas” that take the lead in reducing emissions from households and corporations within their jurisdictions

Local Governments Declaring Net-Zero Carbon Dioxide Emissions by 2025 (as of March 31, 2025)

A total of **1,161 local governments** (46 prefectures, 644 cities, 22 special wards, and 389 towns and villages), including Tokyo, Kyoto City, and Yokohama City, have declared their commitment to achieving net-zero carbon dioxide emissions by 2025.



have increased to 40 prefectures and 115 municipalities.

However, limiting temperature rise to within 1.5°C is not easy. In order to change industrial structures significantly, not just large companies and local governments but also small and medium-sized enterprises and consumers who empathize with industrial structure transformation, even utilizing TV commercials and other means. This situation faced by these companies and local governments presents a clear opportunity for J.LEAGUE clubs. For them to actually advance climate change measures - now a critical issue - they need “communicators” who can effectively increase the number of partners willing to take positive action. That role is exactly the kind of expertise the 60 J.LEAGUE clubs have cultivated since their founding.

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If hometowns are not sustainable, J.Clubs' growth cannot be realised. And climate action is also a major opportunity

for J.Clubs to contribute to making hometowns sustainable.

Contributing as a Partner in Solving Important Corporate Issues to Enhance Value

One of J.Clubs' strengths is the network built through years of activity in each hometown. This network can become an important asset in promoting climate action. This is because climate action often involves issues difficult for individual companies to solve alone, making partnership building essential.

Today, publicly listed companies must disclose not only their own greenhouse gas emissions but also the greenhouse gas emissions of their suppliers (called Scope 3 emissions in the diagram below). Particularly, Scope 3 emissions often account for the majority of listed companies' emissions, so from 2025 to

2030, companies will seriously work on reducing their suppliers' emissions.

Sensing this situation, some small and medium-sized enterprises have already begun voluntary measures. For example, installing solar panels on rooftops to secure renewable energy electricity themselves, switching purchased electricity to renewable energy, or installing energy-saving equipment. However, companies voluntarily advancing such measures remain a minority, and cooperation must now be called for from many small and medium-sized enterprises and citizens.

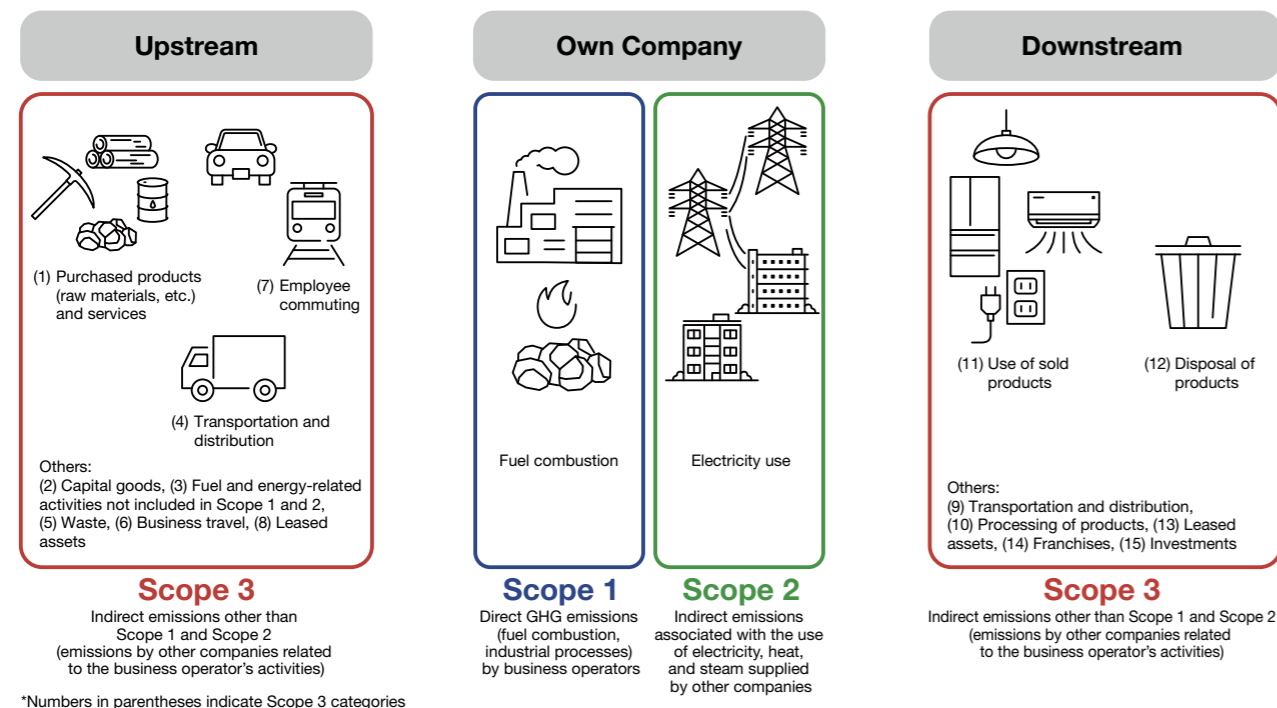
Under such circumstances, J.Clubs' networks become an important foundation

for facilitating inter-company cooperation. Particularly, expectations are being placed on realising new collaborations among sponsor companies through clubs. Until now, relationships between each sponsor company and the club have been built individually, and horizontal exchanges among sponsor companies have often been limited. Among these, FC Osaka's OZCaF (OSAKA, JAPAN · Zero Carbon · Smart City · Foundation) provides a platform where FC Osaka enables horizontal collaboration among sponsors, functioning as a venue for achieving carbon neutrality across the entire region. This represents not just J.Clubs responding to individual sponsor requests, but rather J.Clubs providing a gathering place for sponsors' common issues, where sponsors respond to each other's needs through mutual cooperation—a new style is being realised.

A similar strategy is being adopted in England's Premier League. The league declared a carbon neutrality goal by 2040, supporting league-wide carbon neutrality to secure future match environments. They also position encouraging action through programs and platforms, engaging and inspiring fans, as priority areas.

In determining whether to continue or expand sponsorships, the extent to which each J.Club can contribute to solving important issues companies are working on will increasingly become an important factor. And clubs active in climate action will have a tailwind for sponsor acquisition. Conversely, passive clubs may face risks of losing corporate sponsorships. In particular, clubs where publicly listed companies serve as the responsible entity will increasingly need to take climate action seriously as group companies of those listed companies.

Definition of Scope 1, 2, 3



(Source: Agency for Natural Resources and Energy*3)

Toward Becoming Cooperative Partners in Regional Zero-Carbon Realisation

Climate action is also an effective means for maintaining and expanding support from hometown local governments. If J.Clubs can demonstrate that they are making major contributions to the carbon neutrality goals held by many local governments, J.Clubs will become even more important partners for local governments than before.

In that case, the role J.Clubs should play is clear. First, what is required is for each J.Club to show a serious attitude toward engaging in climate action. While the greenhouse gases emitted by J.Clubs themselves through stadium operations and event hosting are not particularly

large, if J.Clubs do not try to show their engagement in reducing their own greenhouse gases, their seriousness won't be conveyed to others. To demonstrate that they can contribute to reducing emissions across the region through the networking power of J.Clubs, they must first implement measures themselves.

In fact, for Shimizu S-Pulse, which has declared carbon neutrality, and Ventforet Kofu, which has started calculating greenhouse gas emissions, cooperative relationships with local governments have deepened. By showing the attitude of taking the lead themselves and becoming

a gear in regional climate action, this leads to evaluation as a trustworthy partner.

Additionally, collaboration leveraging the network and communication power clubs possess becomes an extremely important asset for local governments. To begin with, administrative public relations such as “municipal newsletters” often fail to reach citizens’ eyes, and local governments constantly struggle with communication power. In contrast, J.Clubs have their own information dissemination channels, such as visitors on match day and social media

followers. If information is disseminated through clubs, it can effectively reach many citizens, and this communication power becomes very significant value for local governments.

By demonstrating value as a partner working on important issues for local communities beyond the framework of sports, J.Clubs’ raison d’être becomes more solid. This becomes an important factor for continuing and expanding support for J.Clubs as local government budgets shrink.

Climate Action as a Strategic Investment for Survival and Development

One of J.LEAGUE’s missions is contribute “to foster the development of Japan’s sporting culture, to assist in the healthy mental and physical growth of Japanese people.” We want to create a situation where sports make life enjoyable, society brighter, and hearts richer, and want to pass this on to the next generation.

Twenty or thirty years from now, to be recognized by fans and supporters, of course, but also by sponsor companies, local governments, and many other stakeholders saying “We’re glad this club exists in our community,” J.LEAGUE and J.Clubs have no choice but to take proactive action.

The issues regions face are certainly not limited to climate action—there are many other issues as well. We believe there are

many roles J.LEAGUE and J.Clubs can play. Among them, climate action is already recognized as an extremely important issue by many companies and local governments. If J.Clubs can be recognized for the roles they can play in climate action, they will increasingly receive expectations from local communities, and that becomes irreplaceable value.

Climate action—if postponed with the thought, “We don’t have the capacity now”—is wasteful. We hope you will regard it as a strategic investment for the medium- to long-term survival and development of your club.

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Kenji FUMA

J.LEAGUE’s Co-opted Member, Executive Committee

Born in 1980. J.LEAGUE’s Co-opted Member, Executive Committee. Specially Appointed Professor at Shinshu University, CEO of Neural Inc. Serves as expert committee member for government ministries and local governments, and as outside director and advisor for listed companies and VCs. Obtained master’s degree specializing in sustainability at Harvard University Graduate School. Obtained MBA from Thunderbird School of Global Management. Graduated from The University of Tokyo, College of Arts and Sciences.





Dialogue

Shinji ONO × Takayuki TSUJII

One year has passed since the launch of “J.LEAGUE × Shinji Ono - Smile Football Tour for a Sustainable Future supported by MEIJI YASUDA,” which combines football classes for elementary school students with Sustainability Talk discussing what is necessary to make the global environment sustainable. We asked Mr. Shinji ONO, who travels around the country, and J.LEAGUE Corporate Executive Officer Takayuki TSUJII to reflect on this first year’s achievements.

—Starting from Tokyo Verdy (Ajinomoto Stadium) in April 2024 to Vegalta Sendai in March 2025, the Smile Football Tour has reached 20 sessions. In total, you have interacted with nearly 2,400 children. Including accompanying parents and siblings, that number is even larger. The plan is to spend another 3-4 years eventually visiting all 60 J.Clubs. Ono-san, what did you feel during this first year?

Ono: When I first heard we would do Sustainability Talk and football classes together, honestly my mouth was agape (laughs). But as I learned from a scientist about how to slow down global warming and gained various insights gradually—even if each person’s power is small, if we can increase the number of those people little by little, it can turn into great power. With that thought, I’m now working on it without any sense of incongruity.

Tsujii: You had a special attachment to football classes from the beginning, didn’t you?

Ono: It was my encounter with Mr. Sergio ECHIGO (a Japanese-Brazilian who came to Japan in 1972 and was active in the Japan Football League. After retirement, he led “Sawayaka (Pleasant) Soccer Clinic” and conveyed brilliant techniques learned in his homeland to children nationwide. In recognition of his long-standing contributions, he was inducted into the Japan Football Hall of Fame in 2023). When Mr. Echigo held a football class in Shizuoka, I participated as a child and it was really fun. The joy and pleasure from that time remain unchanged even now. So I’ve always had this feeling of wanting to provide a place where children don’t feel forced, aren’t over-taught, and can enjoy freely. Football offers the joy of expressing various things. I want to show that joy to children right in front of their eyes.

Tsujii: After actually traveling around the country for a year, what kind of response have you felt?

Ono: Throughout the event, the children really keep smiling the whole time. After it’s over, I hear so many words like “it was fun” and “thank you very much,” so I feel that things are going in a good direction. Do you, on the league side, have any insights?

Tsujii: I feel the effect is beyond my expectations. At the end of each class, we ask people to please watch the video posted on J.LEAGUE’s official YouTube channel (“The Day When Football Can No Longer Be Played!”), and when we do that, the view count really steadily increases by 100, 500, and then more. From comments collected in questionnaires

from participants, you can tell it really resonated with the children’s hearts. One third-grader wrote, “If I change myself, my older brother will change himself and my parents will change themselves. My school teachers will change themselves too, so I’ll change first.” A father who saw that added, “I’ve had a change of heart. I’ll do what I can, too.”

Ono: That is a wonderful story. Even looking at my own children, they study sustainability at school now, and I sometimes feel my younger child might have more knowledge than me.

Tsujii: Understanding also seems to be deepening among fans and supporters. Actually, I had this preconceived notion that opinions like “J.LEAGUE and clubs should spend more money on player development rather than doing such things” would emerge about J.LEAGUE doing climate action. However, reality was different. Almost all reactions were positive like “We’re grateful J.LEAGUE is taking the lead in doing this.” Or “I was against



summer football because it's dangerous in the heat. Thanks to J.LEAGUE, I got an endorsement." And so on.

Ono: If taking the lead in climate action leads to increasing new football fans, that would be great.

—We have heard that the content of the classes has been refined with each session. Such efforts are probably also producing results.

Ono: It's true that there are various insights each time. Putting the participating children first, we are discussing how to make Sustainability Talk easier to listen to and how to get them to enjoy football more. It's also become a learning opportunity for me.

Tsujii: What surprised me was that not only does the football part in the second half get exciting watching Shinji's and the children's amazing plays, but the children's eyes lighting up when looking at Shinji during the Sustainability Talk in the first half are also incredible.

Ono: I'm certainly not a teacher myself, and I'm still studying climate change, but like football, I don't want to create a sense of being forced or made to listen, so I'm conscious of creating an atmosphere with gentle expressions and language that makes it seem interesting. The staff also devise the methods for explaining by using lots of pictures and illustrations and incorporating quiz formats, and if I think it looks cold today and people might be cold, I add elements that move the body rather than just raising hands to answer questions...

Tsujii: Flexible, or rather, the way you instantly incorporate elements different from the original plans is truly a former professional football player (laughs). What never changes is Shinji's smile. If Echigo-

san had "Sawayaka Soccer Clinic," Shinji's tour is truly like "Smile Football Classes."

Ono: Smiling is my thing (laughs). In this initiative itself, I'm doing it with the desire for children to smile and continue smiling.

—It seems this activity owes much to Ono-san's charm in conveying serious issues in a fun and gentle way.

Tsujii: Really, Shinji's interpersonal skills are extraordinary (laughs). I also often feel like I'm learning important things from Shinji. When it comes to global warming, I tend to want to present logical arguments, but what's really important is opening the listener's heart and directing that person in a positive direction. Shinji's storytelling has something that opens people's hearts, and I'm always learning from that.

—The theme is serious, so discussions tend to get heated and become radicalized. But if you get too heated, moderate listeners are turned off... that balance is difficult.

Tsujii: It's similar to marketing in a way. For example, even with winter outdoor products, if you only pursue functionality with extreme cold specifications, it's better to have fewer zipper parts where heat escapes. But then it becomes inconvenient for taking on and



off and won't sell as streetwear. Even if environmental issue experts gather and have cutting-edge discussions, the circle of interested people won't easily expand. In that sense, having someone like Shinji who can broaden the base with such a sense of approachability is truly appreciated.

—You probably want to increase more and more allies like Ono-san as a league.

Tsujii: Shinji is playing a role like an ambassador conveying the importance of climate action nationwide. If each club also had someone like a regional ambassador who could work closely with people living there, and they teamed up with people like Shinji for activities, I feel the circle would spread in an even better way.

Ono: If there were players or OBs at each club rooted in the region who could disseminate information in cooperation with fans and supporters, climate action would certainly become more impactful.

—The thinking that athletes should concentrate solely on competition during their active careers is still deeply rooted, but Ono-san, if you had known about climate change issues during your active career and been asked to cooperate with climate action, would you have responded?

Ono: Of course. Rather, I honestly think I had more communication power during my active career and could have gathered more people for dialogue and gotten more attention. I feel I could have done it as part of regional contribution activities at whatever club I was with.

—Could that have potentially had a positive impact on your performance on the pitch?

Ono: Well, I am not sure. But there are many things we don't know, like just taking

climate change issues—don't you feel like you've gained something when you learn things you didn't know one by one? I think that leads to confidence as a human being.

—Being a professional football player isn't just about running on the rails of competition that have been laid out for you.

Ono: I think there are various aspects to that, but regarding environmental issues, I definitely think so. It's natural to take the lead in acting to improve the environment necessary for our own survival. Of course, this is after fully considering training and match schedules and various factors so the main work isn't neglected. But environmental issues affect not just us but also people living in the future, so I also think everyone should have the awareness that it's our responsibility to pass on the wonderful environment our predecessors created for us to the next generation.

Tsujii: J.LEAGUE aims for a change in awareness, a change in behaviour, and a systemic change in society through climate action. In other words, changing the default (initial settings).

Ono: What do you mean?

Tsujii: To change society's systems, the common sense thought to be natural must change before that. The easiest example to understand is smoking. In the past, street smoking was normal, and people casually threw cigarette butts on the street. Even if you made smoking rooms in that situation, no one would use them.

Ono: Right.

Tsujii: But people appeared who voiced the problem of secondhand smoke, doctors presented evidence, it was recognized in courts, ordinances were created, and only when such overall

social common sense changed did separate smoking become possible. The default changed.

Ono: Meeting Tsujii-san and the others, my own default changed too. I've come to notice things I would have overlooked before. When I go abroad, I find myself thinking, "There are solar panels even in places like this." I've become very interested in how experts in various fields are demonstrating various strengths to prevent warming. J.Clubs themselves engaging seriously in climate action in collaboration with the J.LEAGUE are steadily increasing. What kind of developments are you thinking about going forward?

Tsujii: J.Clubs' awareness is certainly changing. In Europe, there's an annually published report called "Sport Positive Leagues" that evaluates the sustainability progress of each league and club. We want to launch a J.LEAGUE version of that soon. We're thinking it could help encourage positive changes in J.Clubs.

Ono: What is the content of the report?

Tsujii: Evaluation is done across 12 categories. For example, one category called "Education" evaluates how much clubs provide opportunities for staff, players, and coaching staff to brush up their knowledge about climate change within the club. Apparently, Tottenham Hotspur in England's Premier League holds study sessions for top team players three times a year.

Ono: That's amazing.

Tsujii: At J.LEAGUE, we were invited to Giravanz Kitakyushu's training camp and gave a lecture to all 37 people—the president, general manager, coach, coaching staff, and players—after practice. It was my first time speaking in front of active

players. At that time, President Shinichi ISHIDA said, "We'll make sustainability one of the pillars of Giravanz's 10-year vision going forward." Coach Kohei MASUMOTO also said he wanted us to talk using as much time as we need because expanding players' horizons helps with things like their second careers. I'm truly grateful. The players' reactions after the lecture ended were also very positive, with comments like "I want to do something in climate action if there's anything I can do" and many questions, such as "How much does the initial investment for solar sharing cost?" (laughs)

Ono: That's encouraging (laughs).

Tsujii: Thinking about J.LEAGUE's next 10 or 20 years, today's children will become players or fans and supporters. In terms of long-term returns, speaking to children now should make a lot of sense. Going forward, we want to increase opportunities for players to study within each club, and for players who become interested, we're wondering if they could go to local elementary schools and talk about climate change. We're actually creating videos that can be used as teaching materials for that. I'm also thinking about creating a program like climate action ambassadors within each club, where they could visit schools in their regions and conduct workshops on climate change using those educational materials together with teachers.

Ono: What kind of videos?

Tsujii: They're being created primarily by STUDIO4°C, an animation production company established by Eiko TANAKA, who was involved in many STUDIO GHIBLI works. You're also scheduled to appear as a character in the production (laughs).

Ono: I can't wait to watch it! Honestly, what I alone can do is limited. But if we fall into thinking "Nothing will change anyway no matter what we do," things will really get bad, so I personally think it's important for everyone to think together about creating an environment that doesn't go in that direction. I think the attitude of continuing to work on even small things is important, and I believe that if even one more person



can have the feeling that what they're doing is for the benefit of the world, the Earth's environment will surely change in a good direction.

(Interviewer: Yukinori TAKECHI, Nikkei Inc.)



Takayuki TSUJII
J.LEAGUE Corporate Executive Officer

Born in 1968. Played at Waseda University and the Tokai Regional League. After working part-time at Patagonia Tokyo Shibuya, in 1999, he joined the company in 2000. Served as General Manager of Japan Branch President from 2009 to 2019. After leaving Patagonia, he worked as a social business consultant, involved in vision and strategy formulation for companies and NPOs. Appointed as J.LEAGUE external director in 2022. Appointed as Corporate Executive Officer in 2023. In charge of the sustainability domain.

Shinji ONO
Hokkaido Consadole Sapporo Ambassador /
J.LEAGUE's Co-opted Member, Executive Committee

Born September 27, 1979. From Shizuoka Prefecture. Joined Urawa Reds in 1998. Played for 7 clubs in Japan, Netherlands, Germany, and Australia. During his time at Feyenoord, he won the UEFA Cup (current UEFA Europa League). He appeared in three consecutive FIFA World Cups: 1998, 2002, and 2006. After retiring at the end of the 2023 season, he was appointed Hokkaido Consadole Sapporo Ambassador on January 14, 2024. He has also served as J.LEAGUE's Co-opted Member of Executive Committee since 2024.



CHAPTER 2

Building a “Team” to Get Started

Climate action cannot be sustained by individual passion alone. “Who will take the initiative?” “How do we make it happen?” When taking the first step, many clubs face the challenge of building an organizational structure.

Only when there is commitment from top management, designated personnel, and collaboration among relevant departments, sustainability shifts from something we “ought to do” to something we “can do” and ultimately, something we “want to do.”

This chapter focuses on building the structure to advance climate action continuously, introducing practical steps and approaches. We will also share the team-building journeys of J.LEAGUE and FC Osaka, along with the struggles and innovations emerging from the field.

There is no single correct way to do this. Nevertheless, we hope you will find at least one hint in this chapter to help you start in your own way by leveraging your club’s strengths.



Building a Team to Advance Climate Action

Even when you hear “climate action,” many people may wonder “where should we begin?” or “who is best suited to take charge?” This chapter introduces practical steps for building the organizational structure that forms the foundation for implementing climate action. For clubs that already have a structure in place, please feel free to proceed to the specific measures in subsequent chapters. We hope this chapter will help clubs just beginning to build their structure, or those struggling with organizational development, to get off to a smooth start.

Key Points for Organizational Development

1. **Establish a clear leader and point of contact:** Clearly designate a climate action leader and internal point of contact (can be the same person)
2. **Advance in stages:** Rather than trying to change everything at once, accumulate small successes
3. **Data-driven activities:** Measure the effectiveness of initiatives numerically and use this as the basis for decisions
4. **Utilize external resources:** Rather than trying to solve everything within the club, seek advice from J.LEAGUE, companies, NGOs, and other clubs
5. **Emphasize active communication:** Continuously share the significance and outcomes of initiatives

While the organizational structure for advancing climate action should have the key points for organizational development as a common foundation, there appear to be two approaches: the “top-down model” and the “sales department-led model.” The “sales department-led model” here includes sales departments, partner business

departments, external affairs departments, and other divisions that directly engage with partner companies.

Neither the “top-down model” nor the “sales department-led model” is inherently superior. Please choose the appropriate approach based on your club’s situation and organizational culture.

Top-Down Model Approach

The top-down model is a method where club representatives or executive management lead the effort and permeate the importance of sustainability throughout the entire organization. This is the mainstream approach in large companies, with many examples of sustainability departments placed directly under the president’s office. Below are four steps, but please adjust the process as needed. Sometimes you may be able to work on multiple steps in parallel.

STEP 1 Share the Significance with Staff

To advance climate action, staff understanding and buy-in are essential.

That is why the first step should be to carefully share “why this initiative is important for the club.”

In doing so, connecting it to daily operations and the club’s philosophy creates a foundation for empathy. For example, by incorporating cases such as “utility costs were reduced through renewable energy adoption” or “partner companies increased as a result of climate action,” you can concretely demonstrate that the initiative will also benefit the club.

J.LEAGUE’s philosophy of community-rooted sports clubs is highly compatible with climate action. By sharing the perspective of protecting the local nature and community life, it becomes an opportunity for each staff member to engage with it as a personal responsibility.

Building on this foundation, creating “opportunities to learn” in manageable ways—such as study sessions inviting environmental experts or personnel from other clubs, or information sharing during regular meetings—leads to natural encouragement.

STEP 2 Designate a Person/Department in Charge

To advance climate action, it is important to clarify “who is the facilitator” and “where to consult.” For medium-sized or larger clubs, establishing a dedicated sustainability department would be ideal, but starting with personnel who also handle other duties is not a problem. By designating a person in charge or point of contact, it becomes easier to obtain cooperation from others.

Additionally, by establishing a structure that enables collaboration with other departments such as marketing, community engagement, and stadium operations, more effective activities become easier to realise.



STEP 3 Start Where You Can, in Your Club's Own Way

Once the structure is in place, it's time to take action. First, start by communicating the background—"what motivated us to begin" and "what kind of people are involved"—both inside and outside the club. If possible, also communicating your directional goals, medium- to long-term targets, and immediate initiatives will make it easier to gain understanding and support from fans, local residents, and partner companies.

For specific initiatives, please start with manageable actions by referring to this handbook. The learnings and results gained through the process can be disseminated through social media, hometown media, and other channels, further expanding connections with external parties.

STEP 4 Share Results and Connect to Next Actions

Please share the results obtained through your initiatives both internally and externally. For example: waste reduction amounts, CO₂ reduction effects, public relations ripple effects, new partnerships formed through climate action, and so on. Other important outcomes include those that are hard to express in numbers, such as changes in staff awareness and deepening relationships with fans and the local community.

As such activities permeate the club, ideas and actions will naturally emerge not only from the sustainability department but also from other departments. Voices from the field such as "We want to incorporate sustainability perspectives into procurement" may begin to arise.

Benefits of the Top-Down Model

- Creates foundation for organization-wide climate action engagement, making interdepartmental collaboration easier
- Makes medium- to long-term investment decisions and structural strengthening easier to advance
- Executive leadership can create significant impact both internally and externally



Sales Department-Led Model Approach

The sales department-led model is one where activities begin with the sales department or similar divisions, accumulate results, and then expand organization-wide. Even when the sales department initiates activities, gaining executive management understanding early on facilitates collaboration with other departments and organization-wide expansion. While keeping executive buy-in constantly in mind, let's look at each step.

STEP 1 Building Results in the Sales Department

With the sales department taking the lead, explore climate action that leads to acquiring partner companies. If you can generate results through new proposals to environmentally conscious companies or joint projects with existing partners while the sales department leads the effort, it will communicate both internally and externally that climate action can also become a club strength. By organizing this process and results and compiling them in a form that can be shared inside and outside the organization, you connect to the next development.

STEP 2 Expand Collaboration with Other Departments

Once sales department initiatives begin to take shape, expand collaboration with other departments from that starting point.

For example, the marketing department can create fan-oriented campaigns, while the operations department can implement

concrete actions at the stadium—expanding initiatives by leveraging each department's roles and strengths.

Having results from the sales department allows you to start with the expectation that "this seems likely to work out," which is also a strength of this approach.

When cross-departmental collaboration emerges naturally, a sense of unity as a club also increases.

STEP 3 Connect to Organization-Wide Movement

When multiple departments become involved and the circle of initiatives expands, it is the phase to establish a structure that brings everything together. By establishing a specialized team or setting organization-wide policies and goals, you institutionalize climate action as an organization-wide initiative.

By establishing mechanisms for periodically confirming progress, you can not only facilitate internal coordination but also visualize results for partner companies, leading to deeper, more trusted relationships.

Benefits of the Sales Department-Led Model

- Makes it easy to see that climate action is not charity or a cost, but becomes a club strength
- Enables development with persuasive, results-based approaches
- Can start from field-level concrete challenges



Climate Action That Started with “All Together!”

FC Osaka’s “ACT NOW” Expands the Circle of Co-creation

In 2024, FC Osaka launched a sustainability project named “ACT NOW.” As one of the first domestic professional football clubs to do so, they are advancing initiatives toward the major goal of net-zero carbon emissions by 2040, through co-creation and cooperation with all stakeholders including players, supporters, the region, local governments, and companies. How has FC Osaka positioned the club and engaged companies and the region to expand the circle of activities? We spoke with FC Osaka President Yusuke KONDO, General Manager Seita KOTANI who handles practical operations, and Mr. Tatsuya YUHI, Secretary General of the OSAKA, JAPAN · Zero Carbon · Smart City · Foundation (OZCaF), an important partner, about the background and approach.

—The sustainability project “ACT NOW” covers a wide range of content. Did the club already have a culture or atmosphere of working with other organizations on social issues?

Kondo: FC Osaka has always operated under the philosophy of “contributing to the

local community through football.” Within the existing culture of aiming to solve social issues in cooperation with other organizations, we have constantly sought our raison d’être as Osaka’s third J.Club. As a latecomer club, we would be buried if we did the same things as other clubs. Therefore, FC Osaka began

seeking a role like a hub connecting diverse stakeholders—residents, supporters, local governments, companies—as a “regional public good.” Rather than simply gathering stakeholders, we are mindful of facilitating dialogue on equal footing and building win-win relationships. We envisioned becoming a value creation platform to co-create economic and social value from our hometown, Higashiosaka City, and from Osaka to the world.

—What prompted you to tackle climate change?

Kondo: A major catalyst was the comprehensive partnership agreement concluded with Osaka Prefecture in 2018. We had been cooperating with Osaka Prefecture on solutions for SDG-related issues since before, but this agreement enabled broad collaboration including prefectural government PR and regional revitalization. Compared to when we started the partnership, we now have particularly increasing collaboration with various local governments and companies in the climate change field.

Kotani: When we began the partnership, we were in the Japan Football League (JFL) and hadn’t yet established a hometown. To become a community-rooted club, dialogue and mutual understanding with local governments are indispensable. Osaka Prefecture also expected issue resolution and enhancement of Osaka’s appeal through collaboration with sports teams. Through continued dialogue, we saw the possibility of solving issues facing local governments by leveraging FC Osaka’s strengths. I feel that trust deepened through cooperation in these areas.

—How did that cooperative relationship develop concretely?

Kotani: Through dialogue with local government officials, I felt that devising

ways to “broadly communicate the current state of social issues and their solutions” was important. Without effective information transmission, behavioural change is difficult to trigger.

As we advanced our activities, we realised that we clubs can play a major role as media for communicating social issues. Especially at home matches, many fans and supporters gather, and we recognized it as an excellent opportunity to take up themes like environmental issues. By making the most of such opportunities, we have also been able to witness concrete behavioural changes up close.

Based on such experiences, we recognized the need for a public-private collaboration platform to further accelerate efforts on the urgent social issue of decarbonization, and established OZCaF—a public-private co-creation organization—together with Osaka Prefecture and related companies in July 2021 to realise a zero-carbon society. We currently participate as a board member, and we are also advancing each ACT NOW project together with OZCaF and member companies.

—So the club-led establishment of OZCaF was a major turning point.

Yuhi: At the time, I worked for Osaka Prefecture and was one of the people in charge of launching OZCaF.

Osaka Prefecture had a specialized department for promoting public-private partnerships, and we put significant effort into achieving both social issue resolution and economic growth.

FC Osaka’s value has been highly regarded in Osaka Prefecture’s public-private partnerships since that time. Therefore, FC Osaka was also an important driving force in establishing OZCaF.

I believe cooperation from the sports world is indispensable for climate action.

Kotani: OZCaF's existence was also significant in the background of launching the sustainability project ACT NOW. When I heard about initiatives by Tottenham Hotspur (England) at the sustainability conference held by the Nippon Foundation and J.LEAGUE in 2024, I immediately felt that we can now leverage FC Osaka's strengths. Immediately after the conference, we gathered our co-creation allies from OZCaF and related companies to discuss the direction and concrete measures of our initiatives. We were able to consolidate projects that had been advancing as separate points under ACT NOW as one. With an emphasis on speed, we were able to announce the project just one month later.

—Isn't management challenging with few staff members?

Kotani: The club's front office staff numbers about 10 people, of which I am the only ACT NOW staff member. While it's certainly impossible for one person to handle all operations, I've come to feel that having many staff members doesn't necessarily mean progress either. What's important is the mindset of "how to

connect diverse stakeholders and make the platform function efficiently." So while having specialized personnel from OZCaF and related companies provide knowledge and ideas, I value the process of building projects together. Since it's difficult for me to learn specialized knowledge on all topics, it's essential to rely on trusted allies and receive support. I think it's best to share the philosophy of climate action with everyone, complement each other, and aim for our goal.

Yuhi: A characteristic of ACT NOW is that companies naturally gather around FC Osaka, and things progress without excessive burden on the club. Since companies want to apply their technologies and services to climate change and expand their business, by FC Osaka providing media power and venues, we can build win-win relationships. As the scope of ACT NOW projects continues to expand, OZCaF wants to play a role connecting FC Osaka with our over 3,000 participating companies and coordinating co-creation partners.

—Is climate action itself sustainable? Ideally it would also lead to team strengthening.

Kondo: Clubs do not exist only for team strengthening, and I think they should

generate social and economic value beyond match results. That said, climate action must also connect to business or it won't last. We've never once thought of various social collaboration activities, club management, and team strengthening separately, and decarbonization is no exception. In fact, there are cases where decarbonization-related initiatives have led to some companies becoming uniform partners.

There is no doubt that as categories rise, the impact of climate action and social collaboration activities also grows, so while keeping an eye on synergistic effects toward team strengthening, we want to aim for even greater heights through sustainable action.

—Could you tell us more about the effects on business?

Kondo: If the companies around the club can't sustain themselves, the club can't exist either. By connecting companies and providing venues for business expansion and opportunities for corporate value enhancement, I think the club can become a value creation platform. Since our

hometown of Higashiosaka City is a region with thriving manufacturing, initiatives from ESG perspectives—consideration for the environment (Environment), efforts on social issues (Social), and organizational transparency and healthy operations (Governance)—are now attracting attention in many fields. Responses to climate change are particularly important themes within such trends. I feel it is our important role to contribute to climate action and corporate value enhancement that increase the sustainability of companies supporting the region.

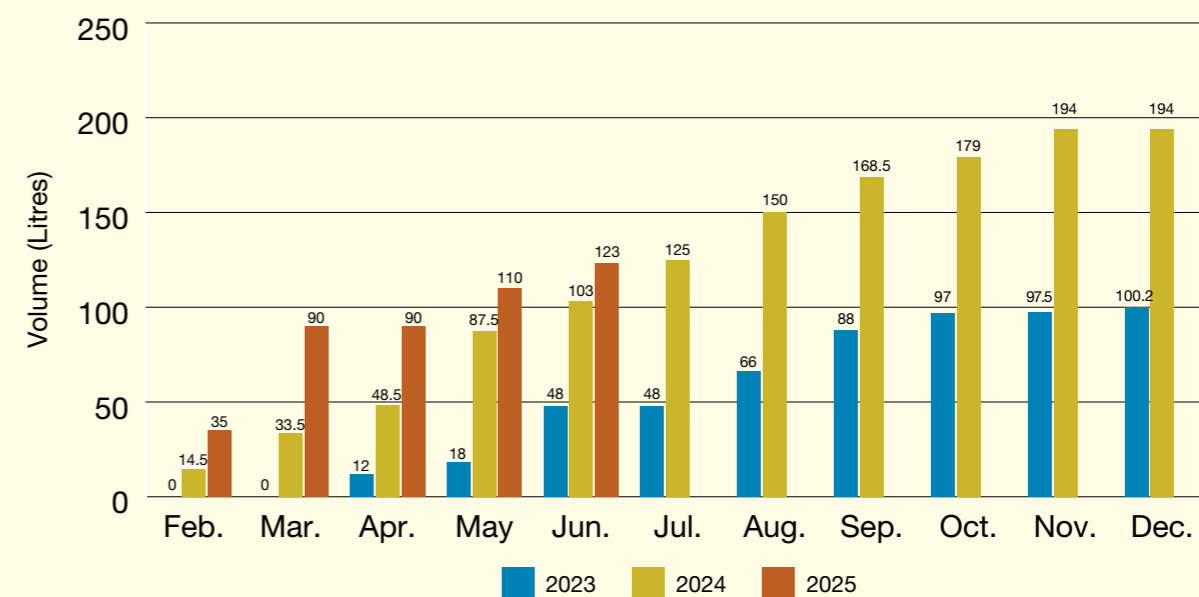
For example, collection of used cooking oil from households at the stadium, which began in the 2022 season, has led partner company Ueda Yushi, Inc. to increase collection points and volumes and also work on renewable fuel production. This is a good example of how FC Osaka became the starting point for business expansion.

I think that by us engaging in climate action and expressing our awareness of the problem, companies involved



Using reused solar panels and high-performance portable storage batteries, power is supplied to FC Osaka cheer team "AQUA's" truck stage.

Used Cooking Oil Annual Cumulative Collection



(Source: FC Osaka)
Collected used cooking oil is recycled by partner company Ueda Yushi, Inc. and used as fuel for buses and trucks.



FC Osaka collaborated with multiple organizations to hold participatory workshops incorporating art. Colourful eco-stations created together with visitors made waste sorting fun and encouraged sorting.

in decarbonization will also increase. By increasing collaboration with such companies and co-creating value, we aim to increase both the club's and companies' revenues.

We don't want to become a decarbonization specialist group; rather, under the philosophy of "contributing to the community through football," we're currently focusing particularly on decarbonization and climate change as an important theme.

—Hearing things like “not a specialist group” or “only one staff member so we get help” makes it feel like you are exposing your club's weaknesses and challenges.

Kotani: Yes, that is exactly right. FC Osaka absolutely cannot tackle decarbonization or climate action alone. Whether small actions or large events, I think synergistic effects are born by working together with related companies.

By honestly conveying our weaknesses and skill gaps, we have increased connections with different industries and created co-creation we never imagined. Beyond decarbonization, FC Osaka casts a wide net as a regional value creation

hub facing diverse social issues. That's the club's strength. Our role is to call out “All Together!” If many co-creation partners gather at this value creation platform, I believe we can change society's movements and curb climate change. That's why we launched ACT NOW.

—I also sense a relationship like that of allies between the club and companies.

Kotani: While there is certainly an aspect of allies, toward companies and sponsors we maintain a stance of “Let's grow together!” on equal footing. I also take pride that we are returning appropriate value for the partnership fees we receive. Mutual efforts to maintain win-win relationships are the prerequisite.

—As someone handling practical operations, what do you value the most?

Kotani: I believe that if the rationale of “Why” is clear, actions naturally follow. It is important to always return to the origin of why FC Osaka and J.LEAGUE are advancing climate action.

Also, while goals and KPIs are important, I emphasize the process. I think that everyone involved in projects incorporating climate action into their daily awareness and behaviour connects to societal impact. That is precisely why I want more people in communities and companies to get involved in ACT NOW.

By showing the club's weaknesses, we create room for involvement that makes people think “I want to collaborate with FC Osaka.” We value the attitude of engaging in dialogue with any corporation and getting to know each other, so that they can envision, “We could create a happy future together with this club.”

(Interviewer: Satoshi USHIO, Asahi Shimbun)



Seita KOTANI

FC Osaka Co., Ltd.
General Manager, Business Division

Born in Osaka Prefecture. Joined FC Osaka in 2017. Worked in sales to expand partner companies, and currently serves as General Manager of the Business Division, engaged in multifaceted co-creation business with partner companies, government, and other organizations on various social issue resolution themes.

Tatsuya YUHI

OSAKA, JAPAN · Zero Carbon · Smart City · Foundation
Executive Director

Born in Osaka Prefecture. Worked in information systems, public relations promotion, and policy promotion (for approximately 20 years) at Wakayama City Hall, Hirakata City Hall, and Osaka Prefectural Government. At the Osaka Public-Private Strategic Partnership Desk (Osaka Prefectural Government), engaged in public-private partnership projects leading to solutions for diverse social issues. Transferred to OZCaF (current position) in October 2023. MPD: Master of Project Design (Professional), Disaster Prevention Specialist.

Yusuke KONDO

FC Osaka Co., Ltd.
President & CEO

Born in Hokkaido. Devoted himself to football from youth, joining Thespa Kusatsu (currently Thespa Gunma). After retiring as a player following his time with FC Osaka, he supported the club on the business side, assuming the position of President in March 2021. He utilizes his experience as a player in business development and regional revitalization.

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J.LEAGUE Case Study:

Leadership Decisions and Delegation Drive the Organization

“What’s the relationship between football and climate change?”

This was a question we often heard when the Sustainability Department was established at J.LEAGUE in 2023. Since then, we have been moving forward step by step through trial and error. In the process, other departments within the organization have begun making sustainability proposals, and more clubs have shown increased interest in climate action—we have begun to see gradual changes.

However, many challenges still remain, and when facing new issues, we continue to go through trial and error. Additionally, J.Clubs conducting activities in their hometowns and J.LEAGUE, which primarily provides platform functions, face different environments and challenges. Nevertheless, we hope our experiences might serve as a reference for clubs just beginning climate action, or provide fresh ideas for clubs already engaged in advanced initiatives, which is why we are sharing our experiences with you.

A Sustainability Department Born from Top-Level Decision-Making

Looking back now, J.LEAGUE’s full-scale engagement with climate action began with the Chairman’s decision. Near the end of 2022, due to a role change for the full-time director responsible for social collaboration activities, we approached Mr. Takayuki TSUJII, who was then serving as an external director, about joining the organization as a corporate executive officer.

Originally, Mr. Tsujii had been continuing various activities with the desire to leave the natural environment and society, which are losing sustainability, in a state that is even

slightly healthier for the next generation, and he decided to participate with the feeling that “If I can contribute to J.LEAGUE while giving form to my own aspirations, I should do so.” With Chairman Nonomura’s backing, the Sustainability Department was newly established in conjunction with his joining in January 2023, expanding the scope that the previous Social Collaboration Department had covered. At that time, the order from the Chairman was simple yet to the point:

“Tsujii-san, we really want to tackle this, you know. Please leverage your experience

and do what you think should be done. But don’t get too far ahead—be mindful of walking just half a step ahead of society. If you do that, more people will understand, and allies will increase.”

This decision by Chairman Nonomura enabled J.LEAGUE’s sustainability activities to take a major step forward.

Currently, the Sustainability Department operates under three themes: People (DE&I), Planet (climate action), and Community (fostering regional community). Among these, climate action was positioned as a theme with high urgency. There is no doubt that People and Community are most important for J.LEAGUE’s sustainability, but if the soundness of Planet, which forms the foundation, is lost, all activities would become impossible.

However, the newly-established Sustainability Department started with

most members handling other duties concurrently, with limited knowledge about climate change. What supplemented this personnel shortage was collaboration with experts, specialists, and external partners. For example, we have received much advice and suggestions from J.LEAGUE’s Co-opted Member of Executive Committee Kenji FUMA, a leading figure in ESG investment and sustainable management, and Professor Seita EMORI of the University of Tokyo, a climate change specialist. Also, KPMG Consulting, which supported us in a form of business consignment at the initial launch, has now formally contracted with us as a “Climate Action Partner.” By building a structure that incorporates external expertise, we increased the reliability of our activity promotion and significantly accelerated our pace.

Empathy and Awareness of the Problem Gradually Spread Internally

After the foundation of top-level decision-making and the establishment of the Sustainability Department, what we first prioritized was increasing allies within the organization who would understand the importance of sustainability and climate action and support the initiative.

For example, we held “Sustainability Talks,” voluntary after-work internal events about once a month, creating opportunities for relaxed dialogue while enjoying light meals and drinks. Having the Chairman attend the first Sustainability Talk was significant in demonstrating the organization’s commitment to participating employees. Subsequently, we gradually expanded the circle of employees interested in sustainability by inviting various guests for dialogues, such as Mr. Satoshi OKURA from the Iwaki FC Executive Committee and

J.LEAGUE’s Co-opted Member of Executive Committee Kengo NAKAMURA, and by creating time for participants to discuss and think together.

On the other hand, there were quite a few voices seeking “objective justification” for advancing climate action. What proved effective here was presenting, in an easy-to-understand manner, not only scientific evidence of climate change but also policies actually adopted by the government and examples of initiatives from other countries. Additionally, presenting more immediate and direct business risks, such as the number of match cancellations due to climate change and the associated compensation amounts, helped communicate the urgency of the problem through numbers.

Furthermore, steady internal practices also became key to permeation. For



example, when the department was initially launched, only a few people including Sustainability Department members carried personal bottles, but through dialogue with the general affairs sections, a water server was introduced with the office relocation, and more people gradually started using personal bottles. Now almost all staff enjoy free drinks—tea, hot chocolate, fair-traded coffee, etc.—in their own bottles or cups. The mechanism being both environmentally conscious and convenient and easy may have gradually permeated the organization.

Also, as a result of carefully engaging

in dialogue with department heads about CO₂ generated from J.LEAGUE's various operations, for example, the merchandise sales sections consulted with the Sustainability Department about inventory management efficiency. This was a moment when employees working in each department began proactively facing the intersection of their own work challenges and sustainability.

By prioritizing internal collaboration in this way, sustainability gradually began to be recognized not as something special but as part of operations.

If We Board the Same Bus, Where Can We Go?

To help many stakeholders understand the significance of initiatives begun through top-level decision-making, it is very important not only to show “what to do” but also “where we are heading.”

From that perspective, while carefully communicating about the relationship between football and climate change, we put

effort into creating a climate action roadmap that visualizes what kind of future we are trying to realise and the steps we will take to achieve it by taking action now. This is, so to speak, clearly showing the destination to internal and external stakeholders boarding the bus called “Climate Action.”

New Roles as Supporters Who “Lay the groundwork and nurture growth”

When sharing the significance of climate action with each J.Club, our most important stakeholder and collaborator, we paid attention to similar points. In initial dialogues, responses like “What is sustainability?” “What will happen to SHAREN! (social collaboration activities)?” or voices of resignation like “Climate change is too big a problem for J.Clubs to take action on” were not uncommon.

First, like we did internally, we explained how climate change significantly impacts football's future, incorporating scientific evidence, government policies, and

international examples. At the same time, we focused on carefully showing the direction we are aiming for by sharing not only the previously mentioned roadmap but also its intent and background.

At the same time, properly explaining the relationship between SHAREN! and climate action was a very important task for club personnel who, together with the former “Social Engagement Division,” had been continuing many meaningful activities related mainly to education and welfare. At a two-day offsite meeting in Kyoto for club personnel, we created an opportunity to

organize concepts like hometown activities, SHAREN!, sustainability, SDGs, and climate action with external experts and specialists. Additionally, we refocused on how the networks that each club has built over many years of activities in their hometowns hold the key to confronting climate change, which has serious impacts on regions. I feel that by creating such opportunities, people understood the significance of facing the new challenge of climate action while valuing their past activities.

Meanwhile, starting in 2024, we began holding monthly voluntary sessions to exchange climate action information for club presidents and executive committee members, aligned with the monthly executive committee meetings. The purpose is to consider the significance and possibilities of facing climate change from not only environmental but also management perspectives, referencing domestic and international club initiative examples. Initially, participation was from about 5-6 clubs, but it became a very meaningful venue for aligning J.LEAGUE's and club executives' perspectives, and participating clubs grew to more than 30 as sessions accumulated. From this, we can see that interest among clubs has increased.

One major realisation through this process was the importance of not only thinking about “what to do” but also simultaneously thinking about “what state to aim for.” Like club management, simultaneously having “backcasting”—developing strategy by working backward from the desired state—is indispensable for climate action. By incorporating such thinking, J.LEAGUE and clubs can stand on common ground, and we believe we can more effectively support each club's initiatives.

Currently, J.LEAGUE and the clubs are working hard on creating mechanisms to visualize each club's climate action and achieve results together with more stakeholders, as part of the newly started large-scale initiative called the “J.LEAGUE Sustainability Activation Project.” By using that mechanism to properly communicate activities, we aim to simultaneously raise both J.LEAGUE's and clubs' social and economic value. J.LEAGUE will continue working on organizational development so we can fulfil our role as supporters who “Lay the groundwork and nurture growth” to help club efforts fully blossom.





CHAPTER 3

Giving Shape to Club Actions

—Climate Action Through 12 Perspectives

A mobility system made possible through the ingenuity of the club staff, and environmentally conscious practices implemented in the stadium. Even in what might seem like ordinary daily activities, there are actually hints of climate action hidden within.

You can start with what you can do, even if your systems aren't perfect.

Many clubs may have already taken that first step without even realising it.

And that progress doesn't end within the club alone.

Because J.Clubs are rooted in their communities, they can expand the circle of climate action by connecting with people in various roles.

This chapter introduces climate action from 12 perspectives, based on the evaluation criteria of the international initiative "Sport Positive Leagues (SPL)."

Through steps to implementation and ingenuity from pioneering clubs, we'll share perspectives for each club to shape actions in their own way.

By reviewing daily activities, the possibilities for climate action expand—

We hope this chapter becomes a catalyst for that.



ACTION

LIST



The 12 areas and icons below are from Sport Positive Leagues, which J.LEAGUE plans to join from January 2026.

ACTION 01



Policy, Commitment and Reporting

Showing the direction of the club's climate action

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 02



Clean Energy

Reducing CO₂ and contributing to the local economy

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 03



Energy Efficiency

Creating an environment that is not about "enduring," but about being "comfortable"

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 04



Sustainable Transport

Comfortable travel for players, staff, fans and supporters

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 05



Single-Use Plastics Reduction/Removal

Creating cost-effective and environmentally friendly systems

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 06



Waste Reduction/Management

Expanding the cycle of reducing waste and costs from the club

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 07



Water Efficiency

Reducing water and costs, contributing to a sustainable community

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 08



Plant-Based/Low-Carbon Food

Delicious, fun, and earth-friendly "favourite menu items"

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 09



Biodiversity

All life on Earth shares a common destiny

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 10



Education

Together with players, staff, fans and supporters

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 11



Communications and Engagement

From a club that tells to one that thinks together

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:

ACTION 12



Sustainable Procurement

Choices that are kind to everyone – those who make, deliver, and use

#Becoming a trusted club #Cost reduction through waste elimination #Comfortable for fans and workers

#Sustainable community building #Together with stakeholders

Things we have already begun doing:

Things we want to do moving forward:



ACTION 01

Policy, Commitment and Reporting



Climate action by J.Clubs—what value does it bring to the club and local community? While movements toward decarbonization are gradually spreading in Japan, the significance and possibilities still don't seem to be fully communicated.

Climate action is not just about reducing a club's greenhouse gas emissions (≈decarbonization). Clubs are also expected to play a role in contributing to society's overall decarbonization by leveraging their communication power and connections.

Clarifying this stance as a club policy and communicating it to fans, the community, and partner companies will foster empathy and trust, broadening the club's management foundation and possibilities for new partnerships.

Why It's Important

If You Don't Communicate, It Won't Get Across

Many clubs have likely already started some form of climate action. However, when policies and commitments aren't clear, or when initiatives aren't presented in a cohesive way, the significance and overall picture become difficult to see in many cases. There are also cases where valuable activities end up as limited dialogue with specific stakeholders.

Having a Policy Expands the “Circle of Empathy”

By establishing and publicizing a climate action policy, it becomes easier to communicate the club's approach to these efforts.

Fans and supporters who empathize with that stance may view climate action as their own issue and become more enthusiastic about supporting the club. For example, participation in actions like waste separation at the stadium or using

public transportation, and attendance at climate action-related events can deepen their relationship with the club.

Additionally, such events can create new touchpoints with people who previously had no interest in football or those interested in climate and environmental issues, potentially leading to opportunities to welcome new fans and supporters.

Connecting with Partner Companies

Environmental contribution is an important management theme for companies as well. If a club's climate action policies and commitments are clear, it becomes easier for companies to see the value of working together, creating opportunities for collaboration. When the desired future and current status are organized, the space for companies to engage becomes visible, making it easier to develop into concrete partnerships.

Smooth Cooperation with Local Governments

Many local governments have declared carbon neutrality, but there are also numerous cases where they struggle with

concrete initiatives. When clubs establish and communicate climate action policies, the likelihood of smooth cooperation toward regional environmental issues increases. Especially when stadiums are owned by local governments, the understanding of local authorities is essential for many climate actions, such as switching stadium electricity or implementing energy efficiency measures.

The Organizational Axis and Entry Point for Dialogue

Establishing policies and commitments and communicating them through reporting is both an organizational axis for continuously advancing a club's climate action and an entry point for beginning dialogue with external parties. It's like a compass showing what kind of future the club envisions and how it wants to connect with society.

Practical Ideas and Case Studies

STEP 1 Clarifying the Significance of Climate Action

As the first step in developing an environmental policy, we recommend articulating the club's thoughts on “why we're engaging in climate action” and “what kind of club we want to become through climate action.” When these thoughts are clear, it becomes easier to gain understanding and cooperation from other departments within the club, and conversations with external stakeholders can progress more concretely.

Case Study: Shimizu S-Pulse

Shimizu S-Pulse has established the concept of “being an environmentally friendly football club and passing on an environment where future generations can comfortably play football,” and has created a dedicated webpage to publicly share their approach to climate action.*¹

STEP 2 Current Status Analysis

Climate action has two main directions:

Reducing the club's negative impact

Reducing the club's greenhouse gas emissions, reducing waste from the club, etc.

Creating positive impact on society as a whole

Promoting renewable energy in the region, activities that lead to behavioural change among partner companies, fans and supporters, etc.

Let's organize current initiatives from these two perspectives. For what has been determined quantitatively, such as greenhouse gas reduction amounts, write down the numbers as well.



STEP 3 Setting Goals

Determining greenhouse gas emissions and setting reduction targets are important elements of information disclosure. It's typical to start with Scope 1 and 2 (direct emissions and electricity use), then gradually expand the scope to Scope 3 (other indirect emissions). In addition to greenhouse gas emissions, there are other important indicators to communicate the club's policies. Set specific goals by referring to each section of this handbook.

About Scope 1, 2, 3 >>> P28

When calculating CO₂ emissions, the emission sources are classified into the following three Scopes.

Scope 1: CO₂ directly emitted by the club

City gas use at stadiums, fuel use in club-owned vehicles, etc.

Scope 2: Indirect emissions from purchased electricity

Electricity use at stadiums and training facilities, etc.

Scope 3: Indirect emissions other than electricity

Player and staff travel >>> P74

Waste disposal >>> P86

Product-related, procurement >>> P128

etc.

STEP 4 Formulating an Action Plan

Develop specific action plans for each goal. Not all plans need to be implemented in-house. It's fine to have items in the plan where you recruit collaborators. Rather, having such space can expand the possibilities for new partnerships.

STEP 5 Sharing Progress

In the first year, disclose primarily the results of the current status analysis and goals. From the second year onward, report on the actual progress of initiatives.

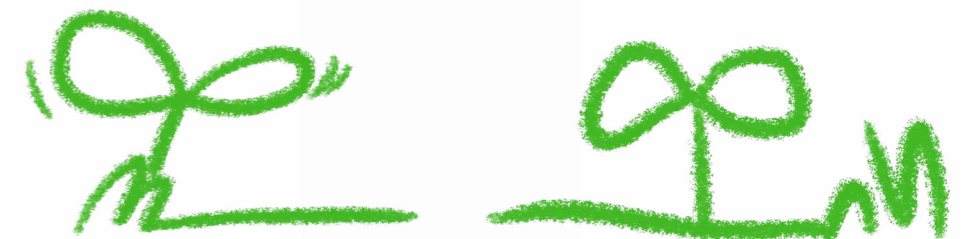
Even if there are items that haven't progressed as planned, it's important to disclose the cause analysis and future response policies. This can lead to new collaborations or become material for deepening dialogue with local governments.

Liverpool FC (England) 2023-24 Season Achievement Report



(Source: Liverpool FC (2025)*2)

The report summarizes awards and achievements and results related to sustainability using numbers and icons in an easy-to-understand way.



International Certifications and Initiatives

To enhance the credibility of goal setting and achievement reporting, obtaining international certifications and participating in international initiatives are effective options. We will explain important certifications and initiatives that attract attention in the sports industry.

ISO20121

ISO20121 is an international standard for sustainability in event management. By obtaining this certification, you can systematically manage and improve sustainability throughout event operations, including reducing environmental impact, contributing to local communities, and economic sustainability. You can also objectively demonstrate your sustainability efforts to stakeholders.

ISO50001

ISO50001 is an international standard for energy management. For sports facilities like stadiums and training facilities that use large amounts of energy, it's a tool that can help reduce environmental impact and operating costs. Many companies in various industries in Japan have adopted it.

Science Based Targets (SBT)

SBT is an initiative for setting greenhouse gas emission reduction targets based on scientific evidence, aligned with the Paris Agreement's goal of limiting temperature rise to below 1.5°C. By receiving SBT certification, you can demonstrate concrete contributions to climate change measures while also helping with long-term business risk management. FC Osaka was the first professional sports club in Japan to receive this certification.

Sports for Climate Action Framework

This is a climate change framework for sports stakeholders led by the United Nations Framework Convention on Climate Change (UNFCCC). By participating in this initiative, you can demonstrate leadership in climate action domestically and internationally, and it can be a catalyst for sharing knowledge and building cooperative relationships with the international sports community. In Japan, the Japan Olympic Committee, B.LEAGUE's Nagoya Diamond Dolphins, and others have already participated, and J.LEAGUE is also advancing application procedures.

Hints for Collaboration

Regional banks that provide community-based financial services have also recently been focusing on promoting sustainability among their client companies. When developing climate action strategies or conducting information disclosure, consider collaborating with regional banks.

For example, Shizuoka Bank offers dedicated tools for calculating greenhouse gas emissions as part of "Shizuoka GX Support," supporting local companies with information disclosure.



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ACTION 02

Clean Energy

What is the easiest and most effective greenhouse gas reduction measure that J.Clubs can start with? One answer is using electricity derived from renewable energy. Even when told this, you might hesitate, thinking “How can we use renewable energy-derived electricity?” or “Won’t costs increase?” However, with technological innovation and cost reductions, the transition to renewable energy has become a realistic option. From stadium lighting to office computers, electricity is indispensable for our activities. If we could cover this electricity with renewable energy that doesn’t emit greenhouse gases, the club’s various activities would become much more sustainable.

Why It’s Important

Can Significantly Reduce Environmental Impact

Approximately 40% of Japan’s CO₂ emissions are generated during power production.*¹ This is because about 70% of the electricity in Japan is produced from fossil fuels.*² Using renewable energy-derived electricity directly contributes to reducing the club’s emissions.

Can Enhance Management Stability and Resilience

Renewable energy is less affected by fossil fuel price fluctuations and international situations, contributing to medium- to long-term electricity cost stability. Additionally, by introducing self-generation renewable energy, it becomes possible to secure electricity during disasters, and stadiums and clubhouses can be expected to function as regional disaster prevention bases.

Creates Positive Circulation for the Regional Economy

Purchasing renewable energy generated locally or introducing renewable energy as a club contributes significantly to regional economic revitalization. With electricity generated from conventional fossil fuels, much of the payment flows out of the

region, but by utilizing local renewable energy, investments in energy continue to circulate within the region. This strengthens the economic ties between the club and the region, contributing to building a more sustainable local community.

Practical Ideas and Case Studies

As specific implementation methods, we’ve outlined the following four steps. You don’t necessarily need to proceed in order; depending on the club’s situation, you can

start with whichever steps are feasible. Also, rather than waiting for one step to be completed, working on the next step in parallel can be effective.

STEP 1 Understanding Current Electricity Contract Status

First, let’s start by understanding the club’s actual electricity usage. Specifically, understand annual usage, electricity costs, contract plans, and contract renewal dates for each facility. Among the facilities, there are those where the club contracts with the electricity company (such as offices) and those where the facility manager contracts (such as stadiums). To prioritize electricity switching, it’s also important to understand who holds the contract.

	Facility Name	Annual Usage	Electricity Cost	Contract Plan	Contract Renewal Date
Facilities where the club contracts with the electricity company	Office				
	...				
Facilities where the facility manager contracts with the electricity company	Stadium				
	...				

STEP 2 Renewable Energy Conversion of Club-Managed Facilities

For electricity directly contracted by the club, consider the best method for the facility from the following four options, referring to the considerations. Multiple options can be combined. It doesn't necessarily need to be a complete switch. A method of first changing some electricity contracts to renewable energy menus and gradually expanding is also effective.

Four Options

- 1) Switching to the current electricity company's renewable energy menu
- 2) Contract switch to a company selling 100% renewable energy or electricity with a high renewable energy ratio
- 3) Introduction of self-generation equipment
- 4) Use of PPA^②

Perspective

- Renewable energy ratio (breakdown of renewable energy such as solar, wind, hydro, etc.)
- Where and how the renewable energy was produced (whether it's environmentally considerate, etc.)
- Size of environmental value such as CO₂ reduction amount
- Initial cost and running cost
- Pricing plan and contract terms
- Time to introduction and complexity of procedures
- Storypotential (locally produced "face-to-face" electricity, etc.)

STEP 3 Discussions with Facility Managers

For facilities like stadiums that the club uses, first check with the manager about electricity usage status and what kind of electricity plan they are contracted to.

Then, from the user's standpoint, consider proposing a switch to renewable energy electricity.

In recent years, renewable energy introduction and electricity switching have been progressing in public facilities, so there is sufficient possibility of realisation. Requests from continuous users like the club will be a major catalyst for consideration.

Even if immediate contract changes are difficult, there is also a method of the club purchasing renewable energy certificates (non-fossil certificates, etc.) to effectively achieve renewable energy conversion. With this method, while not changing the facility's contract, the club can secure environmental value.

② What is PPA?

Power Purchase Agreement (PPA) is when a power generation company and a consumer (such as a J.Club) directly enter into an electricity sales contract. Long-term contracts of 10-20 years are typical. There are various types of PPA, but when introducing renewable energy within club premises, a mechanism called on-site PPA can be utilized. This is a mechanism where the power generation company bears the cost of installing solar panels, etc., at the club's facilities, and the club purchases the generated electricity. J.Clubs as consumers can introduce renewable energy equipment without initial investment or maintenance management effort. At Koshien Stadium, this mechanism is used to install solar panels on the stadium roof, covering part of the electricity used at the facility.*³

STEP 4 Participation in Regional Renewable Energy Generation

As an action that can demonstrate the club's presence in the region while greatly contributing to regional renewable energy promotion, there is significant social significance in the club participating in regional renewable energy generation projects, such as establishing power plants. Through this process, connections with the region naturally become stronger, deeper, and broader, and it could also become an opportunity to acquire new partner companies.

Growing Attention on Solar Sharing (Agrivoltaics)

"Solar sharing" involves erecting support poles on farmland and installing solar panels with spacing above them, simultaneously conducting crop cultivation and power generation. It is expected to be an initiative that maximizes the effective use of farmland while securing sunlight necessary for crop growth, uses surplus sunlight for power generation, diversifying farmers' income sources and contributing to regional energy self-sufficiency.

- Mito HollyHock and Gainare Tottori have challenged solar sharing in their hometowns, overcoming issues such as coordination with stakeholders and procedures. It is highly anticipated as a new form of regional contribution that realises the resolution of abandoned farmland and regional renewable energy creation.



"Shibafuru Solar Power Plant" by Gainare Tottori (solar sharing combining solar power generation and turf grass production).

Credit: Mito HollyHock
"GRASS ROOTS FARM Solar Power Plant" by Mito HollyHock (solar sharing combining solar power generation and chemical fertilizer-free agriculture).

Collaboration and Subsidy Hints

Collaboration with Companies

To effectively advance renewable energy introduction, collaboration with various stakeholders is important. Being particularly conscious of the following three types of collaboration can significantly increase project feasibility.

Collaboration with electricity companies

Many electricity companies offer renewable energy menus and renewable energy certificates. By utilizing these for club operations and matches and communicating these efforts at stadiums and on social media, you can convey to fans and supporters that there is an option to switch the electricity they use to renewable energy.

Electricity purchase from community power companies

Yamaha Stadium, the home ground of Júbilo Iwata, uses “Iwata Zero-Emi Denki,” a locally-produced, locally-consumed CO₂-free electricity. By purchasing electricity from a community power company that handles electricity generated from renewable energy plants in the Iwata area, they not only reduce environmental impact but also contribute to circulating money within the region.*4

Electricity purchase from retailers offering 100% natural energy electricity

Giravanz Kitakyushu switched their clubhouse electricity contract to “Hachidori Denryoku,” which provides 100% natural energy-derived electricity. With Hachidori Denryoku, users can donate 1% of their electricity fees to social contribution activities, and Giravanz Kitakyushu’s sustainability activities were added as a donation option. This creates a mechanism where fans and supporters can more strongly support the club’s sustainability activities by contracting with Hachidori Denryoku.*5

Collaboration with equipment manufacturers

Technologies such as solar panels and storage batteries are making remarkable progress. Companies with expertise in equipment installation utilizing the latest technologies are also increasing. By offering stadiums and clubhouses as sites for demonstration experiments, you might be able to support manufacturers’ product PR and collection of demonstration data, helping to accelerate market deployment.

Collaboration with financial institutions

Some regional banks have established sustainability-related financing frameworks, and there is a possibility they could provide preferential loan terms or special fundraising schemes for renewable energy equipment installation.

Collaboration with Local Governments and Subsidies for Public Facilities

Many local governments are actively promoting climate action, and the likelihood of gaining cooperation for renewable energy introduction is increasing. If you make proposals aligned with the local government’s renewable energy introduction goals and plans, smooth collaboration can be expected. Additionally, in emergencies, stadiums and clubhouses can serve as regional disaster prevention bases. Renewable energy equipment is effective as emergency power supply during disasters, and when combined with storage batteries, it can function as a more stable emergency power source. If this equipment is positioned in regional disaster prevention plans, understanding for its introduction will deepen.

There is also a subsidy called “Regional Resilience and Decarbonization Co-Benefits

Project for Public Facilities with Independent and Distributed Energy Equipment Introduction”*6 that supports renewable energy introduction in public facilities, which might be applicable.

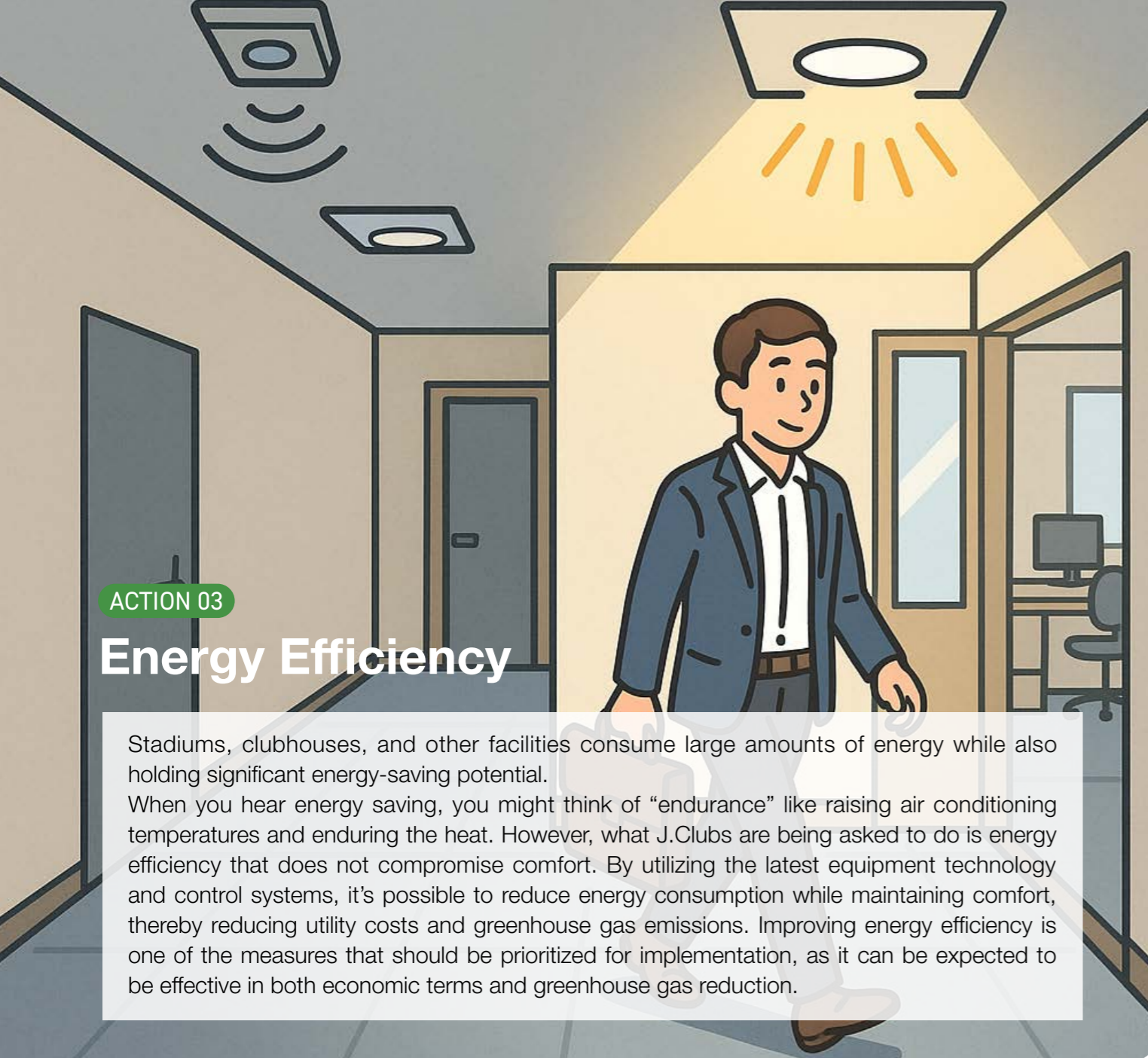
Subsidies for Renewable Energy Introduction by Private Companies

There are also subsidies related to renewable energy and storage battery introduction for private companies’ self-consumption or local production and consumption. By utilizing the “Private Company Renewable Energy Introduction and Regional Coexistence Acceleration Project,”*7 you can receive financial support for introducing solar power generation such as solar sharing and solar carports, and decarbonization in the heat sector using biomass, geothermal, etc.



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ACTION 03

Energy Efficiency

Stadiums, clubhouses, and other facilities consume large amounts of energy while also holding significant energy-saving potential. When you hear energy saving, you might think of “endurance” like raising air conditioning temperatures and enduring the heat. However, what J.Clubs are being asked to do is energy efficiency that does not compromise comfort. By utilizing the latest equipment technology and control systems, it’s possible to reduce energy consumption while maintaining comfort, thereby reducing utility costs and greenhouse gas emissions. Improving energy efficiency is one of the measures that should be prioritized for implementation, as it can be expected to be effective in both economic terms and greenhouse gas reduction.

Why It’s Important

Directly Contributes to Reducing Greenhouse Gas Emissions

Stadiums and clubhouses use large amounts of electricity for lighting, air conditioning, hot water supply, etc. Improving the efficiency of these facilities can greatly reduce the club’s greenhouse gas emissions through reduced electricity usage. For example, simply switching from conventional lighting to LED can reduce electricity usage by about 85% in some cases,*1 making it an immediately effective action toward decarbonization.

Contributes to Stable Management

In response to recent energy price increases, reviewing utility costs has become an urgent issue for many clubs. By introducing energy-saving equipment, it becomes possible to reduce electricity usage and lower expenses. Additionally, equipment like LEDs, which require less frequent replacement, also leads to reduced maintenance costs.

Also Contributes to Improved Comfort

While energy saving tends to be associated with “endurance,” by introducing the latest air conditioning systems and control technology, it’s possible to achieve a more uniform and

comfortable temperature environment. This can also contribute to maintaining player condition and improving the viewing experience for fans and supporters.

Practical Ideas and Case Studies

STEP 1

Current Status Assessment and Analysis

Let’s start by assessing the facility’s energy usage status. Collect monthly energy usage and cost data for each facility, and analyse the relationship with seasonal variations and usage conditions. There’s also the option of receiving an energy-saving diagnosis from a qualified person for energy management to identify improvement points from a professional perspective. At this stage, the facilities and equipment to prioritize for measures will become clear.

STEP 2

Cost-Benefit Analysis and Reduction Effect Estimation

Calculate the costs for equipment renewal, operational cost reduction amounts, and CO₂ reduction effects, taking available subsidies into account, and calculate the payback period. Specifically, the following measures can be considered:

(1) Switching to LED Lighting

By switching all lighting in stadiums, clubhouses, offices, etc., to LED, significant energy-saving effects can be expected. LEDs consume less power compared to conventional lighting and have longer lifespans, so they can reduce both electricity costs and maintenance costs.

(2) Switching to Energy-Efficient Equipment

By upgrading air conditioning equipment, hot water supply equipment, pumps, etc., to high-efficiency equipment, significant energy-saving effects can be obtained. It’s of course good to switch to energy-efficient equipment at equipment renewal timing, but even before equipment renewal timing, there is a possibility that switching to energy-efficient equipment will reduce total costs. Also, for equipment using motors, by using what’s called inverter control, which controls voltage and frequency, operation at necessary capacity when needed becomes possible, achieving further energy savings.

(3) Insulation Measures

By improving the building's insulation performance, air conditioning load can be significantly reduced. Specifically, measures such as adding insulation material to exterior walls and roofs, applying insulation film to windows or upgrading to double-pane glass, and installing automatic doors and air curtains at entrances and exits can reduce cooling usage in summer and heating usage in winter.

(4) Transformer Renewal and Integration

By upgrading transformers within facilities to high-efficiency types, conversion losses can be reduced. Also, by integrating multiple transformers according to load, further energy savings are possible.

(5) Introduction of Sensors and Control Equipment

By introducing occupancy sensors and brightness sensors, operating lights and air conditioning only in necessary places and times prevents wasteful energy consumption. By combining with a Building Management System (BMS)^②, more detailed control becomes possible.

📌 What is BMS?

A Building Management System (BMS) is a system that integrates and manages/controls building equipment. It monitors energy (electricity, gas) and water usage and performs optimal operational control, while also handling security, access control, disaster prevention equipment monitoring, and various other functions related to building safety and comfort. By understanding and controlling equipment like lighting, air conditioning, and water supply/drainage in real-time, it achieves energy and water savings. It can also be used for preventive maintenance and operational improvements through data analysis, and is the core system of smart buildings. It has been introduced in stadiums such as Gtech Community Stadium of Brentford FC (England) and Kyocera Dome Osaka.

STEP 3 Formulation of Implementation Plan

Classify these measures into short-term, medium-term, and long-term and create a plan. Consider initial costs and effects to set priorities and implement them in stages.

STEP 4 Effect Verification and Review

Regularly verify the effects of implemented measures and improve operational methods or review plans as needed. Even in the future, as energy-saving technology is expected to continue advancing, continue to explore the introduction of new technologies.

Subsidy Hints

By utilizing the “Energy Saving Investment Promotion Subsidy,”^{*2} you can receive subsidies for introducing LED lighting fixtures with control functions and high-efficiency air conditioning, as well as energy management

support services. Additionally, many local governments provide subsidies for energy-efficient equipment and insulation, so consider utilizing local government subsidies along with national subsidies.



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ACTION 04

Sustainable Transport

On match day at the stadium, fans and supporters gathering from across the country unite as one to share moments of excitement. What kind of impact does this large-scale movement of people have on the environment and local communities?

Emissions from travel have become a major concern both in Japan and worldwide. Additionally, traveling by private car to the stadium for viewing matches not only increases emissions but also causes traffic congestion around stadiums, affecting the daily lives of local residents.

Regarding this point, there is still much that J.Clubs can do. Beyond reducing greenhouse gas emissions related to player travel, by showing alternatives to private cars, changes in fan and supporter awareness and behaviour can be generated. The journey to the stadium can also become part of climate action.

Why It's Important

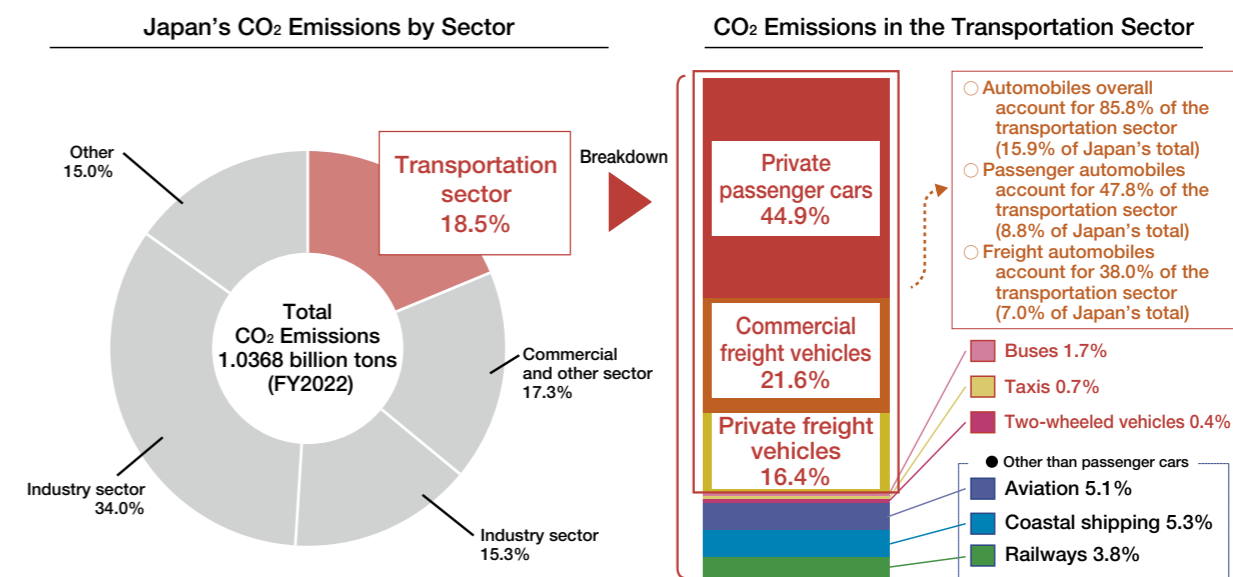
Reviewing Transportation Methods Can Significantly Reduce Emissions

About 16% of Japan's greenhouse gas emissions comes from the transportation sector. Private cars account for over 40% of that. Private cars emit particularly high amounts when transporting one person 1 km compared to other modes of transportation. By reviewing the transportation methods of players, staff, fans, and supporters, it directly leads to reducing greenhouse gas emissions related to the club.

Public Transportation Use Also Has Positive Effects on the Region

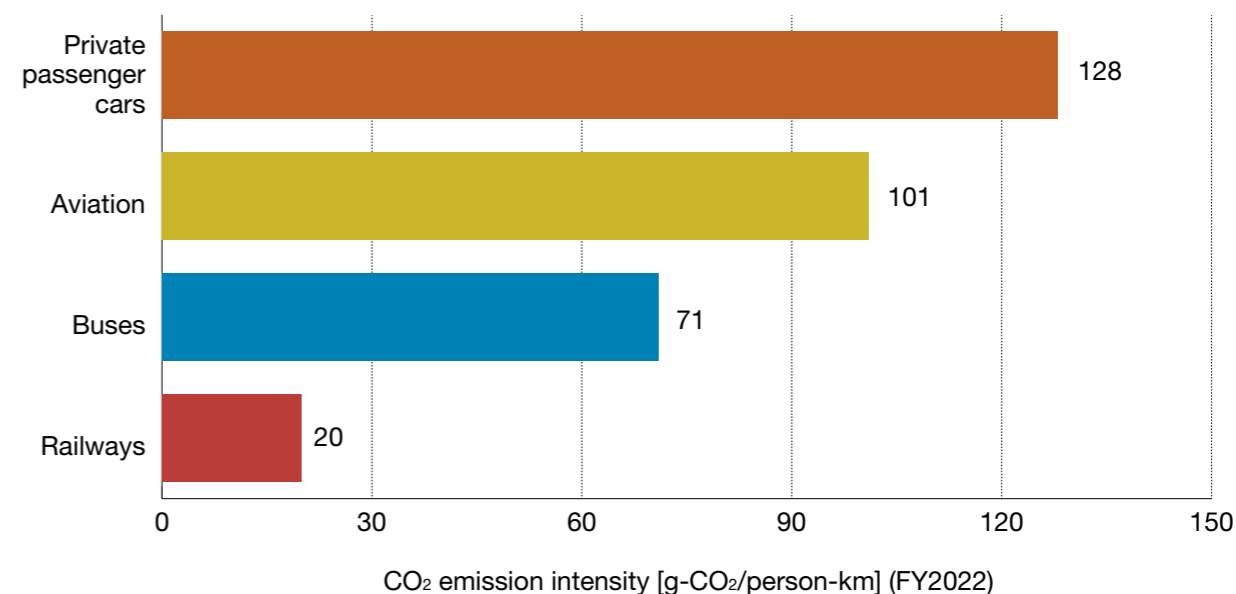
Public transportation such as railways is a transportation method with significantly lower emissions compared to private cars. By clubs promoting the use of public transportation, it may also lead to reduction of emissions across the entire region, maintenance of transportation infrastructure, and improved convenience.

CO₂ Emissions in the Transportation Sector



(Source: Ministry of Land, Infrastructure, Transport and Tourism (2025)*1)

CO₂ Emissions When Transporting One Person 1 km



(Source: Ministry of Land, Infrastructure, Transport and Tourism (2025)*1)

Practical Ideas and Case Studies

STEP 1 Current Status Assessment and Data Collection

Let's roughly assess the current status by dividing it into the following two categories. Especially for the latter, it's difficult to obtain perfect data, so approach information gathering with the mindset that understanding general trends is okay.

Player and Staff Travel

Assess the current status of transportation methods for matches and training. Also, are there internal rules regarding transportation methods, such as regulations on airplane or private car use?

Home Game Visitor Travel (Fan and Supporter Travel)

Conduct visitor surveys to understand what percentage of visitors use private cars and what the public transportation usage rate is. Also, confirm the operational status of main public transportation to the stadium, parking lot capacity, and utilization rates on match days. This will help you consider more effective measures.

STEP 2 Development of Specific Measures

Based on the data, consider feasible measures. For both player/staff travel and home game visitor travel, think about methods to reduce environmental impact from the following two perspectives:

Optimizing the use of fossil fuel-based transportation

Rather than one car per person, by carpooling with multiple people in one car, or creating systems that make it easy to choose bicycles or walking, greenhouse gas emissions are reduced, and it may also lead to road congestion relief and health promotion.

Using energy with lower environmental impact

By promoting switching from conventional gasoline vehicles to biofuel vehicles or electric vehicles (EVs), greenhouse gas emissions from travel can be reduced. In the case of EVs, by charging with electricity generated from renewable energy, zero-CO₂ travel is realised.

We'll introduce specific measures and examples separately for player and staff travel and fan and supporter travel.

Player and Staff Travel

- **Policy formulation:** Consider policies regarding airplane and private car use.
 - **Tottenham Hotspur FC (England)** has established that for player and staff travel, airplane travel should be minimized as much as possible, and all travel within 2.5 hours should be by bus.
- **EV conversion of company vehicles:** Switching from gasoline vehicles to EVs eliminates CO₂ emissions during operation. Fuel costs and vehicle maintenance costs also become cheaper, so companies considering introduction of EVs are increasing.
- **Installation of EV chargers:** The shortage of EV charging facilities is one of the reasons for hesitating to introduce EVs. By installing EV chargers at offices and stadiums, it may make it easier for staff and stadium users to choose EVs.

Fan and Supporter Travel

- **Promoting public transportation use:** Various clubs have already started initiatives.
 - **Montedio Yamagata** implemented a program to present drink vouchers to visitors who show train tickets or travel records, promoting public transportation use.*²
 - **Kataller Toyama** sells discount tickets that bundle bus tickets from the nearest station to the stadium with stadium gourmet coupons, promoting public transportation use.*³
 - **AC Nagano Parceiro** sells game tickets and train tickets as a set. This encourages the choice of environmentally considerate transportation from the time of ticket purchase.*⁴
 - **Kagoshima United FC**, in collaboration with the local transportation bureau, sells special one-day tram passes limited to home games.*⁵
- **Ridesharing recommendation:** For those who have circumstances that make using public transportation difficult, consider recommending carpooling.
 - **Montedio Yamagata** provides guidance to priority parking lots close to the stadium for visitors who come by carpooling with 4 or more people, promoting efficient use of private cars.*⁶ With limited parking lot capacity, this has also become an effective measure for allowing more fans and supporters to comfortably watch matches.



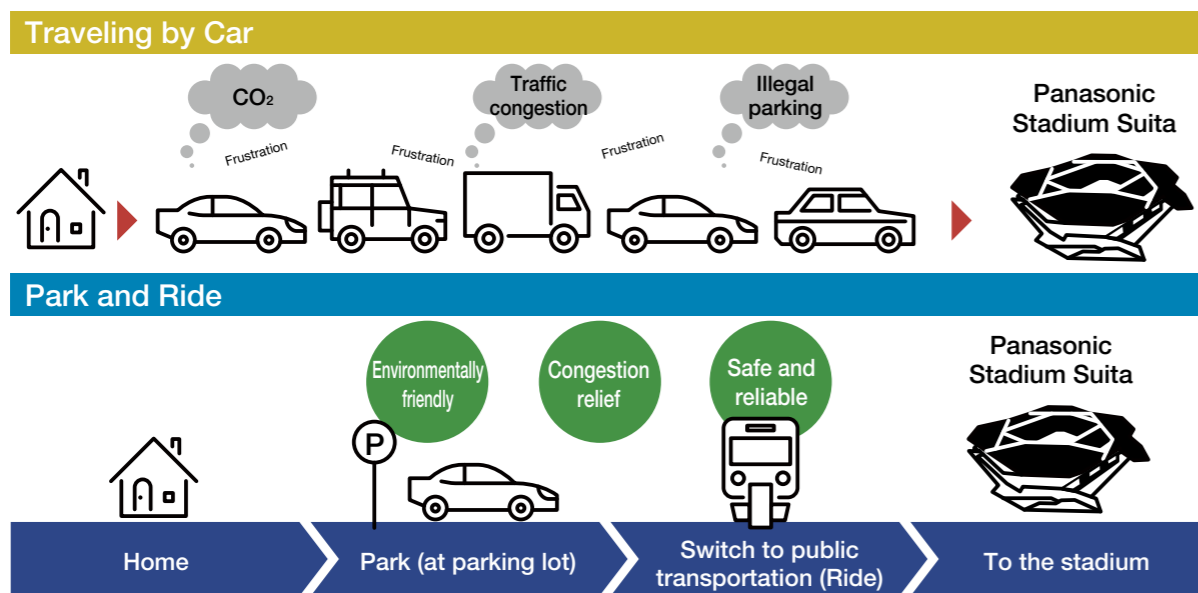
STEP 3 Building a Collaborative Framework with Stakeholders

To promote environmentally friendly transportation methods, collaboration with various stakeholders is essential. First, consider cooperation with public transportation providers such as railway and bus companies. Through improving access on match days and joint campaigns, it may be possible to create an environment where visitors can smoothly use public transportation.

Cooperation with local governments is also important. Since many local governments have issues related to public transportation and environmental problems, collaboration can lead to more effective initiatives tailored to the region. We recommend taking this opportunity to also consult about available subsidies.

STEP 4 Information Dissemination from the Club

To lead initiatives to success, information dissemination that reaches users is important. Clearly explain the details of various measures and access methods using public transportation on the club's website and social media. Share voices and impressions from people who have actually used these methods on social media to promote greater awareness of the initiatives.



(Source: Gamba Osaka website*7)
The site introduces park and ride along with stadium parking lot/bicycle parking lot guidance.

Collaboration and Subsidy Hints

Collaboration with Other Businesses for Shuttle Bus Operations

If collaboration with public transportation is difficult, try looking for businesses with shuttle bus operation expertise. There is a possibility of lowering the hurdles for introducing new shuttle buses to the stadium.

Collaboration with existing shuttle buses

FC Osaka, in collaboration with a nearby hot spring facility's existing shuttle bus, conducted a trial introduction of shuttle bus operation on a route via the stadium on home game days.*8

Restart of shuttle bus operation

Montedio Yamagata had an issue where about 70% of visitors used private cars, leading to parking lot congestion on match days and increased CO2 emissions. Therefore, they restarted shuttle bus operation between Yamagata Station and the stadium for the 2025 season.*9 Positive reactions welcoming the restart have been received, such as "By taking the bus, we can enjoy alcoholic beverages with stadium food" and "Since I have trouble walking, it's a big help that the shuttle bus runs from inside the premises."

Available Subsidy Programs

Clean Energy Vehicle Introduction Promotion Subsidy

This is a subsidy that can be used for EV conversion of club vehicles. There are also subsidies for introducing charging equipment, which can be used for providing EV charging services at stadiums.

Commercial Vehicle Electrification Promotion Project

This is a subsidy that can be used for introducing EV buses, etc. What fuel powers the shuttle buses to the stadium? By converting shuttle buses to the stadium to EVs and covering the electricity used with renewable energy, an environment is created where visitors can travel to the stadium without emitting CO2. This subsidy can also be used by local governments, so how about proposing EV bus introduction to local governments?

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ACTION 05

Single-Use Plastics Reduction/Removal

Drinks at the stadium, containers and cutlery for stadium gourmet. How much single-use plastic supports these activities? Japan is one of the world's top countries in per capita single-use plastic consumption. Reducing plastic leads to reducing CO₂ emissions from plastic production to disposal and mitigating negative impacts on marine life. Furthermore, plastic reduction is an area where many companies are focusing their efforts. It could create opportunities for new collaborations with existing partner companies and companies with relevant technologies.

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Why It's Important

Convenient single-use plastic has led to mass consumption worldwide. Japan's per capita consumption is particularly serious, ranking second in the world after the United States.*1

While this single-use plastic makes our lives convenient, it has the following four major problems shown on the next page.

By J.Clubs working on single-use plastic reduction, not only does it directly reduce

the club's environmental impact, but it may also raise environmental awareness among fans and supporters, leading to behavioural changes.

Problems with Single-Use Plastics

CO₂ is emitted during both production and disposal

Much plastic is manufactured from petroleum-based raw materials. Therefore, CO₂ is emitted at all stages: production, distribution, and disposal.

Most disposed of through landfill and dumping

Since 1950, 4.9 billion tons of plastic have been disposed of through landfill and dumping. This accounts for about 79% of discarded plastic.

Marine plastic problem that destroys ecosystems

Most plastics don't naturally decompose over time. Plastic waste flowing into the ocean causes the deaths of hundreds of thousands of marine creatures annually.

Limitations of recycling

While recycling has been expected to be the solution, only about 9% of plastic discarded worldwide has been recycled as material. Less than 1% of the total has been reused multiple times.

(Source: GREENPEACE*2)

Practical Ideas and Case Studies

Formulating a Single-Use Plastic Reduction Strategy

STEP 1

Current Status Assessment

Let's start with assessing the current situation. Record what kinds of single-use plastics are being used at each facility, including stadiums, offices, and dormitories. You might realise you're surrounded by more single-use plastics than expected.

STEP 2

Considering Reduction Methods

Think about how to reduce the single-use plastics identified in the current status assessment.

Prioritizing Reduction Strategies

- 1) Can we eliminate single-use altogether?
- 2) Can we change from plastic to materials with lower environmental impact?
- 3) Can we recycle the plastic?



STEP 3 Policy Formulation and Priority Setting

Set clear goals for how much single-use plastic you want to reduce and by when. Following those goals, establish priorities for where to start.

STEP 4 Pilot Testing

For high-priority items, start by conducting small-scale pilot tests by replacing single-use plastics with alternatives or changing systems. For example, it's effective to implement only in specific areas or try it at a one-time event.

STEP 5 Creating Systems

Based on the results of pilot tests, systems may need to change to establish the initiative as a sustainable effort. For example, to eliminate single-use plastic cutlery at stadium food vendors, it will be necessary to explain to the vendors and revise the vendor regulations.



How to Reduce Single-Use Plastics

Focusing on plastic bottled beverages and cutlery, which are closely related to J.Clubs and can greatly contribute to single-use plastic reduction, let's think about reduction strategies.

Plastic-Bottled Beverages

From single-use to reusable systems

● Introduction of water servers

What can easily be started is introducing water servers to offices and dormitories. This can significantly reduce daily plastic bottle usage. Furthermore, by installing water servers at key points in the stadium, the amount of plastic bottles generated at home games can also be reduced.

○ **B.LEAGUE's Fukushima Firebonds has installed water servers at home game venues from the 2024-25 season with the cooperation of an official partner.*3**

● Introduction of reusable cups and tumbler discounts

Even if water server installation is difficult, reusable cups or tumbler discounts might be feasible. Reusable cup introduction case studies: **>>> P90**

From plastic to alternative materials

Consider whether switching to alternative materials like paper packs is possible.

From plastic bottles to plastic bottles: Horizontal recycling

When changing plastic bottle usage is difficult, think about ways to use them as resources rather than waste. While Japan is said to have a high plastic bottle recycling rate, most are recycled into items other than plastic bottles, such as fibres and packaging films. In other words, once the reborn item's life ends, it ultimately becomes waste. What's attracting attention is horizontal recycling, which turns plastic bottles into raw materials to create new plastic bottles. More details in "Collaboration Hints": **>>> P85**

Cutlery

From single-use to reusable systems

- Urawa Reds implemented a project called “Take My Cutlery & Reusable Cup to Saitama Stadium!” In this initiative, when visitors say “I don’t need cutlery” when ordering food, they earn eco tokens, and after collecting 20, they can exchange them for Urawa Reds original eco goods. By using incentives in this way, it creates a system where visitors can participate in single-use plastic reduction while having fun.*4

From plastic to alternative materials

- Shonan Bellmare and Kashima Antlers have mandated, in their stadium food vendor regulations, the use of cutlery made from club-designated alternative materials. These alternative materials are manufactured by partner companies of each club, contributing to environmental impact reduction while leveraging partnerships.

Collaboration Hints

From the case study examples of each club, the possibilities for collaboration that leverage J.Club strengths have become clear. Particularly noteworthy strengths include the following three points:

- **Role as a bridge connecting companies and government by leveraging a neutral position:** J.Clubs, while rooted in the community, can connect diverse stakeholders from a position not bound by specific interests.
- **Providing stadiums as sites for practical implementation:** Stadiums where many people gather are excellent venues for demonstration experiments and awareness-raising for environmental measures, and actual effectiveness measurements are also possible.
- **Communication power to raise awareness of initiatives:** Through J.Clubs’ recognition and influence on fans and supporters, climate action can be made known to many people.

Such forms of collaboration seem applicable not only to single-use plastic reduction but also to solving various social issues.

Collaboration with Startup Companies

Shonan Bellmare, in collaboration with KAMAN, Inc., a startup company developing a reusable container sharing service, conducted a demonstration experiment to replace single-use containers with reusable containers and investigate return rates*5. Since KAMAN was still a startup company, a normal partnership contract was difficult, but the interests aligned between the club wanting to introduce reusable containers and KAMAN wanting to conduct demonstration experiments. With support from Kanagawa Prefecture’s open innovation support practice program “Business Accelerator Kanagawa (BAK),” it was realised. Comments were received from spectators saying “It’s easier to eat than single-use containers,” and it was also covered by media, creating valuable results for both parties. Rather than necessarily sticking to conventional partnerships, there may be possibilities to build new cooperative relationships that benefit both the club and startup companies.

Building a Horizontal Recycling System for Plastic Bottles

Kashima Antlers, in cooperation with Kashima City (one of the hometowns) and three partner companies, established a horizontal recycling system for plastic bottles*6. Through the introduction of horizontal recycling, initiatives with partner companies that had been individually connected became organically linked, leading to the realisation of more effective climate action.

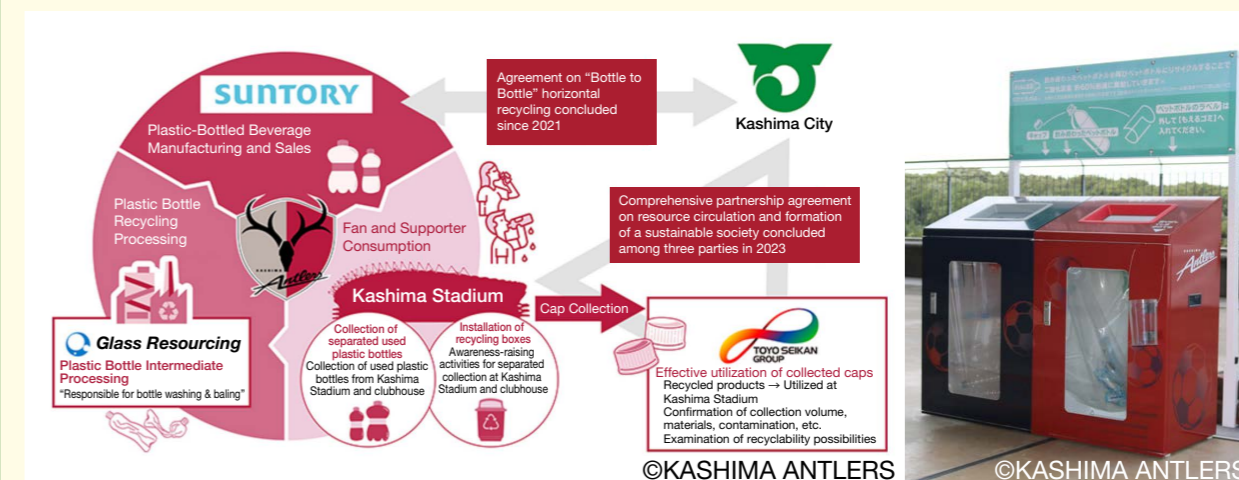


Diagram of partnership among Kashima Antlers, Kashima City, and partner companies for plastic bottle horizontal recycling system
*At Kashima Prefectural Soccer Stadium (currently Mercari Stadium)



Recycling bins installed at the stadium

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ACTION 06

Waste Reduction/Management

Food and beverage containers piled up after matches, tickets discarded after one use, food waste from the players' dormitory—inevitably, a lot of waste is generated. While there are unavoidable aspects in club operations, as you may have already noticed, many greenhouse gases are also emitted during the waste disposal process, affecting climate change. Meanwhile, new technologies and services have recently emerged, such as reusable cups and electronic tickets, expanding the possibilities for waste reduction at stadiums. And by J.Clubs, which have influence on players, staff, fans and supporters, and local residents, working on waste reduction, that learning can spread to everyone's daily lives, potentially leading to waste reduction across society as a whole.

Why It's Important

What "Discarded" Waste Leaves Behind

When you hear "where waste goes," what do you imagine? When waste is burned, CO₂ goes into the atmosphere with the smoke; when buried, methane gas with 25 times the greenhouse effect of CO₂ is generated from the soil. Actually, about 3% of Japan's greenhouse gas emissions come from this supposedly discarded waste.*¹ Furthermore,

disposal sites, which are the final destination for our waste, are in distress. At the current pace, disposal sites across Japan are expected to be full in just 23 years.*² The act of "discarding" that we usually do is actually continuing to leave a large footprint on the global environment.

Possibilities That Waste Reduction Brings to Clubs

For J.Clubs, waste reduction can be expected to bring benefits beyond environmental contribution. Reviewing unnecessary items can also lead to cost reduction and improved operational efficiency. Additionally, upcycling

using materials like uniform scraps could lead to collaboration with environmentally conscious partner companies or relationship-building with fans and supporters interested in sustainability.

Practical Ideas and Case Studies

Formulating Waste Reduction/Management Strategies

STEP 1 Determining Waste Quantity and Types by Facility and Activity

Survey waste generation status for each facility, such as stadiums and training grounds. By also recording variations depending on activity content, such as match days, event days, and other days, it will lead to more effective reduction measure planning. Let's also consider methods for incorporating this measurement and recording into daily operations, and who to request cooperation from.

STEP 3 Setting Quantitative Targets

Once priority issues are determined, let's set quantitative goals. By setting specific numerical targets, it can facilitate communication both internally and externally and lead to objective evaluation of progress.

Goal-Setting Examples

Liverpool FC (England) pledged to reduce waste by 10% compared to the previous year, and Manchester City (England) set a goal in 2025 to become a zero-waste organization by 2026.

STEP 2 Reviewing Feasible Measures and Identifying Priority Issues

Based on survey results, identify waste types that are large in quantity or have significant environmental impact. From among these, considering feasibility in terms of cost and operations, organize waste reduction measures along short-term, medium-term, and long-term timeframes, and decide on priority issues to address. Let's steadily implement what can be done.

STEP 4 Systematization

By revising procurement policies or changing stadium vendor regulations, systems can be introduced that encourage waste reduction in other departments and external stakeholders. Also, by holding regular briefings about the significance of waste reduction and management methods and supporting on-site implementation, systems can be introduced more smoothly.

Methods for Waste Reduction

You may have heard of the 3Rs (Reduce, Reuse, Recycle). Here, we'll introduce six Rs, a more detailed classification for waste reduction and management. Methods that can reduce environmental impact the most are listed from left to right. First, consider Reduce, and for items that inevitably become waste, think of Recycle as a last resort.

Reduce

The foundation of all initiatives is the concept of “reducing the amount produced and used.” There are many aspects that can be considered in daily operations, such as not purchasing more than necessary and avoiding single-use items as much as possible.

- Urawa Reds has significantly reduced paper usage through IC card-based season tickets and QR ticket introduction.*3
- Brentford FC (England) announced in 2021 that they would update home kits on a 2-year cycle. This initiative, cost-effective for fans/supporters and environmentally friendly, has been well-received by fans and supporters.*4

Reuse

Using items repeatedly in their current state without making repairs. This also includes systems for passing on or sharing items that can still be used.

- Hokkaido Consadole Sapporo, in collaboration with BOOKOFF CORPORATION LIMITED, has installed dedicated used book collection boxes at the stadium. The purchase amount of collected used books is utilized for club activities.*5

Repair

Repairing broken items and continuing to use them for a long time. Repair also contributes to fostering an organizational culture of valuing items. Additionally, repair can be an opportunity to develop even more attachment to the item.

Repurpose

Transforming items with materials as-is, with a little modification, into different products. Also called remake or upcycling. Unlike recycling, the process of returning to raw materials is unnecessary, and new value can be created through work like disassembly and assembly.


- Cerezo Osaka has transformed banners used at the stadium into tote bags and pants worn by players in matches into sacoché bags, holding upcycle auctions. They also hold upcycle workshops for fans and supporters at home games to make coin cases using banners.*6

Rot (Composting)

Returning naturally-derived materials to the soil. Also called composting, there are various methods from large-scale industrial facilities to systems that can be started on a small scale.

- Shonan Bellmare composted food residue (such as vegetable scraps and fruit peels) discharged from the cafeteria to create organic soil. They shared that organic soil with the community to grow cherry tomatoes. This has also contributed to connections with the community through environmental activities.*7

Recycling

Collecting and separating used products and reusing them as raw materials. However, since recycling requires significant energy and effort, it's recommended to prioritize the other five Rs and consider this as an option when those are difficult. More details on horizontal recycling: 



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–What is the operational structure and cost situation like?

Operationally, we, Ventforet, receive reusable cups from the NPO, provide cups to vendors, set up Eco Stations and conduct collection. After matches, we return cups to the NPO. Regarding payments to the NPO and costs such as Eco Station setup, vendors bear costs equivalent to single-use cups, and the club bears costs exceeding that. As a source for this, we utilize support from social co-creation partner companies. Currently, we are supported by more than 10 partner companies.

The collection rate maintains a high level of usually about 95%. When the deposit system was temporarily suspended in 2022, the loss rate increased, so the system was restored for the 2023 season.

–In your involvement with this activity, when do you feel rewarded?

Seeing reusable cups piling up at the Eco Station, being able to feel contribution to the waste problem is the most rewarding thing. When there are many visitors at matches, we sometimes get pressed with collection work, but we also positively view that as a tangible sense of contributing to environmental conservation.

In a recent survey of fans, we received many comments saying that using reusable cups has led to increased environmental awareness, and that they want to be more involved in the club's environmental activities. We feel that, starting with reusable cups, environmental awareness is steadily taking root among fans.

Interview

Reusable Cups Started the Trust Between Ventforet Kofu and the Community

In 2000, Ventforet Kofu overcame a management crisis, and attendance increased. However, alongside this welcome situation, a new issue emerged. Trash bins installed in the park where the stadium is located were overflowing.

In response to this waste problem, with the cooperation of local companies and an NPO, a reusable cup was introduced in 2004.

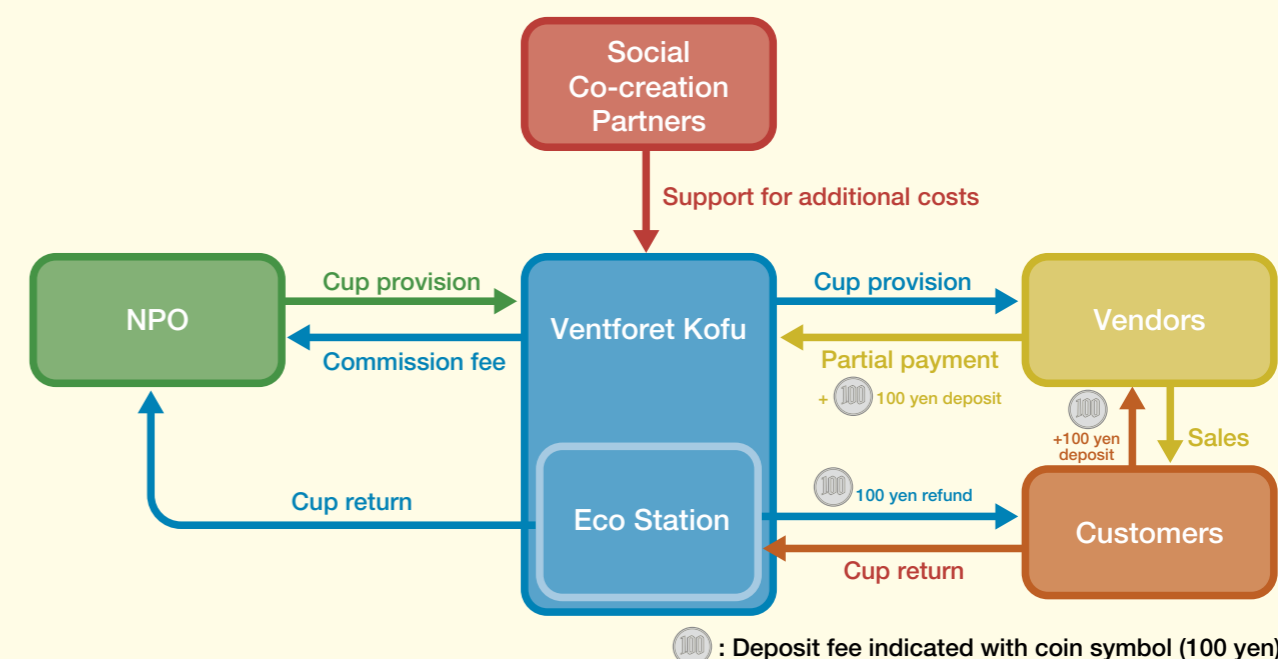
We heard about the background of its introduction, operation methods, and future prospects.

–What kind of reactions did you receive from people around you when introducing reusable cups initially?

Voices of confusion arose from vendors. Despite the actual system providing refunds, there were misunderstandings that prices were increasing due to the deposit. In an atmosphere where people felt “this will be difficult,” we gained understanding by persistently explaining the significance.

Currently, collection is carried out at “Eco Stations” installed at four locations within the stadium. Customers can receive back the 100 yen they deposited by returning cups they’ve finished drinking from. Because the use of reusable cups is specified in the written agreement with vendors, 100% of beverages are provided in reusable cups.

Ventforet Kofu Reusable Cup Operation Flow



—Have there been any changes in relationships with partner companies through reusable cups?

By continuing the use of reusable cups for 20 years, we've been able to receive trust regarding environmental activities. We now receive requests from companies saying, "We want to do environmental activities together with Ventforet."

One example is recycling boxes installed in collaboration with a waste disposal company. At more than ten locations within the prefecture, we've been allowed to install recycling boxes utilizing Ventforet's mascot and emblem. Through this, people in the city who don't come to the stadium can also learn about Ventforet, and valuables like cardboard collected are also utilized as the club's reinforcement funds.

—It's a win-win-win initiative that contributes to Reducing waste in society while also increasing revenues for both the club and its partner company. Finally, please tell us about your future prospects.

We aim to switch all tableware used at the stadium to reusable tableware. While there are practical issues such as dealing with lidded containers and the relationship with leftover food, we continue working toward achieving 100% reusable tableware. At the same time, we are also focusing on creating more detailed separation systems, not just waste reduction.

Because supporters who come to the stadium are also customers cheering for the club, we also feel the difficulty of balancing the pursuit of environmental ideals with commercial reality. However, I personally believe that using reusable containers and separating waste is cool and allows true enjoyment of football. I want to share this way of thinking with more people.



Recycling bins installed around the city



Reusable cups piled up at an Eco Station



Collection and refund of reusable cups at an Eco Station

Keita WATANABE

Club Manager

Ventforet Yamanashi Sports Club Inc.

After working in a public institution, he moved to the club. The fact that he was originally a passionate supporter pushed him to make that decision. He currently handles regional cooperation in the General Incorporated Association Division, leveraging his experience in administration.

In his private life, he enjoys outdoor activities in nature, such as SUP, and to protect that field, he participates in trash collection around Mt. Fuji and beach cleanups at the ocean, as well as hosting lake cleanups and river cleanups as part of environmental activities. His deep interest in environmental protection also gives him great satisfaction in the club's environmental activities.





ACTION 07

Water Efficiency

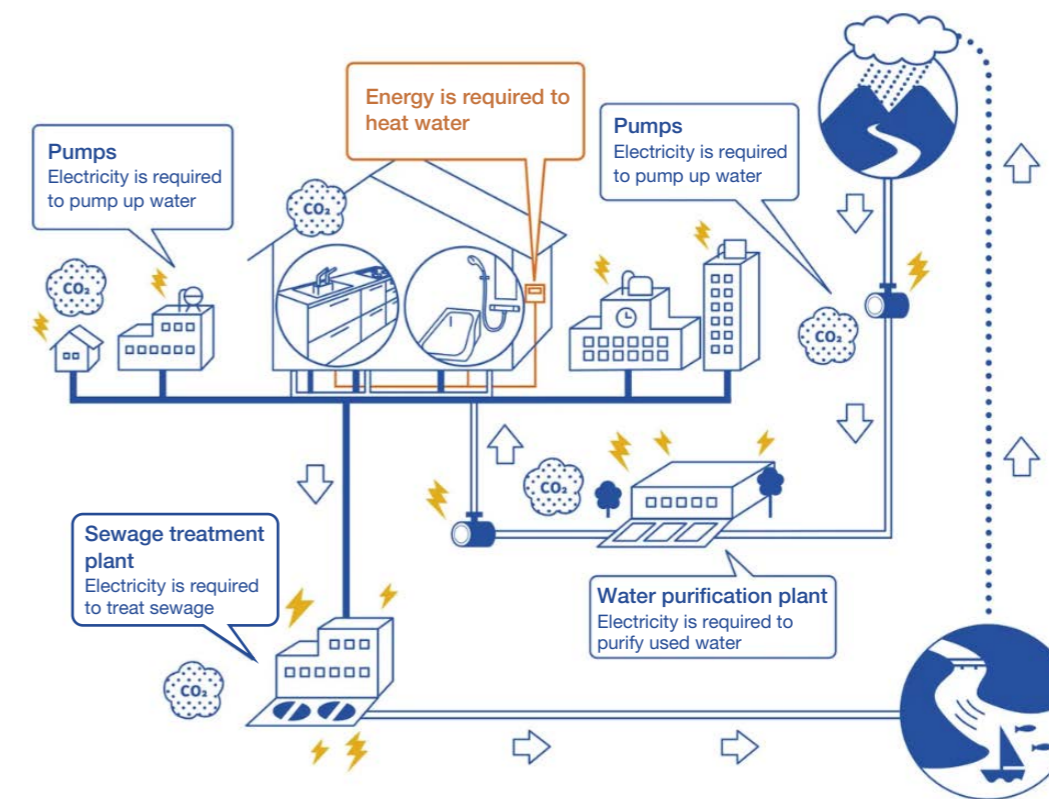
The water we use every day as a matter of course—for natural turf management at stadiums and for toilets and showers—how much water are we using in the daily activities of players and staff? As the environment surrounding water resources becomes increasingly strained due to climate change impacts, efficient water use is becoming more important both environmentally and economically. By taking the lead in practicing more environmentally responsible water use, including introducing water-saving equipment, clubs can communicate this and potentially inspire action involving fans, supporters, and local residents.

Why It's Important

The Relationship Between Climate Change and Water Resources

The environment surrounding Japan's water resources is becoming increasingly strained due to climate change impacts. In the future, increases in days without precipitation and decreases in snowfall are predicted, and there are concerns about more frequent and prolonged droughts.*1 For football clubs that need water for natural turf management and facility maintenance, consideration of water resources will become even more important in the future.

Furthermore, water use itself leads to energy consumption and CO₂ emissions, which cannot be overlooked. Electricity is used in all water supply and treatment processes—water purification plants that clean water, pumps that deliver it to homes, and sewage treatment plants that purify dirty water—CO₂ is emitted accordingly.



(Source: TOTO*2)

Water-Saving Measures Also Benefit Management

While water resources themselves are relatively stable in Japan, due to factors like population decline, costs for maintaining water infrastructure are increasing, and water rates are trending upward nationwide. For clubs operating large-scale facilities like stadiums and clubhouses, initiatives to reduce water waste are effective means of stabilizing operating costs.



Role as a Disaster Prevention Base

Stadiums and clubhouses also serve as regional disaster prevention bases, and there's a possibility of accepting evacuees during disasters. If there are alternative water sources like rainwater utilization systems and practicing efficient water use on a daily basis, these will become strengths in emergencies.

Untapped Potential in Japan's Water Usage

Japan is one of the world's major water consumers, with per capita domestic water consumption ranking second in the world.*3 It can be said that as a country, there's still much room for growth in efficient daily water use. Let's communicate about efficient water use from J.Clubs and expand that circle of action to fans and supporters.



Practical Ideas and Case Studies

Strategy Formulation for Water Reduction/Management

STEP
1

Determining Water Usage by Facility and Activity

Let's start by assessing the facility's energy usage status. Begin recording regular usage amounts for each facility, such as stadium toilets, concession vendors, shower rooms, training ground pitch watering equipment, and clubhouses. By analysing the obtained data, cost-effective water-saving measures can be prioritized for implementation.

STEP
2

Introduction of Water-Saving Equipment

By considering the introduction of water-saving equipment that can reduce water usage compared to conventional facilities, usage can be reduced while maintaining comfort. Examples include water-saving toilets, water-saving shower heads, and water-saving washing machines. Furthermore, by introducing flow control devices to adjust water volume from faucets, wasteful water use can be prevented.

Waterless Urinals That Can Maintain a Hygienic Environment

- **Tottenham Hotspur FC (England) has introduced waterless urinals.*4** Waterless urinals are urinals that, unlike conventional water-flush types, can maintain a hygienic environment without using any water. They are equipped with special systems, and with proper maintenance, odour generation can also be prevented.

The waterless urinals introduced at Tottenham achieve water savings of up to 100,000 litres per unit annually. Through significant water savings, they contribute to reducing water costs. Furthermore, because the energy required for water supply and treatment can also be reduced, it leads to CO₂ emission reductions as well. Additionally, because they don't use water, there is less pipe clogging, and cleaning is simpler and quicker than conventional types, providing benefits in terms of maintenance management as well.

With the development of new technologies, there may be even more ways to simultaneously achieve environmental impact reduction and running cost savings.

Introduction of Rainwater Utilization Systems

Rainwater utilization that takes advantage of the stadium's large roof area not only greatly contributes to effective use of water resources but also serves as a disaster prevention measure. Rainwater utilization facilities have also been introduced at Tokyo Dome and the Japan National Stadium, where rainwater is used for toilet flushing water and turf watering.*5

While introducing rainwater utilization facilities at stadiums requires large-scale construction, for smaller facilities such as clubhouses and offices, there are also systems that can be installed at reasonable prices and in short timeframes.



Optimizing Turf Management

By watering turf at appropriate times, water usage can be reduced. Also, by watering at night, water loss due to evaporation can be reduced.

- **Accurately monitoring turf condition**

Liverpool FC (England), in addition to the above, uses IoT sensors to continuously measure soil moisture content and links it with weather data to accurately monitor turf condition. Through an automatic watering system based on this data, they water only necessary amounts in necessary places, reducing water usage.*6 With this new pitch, moisture levels are constantly controlled, so turf drying can be prevented. As a result, the speed of matches has also increased, contributing to Liverpool's victories at their home stadium.*7

Subsidy Hints

Many local governments have subsidy systems related to rainwater utilization. Try searching for "rainwater utilization subsidy."

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ACTION 08

Plant-Based/Low-Carbon Food

On match days, food and beverages served at the stadium (“stadium gourmet”). Meals consumed daily by players and staff. What relationship does food have with football clubs? As climate change becomes increasingly severe, the way we approach food is also reaching a major turning point. Industries related to food, such as agriculture and livestock, have become one of the world’s major sources of greenhouse gas emissions. By reviewing meals for players and staff as well as stadium food offerings, and providing choices that are good for both health and the environment, we may be able to create a sustainable future through food. This chapter presents specific ideas for initiatives, from cultivation methods for agricultural products to the introduction of plant-based foods.

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Why It’s Important

The Deep Connection Between Food and Climate Change

Approximately one-third of the world’s greenhouse gases are emitted from food-related systems.*1 This includes emissions from growing crops and raising livestock, deforestation for agricultural land development, and emissions from food transportation and disposal. However, in Japan, these facts are still not widely known, and sustainable agriculture and dietary options are not yet widespread.

New Opportunities for the Club Created by Rethinking Food

Stadium gourmet is one of the ways clubs engage with fans and supporters, and many people come to the stadium looking forward to it. Additionally, many clubs provide meals to players and staff. That’s why reviewing food at J.Clubs can have a significant impact on customers, players, and staff. If clubs can present environmentally conscious new options to many people, it may expand the possibilities for responding to diverse

food preferences among fans, supporters, players, and staff. Furthermore, by creating demand for organic agriculture and plant-

based foods with lower greenhouse gas emissions, this can support those who produce such sustainable ingredients.

Practical Ideas and Case Studies

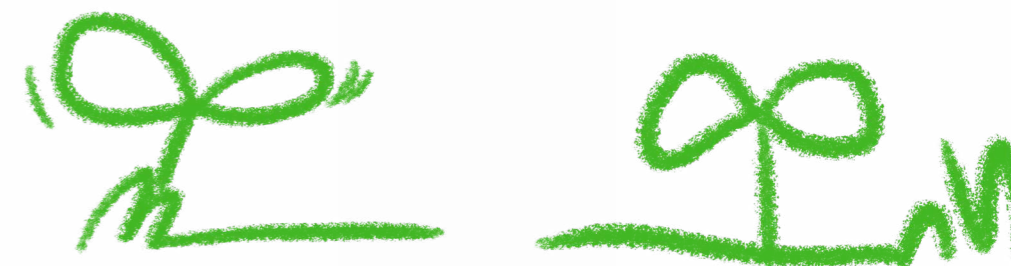
When reviewing food, let’s focus on what farming methods were used, what it’s made from, and where it was produced.

Choosing Sustainable Farming Methods

Reducing the use of chemical pesticides and chemical fertilizers leads to suppression of greenhouse gas emissions generated during their production process. Also, recently gaining global attention is no-till farming (a method that avoids disturbing the soil). Soil can store large amounts of carbon, but tilling releases the carbon in the soil into the atmosphere,*2 which is why no-till farming is also called carbon farming. By adopting sustainable farming methods, clubs can contribute to reducing environmental impact and maintaining healthy soil.

Establishing an Independent Agricultural Brand

Tottenham Hotspur FC (England) owns its own farm and provides fresh organic vegetables and fruits to the top team and academy players. Advanced initiatives are also beginning in Japan. Mito HollyHock, focusing on agriculture as one of the region’s challenges, established its own agricultural brand in 2021. They are working to cultivate crops using farming methods that do not use chemical fertilizers. There was a period of trial and error with cultivation methods different from conventional farming, but currently regional understanding has deepened, and it is becoming a new model case for sustainable agriculture.



Introducing Plant-Based Foods

Plant-based foods use ingredients derived from plants. Since approximately 30% of greenhouse gas emissions from Japan's agriculture, forestry, and fisheries sectors come from livestock farming, adding plant-based meals as an alternative to meat consumption can be expected to reduce greenhouse gases. Additionally, this can provide meal options for those with dietary restrictions due to religion or beliefs. When introducing such foods, clearly indicating which menu items are plant-based makes the options easier to understand.

In fact, Japanese food culture already includes many plant-based dishes, such as shojin ryori (Buddhist vegetarian cuisine) and dishes using tofu. With ingenuity and a change in perspective, there's potential to identify plant-based options within current menus or even develop new ones with minor adjustments.

Providing Plant-Based Meals

In England's Premier League, all club stadiums provide plant-based meals. This reflects not only environmental consideration but also a commitment to providing inclusive services to fans and supporters with diverse values. At Tottenham Hotspur Stadium, tofu katsu curry is offered as a plant-based food,^{*3} demonstrating that Japanese ingredients and cooking methods are compatible with plant-based options. Furthermore, the club communicates about plant-based menus provided on match days through its official app and email.

Local Production for Local Consumption

Promoting local production for local consumption is an important initiative that deepens relationships with local farmers and revitalizes the local economy. Since the transportation distance for ingredients is shorter, greenhouse gas emissions can also be reduced, making it an environmentally friendly choice.

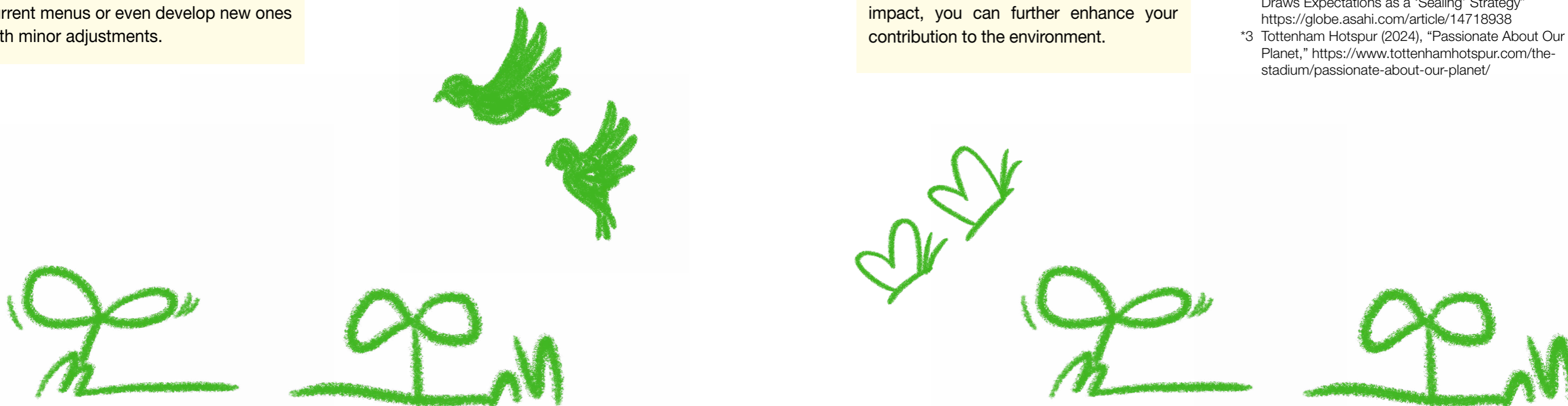
Using local ingredients also provides an opportunity to convey the region's appeal. By incorporating these into player and staff dining facilities, the connection between the team and the local community naturally strengthens. When choosing ingredients, also pay attention to farming methods, and by preferentially selecting locally produced ingredients grown using sustainable cultivation methods with low environmental impact, you can further enhance your contribution to the environment.

Using Ingredients Produced in Kagoshima Prefecture

For stadium food vendors, Kagoshima United FC has established a condition that they use ingredients produced in Kagoshima Prefecture whenever possible. Additionally, they indicate in menus that ingredients are from the prefecture, working to raise awareness of local ingredients.

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Interview

Climate Action Just by Eating Toward an Era When “Delicious” Becomes a Choice That Protects the Climate

Initiatives toward sustainable food are beginning to spread across Japan. Yu and Akira KINUGAWA, who run a business based in Chigasaki, practice no-till farming, a farming method that helps mitigate climate change, growing soybeans at Hachiichi Farm, and manufacture and sell SOYSCREAM!!!, a plant-based ice cream made from those soybeans. We spoke with them about their initiatives and climate action through food.

—At Hachiichi Farm, you’re incorporating no-till farming, a method that doesn’t till the soil. Please tell us about what inspired you to begin no-till farming and the thoughts behind it.

Initially, I started no-till farming for simple, intuitive reasons—it seemed fun and could be done by hand. Through that process, I learned that no-till farming is effective for soil regeneration and climate action, and I came to want to spread this farming method more widely.

So I came up with “SOYSCREAM!!!”, ice cream made from no-till farmed soybeans. The more you eat, the healthier the soil becomes, and it also helps with climate action—even people who don’t know the terms “plant-based” or “no-till farming” can naturally contribute to environmental protection just by eating “SOYSCREAM!!!” That’s how the system works.

Currently, we make “SOYSCREAM!!!” not only using soybeans from Hachiichi Farm but also from other farms that share our philosophy and grow soybeans using no-till farming.

—We hear you also have a system for returning profits from “SOYSCREAM!!!” to partner farmers. While continuing socially and environmentally beneficial initiatives, you also make the business work—there must be various ideas and considerations involved. What do you value most?

Short-term profits are certainly important too. But I feel that our society today is far too focused on just that.

We think it’s worth temporarily reducing our own profits to achieve better distribution. When our partner farmers’ profits increase, that eventually circles back to benefit us as well.

Short-term profits may temporarily decrease. However, by accumulating social impact and trust, economic value ultimately follows as a result.

—That’s a perspective that aligns with J.Clubs’ philosophy of aiming for growth through regional contribution. Do you have any advice for clubs considering entering agriculture or practicing no-till farming?

With no-till farming, it can sometimes be difficult to gain understanding from surrounding farmers. However, we don’t think no-till farming is the only way and that no-till farming should be practiced on all farmlands. If that happened, there could be vegetable shortages or price increases.

Rather, we want to present the idea that no-till farming is also an option. The important thing is to show respect for all farmers, even if their farming methods or ideas differ, and to communicate properly by actively greeting them and building trusting relationships. If we cause trouble with surrounding farmers, it will make things difficult for those who follow.

—Finally, please share your expectations for J.LEAGUE.

There’s a challenge where even when practicing organic farming or no-till farming, there are no sales channels, so how to involve consumers becomes crucial. We’d appreciate it if J.Clubs, which connect with fans, supporters, and many people in the region, would take the lead and increase food choices through stadium gourmet, for example. For farmers, this creates a reason to practice those farming methods, and for consumers, it expands food choices and makes climate action through food more accessible.

Also, since J.Clubs exist throughout Japan, I think they can leverage that strength. For example, they could use soybeans from no-till farmers scattered across the country, or collaborate with local specialty products to make ice cream. If such collaborations were possible, it would be interesting.

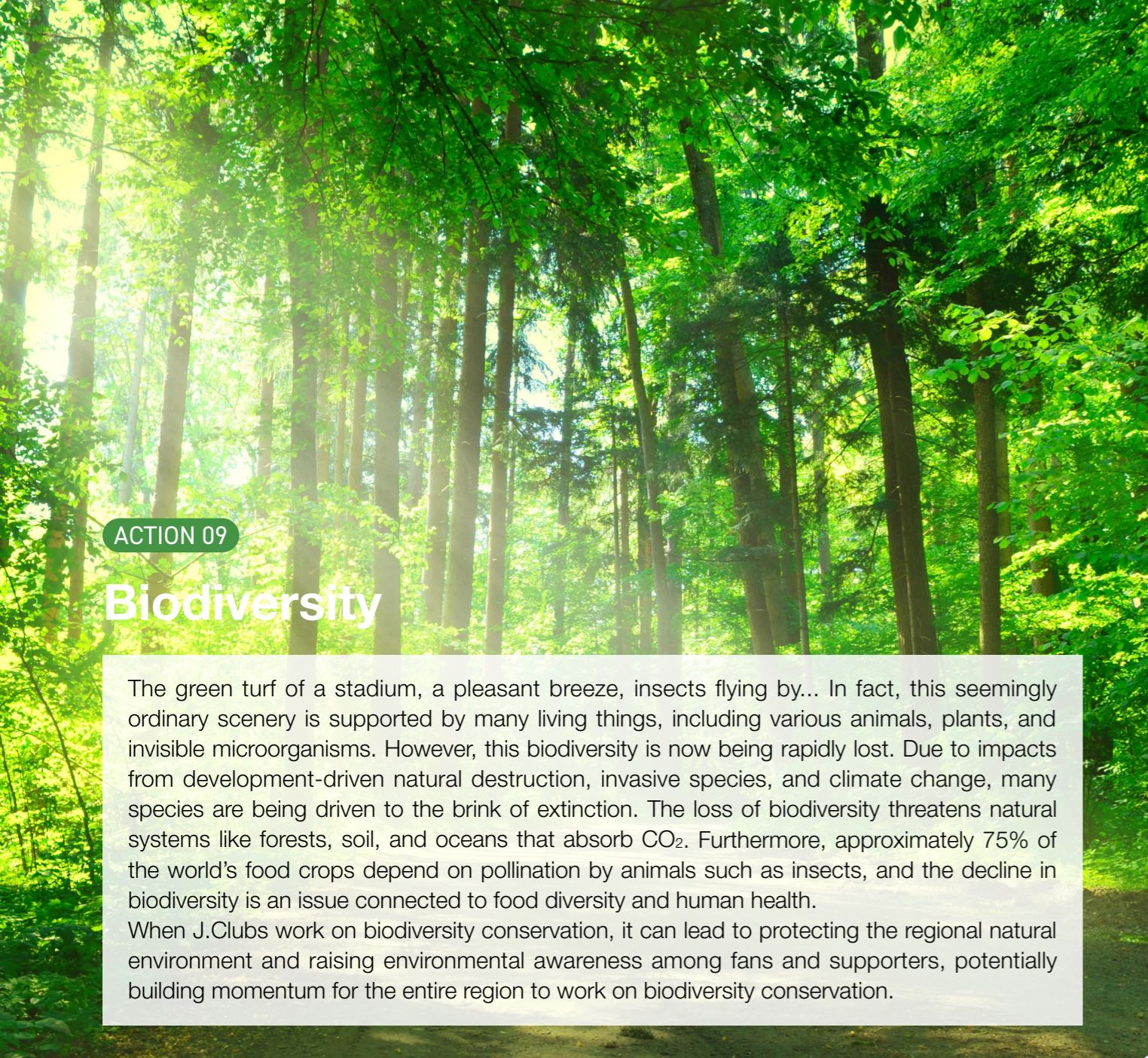
SOYSCREAM!!!

Ms. Yu KINUGAWA and Mr. Akira KINUGAWA

With the motto “Regenerate as much soil as possible, even if just one tan (≈0.1 hectare), and pass it on to the next generation,” they practice no-till farming and developed the ice cream “SOYSCREAM!!!” that enables anyone to approach environmental activities simply by eating. Based in Chigasaki, they continue their work to create a better future through deliciousness and fun.



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ACTION 09

Biodiversity

The green turf of a stadium, a pleasant breeze, insects flying by... In fact, this seemingly ordinary scenery is supported by many living things, including various animals, plants, and invisible microorganisms. However, this biodiversity is now being rapidly lost. Due to impacts from development-driven natural destruction, invasive species, and climate change, many species are being driven to the brink of extinction. The loss of biodiversity threatens natural systems like forests, soil, and oceans that absorb CO₂. Furthermore, approximately 75% of the world's food crops depend on pollination by animals such as insects, and the decline in biodiversity is an issue connected to food diversity and human health.

When J.Clubs work on biodiversity conservation, it can lead to protecting the regional natural environment and raising environmental awareness among fans and supporters, potentially building momentum for the entire region to work on biodiversity conservation.

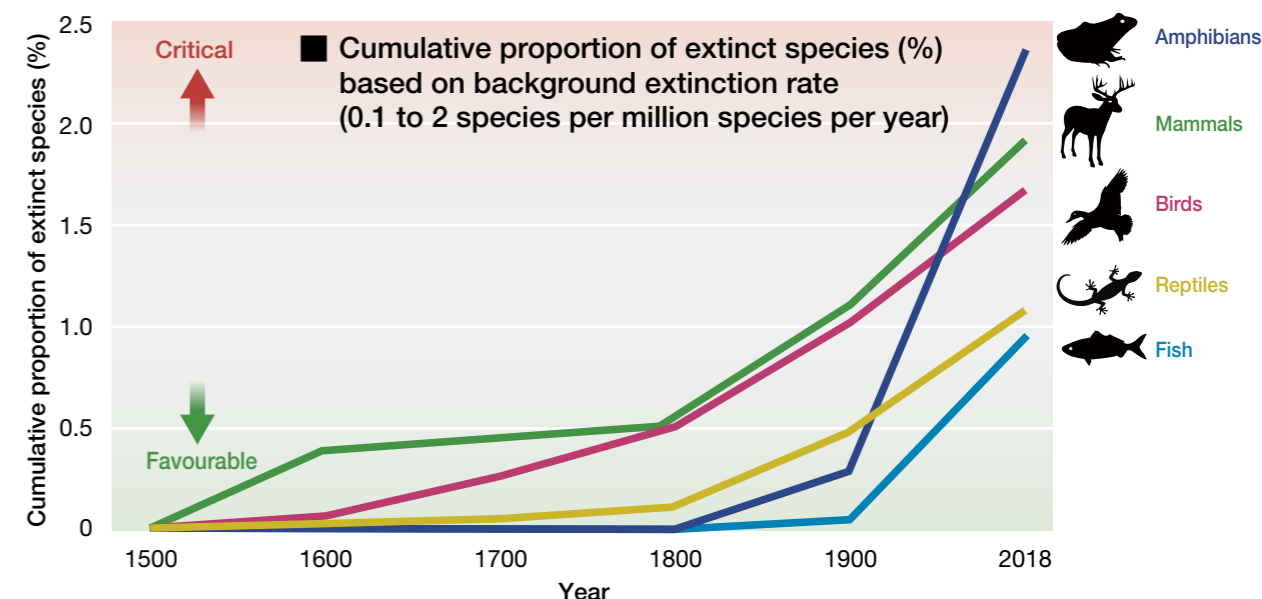
Why It's Important

Biodiversity Is Now Facing an Unprecedented Crisis

Biodiversity on Earth is in a critical state. The current rate of species extinction is said to be tens to hundreds of times faster than the average over the past 10 million years. If no action is taken, an estimated one million species may disappear in the coming decades. Of particular concern is the impact on food. Approximately 75% of the world's

crops depend on pollination by animals, and the decline in pollinators is expected to reduce the harvest of nutrient-rich crops like fruits and vegetables, affecting price and supply stability.*1

Proportion of Extinct Vertebrate Species Since 1500



(Source: IPBES*2)
Extinctions are accelerating in mammals, amphibians, and other groups. Species are being lost at a pace far exceeding the natural rate.

Football Is Also Supported by Living Things

Football and biodiversity. Though they may seem distant, their relationship is deeper than we think. For example, organisms in the soil that create healthy soil are indispensable for growing natural turf. Also, insects that carry pollen help plants grow around the grounds, which may contribute to creating a comfortable environment. In other words, the loss of biodiversity could potentially have a significant impact on the quality of grounds we take for granted and the maintenance of the football environment.

An Opportunity to Connect with Nature and Deepen Bonds with Clubs

Biodiversity conservation activities can also provide opportunities for J.Clubs to deepen relationships with fans and supporters. By holding events related to biodiversity

conservation, visitors can nurture their relationship with clubs while experiencing nature. Experiences in natural environments can become enjoyable and meaningful times that foster unity among fans and supporters and with clubs.

Both Biodiversity and Climate Action

Rapid environmental changes due to climate change threaten ecosystems everywhere on Earth, causing biodiversity degradation. For example, even with a temperature rise of 1.5°C to 2°C compared to pre-industrial levels, the distribution of terrestrial organisms is expected to shrink significantly. That's why it's important to promote both biodiversity conservation and climate action.

Practical Ideas and Case Studies

There are many practical ideas for biodiversity, but let's start with those that have low implementation barriers or offer significant benefits to clubs. It's also important to regularly share activity details and systematic biodiversity conservation strategies with fans, supporters, and partner companies.

Initiatives Integrated with Climate Action

Since climate change and biodiversity loss are closely related, first consider measures effective for both. An article posted by the International Federation of Association Football (FIFA) in 2023 listed the following initiatives.*³ You'll notice that most items relate to other sections of this handbook.

Initiative List:

- Installing water stations and encouraging people to bring their own bottles >>> **P83**
- Reducing single-use plastics >>> **P80**
- Choosing plant-based foods and other options that reduce environmental impact >>> **P98**
- Community park and beach cleanup events
- Tree planting and nature restoration programs
- Promoting walking, cycling, and public transportation to maintain clean air >>> **P74**

Environmentally Conscious Turf Management

Let's also consider turf management, which is essential for football fields, from a biodiversity perspective.

Reviewing Pesticide Use

Excessive pesticide use has serious impacts not only on target pests but also on a wide range of species including soil microorganisms, beneficial insects, and birds. By minimizing pesticide use or switching to pesticides with less impact on ecosystems, you can reduce impacts on biodiversity.

Effective Water Resource Use

Turf management and water resources



Activities Involving the Community, Fans, and Supporters

By conducting biodiversity conservation activities while involving local communities and fans and supporters, you can deepen understanding of biodiversity together while strengthening relationships with those who support you.

Creating Green Spaces

By utilizing vacant spaces around stadiums and training grounds to plant native species specific to that land, you can contribute to maintaining and restoring the regional ecosystem. Especially in urban areas, such spaces have the potential to become places of relaxation for local residents and visitors, and touchpoints with clubs.

FC Imabari's Asics Satoyama Stadium was built with the desire to "create a place where people can rediscover the appeal of Imabari while coexisting with Imabari City's nature and landscape, and where people can interact." The stadium has gardens with native species and spaces where seasonal flowers can be enjoyed, making it an environmentally conscious space for biodiversity.



Planting native species around Asics Satoyama Stadium

Implementing Cleanup Activities

Through regular cleanup activities, contribute to preserving the regional natural environment. Particularly, once plastic waste flows into the ocean, it's known to have major impacts on marine life. Also, by conducting cleanup activities together with fans, supporters, and local residents, making the town clean can strengthen bonds between clubs and the community while providing an opportunity to raise environmental awareness. As environmental awareness increases, people may become interested in other climate actions by clubs.

Holding Nature Observation Sessions and Study Workshops

These provide opportunities to understand regional biodiversity. By surveying and learning together with fans, supporters, and local residents about what living things exist and how their numbers and types are changing due to environmental changes, it may help people see biodiversity issues as something that matter to them personally.



Collaboration and Subsidy Hints

Collaboration Hints

Cooperation with NPOs such as Nature Conservation Organizations

Lead to the Ocean (LTO),*4 an ocean environmental conservation project launched in 2015 by The Nippon Foundation and NPO Umisakura. Although the activities began with Shonan Bellmare, many J.Clubs and clubs outside J.LEAGUE now participate. J.Club staff and players involve fans and supporters in regularly conducting cleanups around home stadiums and at regional beaches.

- FC Ryukyu collaborated with the Okinawa Churashima Foundation to implement study workshops on biodiversity. FC Ryukyu's mascot "JINBE-NHO" is based on the whale shark, an endangered species. Through lectures from experts on whale sharks, they provided an opportunity to learn about whale shark conservation activities and reconsider environmental issues.*5



Study workshop held in March 2023

Collaboration with Companies

KANEKA CORPORATION*6 is aware of ocean microplastic issues and promotes the spread of "KANEKA Biodegradable Polymer Green Planet™," a new material that biodegrades even in seawater. They signed an official partnership agreement with Kashima Antlers, and currently Green Planet™ shopping bags and cutlery are being used at merchandise and food vendors at the Prefectural Kashima Soccer Stadium (now Mercari Stadium). They also plan beach cleanup activities with KANEKA CORPORATION in which fans and supporters can participate. These cleanup activities not only help keep local beaches clean but also serve as an opportunity to raise awareness of the company as one that aims to address ocean microplastic issues.



Kashima Antlers and KANEKA CORPORATION participating in "Kamisu City 2022 Beach Cleanup" (organized by: Kamisu City Beach Cleanup Executive Committee) in June 2022

Subsidy Hints

By utilizing the Ministry of the Environment's "Subsidy for Biodiversity Conservation Promotion,"*7 clubs can receive support for up to 1.5 million yen toward necessary expenses for initiatives such as improving habitats for rare wild animals and plants in Japan. Additionally, private organizations such as the Keidanren Nature Conservation Fund also provide subsidies related to biodiversity conservation.



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Education

To confront the major theme of climate change, what we need is to change awareness, change behaviour, and change systems. Education is undoubtedly one of the major catalysts for changing people's awareness. J.Clubs have the potential to create and expand these learning opportunities.

Environmental education within clubs helps staff deepen their understanding of climate change from their respective positions and provides hints for thinking about their own work from the perspective of climate action. This learning can cultivate the foundation for positive attitudes and voluntary actions toward environmental initiatives.

Furthermore, among partner companies and the local community, there are likely people interested in or struggling with sustainability education. As J.Clubs create learning opportunities in collaboration with such people, it may become a step toward spreading new realisations and initiatives throughout the entire region.

Why It's Important

Laying the Foundation for the Club's Climate Action

When staff across departments learn about climate change, understand the reasons for taking countermeasures, and develop a deep understanding through internal education, they can be expected to reconsider their daily work from the perspective of climate action. For example, match operations staff might

devise waste reduction methods, marketing departments might work on developing environmentally conscious merchandise, and sales staff might begin exploring partnerships with partner companies centred on climate action.

Climate Action Grown Together

Environmental education for fans, supporters, and partner companies also becomes an important foundation supporting club climate action. Reducing waste at stadiums and promoting the use of environmentally conscious transportation methods require the understanding of fans and supporters, and cooperation of partner companies. If these people's environmental awareness increases, it will lead to support for club climate action, and through that support, bonds with clubs may deepen, potentially creating a positive cycle where clubs themselves can take on more proactive climate action.

"Education" as Regional Contribution

From the perspective of education, the path for clubs to contribute to the region is also expanding. In recent years, as the importance of "Education for Sustainable Development (ESD)" has been recognized internationally, expectations are also growing for clubs to participate in environmental education. Clubs with communication power and educational capability may become partners in making regional teachers' environmental education even better.

Practical Ideas and Case Studies

Various approaches can be considered for implementing environmental education at clubs. Here are specific ideas and advanced case study examples from clubs in Japan and abroad.

Key Points in the Preparation Stage

To effectively advance environmental education, start by finding collaborators. Collaboration with organizations possessing specialized knowledge, such as partner companies, sustainability departments of parent companies, or regional environmental organizations, have the potential to improve the quality of educational programs.

Also, systematically organizing climate actions already being implemented within clubs is important. Climate actions already underway, such as waste sorting at stadiums, energy conservation, and merchandise using environmentally conscious materials, can potentially be utilized as educational content.

Internal Education

To permeate environmental education throughout the organization, consider implementing systematic programs regardless of position or department.

Mandatory Training for All Staff

Liverpool FC (England) has positioned "The Red Way Training" as mandatory training for all staff. Furthermore, they deploy similar training not only to staff but also to academy teams, the Under 21 team, and first-team players. The club's Impact Director serves as instructor, covering comprehensive content from introducing the club's environmental policy to basic knowledge of the SDGs, and then to the role each player and staff member has in addressing the climate crisis.



Furthermore, it may also be effective to provide opportunities to learn key points of climate action specific to each department's work. For example, for match operations departments, practical methods for waste management and energy conservation; for marketing departments, hints for ethical product development (ethical ≈ ways of thinking and consuming that consider people, living things, the environment, and society). By incorporating content connected to specific work, it becomes more practical and familiar.

Also, by establishing regular opportunities for reflection and information sharing rather than making environmental initiatives one-time events, this leads to improved awareness and established practices throughout the organization. Consider creating spaces where staff can learn from each other, such as cross-departmental workshops or sharing sessions of good examples.

Education for Fans, Supporters, and Partner Companies

Environmental education for fans, supporters, and partner companies should lead to building momentum for climate action across society. It also becomes an important opportunity to expand understanding of and support for club climate action.

Particularly, stadiums on match days are optimal venues for environmental education, as many fans and supporters gather. By creating mechanisms that allow people to learn while having fun, such as providing benefits for environmentally conscious behaviours like waste sorting or bringing personal bottles, there's potential to engage more people's interest in the environment.

In relationships with partner companies, creating opportunities for mutual learning is effective. For example, by establishing opportunities to learn from companies

conducting advanced initiatives in the environmental field, or conversely, having them deepen their understanding of club environmental activities, new possibilities for collaboration may expand.

Sessions for Partner Company

Brentford FC (England) implements sessions on sustainability for partner companies. They also value dialogue with fans and supporters, establishing a working group themed around sustainability. This serves as a place to discuss club priorities and deepen awareness of related topics among fans, supporters, and the club. Additionally, sustainability is taken up as an agenda item in the Fan Advisory Board, an official forum for conveying fans' voices to the club, promoting understanding of club initiatives.



Collaboration and Subsidy Hints

Collaboration Hints

To conduct environmental education internally and externally, specialized knowledge is often required. However, you do not need to become an environmental expert yourself. You can gradually absorb the necessary knowledge while receiving cooperation from experts. Here are some examples of reliable experts.

Collaboration with Universities

Climate change and environmental issues are also important fields academically. Regional universities likely have researchers in specialized fields. Try searching in departments such as environmental studies, engineering, agriculture, or sports science. Many researchers will find collaboration with sports clubs appealing. It can become a practical research field and lead to creating research and learning opportunities for students. Beyond educational collaborations, combining researchers' expertise with sports clubs' practical capabilities may also give birth to new initiatives.

Shimizu S-Pulse invited a professor from Shizuoka University as an instructor and implemented a "Carbon Neutral Internal Training Session" with cooperation from the Shizuoka Center for Climate Change Actions.*1



Collaboration with Partner Companies

Many companies are already conducting advanced climate action. By collaborating with staff from environmental or sustainability promotion departments, internal environmental education for clubs may be conducted effectively.

S.C. Sagamihara collaborated with partner company BOOKOFF GROUP HOLDINGS LIMITED to hold a "Bookoff SDGs Seminar." The company's staff provided an opportunity for top team and junior youth players to learn about SDGs initiatives.*2

Also, by conducting environmental awareness activities for fans, supporters, and the local community together with partner companies, clubs can implement environmental education that leverages the unique communication power of sports clubs.

Manchester City (England) collaborated with Xylem, a water treatment technology company, to create a video advocating for the importance of water resources. They compared the progress toward achieving the United Nations Sustainable Development Goals (SDGs) to "halftime in a match," focusing particularly on water resources among the 17 goals, and calling for the importance of unity and action in the remaining time.*3

Collaboration with NPOs

NPOs working on climate change and environmental protection issues have accumulated abundant practical experience and specialized knowledge. Through collaborations with these organizations, clubs may be able to significantly expand the scope of their environmental activities. For example, clubs could collaborate with organizations specializing in environmental education to implement environmental programs at match-day events or children's football schools, or invite organizations working on biodiversity conservation to set up booths or workshops at stadiums. Collaborations with locally-rooted NPOs can be expected not only to acquire specialized knowledge but also to develop ongoing environmental activities.

Subsidy Hints

Various subsidy programs are available for environmental education activities implemented by sports clubs, especially for non-profit environmental education activities targeting fans, supporters, and local residents. Multiple organizations provide support.

Below, we introduce two representative subsidy programs with large support scales that can be utilized for environmental education activities. Both provide subsidies for a wide range of activities including environmental education.

Japan Fund for Global Environment

Japan's largest-scale environmental subsidy program, operated by the Environmental Restoration and Conservation Agency of Japan. It aims to support the activities of NGOs and NPOs working on environmental conservation. Subsidy amounts range from 500,000 to 12 million yen.

Keidanren Nature Conservation Fund

A subsidy program operated by the Keidanren Nature Conservation Council. It supports domestic and international nature conservation activities, with environmental education related to biodiversity also eligible. Subsidy amounts range from several hundred thousand to 20 million yen.

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Presentation meeting held on March 5, 2025. Children gave presentations on sustainability themed around “a town you want to keep living in.” ©SHONAN BELLMARE

Interview

Cultivating the Region’s Future Together with Children Shonan Bellmare’s “Sustainability Training Center”

“Sustainability Training Center” (abbreviated as “Sustre”) developed by shikakeru co ltd is a practical and entertainment-rich sustainability human resource development program modelled after Japanese football’s excellent human resource development system, the “Training Centre (Tresen) System.” As its first implementation, Shonan Bellmare collaborated with Chigasaki City to start the initiative in fiscal year 2024.

In this program, local elementary school students think about sustainability and refine ideas together with adults from participating companies. On presentation day, the children gave passionate presentations in front of an audience of parents and local residents that exceeded venue capacity.

We spoke with Hikaru KAZAMURA, Brand & Media Department Manager at Shonan Bellmare, who has been implementing Sustre in Shonan together with shikakeru co ltd and Ryosuke OTAWA, Executive Vice President.

*Sustainability Training Center is a registered trademark of shikakeru co ltd

—Thank you for your time today. What kind of initiative is Sustainability Training Center (Sustre)?

Ms. Kazamura: It’s an initiative we started in fiscal year 2024, wanting to create

opportunities for children to deepen their learning about sustainability, like football’s Tresen system.

As a club, we also had a desire to firmly develop actions in collaboration with the region in

the sustainability domain. In that context, members we had previously worked with on J.LEAGUE’s “Sharen!” and other activities launched shikakeru co ltd and proposed a new project called Sustainability Training Center. We also thought “We definitely want to do this together!” and the initiative started. In the first fiscal year, we implemented it at two public elementary schools.

Throughout the year, we visit schools about six times for continuing sessions. Initially, we visit schools and conduct basic discussions about “What are SDGs?” and “What is sustainability?” and introduce Bellmare’s initiatives to help them feel sustainability more closely. After that, we assign summer homework for them to research things they’re interested in combined with sustainability.

Nurturing “Sustainability Players” Who Will Shape Earth’s Future! Sustainability Training Center 2024: Four Steps



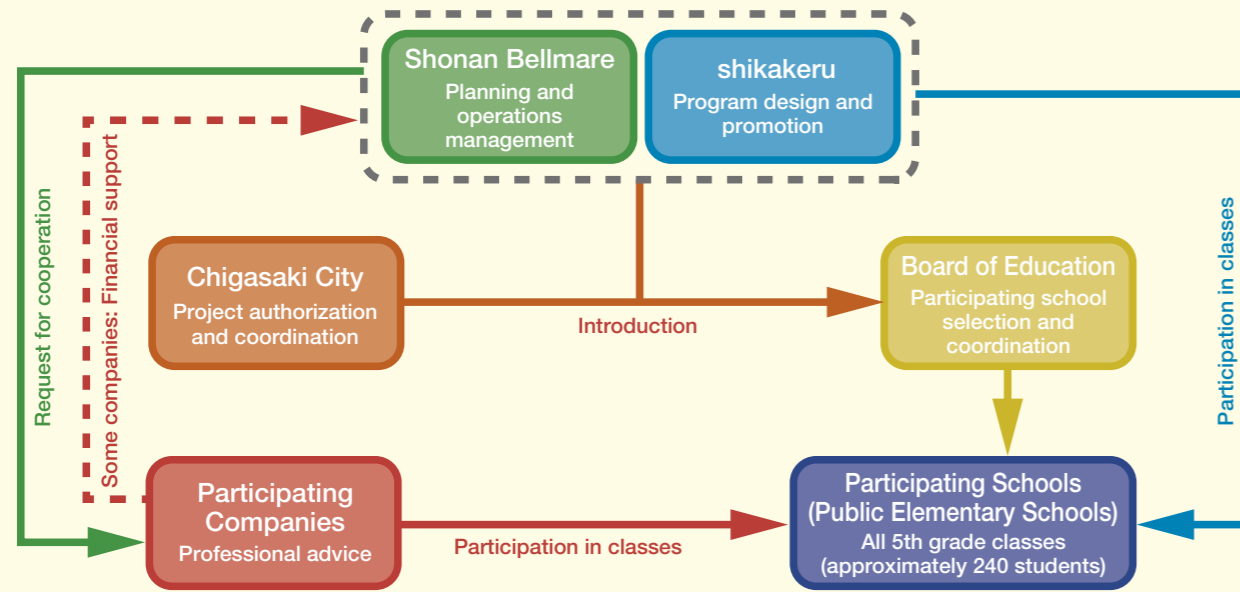
(Source: Shonan Bellmare)
Sustre implementation schedule

After summer vacation, children present what they researched, and in October we visit again for a full-fledged session on “What kind of things do you want to do regarding sustainability?” Since sustainability is a broad theme, we started with the question “What kind of town makes you want to keep living in it?” For example, a child who notices that the ocean is dirty might think, “I want the ocean to stay clean forever,” and then consider concrete actions they can take to make that happen.

Furthermore, in subsequent sessions, company representatives also participate to refine children’s ideas and exchange opinions.

Additionally, between our visits, school teachers use the “Period for Integrated Study” to continuously support the initiatives, designed so that children’s learning becomes not just points but a connected line.

Sustainability Training Center Implementation Structure



Target Schools	2 public elementary schools that volunteered through Board of Education presentation
Participating Students	All 5th grade classes (approx. 30 students per class × 4 classes × 2 schools) approx. 240 students

Main Stakeholders and Roles:

Chigasaki City	Authorization as a city project, coordination with public institutions including the Board of Education, securing venues for events and press relations
Board of Education	Supervisor-like position for school teachers, evaluating and adjusting programs, coordinating with schools
Participating Companies	Professional advice on children’s ideas, feedback based on experiences and values
shikakeru	Overall program design and promotion
Shonan Bellmare	Planning and operations management, calling for company participation, input of activities and perspectives tailored to the region



Children consulting with nutritionists about “Sustainability Lunch” using non-standard vegetables

—In the first year, you explored while running, creating something from zero to one. Please tell us about your vision for the second year and beyond.

Ms. Kazamura: Going forward, we’re envisioning two steps: first, Shonan Bellmare will directly implement Sustré at schools like we did this year, and second, we convey the essence to teachers who then operate independently. We want to create a situation where, even without us being

involved, teachers who have absorbed the essence operate independently and Sustré happens spontaneously.

—What were the expectations from companies that sponsored Sustré or participated in Sustré?

Mr. Otawa: In the first fiscal year, companies participated when Sustré’s results and value weren’t yet concretely visible. After doing it for one year, we can now see the value of participation for companies with much higher clarity. For companies, the “S (Social)” part of ESG is the most challenging. The Environment (E) and Governance (G) are relatively straightforward, but when you dig deep into S, it leads to community involvement. Digging even deeper, there’s the aspect of creating future fans. By companies going to schools, interacting with children, listening to their thoughts, and creating something together, it won’t immediately generate 100 million yen in sales tomorrow, but the children will come to like that company. Once videos from the presentation meeting and other materials are compiled, the value of participation can be understood more concretely, and you can clearly see, “Ah, this is what it’s all about.”

As a personal dream, it would be amazing to hold a presentation meeting where all schools gather, and children from different regional schools who don’t normally interact can come together. I myself was originally a Bellmare supporter, and what was great about supporting a football club was that people from different regions and generations could connect through just the keyword “Bellmare.” I’d like children to experience that too.

Mr. Otawa: Regarding ideas, we also want to work on how to realise them, creating follow-up mechanisms for that. We believe people are needed within the community who can receive and realise the brilliant ideas born from Sustré.

For example, an organization collecting ocean waste and making plastic products using special press technology came to the presentation meeting. It’s a perfect match with the children’s ideas. The club’s role is to connect such people doing these activities with the children.

Also, there were other wonderful developments. For example, from the idea of incorporating non-standard vegetables into school lunch menus, one group actually designed menus together with nutritionists and implemented it as “Sustainability Lunch” provided to all classes. When a city official heard that at the presentation meeting, they began considering “maybe we can expand this,” and the children who heard that started moving toward their next action—we’re beginning to see signs of Sустre moving the town from the educational field.

Beyond football clubs, we also felt the potential to create venues for implementing and expanding children’s ideas in collaboration with other sports teams such as futsal teams.

Ultimately, if we try to do everything ourselves, there are resource limitations, so I think roles like being the cultivator who spread things throughout the region and the assistants who connect players are what J.Club sustainability should be in the next era.

—Training Centres exist nationwide, so is it possible to expand this Sustainability Training Center nationwide as well?

Mr. Otawa: Technically, I think any J.Club can replicate it. However, if we call our Sустre successful, the key to that success was thorough advance communication with Chigasaki City. Obtaining understanding from the administration, and then gaining comprehension from the Board of Education, Planning and Policy Department, and other divisions was significant. The mayor also backed us.

Many J.Clubs are accustomed to communication with sports promotion departments and such, but when it comes to involving the entire administration, there may be difficult aspects. The important thing in collaborating with administration is to proceed through appropriate stages. Start

by gaining understanding from the city’s upper management, then develop from there to the Board of Education and on-site staff. As long as the order in which you present the discussion is correct, I believe any club can implement this.

Ms. Kazamura: There were also many external people who helped us with the order to approach and connecting us to personnel. If you can clear that hurdle, I think any club can definitely do it. For example, just within Kanagawa Prefecture, almost every municipality has a J.Club as its hometown. If we could have Bellmare Tresaen, Marinos Tresaen, Yokohama FC Tresaen, etc., ultimately we could integrate them as “Kanagawa Sустre” and hold presentation meetings and workshops jointly.

There are challenges when it comes to standardizing the program format, but I think it can be expanded while adapting to each school and region’s characteristics.

—After completing the first year, please tell us about Sустre’s value to Bellmare.

Ms. Kazamura: Sустre has marketing aspects to it. We directly involved about 250 students and teachers, but behind them are parents and siblings. At the presentation meeting, so many parents came that we had to implement a rotation system.

Compared to regular advertising, the number of people involved may be smaller, but the characteristic is that the depth of involvement is extremely deep. Bellmare normally conducts activities at about 200 elementary schools in each hometown once a year, conveying the joy of moving one’s body in physical education classes, but involvement with each school inevitably ends up being about one hour. In contrast, through Sustainability Training Center’s deep involvement over an extended period, we’ve been able to build strong bonds with children and parents.

Through this deep involvement, it has become a place embodying Bellmare’s club slogan, “Are you enjoying it?” Even in situations beyond football, we’ve been able to share the value of being passionate about something and enjoying it, which I feel is a significant asset for the club.

Mr. Otawa: Initially, we had focused on functional aspects like Sустre being a new marketing method or a new sponsorship menu. For schools too, there are functional merits like enriching the Period for Integrated Study and gaining opportunities to interact with various business people by utilizing Bellmare, which is rooted in the region.

However, when I saw the children’s presentations, honestly, though it may sound naive, I simply thought this embodies the value itself of football and sports. Children work together with teammates, tackle things they didn’t understand at first, help each other toward the main event, and ultimately receive applause.

We didn’t play football with them, but we were able to share the wonderful values we usually receive from football. Functional aspects are also important, but being able to share the diverse values obtained from football with children was what mattered most.



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After graduating from Waseda University Graduate School, joined YOKOHAMA MARINOS LTD.
Served as Vice Principal at family business Educational Institution Makoto Gakuen Makoto Kindergarten, then returned to Marinos in 2016.
After the 2019 J1 LEAGUE championship, founded YAMATO SYLPHID Inc. to advance professionalization of the women’s football club.
Assumed current position in July 2024, also serves as adjunct lecturer at Sanno University.



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In charge of food and beverage business at home game events, social collaboration activities, etc., and assumed current position.



ACTION 11

Communications and Engagement

The increasing severity of extreme temperature rises and heavy rains affects matches. While clubs reduce their own environmental impact, making society's systems more sustainable also helps protect the environment where football can be enjoyed. Even if a single club's CO₂ reduction impact is small, J.Clubs have the potential to move many people's hearts and change social systems. The first step to realising that potential is to communicate club initiatives and environmental policies, and create venues to deliver the voices of companies with environmental technology and stakeholders who resonate with the club's values.

Why It's Important

The Image of "Climate Action"

What image do you have of climate action? Actually, awareness of climate action varies greatly by country. While over 60% of people worldwide view it as "something that improves quality of life," in Japan, 60% of people consider it "something that threatens quality of life."^{*1}

This may be due to the influence of Japan's long history of teaching "endurance" as climate action, such as raising air conditioner temperature settings or keeping the heating temperature low. However, countermeasures relying solely on individual endurance are inadequate for responding to accelerating climate change.

Spreading Positive Behavioural Change at Stadiums

What deserves attention here is football's positive communication power. Through the stadium viewing experience, clubs can convey experientially that environmentally conscious behaviour is not "endurance" but rather a natural choice for spending comfortable, enriching time. For example, by promoting the use of personal bottles and public transportation for coming to the stadium, clubs can help establish the mindset that these are "convenient and cool choices, right?" Personal bottles allow you to drink your favourite beverages anytime and save money. Using public transportation also makes it possible to enjoy matches while drinking alcohol. On the other hand, realising such things requires building social systems like providing beverages for personal bottles and developing convenient public transportation. That's why communicating messages to society is important.

Building Brand Value Through Information Dissemination

Actively communicating environmental initiatives directly connects to improving club brand value. As environmental awareness increases, especially among younger generations, the stance of clubs contributing to creating a sustainable society can both enhance loyalty among existing fans and supporters and lead to developing new fan and supporter demographics.

Building Trust with Companies and Municipalities

Systematically organizing and clearly communicating club environmental goals and initiatives has significant effects on gaining trust from companies and municipalities. This can demonstrate that collaborations with clubs are viable options for realising company ESG strategies and municipal environmental measures.

Practical Ideas and Case Studies

Information Dissemination via Social Media

Many fans and supporters routinely check social media for match and event information. Let's explore mechanisms to effectively incorporate climate action information here and raise fans' and supporters' environmental awareness. By having fans and supporters take pride in club environmental initiatives, just as they do in match results and player performances, and by encouraging them to view the initiatives as their own concern, this can become a catalyst. As fans' and supporters' sensitivity to climate change increases and they further support club climate action, this creates a positive cycle that accelerates the club's climate efforts.



Creating a Climate Action Page on the Website

By establishing a climate action page in the main menu of the official website, clubs can systematically communicate their environmental initiatives. Highly transparent information disclosure, from goal setting to specific activity content and progress, enhances trust in club climate action. This simultaneously reduces the risk of being criticized for greenwashing¹ through superficial or misleading environmental claims. It also plays an important role in providing more detailed information to fans, supporters, and partner companies who visit the website after becoming interested through social media posts. In the English Premier League, 80% of clubs have created pages related to sustainability.

○ **S-Pulse's Zero Declaration**

Shimizu S-Pulse has established a sustainability item within the "Club" section of its website's main menu, systematically organizing sustainability-related information including the basic policy "S-Pulse's Zero Declaration" and specific initiatives.*2

○ **Grampus Climate Challenge**

Nagoya Grampus has also launched a dedicated site called "Grampus Climate Challenge," introducing the current state of the climate crisis and club initiatives. They're also calling on fans and supporters to confront climate change together.*3

! What is Greenwashing?

Greenwashing refers to the act of making things appear environmentally friendly while actual environmental efforts are insufficient. Expressions like "eco" or "green" without solid basis risk facilitating criticism for greenwashing.



Planning Participatory Events for Fans, Supporters, and Partner Companies

To enhance the effectiveness of climate action, it's important to go beyond club-only initiatives and create opportunities for fans, supporters, and partner companies to participate proactively. This can be expected to promote environmental awareness and behavioural change while enhancing engagement with those who support the club.

Recommended plans include those where participants can view environmental activities as their own concern, such as stadium cleanup activities timed with home games and environmental education workshops, or plans that provide opportunities to introduce partner companies' environmental technology and initiatives.

By incorporating fans', supporters', and partner companies' opinions from the planning stage, more effective environmental communication can be realised. It may also be effective to establish opportunities for exchanging opinions about environmental activities at fan appreciation days and similar venues with fans and supporters.

○ **Sustainability Working Group**

Brentford FC (England) has established a "Sustainability Working Group" composed of the official supporters' group and representatives of fans and supporters highly interested in environmental activities. This working group shares the implementation status of environmental strategies and holds active discussions about new initiatives. Additionally, they've incorporated environmental items into mid-season and end-of-season fan and supporter satisfaction surveys.

As specific club initiatives, they've developed various activities including a cycling tour to London away games that club executives also participate in, proposals for plant-based foods in collaboration with official partners, and environmental workshops with partner companies. They continuously communicate information about these initiatives to fans and supporters.*4

Collaboration Hints

By collaborating, J.Clubs with strong communication power in their regions and municipalities or partner companies possessing specialized knowledge about climate change and concrete solutions can leverage their respective strengths to realise larger environmental actions. Here are some hints for such collaborations.

Joint PR and Event Development with Municipalities

Even municipalities with excellent environmental policies or awareness of environmental issues sometimes struggle to broadly permeate them among citizens and companies. By utilizing J.Clubs' networks of fans, supporters, and companies, clubs can contribute to raising awareness and spreading municipal environmental policies. This not only makes J.Clubs a reassuring partner for municipalities but also allows clubs to deliver important environmental information to fans, supporters, and partner companies.

Decokatsu

In 2022, the Ministry of the Environment launched "Decokatsu" (a national movement for new and prosperous lifestyles toward decarbonization). This is an initiative to promote behavioural change among citizens leading to CO₂ reduction, aiming to achieve 2050 carbon neutrality and other goals while realising affluent lifestyles. The website for "Climate Change × Sports One Earth One Team," part of Decokatsu, features initiatives from many sports clubs including J.LEAGUE.*⁴

Climate Action with Partner Companies

Many companies struggle with reaching consumers even if they make environmentally friendly products, or have environmentally friendly initiatives that aren't recognized. Providing opportunities (especially on home game days) for such partner companies to play an active role can lead to developing new partnerships with companies committed to sustainability and improving existing partner satisfaction.

○ Sustainability and Decarbonization Events

FC Osaka held events gathering companies focused on sustainability and decarbonization on home game days. A company that reuses and upcycles discarded solar panels collaborated with a portable battery manufacturer, combining reused panels with batteries to successfully power sound equipment for cheer performances. Participating companies expressed that, "We want to convey the importance of upcycling to many people through events like this."⁵ This is an example of creating opportunities for partner companies to play an active role while communicating environmental issues and solutions to visitors. >>> P46



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ACTION 12

Sustainable Procurement

When procuring uniforms and merchandise, it is not easy to know where, by whom, and how they are made. Due to globalization, supply chains have become complex, and environmental impacts occur or workers' human rights are violated. In many cases, these happen without us even knowing about it. That's why comprehensive policies for all procurement items are beginning to be required, such as environmental consideration, respect for human rights, guaranteeing fair wages, and ensuring supply chain transparency. These procurement initiatives can become important measures that enhance clubs' social value by leading to collaborations with companies emphasizing ESG management and strengthening relationships with communities.

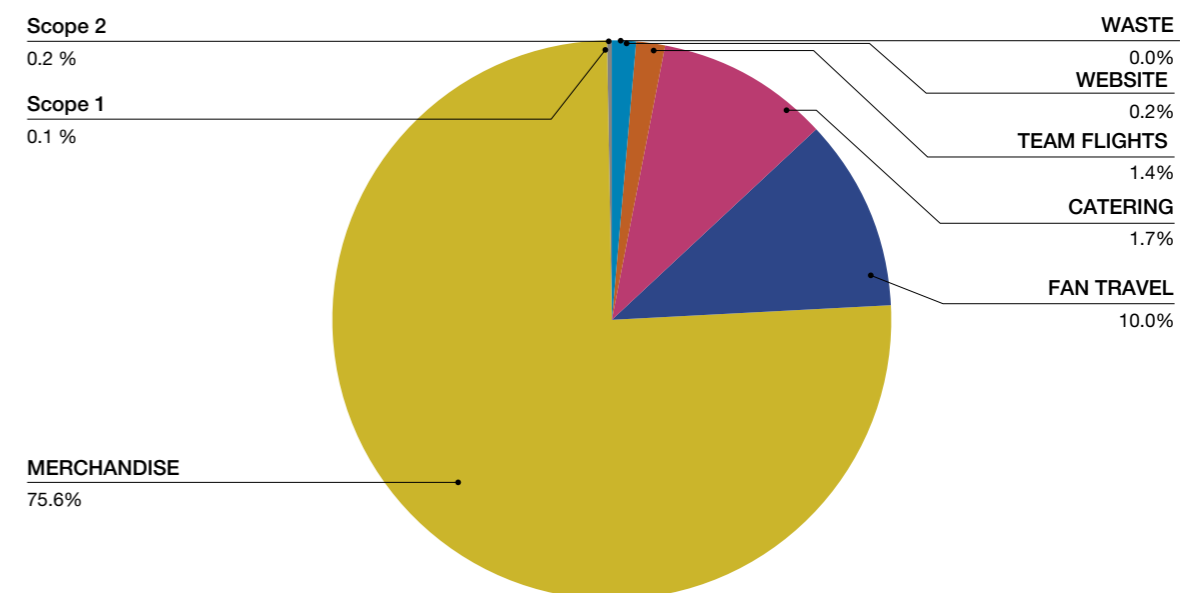
Why It's Important

The Relationship Between Procurement at Clubs and CO₂ Emissions

CO₂ emissions from procurement account for a large proportion of clubs' overall business activities. In all goods and services that clubs routinely procure—uniforms, merchandise, construction materials, etc.—CO₂ is emitted throughout the entire supply chain from manufacturing to transportation to disposal. For example, looking at Scope 1, 2, and 3 emissions by Liverpool FC (England),

Scope 3 is overwhelmingly the largest. Within that, merchandise-related emissions are the highest, followed by supply chain emissions. Even after reducing Scope 1 and 2 emissions, significant challenges remain in this area.

Breakdown of Liverpool FC's Emissions for 2021-22



(Source: Liverpool FC*1)

Scope 1 has been significantly reduced, and for electricity directly connected to Scope 2, progress is being made in initiatives such as combining solar power generation with purchased electricity within premises to source 96% of energy from renewable energy and other low-carbon sources. On the other hand, while Scope 3 is also being reduced, challenges continue to remain.

Practical Ideas and Case Studies

STEP 1 Discussions with Procurement Departments

Collaboration with procurement departments is indispensable for reducing clubs' Scope 3 emissions. First, start by sharing the club's climate change policy and why the club needs to address this issue. If the person in charge does not truly understand the significance of the effort, initiatives toward sustainable procurement will be viewed as extra costs or labour. Sometimes with help from managers or presidents, we can cultivate awareness throughout the club to approach this positively.

STEP 2 Identifying Important Procurement Items

Since clubs procure a wide variety of items, select procurement items to prioritize. In making selections, comprehensively judge the environmental impact across the entire supply chain, feasibility of changes, and impact on fans and supporters to assess the effectiveness of changes. Regarding environmental impact across the entire supply chain, it's important to consider not only greenhouse gases emitted during the production process but also environmental impacts during distribution and disposal.



STEP 3**Engagement with Existing Partners and Evaluation of Potential New Ones**

First, consider transitioning to more sustainable procurement by leveraging relationships with existing suppliers. Carefully explain the club's climate action vision to suppliers and request their cooperation. Then request that they provide information about the environmental impact of products and services currently being delivered. Continue examining alternative products with lower environmental impact and new options together with suppliers. Even if transitioning to new options is difficult, it's important to communicate to suppliers the desire for sustainable procurement. This may become an opportunity for suppliers to switch to materials with lower environmental impact. Also, if items are made using local materials and produced locally, this can reduce environmental impact during transportation.

Survey and the Club's Procurement Policy

Chelsea (England) incorporated a survey on sustainable procurement and the club's procurement policy into their supplier management system. This enables them to encourage suppliers' environmental and social consideration efforts and understand the content of those efforts.

STEP 4**Incorporating Sustainability into Procurement KPIs**

To establish sustainable procurement in the organization, it's necessary to add the new perspective of environmental impact to the traditional judgment criteria of cost, quality, and delivery time. First, start by incorporating environmental consideration items into the procurement policy and requesting information about environmental impact when asking for quotes from suppliers.

At the same time, by incorporating sustainability-related indicators into procurement staff evaluation items, this can promote procurement of environmentally conscious products. Through regular monitoring, share successful examples within the company and connect them to horizontal deployment to other procurement items. Furthermore, by also incorporating environmental initiatives as evaluation items in the new supplier selection process, you can strengthen the foundation for sustainable procurement. To make these efforts more certain, plan and implement environmental education and training for procurement staff, exchange information with other clubs, and aim to realise sustainable procurement throughout the organization.

Realising Sustainable Procurement

Arsenal (England) conducts various initiatives to realise environmentally conscious sustainable procurement. They incorporate guidelines on sustainability into the bidding process, and when selecting new suppliers, the Sustainability Team provides advice from a professional perspective. They have also created a handbook regarding materials for facility renovation work to choose environmentally conscious materials.

Certification Labels That Are Hints for Procurement**Organic JAS Mark**

(Source: Ministry of Agriculture, Forestry and Fisheries*2)
Foods produced and processed according to organic production standards set by the Act on Japanese Agricultural Standards. A mark indicating production by the power of nature.

Rainforest Alliance Mark

A mark indicating that producers protect forests, improve livelihoods, promote respect for farmworker human rights, and follow farming methods that mitigate and adapt to the climate crisis.*3

The Fairtrade Mark

Fair trade is a system of sustainable production and trade that supports improving producers' working environments and living standards and protecting the natural environment so that producers can continue making delicious and quality products.

Global Organic Textile Standard (GOTS)

Certification mark for organic textile products. Indicates textiles have been processed with consideration for the environment and society from organically grown (raised) materials.

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*1 Liverpool FC (2023), "THE RED WAY," <https://x.gd/XFgVG>

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*3 Rainforest Alliance, <https://www.rainforest-alliance.org/>

MSC "Certified Sustainable Seafood"

Proof of wild-caught seafood from sustainable fisheries that are appropriately managed with consideration for marine resources and the environment.

Roundtable on Sustainable Palm Oil (RSPO)

A mark indicating use of sustainable raw materials or contribution to their production so that palm oil production doesn't adversely affect tropical rainforests, biodiversity, or people's lives.

Forest Stewardship Council (FSC)®

A label indicating that paper and wood products are made from trees obtained from forests that are appropriately managed by protecting the environment, animals, and plants and respecting the human rights of people dependent on forests and forestry workers, or made from recycled resources recognized as appropriate.

Organic Content Standard (OCS)

A mark tracking the history from raw materials to final products and certifying that the product is an organic textile product.



Closing

Thank you for reading J.LEAGUE's first Climate Action Handbook. I would like to express gratitude to everyone who picked it up, and sincerely hope this handbook will be useful to you.

As introduced in the text, J.LEAGUE established a Sustainability Department in 2023 in response to the increase in match cancellations due to impacts from typhoons and torrential rains. Since then, we have been blessed with opportunities to learn and think about climate change together with many people—not only municipalities and companies across Japan, but also young people, from elementary school students to university students. In the midst of this, I have encountered many situations where adults say things like:

“Today's children are impressive... They have high awareness of sustainability...”

I myself spent my childhood thinking only about playing with friends and finishing homework with approaching deadlines. Even someone like me now feels a tightening in the chest every time I hear such sentiments. That's because there's always a sense of guilt in my heart as a member of the bubble generation that created such severe climate change—a climate crisis that forces children, who should be spending their childhood and adolescence absorbed in their favourite sports and hobbies, dreams for the future, and important friends—all the things that should matter to them—to worry about the future instead. There is also a sense of frustration that social systems aren't changing with the necessary speed to sufficiently mitigate it.

Professor Seita EMORI of the University of Tokyo, who contributed easy-to-understand text to this handbook, identifies “two climate justices” as major problems with climate change. One is that developing countries that haven't emitted much greenhouse gas are suffering serious impacts like sea level rise and drought from greenhouse gases emitted by developed countries. The other is the problem that today's youth and future generations suffer the impacts of climate change caused by greenhouse gases emitted by previous generations.

Conversely, this means that as players, as fans and supporters, as stakeholders, the future of today's youth—who will shoulder the future of the football world—and generations yet to be born depends on the actions of today's adults. J.LEAGUE, while connected with many stakeholders nationwide and operating its business, has the power not only to provide wonderful times through matches but also to play a part in changing social systems to be more sustainable. I would be truly delighted if this handbook serves as a guide leading to concrete actions and systemic change, helping to leave even a slightly better society and natural environment for future generations.

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J.LEAGUE Climate Action Handbook

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