

IMPACT REPORT

2024/2025

JOHAN CRUIJFF
ARENA





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Dear reader,

Every year, millions of people experience thrilling moments in the Johan Cruijff ArenA.

But there is more going on than what you see in the spotlight: behind the scenes, we are building a stadium that is just as green as our pitch. We want to lead the way and do better every day – including when it comes to sustainability. With this first Impact Report, we are proud to share our Net Positive journey. Transparent about our successes, but also honest about the challenges we encounter along the way.

What the world needs now

Our climate is under pressure. Social inequality is growing, something we can already see in the immediate vicinity of our stadium. The real question is no longer whether companies need to change, but how quickly they dare to do so. At Johan Cruijff ArenA, we're not playing the waiting game, but taking the initiative.

The ArenA team is committed to Net Positive: a policy that revolves around giving back more than we take. This mission has mobilised our entire organisation, inspiring partners, visitors and the entire sector. We are also constantly learning, from our partners and within the sector. Because teamwork is part of our DNA.

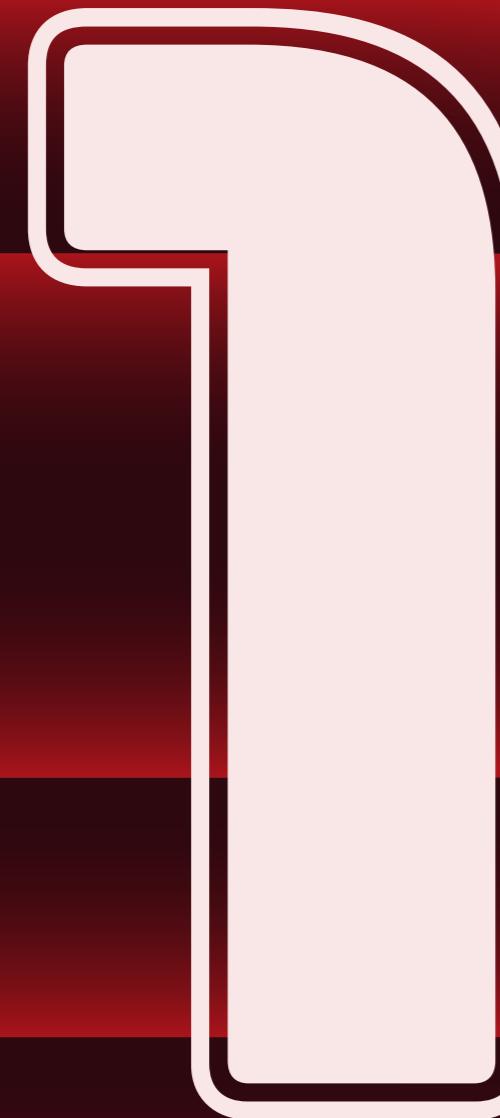
For us, the match never ends.

Net Positive is not an end goal – it's a journey. A journey we're not embarking on alone but together with our partners, visitors, employees and neighbours. Every match, every concert, every event is an opportunity to do things better than yesterday. This makes us relevant today as an employer and for our business partners and other stakeholders, while we take responsibility for future generations.

Tanja Dik

CEO
Johan Cruijff ArenA

**"WE WANT TO
GIVE BACK MORE
TO THE WORLD
THAN WE TAKE –
THAT'S WHAT NET
POSITIVE MEANS
FOR THE JOHAN
CRUIJFF ARENA."**



INTRODUCTION



THE WORLD NEEDS COMPANIES THAT ARE COMMITTED TO PLAYING CLEAN, SOCIAL AND FAIR. ON TO NET POSITIVE!

INTRODUCTION

A bold goal: Net Positive

Every year, millions of people experience unforgettable moments in the Johan Cruijff ArenA. From the last whistle that seals a championship to the final encore of a legendary concert, we create moments that last a lifetime.

But every magical evening conceals a less glamorous truth: energy consumption, CO₂ emissions, waste. The environmental toll of spectacular experiences. We know things can change. We know they must change.

Actively contributing to a better world

Many companies are striving for Net Zero – zero CO₂ emissions, playing in balance with nature. For us, that is just the warming up. We are striving for Net Positive: a strategy that revolves around giving back more than we take. To actively contribute to a better world, not just limit the damage. Both in terms of our environmental footprint and our social impact.

Net Positive is not a marketing term. It is our playing style. Our way of showing that the biggest events can go hand in hand with big sustainable and social ambitions. That spectacular experiences and positive impact are not opposites, but rather a powerful combination.

Within each pillar, we set concrete goals and work as a team every day to achieve them. We are happy to share our successes, but also our

CO₂

1

Three pillars, one goal

Our Net Positive action plan rests on three pillars.



Environment

From 100% green energy to a fully circular stadium. We will soon be operating with zero percent CO₂ emissions and without any residual waste.



People

A place where everyone is welcome and local talent flourishes. From accessibility for visitors to opportunities for the Zuidoost neighbourhood.



Governance

Transparent governance and strong partnerships. We share what works and are honest about challenges.

challenges. Because only by being transparent can we learn and, together with our partners and colleagues in the sector, set a new standard for sports and event venues worldwide.

Don't wait and see.

Our climate is under pressure. Social inequality is growing. The real question is no longer whether companies need to change, but how quickly they dare to do so. At Johan Cruijff ArenA, we're not playing the waiting game, but taking the initiative.

As the Netherlands' largest event venue in the heart of the Zuidoost neighbourhood, we are in a unique position. Millions of people visit us every year. Hundreds of suppliers work with us. That kind of influence comes hand in hand with responsibility. A responsibility we embrace. The ArenA is also a great platform for working with partners, suppliers and peers to find new ways to keep doing things a little better.

This report explains how

In this first Impact Report of Johan Cruijff ArenA for 2024/2025, we take you behind the scenes. You can read about solar panels and sustainable grass maintenance, about recycled car batteries that stabilise our power grid, about young people from the Zuidoost neighbourhood who are realising their dreams in our stadium.

We share our successes, but also our stumbling blocks. Because you cannot achieve Net Positive on your own, and not without trial and error. It requires courage, transparency and a willingness to learn constantly.

The future starts now

Net Positive is not an end goal. It's a journey we're on with our partners, visitors, employees and neighbours. Every match, every concert, every event is an opportunity to do things better than yesterday.

WHO ARE WE DOING THIS FOR?



Visitors

Whether you come to cheer, dance or meet: everyone is welcome. No barriers, no exclusion, no hassle. While you enjoy yourself, we run on clean energy and keep waste to a minimum.



Community

Investing in connection, liveability and opportunities. We create opportunities for young talent from the surrounding community. From local employment to social projects: the ArenA is there for Amsterdam.



Colleagues

An inspiring workplace where safety, job satisfaction and pride are central. We're working towards a mission that matters and invest in the development of our colleagues.



Partners & suppliers

We offer a platform and a testing ground for sustainable innovation and partnerships with companies and our own suppliers. We share our knowledge to contribute to a new standard for sports and event venues worldwide and are inspired by others.



Sports and events sector

By investing in sustainability, we are strengthening our position in the sector. It connects us with the right players in the industry and allows us to develop innovative services.



STEVEN VAN WEYENBERG & ALEXANDER SCHOLTES

Aldermen of the City of Amsterdam

"With its Net Positive strategy, Johan Cruyff ArenA is taking a great step forward: not only zero emissions, but also making a positive contribution to people and the environment. The council appreciates this ambition and sees the ArenA as an important partner in achieving concrete sustainability goals. This Impact Report provides insight into how these goals are being achieved, and I am very pleased about that."

NET POSITIVE HIGHLIGHTS



24%

less waste per visitor compared with last year.



20%

of the stewards per event came from the Zuidoost neighbourhood.



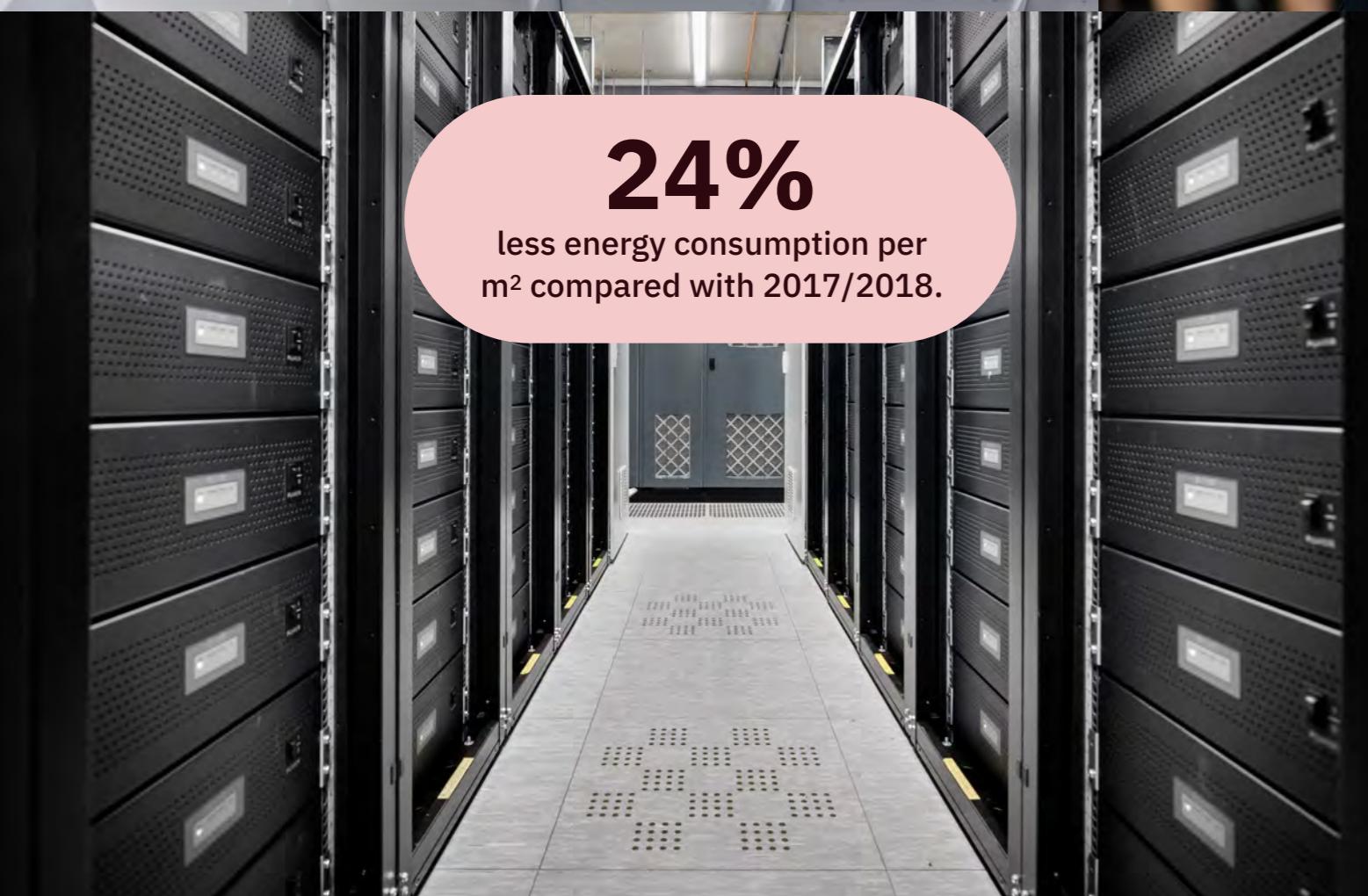
136

pupils and students supervised during a (mini) internship or project.



60

colleagues did a day of voluntary work in Zuidoost.



24%

less energy consumption per m² compared with 2017/2018.



100%

11 August 2024 first football match powered by 100% green energy.



3780

neighbours from Zuidoost welcomed to the ArenA in the 2024/2025 season.



TOWARDS A CIRCULAR STADIUM

TOWARDS A CIRCULAR STADIUM

Our strategy

The Johan Cruijff ArenA is the stage for the biggest events in the Netherlands. In 2024/2025, we welcomed almost 2.5 million visitors for football matches and musical giants such as the Toppers, Taylor Swift and AC/DC. That guarantees spectacle - but also mountains of waste. 463 tonnes in 2024/2025. Almost half of that is residual waste. In other words, waste that can no longer be recycled and therefore ends up in the incinerator. That hurts, because our goal is to reduce residual waste in our stadium to zero. Everything can be given a second, third or even tenth life. That is why we are building a stadium without residual waste and putting reuse in the spotlight.

**463 TONNES
IN 2024/2025,
THE WEIGHT OF
APPROXIMATELY
23 FULL PLAYER
BUSES.**



LINDA AARSEN

Service Desk & Projects Coordinator, Johan Cruijff ArenA Facilities Department

"Circularity requires awareness and behavioural change – on our part, on the part of our suppliers, partners and visitors. Because we need the entire chain, realisation can sometimes be complex. But that is precisely why it is so valuable to make progress together, step by step, towards our Net Positive ambition."



FROM WASTE MOUNTAIN TO GOLD MINE

Every day, our cleaning teams keep the stadium in tip top condition. Rubbish is taken to our own ArenA Waste Station. There, we sort it into 17 categories, from paper, plastic, metal and wood to organic waste and residual waste.

Our waste partner Renewi collects all waste streams and then sorts our residual waste again. They extract valuable materials, and the rest goes to the power station to generate energy for Dutch households. This is already a fairly efficient process, but we want to go even further.

OUR GOAL IS TWOFOLD AND CRYSTAL CLEAR:

- **2030: 30% LESS WASTE PER ARENA VISITOR THAN IN 2022/2023.**
- **2030: ARENA PRODUCES ONLY 15% RESIDUAL WASTE.**

THIS IS WHAT OUR WASTE LOOKED LIKE IN 2024/2025



Reliable data

We are continuously improving waste weighing to increase data accuracy in our dashboards. For example, we started weighing metal waste streams separately this year.

Reliable data helps us to manage more effectively and test the effectiveness of our actions. At the same time, we also realise that further improvements are needed, which may lead to adjustments in (historical) data. Indeed, we embrace these refinements and communicate about them openly and transparently.



THE R LADDER TO THE TOP

A circular stadium isn't achieved in one sprint. You have to climb many steps to get there. The R ladder is a commonly used strategy for circularity. It is a ladder: the higher you climb, the greater your impact. We focus on Reduce, Reuse and Recycle. This is where we can make the biggest difference.



Reduce Less is more

Johan Cruijff ArenA opts for the most efficient use of materials wherever possible. First, we consider whether we can do without it. And we challenge everyone to do the same.



Reuse Earning a second chance

For example, we replaced red plastic balcony seats with leather seats. The old red seats were given a new place in the stands, replacing old white seats that are now in storage for repairs. Other replaced seats found a second life at various amateur clubs. How's that for circular!



Recycle Everything has value

We believe that everything can be given new value. That is why we separate our waste as much as possible and recycle it into new raw materials. Through proper separation, we are ultimately phasing out residual waste.



JOOST MANDERS

Implementation Manager,
Renewi

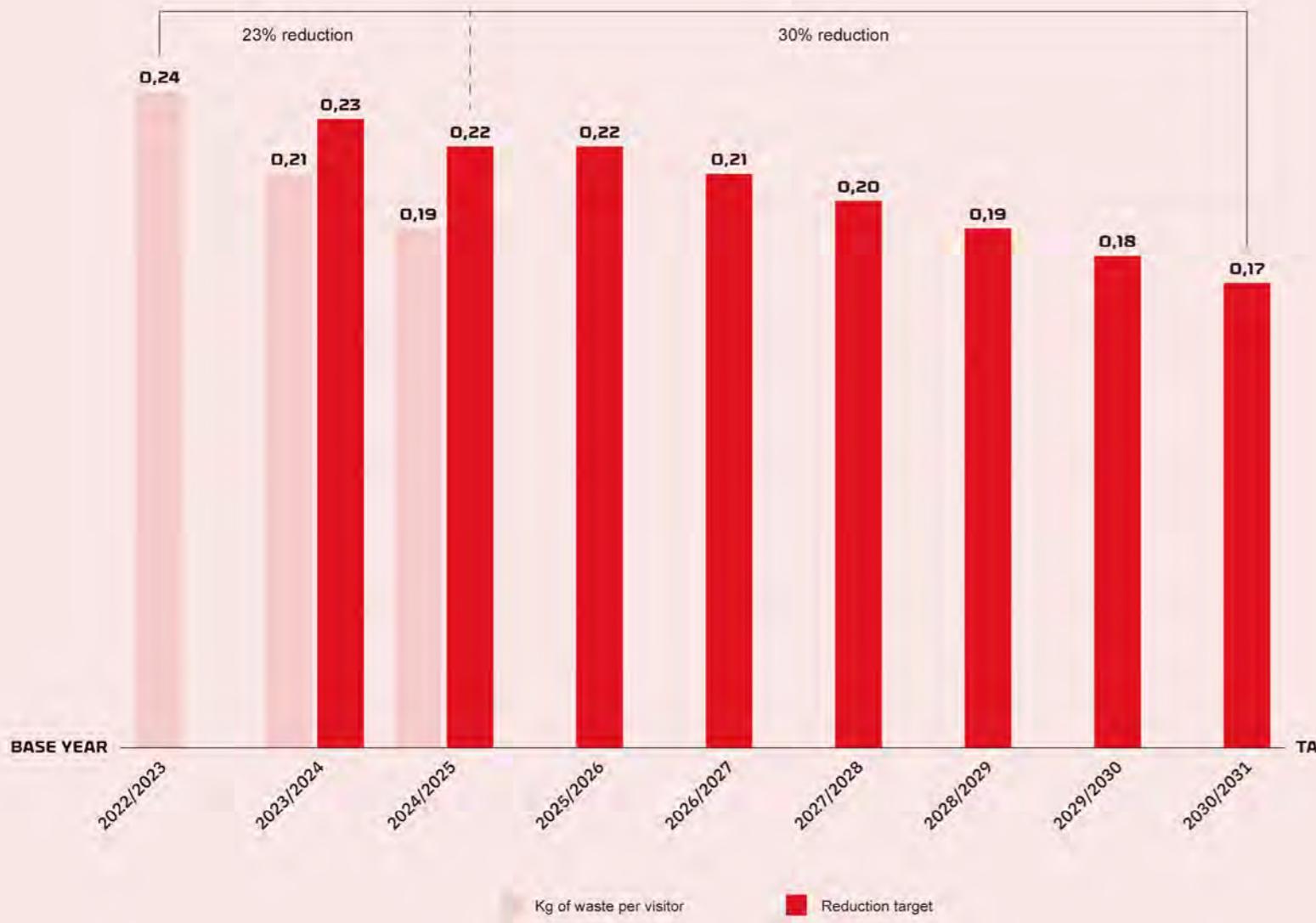
"Together with Johan Cruijff ArenA, we are working towards a future without waste. By separating waste at source and working with smart data insights, we are extracting more and more recyclable materials such as food and beverage packaging from the waste stream. The biggest challenge? Making visitors aware of their role in this process."

THE SCORE SO FAR

2024/2025

30% LESS WASTE PER VISITOR IN 2030

Less waste, more impact! With 0.187 kg per visitor in 2024/2025, we have already reduced waste by 23%. To achieve our goal, we need to be more critical about our own purchasing and what materials other parties bring into our building.



2024/2025

MAXIMUM 15% RESIDUAL WASTE IN 2030

We are currently still above our target value. Our goal of a maximum of 15% residual waste in 2030 requires significant steps in the way we collect and separate waste.



GREEN MILESTONES

A circular stadium is our dream, and every day our team works hard to make that a reality. These milestones bring us closer to the finish line.

Your waste is my waste

Under the name “Open Waste”, we started with joint collection of commercial waste in Amsterdam-Zuidoost. Reduced traffic in the neighbourhood, less noise pollution and lower CO₂ emissions from commercial vehicles. Teamwork makes the dream work.



2018

2022

2024

2025



Smart Waste becomes a game changer

Our smart automatic scales keep track of everything, down to the gram! They tell us exactly how much and what types of waste remain after each event. Knowledge is power – and this data gives us the power to constantly improve.



Waste detective

We regularly open residual waste bags to examine what's inside. This way, we know what is being thrown away and can quickly seize opportunities to reduce waste and make recycling easier for visitors. Sherlock Holmes would be proud of us.



Students at the helm

During Toppers in Concert, we were joined by students from the Trade & Entrepreneurship programme at MBO College Zuidoost, a technical training college. They mapped our material flows using a Material Flow Analysis. Complex? Not for these students. Their insights into raw materials and waste flows were invaluable.

Test, learn, repeat

We are going for the best beverage cups – for you as a visitor, for our team and for our planet. Through various pilot projects involving deposits and cup tokens, we investigated the environmental impact, visitor satisfaction and workability for our team. It is a challenge to find solutions that meet all requirements: regulations, safety, experience and the reality of cleaning and waste processing.

Seaweed on the menu

Chip and snack trays made from seaweed? Actually, it makes perfect sense. These NOTPLA containers produce 39% less CO₂ emissions in production compared with a bio-plastic container. Small difference, big impact.



Collecting all cups

Since 2024, we have been using cups made from recycled plastic (R-Pet), which we collect afterwards to make new cups. Our winning game plan? A smart two-pronged approach: first, employees of our cleaning partner CSU collect all the cups from the stands, followed by a second round for the remaining waste. The result: we collect 75-80% of all cups sold at an event. Our ultimate goal? A full 100% score!



New rules

We drew up circular guidelines for event organisers. The message is clear: think critically about what you bring into our building and how it leaves. In this way, we are working together to create a circular stadium.

IN PRACTICE

In the spotlight

SEAWEED SCORES IN THE COMPOST

Step by step, we are building a future-proof stadium. We are also well on our way in terms of circularity. This project is one we're proud to put in the spotlight.

From waste to gold mine - one tray at a time

In our race to zero waste, we went in search of the perfect replacement for our plastic food trays. We chose NOTPLA – containers made from seaweed and therefore plastic-free. But can we also ensure that these seaweed containers are composted? Because if we can, we can drastically reduce the volume of residual waste in the ArenA.

Teamwork makes the difference

We put our best players on the pitch: caterer Levy, producer NOTPLA and waste processor Renewi teamed up. NOTPLA provided the technical information, Levy shared experiences from other

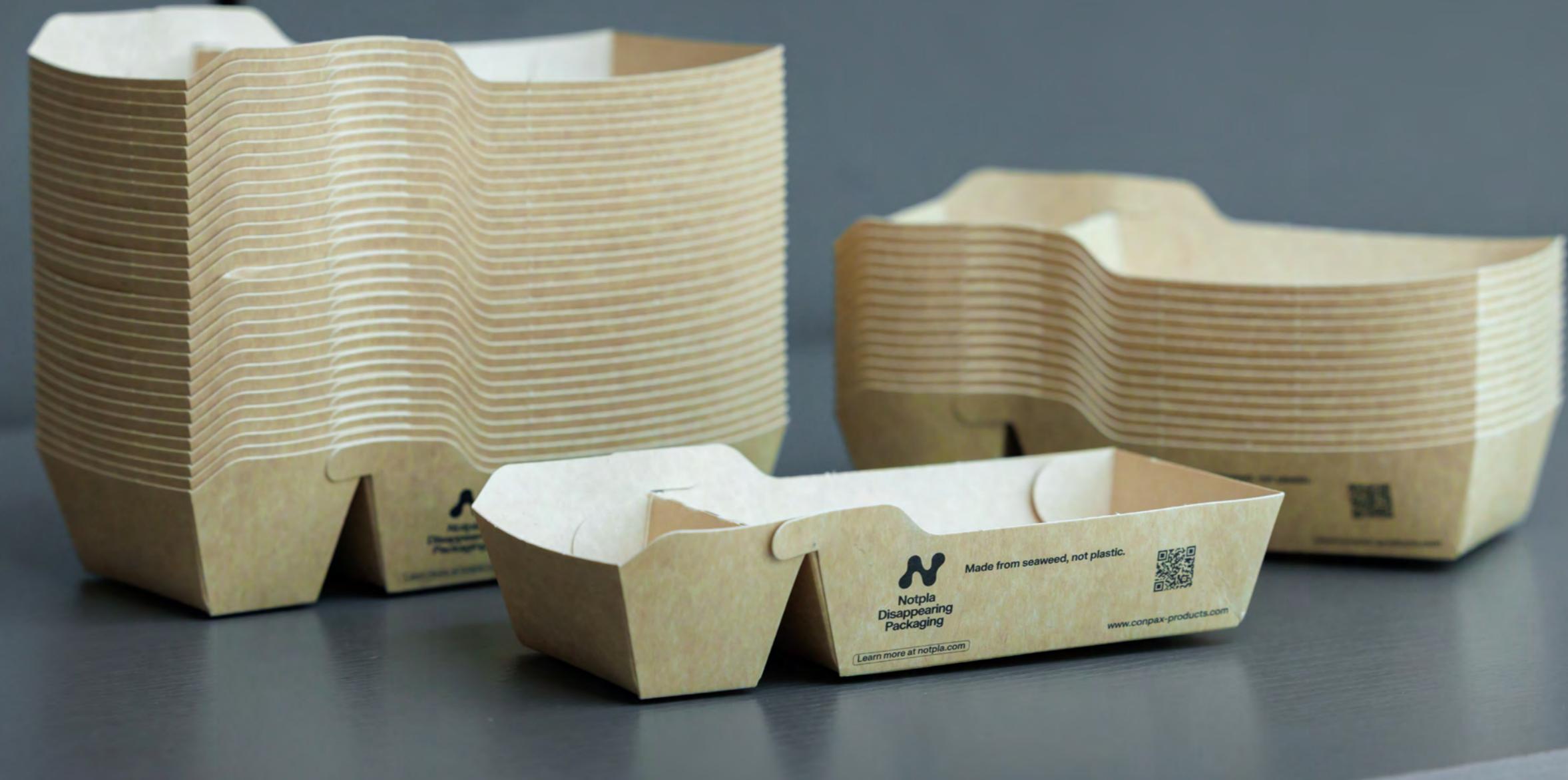
countries where composting already works, and Renewi set to work with various experiments.

The first test: We bundled the containers in a net and placed them in the composting tunnel for 17 days. The result? Partially composted, but not enough to include the food containers in the organic waste stream.

The next round: In upcoming experiments, we will tear the containers into small strips so that the bacteria in food waste can get a better grip on the material. More surface area means faster decomposition.

THE SCORE SO FAR

Every single tray means a small victory for less plastic use, and less plastic means less CO₂ emissions. But we will keep going until we achieve full circularity. Our ultimate goal? All food trays and food waste straight into the organic waste stream. Bringing us closer to an ArenA without residual waste.



IN PRACTICE

The challenge

NOT ALL CUPS ARE THE SAME

Replacing disposable cups with reusable cups – sounds logical. But is it really more sustainable when faced with 55,000 fans? And what does it mean for safety and experience? Finding the perfect cup is harder than you think. What's the situation?



Every match day, 55,000 football fans flock to our ArenA. And for large concerts, that number can sometimes exceed 70,000! All of them thirsty and with certain expectations. That confronts us with a puzzle that is more complex than you might think: which cup is the best choice for our visitors, our team and our planet?

Replacing disposable plastic cups with reusable cups or deposit cups seems logical. Indeed, what could be more sustainable? Unfortunately, reality is more complicated. Because is it really more sustainable? And is it feasible and safe with 55,000 people? And how will all those cups end up in the right place for recycling?

In short, there is no clear winner yet. Each option tells a different story when you look at the entire chain – from production to waste processing, from logistics to user experience.

So what is the perfect cup for the ArenA?

- **Safe:** Visitors and staff must remain safe, and the risk of injury, misuse or incidents must be minimised.
- **Sustainable:** Real environmental impact, not false sustainability.
- **Operationally feasible:** It must be practically workable with tens of thousands of visitors.
- **User-friendly:** Our staff must be able to handle it easily. User-friendliness is important for staff, because it makes their work easier, faster and less prone to errors.

An objective picture

We asked research agency Rebel to conduct a large-scale study in 2025 into the best option for a cup in the ArenA. They will conduct comparative market research and interviews with our employees and external parties such as our cleaning and waste processing partners. The aim

is to obtain an objective picture of the advantages and disadvantages of the current system – single-use cups made from recycled material – compared with reusable cups. This study will hopefully bring us one step closer to finding the most suitable cup for the Johan Cruijff ArenA.

In addition, we are closely monitoring the latest market developments – from biodegradable materials to innovative deposit systems. Because technology never stands still, and neither do we.

THE NEXT PHASE

We are seeing a downward trend in our total residual waste volumes, but we are still a long way from achieving our goals. In the coming years, we will tackle several major challenges.

Together with caterers, we want to reduce food waste. New waste bins with recognisable labels for visitors should make waste separation easier – because only if waste is properly separated can we recycle it. In addition, we will communicate more actively with our visitors to involve them in separating their waste. We are also investigating the exact composition of our construction and demolition waste and how we can drastically reduce it. We are asking suppliers for (even) more sustainable packaging. And we continue to search for the perfect cup – one that works for visitors, our team and the planet. Step by step towards a circular stadium.





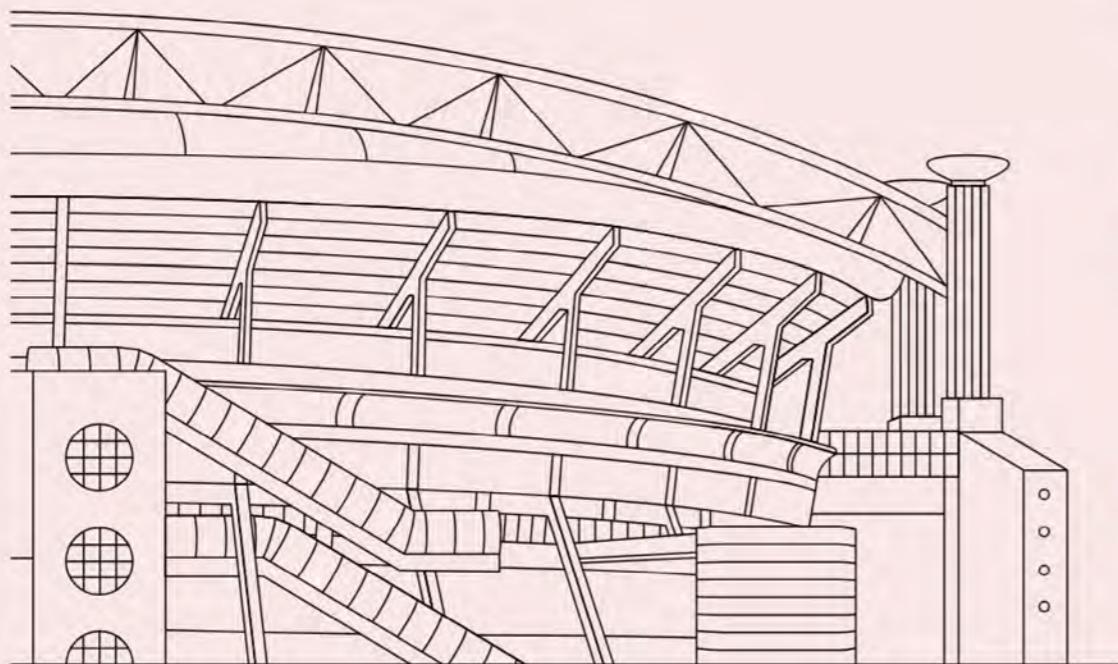
**CLEAN ENERGY
GENERATION,
SMART
CONSUMPTION**

CLEAN ENERGY GENERATION, SMART CONSUMPTION

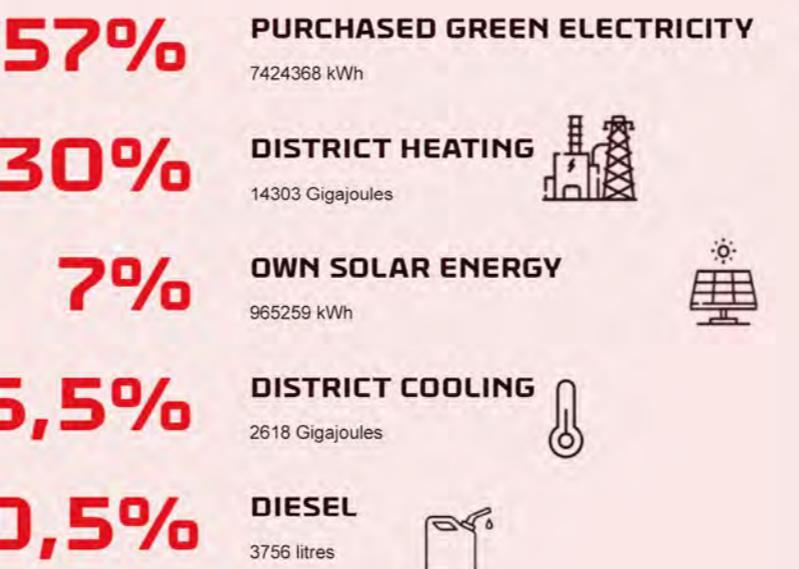
Our strategy

Imagine: 55,000 cheering fans, spotlights on, the grass perfectly lit, and hundreds of catering appliances running at full power. On a concert day, we consume an average of 30,879 kWh – enough to power around 12 households for a year. On match days, that figure is slightly higher, at an average of 32,319 kWh. Because matches take place throughout the year and we need more energy in winter to keep the building warm, consumption increases even further.

This high energy demand comes with responsibility, which we take seriously. For years, we have been fully committed to the transition from energy consumer to energy innovator, leading the way internationally in the events industry.



OUR ENERGY MIX 2024/2025



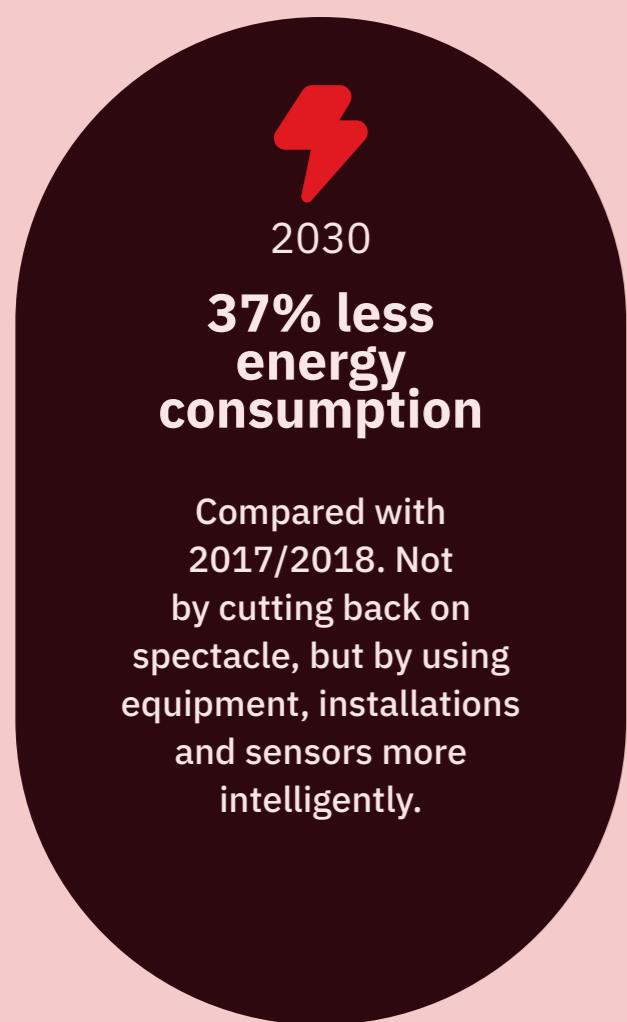
MEINDERT SLAGT

Manager Asset & Facility Management, Johan Cruijff ArenA

"As a stadium, we are very aware of our CO₂ emissions. That is why we started reducing our energy consumption and CO₂ emissions years ago. We work with partners to get the best knowledge and innovation from the market and inspire others to join in and make a positive contribution to the world around us."

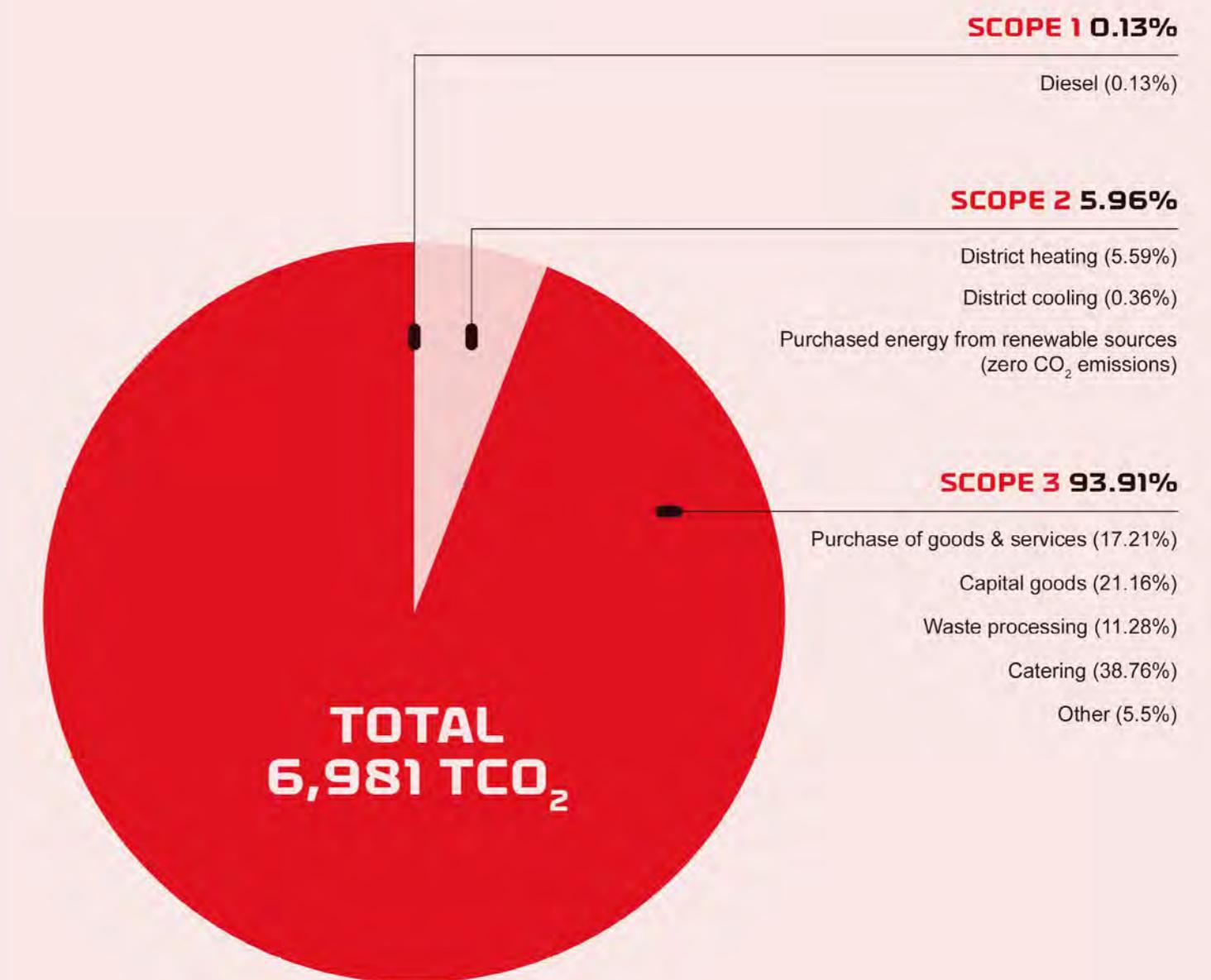
OUR ENERGY AND CO₂ TARGETS

The bar is set high, and we like it that way. Our energy ambition is crystal clear and measurable.



2024/2025

TOTAL CO₂ EMISSIONS ARENA



2024/2025

SCOPE 3 IN FOCUS

Results last year

The largest contribution comes from catering activities, followed by the purchase of services and goods, capital goods and waste processing. In 2023/2024, a large peak is visible under “Capital goods”. This was due to purchases that had been postponed during the coronavirus years being made up for, including a large number of new stadium seats.

Ambition

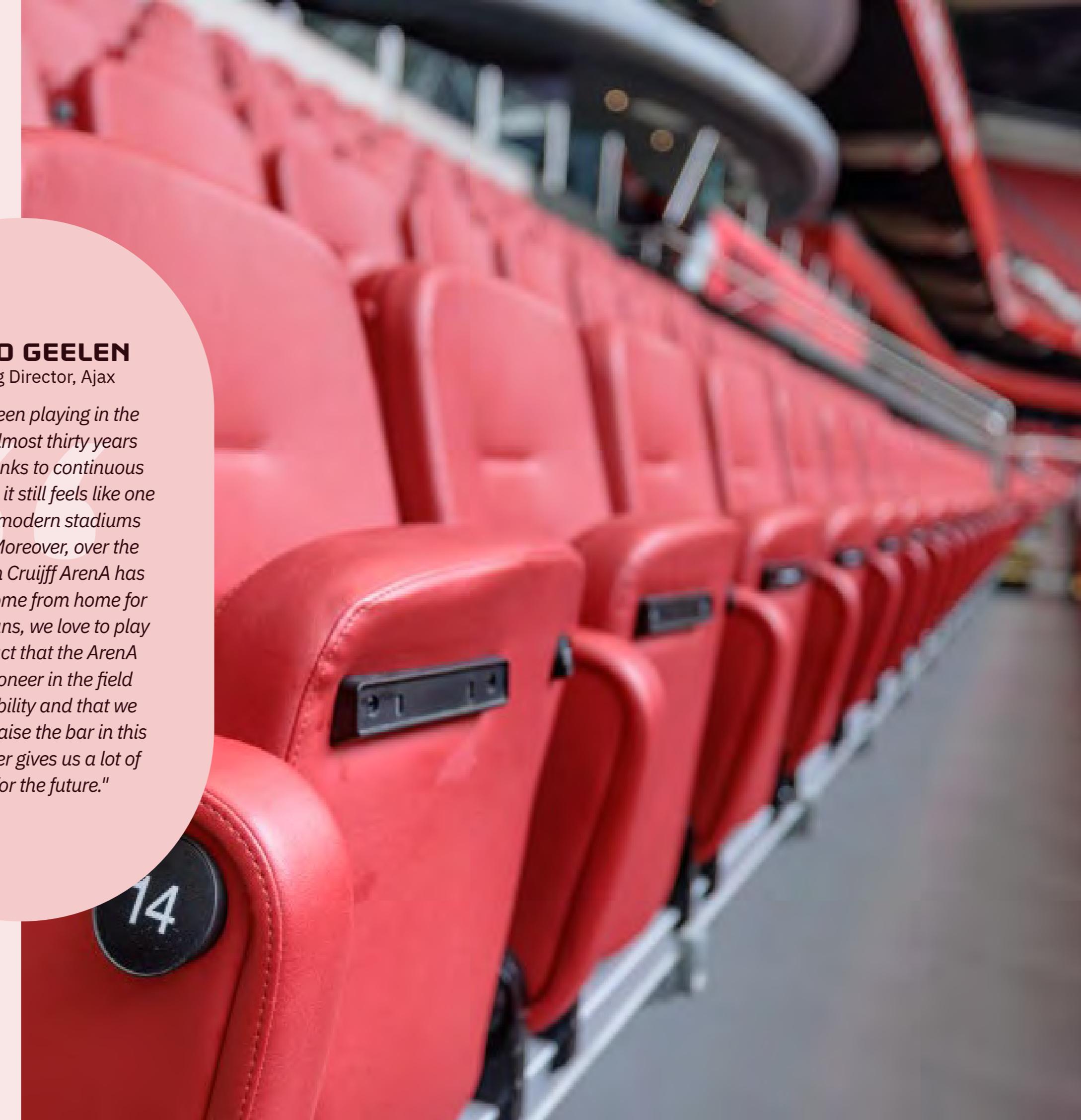
In the 2025/26 financial year, we will draw up a climate transition plan outlining our approach to achieve these objectives.



MENNO GEELEN

Managing Director, Ajax

"We have been playing in the ArenA for almost thirty years now, but thanks to continuous development, it still feels like one of the most modern stadiums in Europe. Moreover, over the years, Johan Cruyff ArenA has become a home from home for us and our fans, we love to play here. The fact that the ArenA is also a pioneer in the field of sustainability and that we continue to raise the bar in this area together gives us a lot of energy for the future."



OUR GAME PLAN

SMARTER, MORE ECONOMICAL, CLEANER



Kicking the fossil fuel habit

We have stopped using gas to heat the stadium, but we have not yet completely eliminated fossil fuels. This is because, unfortunately, part of the district heating we use still comes from gas-fired power stations. Together with our supplier Vattenfall, we are working to ensure that the last drop of fossil fuel disappears from our system by 2040.



Every watt counts

Together with our construction partner BAM, we're always on the hunt for energy optimisations. From smart motion sensors that only turn on the lights when necessary to energy-efficient catering equipment that uses less power but performs just as well. Every little bit helps.



Battery power

We don't even waste renewable energy. Our two super batteries – one of which is made from 148 recycled car batteries – store energy when the sun is shining and kick in when our energy demand is high or to help stabilise the power grid during peak times.



100% green energy in action

We have already managed to run concerts and football matches on 100% green energy, most of which we generate ourselves. We want to make that the norm.

2024/2025

TOWARDS NET ZERO IN SCOPE 1 AND 2

Results last year

Last year, our scope 1 emissions fell by 22% because we sold a (diesel) forklift truck, but our scope 2 emissions actually rose by 26% due to a small increase in our consumption and a higher emission factor because Vattenfall used more gas-fired installations to generate district heating.

Ambition

To achieve our goal of Net Zero in scope 1 and 2 by 2030, two things need to change. We need to move away from diesel in our operations and find a greener alternative to district heating.



2024/2025

37% LESS ENERGY CONSUMPTION IN 2030

Johan Cruijff ArenA has an ambitious goal: 37% less energy consumption in 2030 compared with 2017/2018. We are well on our way! Indeed, we have already saved 22% since the base year (366 kWh/m²). Our ultimate goal is 231 kWh/m² in 2030. Through annual optimisation and accurate monitoring of our actual consumption, we are making our stadium more energy efficient step by step.



GREEN MILESTONES

Our green journey began in 1997, long before sustainability became mainstream. We are true *early adopters*, always on the lookout for the next innovation.



Keep it cool

While others were still installing air conditioners, we thought outside the box. We pumped cool water directly from the nearby Oudekerkerplas to our offices and changing rooms. No more energy-guzzling cooling, just pure natural power. Simple, smart and innovative.

Sun on the roof

With 4,200 solar panels on the roof, we became our own energy supplier. This accounts for 10% of our total electricity consumption and in 2014 was one of the largest solar installations on a sports stadium worldwide.



Gas-free

We replaced gas-fired installations with electric alternatives.

2019

Warm, warmer, warmest

We switched from gas heating to district heating. An important first step towards becoming natural gas-free.

Energy on the escalator

Who says an escalator only consumes energy? Ours generate electricity during use. A small innovation with a big impact.



First super battery

Made from used Nissan Leaf batteries. Circular and smart. This allows us to store our own solar energy and use it when needed.

2019

Grass powered by light

LED grow lights make our pitch stronger and are also 6% more energy-efficient. Stronger roots for the turf and a lower bill – that's what we call a win-win. [Read on](#)



Second super battery scores

With a second super battery, we doubled our green energy storage capacity. Now we not only help ourselves, but also help to keep the power grid stable during energy peaks.

2022

2024

2025

2025

Energy-efficient cooling = super cool

New, energy-efficient refrigerators in all catering outlets ensure lower consumption but better performance. Because in the hospitality industry, too, working smart is better than working hard.

First match on 100% green electricity

During Ajax - Heerenveen, the ArenA ran on 100% green electricity for the first time. The energy from the 4,200 solar panels on the ArenA roof is stored in two super batteries with a total capacity of 8.6 megawatt hours. The ArenA batteries are further supplemented with green energy from a local wind turbine and solar park, purchased through the energy marketplace.

IN PRACTICE

In the spotlight

CLIMATE OFFENSE IN THE KITCHEN

Step by step, we are building a future-proof stadium. We are also well on our way in terms of climate.

IN PRACTICE

IN PRACTICE

IN PRACTICE

IN PRACTICE

From red meat to green goals

Food and beverages in the ArenA are an important factor in reducing our carbon footprint. Conscious choices – such as more plant-based options and seasonal ingredients – can significantly reduce the environmental impact. Chicken meat produces much less CO₂ than beef or pork, and vegetarian products even less. Together with our catering partners, we ensure that tasty and conscious eating go hand in hand.

How we approach it

Catering partners Hutton and Levy calculate the CO₂ emissions per dish and analyse the ratio between animal and plant-based proteins. This is because plant-based proteins (such as veggie burgers) have much lower CO₂ emissions than animal proteins (such as those found in beef or pork). We use these insights to make our menu more sustainable, step by step. The result? A significant reduction in our catering emissions, without compromising on taste.

Smart switch

Levy made a bold tactical switch. Beef is a major source of greenhouse gases, so we looked for alternatives.

Phase 1: The 50:50 signature burger

First, Levy introduced burgers made from half beef and half mushrooms. This hybrid version had better nutritional value: less saturated fat and salt, more fibre. Plus a CO₂ reduction of 13.5% per kilo.

Phase 2: The chicken burger transfer

Levy then switched to 100% chicken burgers. From 31.6 kg of CO₂ per kilo of beef burger to just 7 kg of CO₂ per kilo of chicken burger – a reduction of 78%!



KEVIN WATSON

Sustainability Manager, Levy

"At Levy, we are always looking to bring fantastic flavours and sustainable food to venues across Europe. We are happy that Johan Cruyff ArenA shares this ambition and together we can continue to improve the menu for their visitors."

Vegan as the new standard

Demand is shifting towards healthier and vegetarian options. Hutton now serves vegetarian dishes as standard at business events. Result: average CO₂ emissions per kg of product fell by 22% compared with the previous season. Leftover products are given a new purpose as lunch for ArenA employees, creating a circular chain within our stadium.

The result: more plant-based options, less food waste and more seasonal ingredients. We are proud that we are reducing the CO₂ per kg of

product on our menu for the second year in a row, and that this goes hand in hand with tasty food.

New season, new innovations

We continue to innovate. New plant-based alternatives, less food waste and seasonal menus are on the agenda. Because a delicious and increasingly sustainable menu is a goal we strive for every day.

IN PRACTICE

In the spotlight

ENERGY-NEUTRAL ARENAPOORT

We always want to raise the bar. We cannot do it alone, but by working together we can achieve more. This project has been important in this mission.

Raising the bar

As a neighbourhood, Amsterdam-Zuidoost is growing rapidly. New homes, sustainable businesses, and the city centre ArenAPoort has the ambitious dream of becoming energy neutral by 2040. The big problem: the power grid cannot keep up with the pace. Grid congestion means the power grid is overloaded. Companies are stuck in their growth plans, sustainable projects are on hold, and the energy transition is in danger of stalling.

Our game plan: EnergieHub Zuidoost

We started the EnergieHub Zuidoost project together with TU Delft, the City of Amsterdam, Liander, Utrecht University, AMS Institute and Enertrans.

The mission? To achieve sustainability and combat grid congestion by sharing, storing and using energy smartly. Not waiting for the power grid to be expanded, but creating local solutions with our mega batteries.

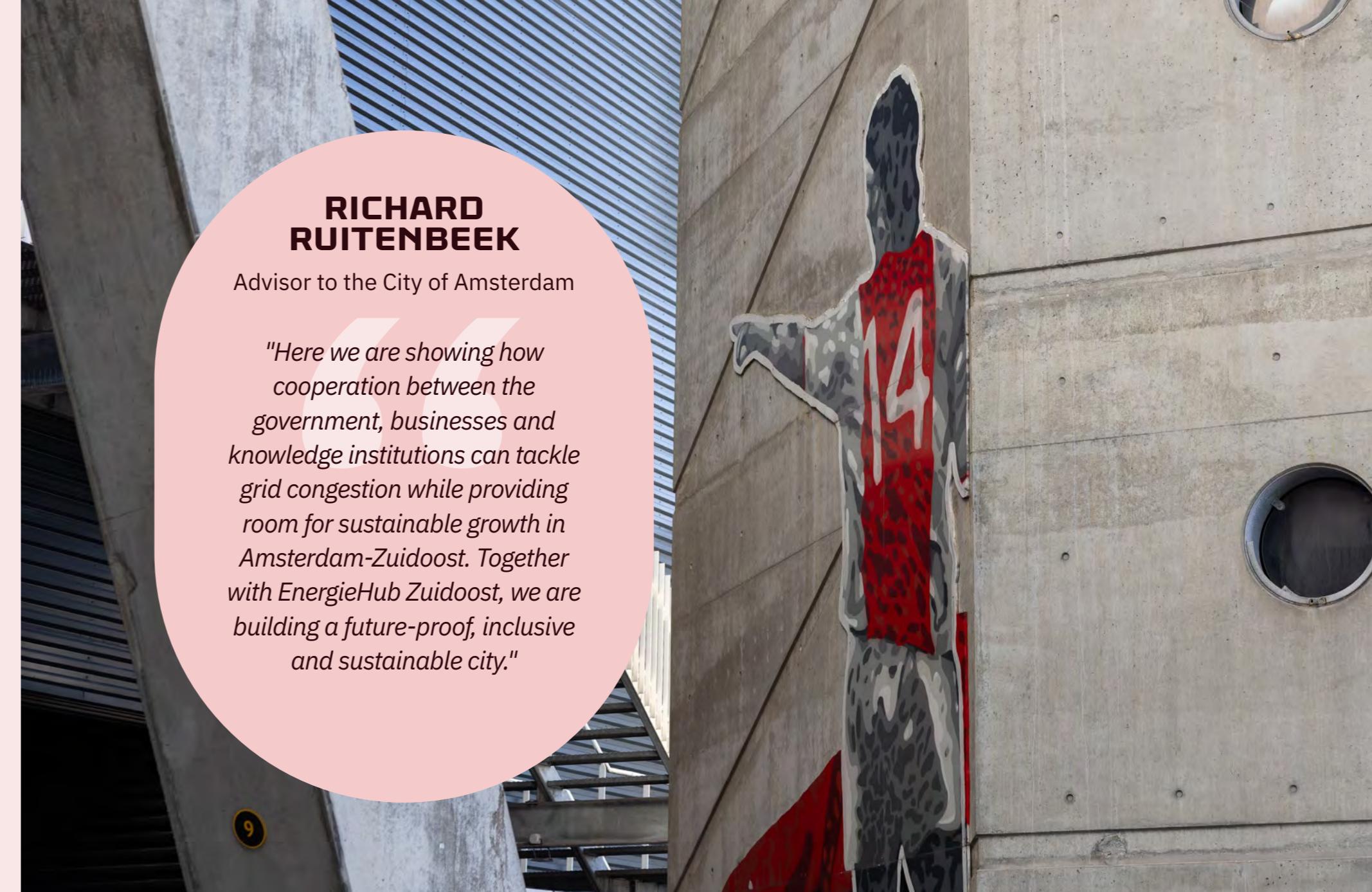
The tactics in action

Data as a coach - We developed tools that provide real-time insight into the capacity of the power grid. This allows supply and demand to be better matched.

Digital twin of Amsterdam-Zuidoost - TU Delft built a digital copy of ArenAPoort: buildings, energy infrastructure, charging stations, solar panels, heat pumps. In this virtual world, we test scenarios without risk.

Neighbourhood scan for energy opportunities

With Alliander's Energy Neighbourhood Scan, we mapped out all opportunities for collaboration. Who has too much energy? Who has too little?



RICHARD RUITENBEEK

Advisor to the City of Amsterdam

"Here we are showing how cooperation between the government, businesses and knowledge institutions can tackle grid congestion while providing room for sustainable growth in Amsterdam-Zuidoost. Together with EnergieHub Zuidoost, we are building a future-proof, inclusive and sustainable city."

The results

The research shows that collective energy storage and exchange in Amsterdam-Zuidoost can drastically reduce peak loads. The power grid becomes more stable, and we can continue with our growth and sustainability plans.

Our batteries are already playing an active role: they not only help us, but also stabilise the power grid during busy periods.

The next phase

The real game changer: we are setting up a local energy cooperative in Amsterdam-Zuidoost. Residents and businesses are investing together in

sustainable energy solutions such as solar panels. Energy is becoming a team sport where everyone wins.

The bigger picture

This is more than a technical project – it is a blueprint for the whole of the Netherlands. We are proving that you can combine energy transition and economic growth without investing billions in new infrastructure. Amsterdam-Zuidoost will become the energy laboratory of the future.

Want to know more about this exciting project?

Read all about it on our [Net Positive website](#)

IN PRACTICE

The challenge

VISITOR MOBILITY – TOWARDS ZERO EMISSIONS

We are successfully making our operations more efficient and sustainable, but the greatest impact lies beyond our direct control: in the journeys made by tens of thousands of fans every week. What are we currently facing?

The challenge facing us

Every week and every concert evening, tens of thousands of fans come to Johan Cruijff ArenA. This creates an unforgettable atmosphere, but also traffic jams, full car parks and CO₂ emissions. We have no control over our visitors' journeys, but we do feel jointly responsible for the emissions. Because every kilometre our visitors travel has an impact on the climate, and there are often alternatives.

Our ambitious goals

We are setting the bar high:

2030: 15% reduction in CO₂ emissions per visitor when travelling to the stadium.

2040: 45% reduction in CO₂ emissions per visitor when travelling to the stadium.

We focus on the journey that each visitor makes from their point of departure in the Netherlands to our stadium. Unfortunately, we have little control over international travel.

Teamwork with the best players

We collect travel data together with the Dutch Railways (NS), the municipal transport authority (GVB), the Connexxion bus operator and the City of Amsterdam. We know exactly how many cars are in our car parks, how many people come by public transport, and thanks to camera images we can estimate how many visitors use a bicycle or scooter.

In a covenant with local partners, we are committed to a “safe, efficient, sustainable and seamless journey”. Through pilot projects, we are investigating how more people can travel to the stadium in a more sustainable way, such as by public transport, bicycle or shared cars.



YDZE RIJFF

Consultant Mobility & Environment

“The area around the ArenA is changing rapidly, from a large-scale area to a densely built-up second city centre. At the same time, climate change is forcing us to think differently about mobility. If we don't offer our visitors attractive alternatives, a fun experience can turn into a nuisance – and we must never let that happen.”

Lessons for the next edition

This first trip has left us wanting more, and we also learned that:

Communication is everything: we need to make the party train more visible and start communicating earlier – from the moment tickets go on sale.

Expansion opportunities: to other geographical regions as well.

Start early: Selling combination tickets and communicating the route more clearly increases the impact.

Think big

Every kilometre from car to train, bus or bicycle is a gain for the environment. We encourage carpooling and are working with public transport partners to find better connections. Visitor mobility is our biggest challenge, but also a great opportunity. Through innovation and collaboration, we are turning the tide: from traffic congestion to traffic enjoyment.

IN PRACTICE

The challenge

THE GRASS COULD BE GREENER

Electric mowers? Check. Solar panels on the roof? Check. But some sustainability ambitions clash head-on with the reality of professional sports. What are we currently facing?

The challenge on the pitch

In our stadium, grass quality is the absolute number one priority. After all, the pitch is the stage on which Ajax and the Dutch national team must perform – only the best is good enough. This creates a unique tension between our sustainability ambitions and the unprecedented quality requirements of sports at the highest level.

The problem? Our grass team has various machines for maintaining our iconic pitch. From mowers to tractors and sand spreaders – and each machine runs largely on fossil fuels. While we dream of a fully electric fleet, we are repeatedly confronted with the harsh reality: the technology must not only be clean, but also perform perfectly under the immense pressure of top-level sport.

Towards a Net Positive approach

Our Facilities department and the turf team critically examine every opportunity to become more sustainable – from procurement to energy consumption, maintenance and waste. We continuously challenge suppliers to come up with solutions that meet our strict requirements.

The rules of the game are crystal clear:

- Turf quality comes first.
- Reliability must not be compromised. Innovation must fit within performance requirements.
- Every experiment is thoroughly tested before it touches the turf.

In recent years, we have achieved a mix of successes and learning moments. The mowers have now been successfully replaced with electric versions. But for the other machines, it's more complex.

Getting started

In the 2022/2023 season, we put it to the test with an electric tractor as a replacement for our fuel-powered version. The reality was confronting:

- Reliability: The electric tractor regularly broke down.
- Weight: Heavy batteries caused rutting on the pitch.
- Functionality: Connected machines did not work properly.
- Performance: Simply not at the level our pitch requires.

Conclusion? We were forced to return to fuel, but with biofuel as the best alternative within the current possibilities. For specialised equipment such as sand spreaders, there are simply no electric alternatives yet.

This transition is a marathon, not a sprint. We don't yet have a date when our full fleet will be electric. But we continue to experiment and learn, machine by machine.

Our vision for the future

The ultimate goal? A fully electric fleet that delivers the same top performance as our current machines. Equipment that not only reduces our CO₂ emissions, but also maintains the quality standards that Ajax players and Dutch internationals rely on.

ROY VAN DIJK

Field Manager Johan Cruijff ArenA

"The transition to an increasingly sustainable turf requires patience and craftsmanship. We want the best machines for our pitch and for our planet. Those two ambitions go hand in hand, but it takes time to find the perfect balance."



THE NEXT PHASE

We are well on our way, but you don't become an energy champion in a single season. In the coming years, we will tackle the challenges that will make a big difference.

We are working on reducing consumption per square metre even further. As a stadium, we want to welcome more shows and visitors, but with much less (environmental) impact per person. And then there is the biggest challenge: the 99% scope 3 emissions in our value chain. In the coming seasons, we will measure even more accurately and collaborate more effectively with partners to make significant progress in this area as well. Because only together can we make the entire chain cleaner.





A PLACE FOR
EVERYONE

A PLACE FOR EVERYONE

Our strategy

We want everyone to be able to enjoy football, concerts and special events at Johan Cruijff ArenA. Because a stadium is more than just a building: it's a place for experiences, emotions and connection.

In a full stadium, everyone has their own story, their own challenges and their own way of experiencing things. Some come on crutches, others in wheelchairs. Some have poor or no vision, others have difficulty with crowds and stimuli. We believe that this diversity enriches our stadium.

We know that we need to take steps in this direction. The biggest challenge is to ensure that we are accessible to a diverse audience without compromising the safety of all visitors and our own people.

Getting started

To better fulfill our ambition to be a place for everyone, Johan Cruijff ArenA will be committed to improving the following forms of accessibility in the coming years:



HIDDE SALVERDA

COO, Johan Cruijff ArenA

"As the largest stadium in the Netherlands, we take our responsibility for accessibility seriously. We view people with disabilities as our consultants. Together with them, we will be working on concrete improvements in the coming years to ensure that everyone is welcome in our stadium."

SOCIAL MILESTONES

An accessible stadium is our dream. These milestones lay the foundation on which our team can continue to build.



WonderboysZ at work

The WonderboysZ are young people with intellectual or physical disabilities who, under the supervision of cleaning company CSU, clean up the stands and remove stickers. Together with our partner CSU, we offer opportunities to young people with disabilities, combining work and fun.



2021

2024

2025



Knowledge is king

De Kleine Consultant conducted a study for us about how we can improve accessibility. They also gathered lessons and ideas from the sector.

A dot on the horizon

Together with ArenA colleagues from various departments, we are setting the course for how we want to make the ArenA more accessible in the coming years.



Social Capital introduces tour hosts

In collaboration with recruitment agency Social Capital, the ArenA has hired new colleagues with occupational disabilities as hosts for the ArenA Tours. We aim to fill other positions in this way in the future, so that we can help more people move from the sidelines to a paid job in the heart of society.

More stimulus-friendly events

Stichting Onbeperkt Genieten is assessing whether and how we can make our events more stimulus-friendly. Because a stadium with 55,000 people is impressive, but it can also be quite exciting or confusing for people with higher sensitivity issues.



MARTIJN MAURICE

Manager Tours, Johan Cruijff ArenA

"At the Tours department, we believe it is very important that everyone has the opportunity to work with us. Through our collaboration with Social Capital, we offer people who are distanced from the labour market the opportunity to develop themselves further and be valuable to our company. Personally, I think it's great to see how Social Capital employees are making their mark within our team and have become part of our beautiful stadium."

IN PRACTICE

In the spotlight

ARENA TESTS LIVE AUDIO COMMENTARY

Step by step, we are building a future-proof stadium. This project shows how we want to make the ArenA accessible to everyone, with smart innovations and good teamwork.

At Ajax matches, fans don't just hear the cheers when Kenneth Taylor scores – they see his celebration, the crowd's reaction, the players' emotions. The same goes for concerts: Robbie Williams' iconic moves, his dazzling outfits, the spectacular light shows. But for blind and visually impaired visitors, these visual moments are lost. That is about to change.

Live commentary during Robbie Williams concerts

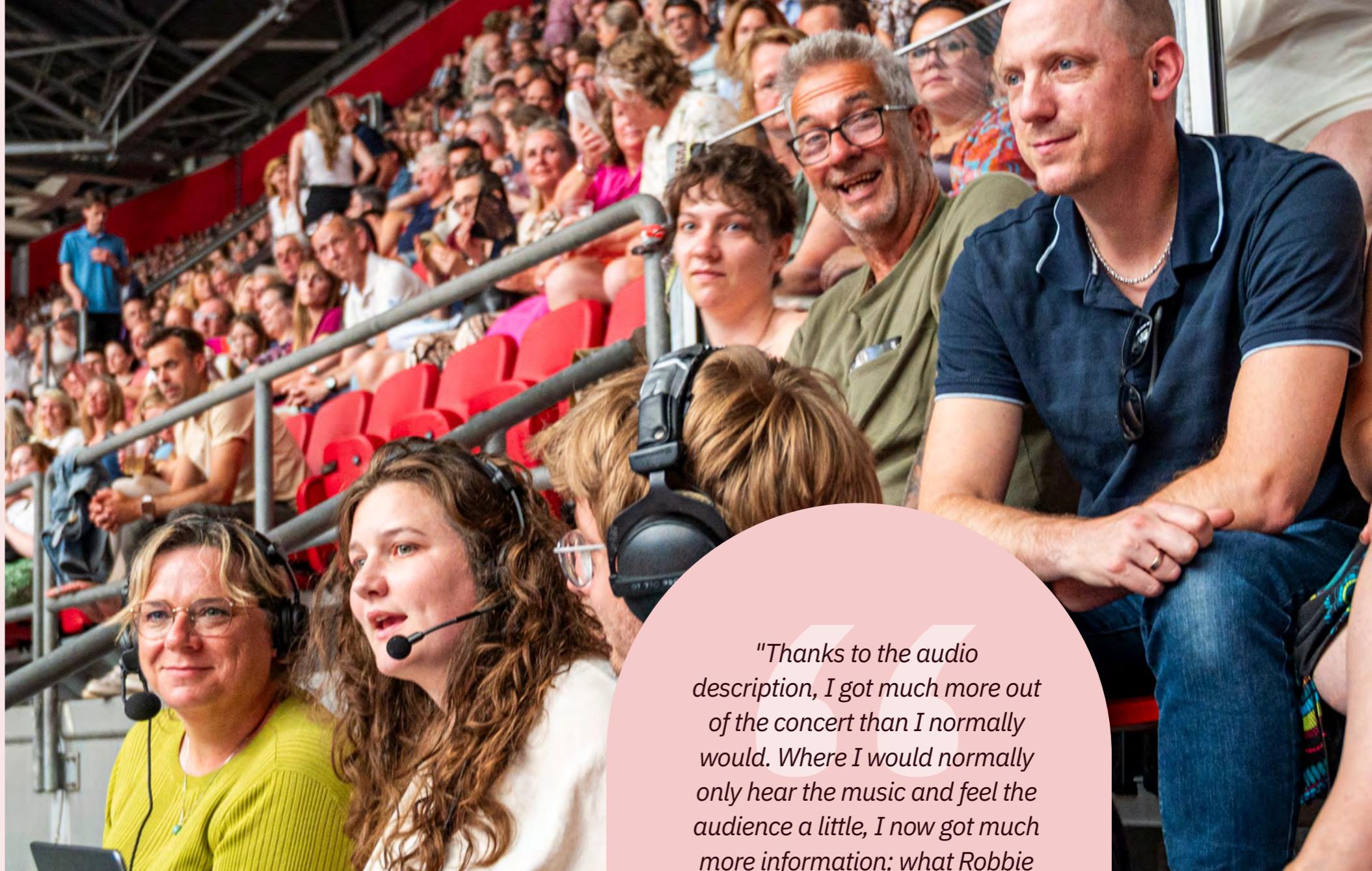
This summer, we tested live audio description during both Robbie Williams shows. Through a collaboration with Mycrocast and Zessen Media, fans received real-time commentary directly through their headsets – with descriptions of everything from Robbie's costume changes to his interaction with the audience.

We focused on what you can't hear: the visual spectacle that makes ArenA events unforgettable. We invited 12 people with visual impairments to a concert and asked them to test the service and share their feedback.

Strong results, valuable lessons

Nine of our twelve test participants called it a game-changer for their concert experience. In addition to the guests we had specially invited to test this service, more than 50 other guests also tried it, with 60% listening for more than 70 minutes.

The feedback was clear: knowing what is happening on stage transforms the entire experience. We learned that describing the action during a thunderous concert is very different from commentating on a football match. The constant



sound levels demand perfect timing and crystal-clear audio quality.

Everyone deserves the ArenA feeling

Our test participants gave us honest, useful feedback. Now we know what works and what can be improved. We will use this input during the upcoming concert summer of 2026.

This pilot confirms our belief: every fan who enters the ArenA should be able to fully experience the magic of live events. Whether it's Ajax in the Champions League or world-class artists such as Robbie Williams – everyone deserves to be part of the show.

"Thanks to the audio description, I got much more out of the concert than I normally would. Where I would normally only hear the music and feel the audience a little, I now got much more information: what Robbie was wearing, what he was doing, what was on stage, what was on the screens, what the audience was doing. I loved being able to form a picture in my mind. For the first time, I was able to really talk about what happened after a concert. Not just 'He sang well!'"

IN PRACTICE

The challenge

WHEELCHAIR-ACCESSIBLE ARENA

We have big ambitions when it comes to inclusivity, and we know that good intentions alone are not enough. That is why we take a strategic approach to challenges and remain critical about what works and what does not.

Changing with the times

Johan Cruijff ArenA opened its doors in 1996 as one of the most modern stadiums in the world. Almost thirty years later, we are facing a new challenge: how do we make an existing stadium fully accessible to people in wheelchairs? Because what was state-of-the-art at the time no longer always meets today's accessibility standards.

We have 136 special wheelchair spaces, lifts to all levels and adapted parking spaces. But that is not enough. There are still parts of our stadium that are not optimally accessible, routes that are cumbersome, and facilities that could be improved.

The complexity of an existing stadium

Building a stadium from the ground up with full accessibility? That's a challenge in itself. Adapting an existing stadium? That's a whole different ball game. Fixed structures, limited space and existing routes call for smart, creative solutions – and often substantial investments.

We are committed to what is possible and focus on improving accessibility within designated areas so that wheelchair users can move around independently and comfortably.

Mapping out the customer journey together

The first step is to map out the entire customer journey for wheelchair users. From arriving at the car park to finding a seat, from toilet facilities to leaving the stadium – every movement is relevant. We don't do this from behind a desk, but together with the people for whom it really matters. Ajax

has previously conducted a survey in which more than 70 wheelchair users provided feedback on the challenges they experience in and around the stadium. Their input is a valuable starting point for us.

What we already know

- Signage could be clearer, especially for lifts and accessible routes
- Some passageways are just too narrow for comfortable passage
- Waiting times at lifts can be long during peak hours
- Not all catering outlets are equally accessible
- It is not always possible to find a good parking space

A step-by-step approach

We can now get to work based on these insights and the pain points that have emerged from them. We will validate the customer journey with visitors who use wheelchairs, because their experience and insights are indispensable for coming up with meaningful solutions. They advise us – not the other way around. We will then prioritise improvements and get to work on implementation.



LEIGH VAN GALEN-TJON

Events Coordinator,
Johan Cruijff ArenA

"When organising accessibility in an existing stadium, you have to constantly balance what is desirable with what is feasible.

Everyone deserves a great experience at the ArenA, but we can't change everything at once. That's why we opt for strategic improvements that have the greatest impact."

THE NEXT PHASE

Building a fully accessible stadium is not something you can do in one go – it takes years of commitment.

We are taking a systematic approach: first, we map out different customer journeys and their pain points. We then test these with the target groups themselves – wheelchair users, visually impaired people, people with hearing impairments. This allows us to discover what really needs to be improved.

In the 2025/2026 season, we will start with the customer journey of wheelchair users who attend a football match.

Our ultimate goal is a stadium where everyone can enjoy themselves together, regardless of their physical abilities.



GERT KOFFEMAN

Director of the North-West Business Unit, CSU

"In addition to our collaboration in cleaning services, Johan Cruiff ArenA and CSU also work together on our sustainability goals. Social initiatives are a good example of this, such as our collaboration with the Wonderboyz, a day care organisation for young people with disabilities. By working at Johan Cruiff ArenA, they feel proud and part of society."



**A STAGE
FOR TALENT**

A STAGE FOR TALENT

Our strategy

Johan Cruijff ArenA is more than just a stadium. We are a symbol in Amsterdam, an attraction for 2 million visitors a year and an employer that can make a difference.

Every day, we work to create a place where not only top-level sport and entertainment come together, but also create opportunities for the communities around us. Because real impact starts with talent – behind the scenes, on the pitch, on stage and in our Zuidoost neighbourhood.

This is what it looks like

Because we take talent development seriously at Johan Cruijff ArenA, we have set an ambitious goal. We did not achieve that goal last year, but for the coming year, the entire team is fully committed to achieving it.



OUR PEOPLE, OUR STRENGTH

Our work is people work. That is why we invest in vitality and sustainable employability with the online mental health platform OpenUp, offer weekly Bootcamps and work with a buddy mentor system. Because colleagues who feel good about themselves contribute ideas, innovate and actively build on our ambitions.

In a tight labour market, strong employer branding helps to attract and retain talent. We clearly show who we are and why working at the ArenA is special. We encourage colleagues to remain curious and develop their talents. Our attitude is: it's okay to make mistakes, as long as you learn from them.

COMMUNITY AS A BREEDING GROUND

Amsterdam-Zuidoost is not only our location, it is our home base. This is where the people who bring colour to our neighbourhood live and work. That is why we take our role as a neighbour seriously and are committed to creating opportunities where they are most needed.

Learning by doing

Together with Stichting SPE, young people between the ages of 11 and 26 are introduced to various professions in and around the stadium – from security to technology, from hospitality to event organisation. During the ArenA Talent

Experience teaching programme, internships and work-study programmes, primary and secondary school pupils and students discover where their strengths lie.

Creating opportunities means taking responsibility

That is why we work together with schools, trainers and local partners on long-term learning programmes. We do this with, among others, the Amsterdam regional education centre (ROC), Challenge Master of the Ajax Foundation, Stichting SPE, JINC and Zuidoost Werkt! We provide training together and close to home.

From the stands to the stage

At every event we organise, we give local talent a chance. For example, we ask local bands and artists to perform at ArenA team events or during Community Day. We also work with local artists on various projects in and around our stadium.



2024/2025

RESULTS



Learning & working

26

YOUNG PEOPLE

came to the ArenA to gain work experience through (local) schools, Social Capital and Fisio.



Experiences

110

YOUNG PEOPLE

are welcomed to talent development programmes in the ArenA. From Challenge Master, Icons of the City Tours, workshops in collaboration with Stichting JongVolwassen, etc.

SOCIAL MILESTONES

From first steps to major breakthroughs, these milestones show how we are building a place where talent can take centre stage.

Women on Azure

More than 20 women took an intensive Microsoft Azure Academy IT course at the ArenA. In this way, we are contributing to the training of technical specialists and more women in ICT.



2018

2021

2024

2025



Masterplan Zuidoost

The Master Plan (an initiative of residents and local organisations) focuses on five themes: participation, education, safety, housing and work. Johan Cruijff ArenA contributes to the [Masterplan Zuidoost](#) with one clear goal: to build a safe, liveable and inclusive neighbourhood where everyone has equal opportunities by 2040.

Skybox to classroom

In collaboration with Stichting SPE, we organised homework sessions in a skybox. Young people from neighbourhoods with socio-economic challenges did their homework with a view of the pitch. Education, inspiration and fun all in one.

Local art on the big stage

Street artist George Adegbite from this neighbourhood immortalised four Ajax legends in an 18-metre-wide mural in the stadium. A powerful tribute to club heroes and creativity from the neighbourhood. *“Seeing my work in Johan Cruijff ArenA is a boyhood dream come true,”* says George Adegbite, artist at SiMSALABiMS, proudly.



JINC CEO for a day

Every year, hundreds of primary school pupils are given the opportunity to spend a day in the shoes of a CEO, director or politician. This will also be the case at the ArenA in 2024 and 2025. In this way, we gave children from Amsterdam-Zuidoost a boost of self-confidence, energy and broader horizons. Because big dreams often start small.

KWAME AGYAPONG-NTRA

Founder of Stichting SPE

“Our collaboration with Johan Cruijff ArenA enables us to offer children from Amsterdam-Zuidoost unique experiences that strengthen their self-confidence and future prospects. Like the ArenA, we believe in creating meaningful memories that have a lasting impact.”

From school to stadium

Stichting Stewarding Triple A is a partnership between Ajax and Johan Cruijff ArenA, where stadium security guards are trained in-house according to the highest standards of the Royal Dutch Football Association (KNVB) and UEFA. From 2025, Triple A will be working with MBO College Zuidoost (ROC), giving security students valuable practical experience in the dynamic learning environment of the stadium. Talent development and training will enable more students to move on to jobs at the ArenA.

IN PRACTICE

In the spotlight

FROM SCHOOL DESK TO PLAYING FIELD

Step by step, we are building a stadium where talent can flourish. We are proud of the projects below and are happy to put them in the spotlight.

Shaping the future together with vocational students

According to the general employers' association AWVN, more than 40% of vacancies for vocational graduates are difficult to fill – a missed opportunity for both young people and employers. Many talented young people who are looking for their place in the labour market live in Amsterdam-Zuidoost. Time for a tactical change: instead of waiting for talent to come to us, we are going out to look for it ourselves.

The line-up

Together with the Ajax Foundation, De Verrijking and the Amsterdam regional education centre (ROC), we launched Challenge Master – a talent programme that gives secondary vocational students the opportunity to make their dreams come true. On 27 March 2025, 25 up-and-coming local talents were given a special stage: the largest stadium in the Netherlands.

Learning in practice

No theory from books, but learning in the midst of practice. During an intensive and inspiring 16-week programme, participants work on their personal and social development over 32 days of lessons. They attend guest lectures, visit companies and take part in interactive workshops. During their visit to Johan Cruijff ArenA, the students delve into the world behind the scenes: from technology to hospitality, from security to event management. Through practical assignments and conversations with professionals, they discovered what it takes to run a world-class stadium.

The result was immediately visible: eyes lighting up at the sight of new opportunities, questions about career paths, and the realisation that their future might well lie in the ArenA.



JEANETTE JONGEMANS

Director of Ajax Foundation

"With Challenge Master, we offer young people a unique glimpse behind the scenes at companies and broaden their horizons. By sharing knowledge and expertise, we are making a valuable contribution to the talent development of young people and offering them a real opportunity to meet their future employers, who may not always be obvious choices."

Highlight

For many students, the working visit to the ArenA was the highlight of the entire programme. Not only did they gain insight into new professions, but also direction, motivation and confidence in their own abilities. That confronts us: We learned just as much from their fresh perspective on our stadium.

Follow-up

The collaboration between Johan Cruijff ArenA and Ajax Foundation will be continued and deepened in the coming period. Because investing in young people from Amsterdam-Zuidoost means investing in the future of our city – and we are happy to do that together.

IN PRACTICE

The challenge

FINDING AND RETAINING TALENT

A tight labour market, high expectations and competition for the best people. How do you remain attractive as an employer and build for the future? By investing in talent close to home and distinguishing ourselves as an employer with a mission. What are we currently facing?

The labour market is tight and competition for talent is fierce. For us, that means staying on the ball. We don't just want to attract new people, we want to keep them. That's why we invest in strong employer branding, so that everyone knows who we are, what we stand for and why working at the ArenA is so special.

At the same time, we're looking ahead. To ensure we have enough qualified staff in ten years' time, we're starting in our own backyard: Amsterdam Zuidoost.

From school to stadium

Together with MBO College Zuidoost (ROC Amsterdam) and Stichting Stewarding Triple A – an initiative of Ajax and the ArenA – we are training the security specialists of tomorrow. Students from the Security programme step straight from their school desks into our stadium, right into the dynamic world of concerts, football matches and large-scale events.

At Triple A, they receive in-house training in accordance with KNVB and UEFA standards. They learn not only how to safely welcome thousands of fans, but also how to create a welcoming, positive atmosphere. Because for us, safety and hospitality go hand in hand.

The first cohort started in February 2026. When they complete their training in May, they can start working for us as stewards immediately, provided they are 18 or older. From internship to first job in one step.

Keeping the best players on board

This collaboration is part of House of Safety, a broad initiative that strengthens the security sector and creates development opportunities for young people in the region. Other participants include the Ministry of Defence and Law Enforcement – because safety is teamwork.

By involving students at an early stage and training them within our own stadium, we are not only investing in the ArenA security professionals of tomorrow. This collaboration programme shows other stadiums and event venues how they can successfully attract and retain talent. In this way, we are helping to build a safe, inclusive and sustainable sector.

NAVID MADANI

Chair of MBO
College Zuidoost

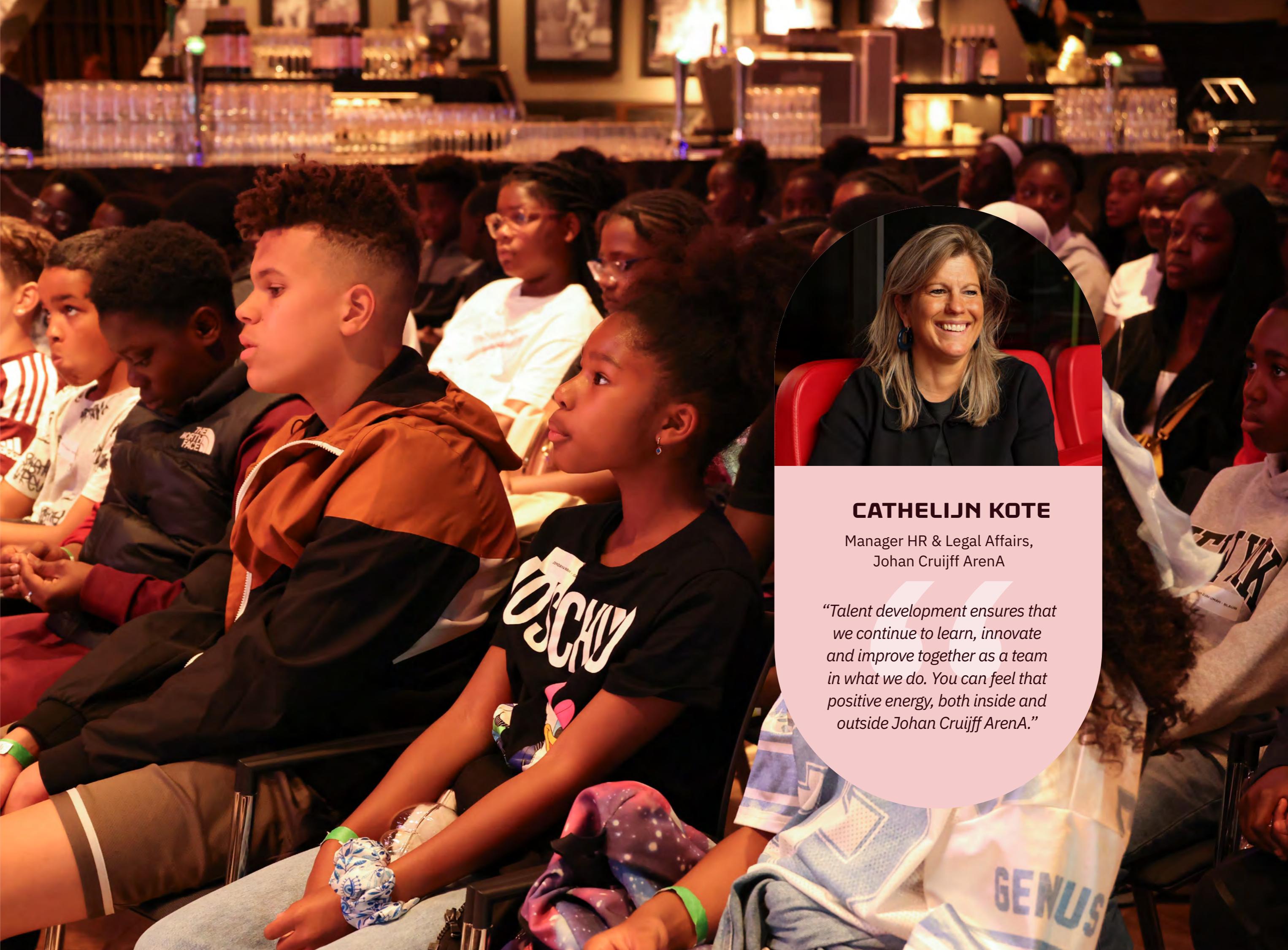
"This collaboration offers our students a unique opportunity to grow and learn in an inspiring environment."



THE NEXT PHASE

In the coming seasons, we will continue to offer internships to local talent and enter into new collaborations with local organisations. In this way, we will continue to attract talent to our team and the stadium will become even more of a stage for the neighbourhood and the city. The first cohort of students from our internal stadium security training programme will start as permanent employees at the ArenA in 2026.

In addition, we are working on improving the transition from internship to permanent employment, involving local entrepreneurs more actively in events and expanding partnerships with educational institutions. By working closely with local organisations and talents, we are making the impact of our programmes measurable and transparent.



CATHELIJN KOTE

Manager HR & Legal Affairs,
Johan Cruijff ArenA

"Talent development ensures that we continue to learn, innovate and improve together as a team in what we do. You can feel that positive energy, both inside and outside Johan Cruijff ArenA."



CONNECTED
TO THE
COMMUNITY

CONNECTED TO THE COMMUNITY

Our strategy

Johan Cruijff ArenA is located in the heart of Amsterdam-Zuidoost. Not only as a stadium for sports and music events, but with its doors open to our neighbourhood.

Amsterdam-Zuidoost is colourful and diverse, with more than 170 nationalities and over 90,000 residents. A neighbourhood full of stories, dreams and talent. And we want to be the clubhouse of Amsterdam-Zuidoost – in the heart of the community and in the hearts of the people.

We can only realise this ambition in close collaboration with the neighbourhood. That requires listening, coordination and building trust. We work together with local foundations, associations and initiatives, who know what is going on and what is needed. Together, we make the ArenA accessible and meaningful – a place where local residents feel welcome and at home.

**NET POSITIVE:
5,000 RESIDENTS
IN THE ARENA ON
OUR INVITATION
EVERY YEAR.**



KAREN NITSCHKE

Communications Manager, Johan Cruijff ArenA

"We view the ArenA as a clubhouse where people meet, where community, pride and talent development come together. The challenge is to reach all residents of Amsterdam-Zuidoost, but together with local partners and a growing network, we are getting better and better at this. In this way, we are gradually building a stadium that belongs to and is for the community."



FROM STADIUM TO CLUBHOUSE

Our goal is clear: to offer unforgettable experiences in the ArenA to at least 5,000 residents of Amsterdam-Zuidoost per year – together with local partners. In this way, we will continue to build the clubhouse of Amsterdam-Zuidoost.

In addition to the local fans who already come here for football matches and concerts, another 3,720 residents accepted our invitation in the 2024/2025 season and made unforgettable memories in the ArenA. This year, we will not achieve our Net Positive goal of 5,000 local residents in the ArenA, but with a strong strategy and our motivated team, we will continue in the coming seasons.

Together with local partners and talent, we organise free events for local residents. From sporting events such as the 14K Run to a sustainability tour of the ArenA during Amsterdam-Zuidoost Week and the annual ArenA community event, we are making the ArenA feel like the clubhouse of Amsterdam-Zuidoost.

OUR GOAL IS CLEAR: TO OFFER UNFORGETTABLE EXPERIENCES IN THE ARENA

OUR GAME PLAN

Bringing the community inside

We are opening our stadium to beloved festivities and initiatives from Amsterdam-Zuidoost, such as last year's Neighbourhood Christmas Dinner. In doing so, we literally bring the local community inside and create moments of recognition, pride and connection.

Open door to the local community

Every year, we make spaces available for activities organised by local organisations. From school trips and homework sessions to Christmas dinners: the ArenA is both a stage and a home base for Amsterdam-Zuidoost.

Tickets for the community

Every year, we give hundreds of tickets for ArenA events to residents of Amsterdam-Zuidoost through local organisations, so that more people can enjoy concerts, football and other (sports) events.

Rolling up our sleeves together

Every year, the ArenA makes eight special leave hours per employee available for volunteer work. Colleagues can use these hours during the ArenA Social Days. This allows them to help out at the Food Bank in Amsterdam-Zuidoost, or during the Open Day of the Johan Cruyff Foundation or the charity evening for the local foundation Only Friends.

IN 2024/2025, WE WELCOMED THESE NEIGHBOURS TO THE ARENA:



ArenA x SES Sports Day: 200 children from Amsterdam-Zuidoost



Community Day: 1,400 residents



Amsterdam-Zuidoost Christmas dinner: 800 residents



Drostenburg school trip: 80 children from Amsterdam-Zuidoost



1,050 free tickets for local residents



Amsterdam-Zuidoost Week – sustainable tour: 40 tours



Preliminary round Cruyff Street League: 150 residents

TOTAL 2024/2025: 3,720 LOCAL RESIDENTS INVITED TO THE ARENA

SOCIAL MILESTONES

From first steps to major breakthroughs – these moments show how we are building a stadium that belongs to and serves the local community.



2022

First Community Day

For the first time, Johan Cruyff ArenA opened its doors to more than 1,000 residents from Amsterdam-Zuidoost, including a tour of all the highlights of the stadium. An unforgettable day for young and old.



2024

Amsterdam-Zuidoost Christmas

More than 800 residents from Amsterdam-Zuidoost enjoyed an unforgettable evening at the ArenA. After a tour, neighbours enjoyed an extensive buffet and performances by Christmas choirs.

2025

Cruyff Street League

Through the Cruyff Street League, young girls from Amsterdam-Zuidoost were given the opportunity to showcase their football talents in the ArenA. These are moments that touch, connect and inspire pride.



Start of Social Days

Colleagues used their paid volunteer day for the first time during the ArenA Social Days. Among other things, they rolled up their sleeves at the local foundation Hoop voor Morgen, a local food bank that provides hundreds of families with a complete food package every week.

Sports day in the ArenA

A dream come true: the local foundation SES and the ArenA organised a special sports day in the middle of the stadium for 200 children from Amsterdam-Zuidoost.



IN PRACTICE

In the spotlight

ARENA COMMUNITY DAY

Step by step, we are building strong connections with our local community. ArenA Community Day is a great example of this, and we are happy to put it in the spotlight.

From stadium visit to neighbourhood party

Johan Cruijff ArenA is literally in the heart of Amsterdam-Zuidoost, but how do you ensure that the stadium is also part of the community? The first Community Days in 2022 and 2023 were a great start. In both years, 1,000 local residents were given a free stadium tour. A popular formula, but not yet truly rooted in the culture of Amsterdam-Zuidoost.

The challenge for 2024 was clear: transform Community Day from an ArenA event into a day by and for the neighbourhood. A day in which local talent, entrepreneurship and culture are visible and tangible.

Teamwork makes the difference

We put our best players on the field: Johan Cruijff ArenA joined forces with Stichting JongVolwassen, a platform for young adults from Amsterdam-Zuidoost that focuses on talent development. Together with founders Ryan Pinas and Giefa Boomdijk, we developed a broad programme and added it to the familiar stadium tour.

The recipe? We still start with the beloved stadium tour – residents walk onto the pitch through the players' tunnel, visit the Ajax dressing room and discover the rich history of Johan Cruijff ArenA and Ajax in the Ajax Gallery of Fame. But on top of that, there is a programme that is entirely from Amsterdam-Zuidoost.

Residents enjoy performances by local musicians and theatre makers, who are given a stage on the pitch. The programme, conceived and executed



RYAN PINAS AND GIEFA BOOMDIJK

Founders, Stichting JongVolwassen

"Collaboration with Johan Cruijff ArenA gives JongVolwassen the opportunity to make a real impact in the neighbourhood together with a committed partner. By working together on initiatives such as Community Day, we bring young adults and local residents closer together and build a strong, inclusive community."

by JongVolwassen, puts entrepreneurship and creativity from Amsterdam-Zuidoost in the spotlight.

Local players in the lead

On Community Day 2024, more than 1,000 residents from Amsterdam-Zuidoost enjoyed a day full of sport, music, culture and socialising. The expansion of the programme was enthusiastically received by visitors; it gave Community Day a recognisable Zuidoost identity and made the ArenA feel like the local clubhouse.

For JongVolwassen, organising Community Day was a valuable learning experience: young people put their talents to use in the production, gained

practical experience and directly experienced the impact of their work on their own community.

Looking ahead

ArenA community Day shows how collaboration with local partners and young talent creates more connection, pride and reciprocity. We continue to build a day that not only opens our doors, but also touches the hearts of Amsterdam-Zuidoost. Because a stadium is only truly home when the neighbourhood feels at home there.

IN PRACTICE

The challenge

AMBITION VS. IMPACT IN AMSTERDAM-ZUIDOOST

Our social ambitions are big, but good intentions are not enough. That's why we approach every challenge strategically and remain critical about what works.

Amsterdam-Zuidoost has 90,000 residents with endless dreams and ambitions. At Johan Cruijff ArenA, we want to play a meaningful role in this diverse community. But how do you know what's really going on?

We are a relatively small organisation with a limited budget, but with ambitious Net Positive goals. Every euro we invest must make a real difference. That means making choices – sometimes difficult ones.

The complexity of a colourful neighbourhood

Amsterdam-Zuidoost is the definition of diversity. More than 170 nationalities live together, entrepreneurial families pursue their dreams, and young people develop their talents.

The challenge? Residents have diverse wishes, while our possibilities are not unlimited. Communication plays a key role in this: showing what we do, explaining why we make certain choices, and determining together where we have the greatest added value.

That is why we listen and engage in dialogue. We take steps together with local foundations, associations and experts. They know what is going on and which needs are most urgent.

Strategy through research

To gain insight into expectations and needs, we conducted a Social Scan at the end of 2024, in collaboration with local organisation Sparks Impact. Through interviews with community centres, local foundations, schools and youth organisations, among others, we gained insight into the issues that are important in Amsterdam-Zuidoost

What the scan taught us:

- Talent development for young people is high on the agenda
- Encounters between different communities can be strengthened
- Practical support at events is appreciated
- The visibility of local stories deserves more attention

Great expectations

These insights help us to substantiate our existing ambitions and develop new perspectives. Together with local organisations, we have already been able to realise several concrete activities that arose from the recommendations.

Our new focus:

- Deeper rather than broader: Preferably fewer projects with more impact
- Local expertise first: local organisations take the lead, we facilitate
- Transparency about possibilities: Honest about what is and is not possible
- Long-term partnerships: Investing in sustainable collaborations

The power of Amsterdam-Zuidoost

Managing expectations requires care. We don't want to raise false hopes, but we also don't want to be too cautious. By actively listening, communicating transparently and strategically choosing where to focus our energy, we are building a stronger relationship with the community step by step.

The strength of Amsterdam-Zuidoost is its entrepreneurial spirit, and we are keen to tap into that. As we go along, we learn what works, what fits and where we can really make an impact.

Because ultimately, it's not about what we think is good for the community – it's about what the neighbourhood really needs.



DEMI WILSON

Personal Assistant,
Johan Cruijff ArenA

"We want to feel connected to the neighbourhood and respond to the needs that exist in Amsterdam-Zuidoost. In doing so, we remain true to who we are as the ArenA, and we are always honest about what we can and cannot contribute."

THE NEXT PHASE

Johan Cruijff ArenA focuses on the more than 90,000 residents of Amsterdam-Zuidoost – our dream is that every resident will accept our invitation to enjoy at least one unforgettable experience in the ArenA. A wonderful goal, but also a considerable challenge.

To achieve this, we are expanding our reach through new partnerships and ambassadors. Every neighbourhood, every age group, every community needs to know: the ArenA is also your clubhouse. We share the stage with artists, athletes and entrepreneurs from Amsterdam-Zuidoost – their stories deserve the stage we can offer. And not just during major events: throughout the year, we organise activities that bring local residents to the ArenA.

EVERY YEAR, WE WANT TO OFFER AT LEAST 5,000 RESIDENTS SUCH A SPECIAL MOMENT.

We do this through long-term collaboration with local partners. Only together can we make the ArenA truly feel like the clubhouse of Amsterdam-Zuidoost.





**FAIR &
TRANSPARENT
GOVERNANCE**

FAIR & TRANSPARENT GOVERNANCE

Our strategy

Good governance is not a bureaucratic exercise – it is the foundation of everything we do within the ArenA. Think of it as the rules of the game: everyone needs to know how we play, what counts as fair play and how the whistle is blown. Only with clear rules, transparent agreements and reliable data can we achieve our Net Positive goals.

In a world where social and environmental challenges are becoming increasingly urgent, careful, data-driven and clear decision-making is no longer a luxury – it is a requirement for moving forward.



HAN MOUTON

Chief Finance Officer,
Johan Cruijff ArenA

"Good and transparent governance is essential for Johan Cruijff ArenA. As partners, we must be able to count on each other, together with our suppliers, and radiate confidence to our visitors. We show how we work and do what we promise."





**FOR US, TRANSPARENCY IS
MORE THAN A PRINCIPLE –
IT IS A STRUCTURAL PART
OF HOW WE WORK.**

OUR GAME PLAN FOR GOOD GOVERNANCE

Involving stakeholders – stronger together

We actively listen and engage in dialogue with colleagues, our Supervisory Board, partners and local residents to identify areas for improvement and take meaningful steps forward.

Sustainable collaboration & procurement – quality first

Our procurement has a direct impact on our social and environmental impact. We set clear requirements for suppliers: sustainability, social responsibility and compliance with our values. In this way, we embed our impact objectives in our daily work, together with the sustainability objectives of our partners.

Transparent in word and deed – playing an open hand

We communicate transparently about our impact on people and the environment. We are happy to share what is going well, and we are honest about where there is room for improvement. Transparency is a structural part of our working method, supported by reports from our suppliers.

Data first – facts over feelings

We believe in data to provide insight into what works and what can be improved. With data as a basis, we make informed choices, monitor progress and are transparent in our accountability. Structural insight into our performance enables us to make targeted adjustments and continuously improve.

MILESTONES

Good governance is not measured by attractive policy documents, but by concrete actions and tangible results. These milestones show how we are building, step by step, an organisation that does what it says it will do.

Net Positive Team established

A multidisciplinary group of twelve colleagues from all departments. They take initiative, translate sustainability policy into practice and monitor whether we are on track. This combination of daily operations with a focus on sustainability gives colleagues the meaning they are looking for.

2023

Net Positive announcement

We made a drastic change of course. In May 2023, we announced our ambition: Net Positive by 2030. Not less damage, but more positive impact on society and the climate.



2024

Collaboration with GSES

We entered into a partnership with GSES, a system that makes measuring sustainability performance easy and reliable for companies. Together, we are working on a standard that can be used to measure the sustainability of events.

To measure is to know

During the Coldplay concert in July 2023, we measured and audited our sustainability performance for the first time. This led to follow-up measurements in Rome and Madrid under our supervision. We also measured Ajax-Brighton, Netherlands-Germany and other events.

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Gap analysis

We mapped out what is still needed to realise our reporting ambitions. No grand tales, but concrete actions to raise the bar. The results of the gap analysis formed the basis for our reports. Initially, of course, to comply with the CRSD, but even now this input is still important for measuring progress and setting new goals.

2025

Double materiality analysis carried out

Together with stakeholders, we determined which sustainability themes really matter to us. Of 96 possible topics, seven remain that are materially important to the ArenA. This helps us to make data-driven decisions.

ArenA's first Impact Report

In this report, we show the steps we are taking in the area of environmental and social impact and where improvement is needed.



IN PRACTICE

In the spotlight

THE POWER OF COLLABORATION

Alone you can go so far, but together you can go further. Collaboration is in our DNA and we are happy to show how we continue to innovate with this approach.

At the same time, the battery contributes to network stabilisation. Our power grid is under pressure due to the growth of solar panels, electric vehicles and data centres. The battery absorbs peak loads – during cold winter evenings when millions of households demand energy at the same time. This keeps the power grid reliable for everyone. This collaboration demonstrated that sustainable innovation, commercial benefits and social value go hand in hand.

Grass dashboard as industry standard

We have also developed innovations in grass management through broad collaboration within

Living lab for sustainable innovation

The ArenA is a compact organisation – which is precisely why we choose partners who take innovation and sustainability as seriously as we do. Because progress is achieved through good teamwork. We offer our ArenA as a “living lab” where sustainable innovations are tested and developed into proven concepts. This way, we all benefit from each other's inventions and accelerate positive developments.

Innovation that really works

This approach has already led to exciting innovations in various areas.

Pioneering with our first mega battery

In 2018, together with Eaton, Nissan, BAM, The Mobility House, supported by the Amsterdam Climate and Energy Fund (AKEF) and Interreg, we realised the first commercial mega battery, here in the basement of the ArenA. For us, this means smart energy management and lower energy costs.

At the same time, the battery contributes to network stabilisation. Our power grid is under pressure due to the growth of solar panels, electric vehicles and data centres. The battery absorbs peak loads – during cold winter evenings when millions of households demand energy at the same time. This keeps the power grid reliable for everyone. This collaboration demonstrated that sustainable innovation, commercial benefits and social value go hand in hand.

Grass dashboard as industry standard

We have also developed innovations in grass management through broad collaboration within

the chain, from growers to our own grass team. With sensors under the turf and on the roof, a high-tech measurement and monitoring system displays the condition of the turf 24 hours a day in an online dashboard. The system determines exactly how much light, water and nutrition each blade of grass needs. After further development, this unique dashboard was sold to the KNVB (Royal Dutch Football Association) and is now used by all premier league clubs. From local solution to industry standard – this is how we create maximum impact.

Collaboration in and beyond the industry

We look beyond our own square metres and collaborate with shareholders Ajax and the City of Amsterdam, but also much more broadly: partners, suppliers, other event venues, start-ups and students. A good example of this broad collaboration is our leading role within the European trade association for stadiums: the European Stadium & Safety Management Association, or ESSMA. Together with Atlético Madrid, Juventus, Croke Park, Stockholm Live and Strawberry Arena, we form a group of frontrunners who share knowledge, exchange best practices and work together to organise events in a sustainable manner.

De ArenA also participates in various cross-sector networks where we regularly share our Net Positive story.

• Green Business Club Amsterdam-Zuidoost

– an impact organisation that brings together companies, knowledge institutions and the municipality around sustainable projects.



JOHAN CRUIJFF ARENA

- **Global Sustainable Sport Alliance** – global knowledge sharing on sustainability within the sports sector.
- **Leaders Club** – cross-sector innovation and knowledge sharing in the sports world for executives.

Collaboration is in our DNA – and that is why we can continue to innovate. By working together, we create solutions that benefit not only us, but the entire sector and society.

IN PRACTICE

The challenge

STAYING ON COURSE WHILE THE RULES OF THE GAME CHANGE

Just as you map out your strategy, the rules change. New legislation, different reporting frameworks, shifting thresholds. Navigating the maze of sustainability regulations requires flexibility and a clear compass. What are we currently facing?



Sustainability legislation is evolving rapidly. European and national governments are tightening rules to combat greenwashing and accelerate concrete action by companies and individuals. We welcome this! Stricter rules ensure a fairer market, better comparability between organisations and real progress on issues such as reporting obligations, circularity and the elimination of single-use plastics.

But let's be honest: keeping up is not easy. The amount of new regulations is piling up, their interpretation is complex and different frameworks sometimes contradict each other. For us, this means constantly anticipating, adapting processes and staying alert to new obligations and relaxations.

CSRD: from obligation to voluntary choice?

A recent example? The Corporate Sustainability Reporting Directive (CSRD). This European directive would initially also apply to us. The proposed Omnibus Regulation may change the playing field: only organisations with more than 1,000 employees and above certain financial thresholds will remain subject to reporting requirements.

If this change is approved, we will no longer be subject to the formal obligation. Does this mean we will stop reporting? Absolutely not.

New laws, same ambition

Even without a legal obligation, we will remain

fully transparent about our sustainability performance. We voluntarily report on our key KPIs and continue to strive for measurable, positive impact. We now comply with the VSME guidelines, a voluntary European standard for sustainability reporting for small and medium-sized enterprises (SMEs).

Changing legislation challenges us to remain flexible. But our course is set: to make progress for people and the environment, with or without regulatory pressure.

THE NEXT PHASE

We continue to invest in better data collection and reporting. In the coming season, we will develop KPIs for fair and transparent governance so that we can track our progress year on year and remain transparent to our partners, colleagues and visitors. Not because we have to, but because it helps us make better choices.

In addition, we are actively seeking new collaborations that increase our impact – from energy projects with the local community to sector-wide initiatives for sustainable events. By sharing our approach and insights, we want to inspire others to join us. We are open about our progress and challenges, hoping to start a movement in which companies strengthen each other rather than compete.





LOOKING
AHEAD

LOOKING AHEAD

Our strategy

Net Positive is not a finish line, but a direction. We challenge ourselves and our partners to continue learning, innovating and improving. Every season anew. And it is also expected of us. Not only the City of Amsterdam, but also business partners and other stakeholders have increasingly high expectations and demands in this area. And rightly so!

Energy & CO₂: the transition continues

We continue to work on reducing energy consumption and CO₂ emissions. And we are tackling a new theme: water. This year, we are setting targets and drawing up an action plan to reduce our water consumption.

Data: from measuring to knowing

We are going to further automate the measurement and analysis of sustainability data via dashboards – because you can only improve what you measure. This makes adjustments faster and more effective.

Accessibility: welcome to all

We are improving the accessibility of our stadium by optimising customer journeys for every visitor and further expanding audio description at concerts. Step by step, we are making the ArenA accessible to more people.

Community: staying connected

This season, we are once again welcoming our local residents with free events and collaborating with local organisations and talents. We create meaningful memories together.

Talent: investing in the future

The first Security students from our internal B training programme are joining us as permanent colleagues. We are working on a training policy for colleagues and are delving into social safety and anti-discrimination.

Being honest about the challenge

We know that the road to Net Positive is not linear. Collecting data to monitor KPIs remains complex, legislation is constantly changing, and making a stadium like ours sustainable is like turning an oil tanker: it takes time, strength and perseverance. But we are staying the course.

Moving forward together

With our team, our partners and our neighbourhood, we are putting our shoulders to the wheel. Because you can't achieve Net Positive on your own – it's teamwork. And that's exactly what we're good at.

**ON TO
THE NEXT
SEASON**



RUBEN BROUWER

Managing Director, MOJO

"We think it's fantastic that Johan Cruijff ArenA can now run concerts entirely on green electricity. This is a very important step in the right direction for live entertainment today and a sustainable future.

It fits in perfectly with our own sustainability ambitions and with the growing desire of artists to make their shows more sustainable. Thanks to the ArenA, we can now really make this happen."

COLOPHON

Johan Cruijff ArenA
PO Box 22981
1100 DL Amsterdam
020 - 31 11 333

info@johancruijffarena.nl
www.johancruijffarena.nl

Text
Johan Cruijff ArenA

Photography
Jorrit Lousberg
Bastiaan Heus
Martine Berendsen
William Rutten

Design & final editing
Schuttelaar & Partners