



# Sustainability, Impact and Legacy Report 2023

*The Strategy and Planning Phases*



# Sustainability, Impact and Legacy Report 2023

## *The Strategy and Planning Phases*

November 2023

Published by **Fondazione Milano Cortina 2026** – November 2023

### **Content and Editing**

Sustainability and Impact Department  
Communications Department

*We thank all the Milano Cortina 2026 Team Members who collaborated to data collection and content elaboration.*

*We also thank the Sustainability practice area at Deloitte.*

### **Graphics and Layout**

Blossom S.r.l.

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**CHAPTER 1**



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### 1.1 ABOUT US

The Spirit of Milano Cortina 2026 embodies a new idea of Italianness. It is vibrant and dynamic. It is innovative, full of talent, determination and resilience. It is a shared Spirit that comes from our roots, fuels younger generations and defines what our country is: a land of creativity, beauty and genius, in which strength and passion unite to make us evolve and grow.

A Spirit that looks to the future with sensitivity and enthusiasm, that aims to inspire people through sport and through the values of the Olympic and Paralympic Movements. This will be the most important legacy of the Games.

The Spirit of Milano Cortina 2026 will shine in the exceptional performances of the athletes, in the flame of the Torch, in the snow of the mountains, in the lights of the cities, in the emotions that only sport can give.

## Vision

**To celebrate the Olympic and Paralympic values with the energy of Italian contemporary culture and its unique Spirit. To shape a healthier, brighter and more sustainable future - together.**

## Mission

**To deliver pioneering Games inspired by a new vibrant and dynamic Italian Spirit, that will offer precious opportunities to young generations through Sport.**



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A light symbol, traced with a finger: this is the image with which Milano Cortina 2026 presents itself to the world, conveying, from its emblem onward, a message of humanity, sustainability and respect.

From the very beginning, the Milano Cortina 2026 Games have been inspired by the IOC's *Agenda 2020* and *Agenda 2020+5*. Conceived to make the Olympic and Paralympic Games more economically, environmentally and socially sustainable, this reform is an expression of the desire to create a positive legacy for host territories.

On 24 June 2019, the cities of Milano and Cortina were nominated to stage the 2026 Olympic and Paralympic Winter Games. For the first time, two cities, together with two regional administrations and two autonomous provinces, share this responsibility: each of them with its own geographical and cultural characteristics, each with its distinctive beauty.

In fact, Milano Cortina 2026 seeks to plant the seed of a new, more dynamic, kind of beauty, beyond the celebration of the artistic and natural heritage of our country. A beauty made of creativity, innovation and the potential for positive transformation, and that fuels a new idea of Italian spirit. A beauty that is shaped and cared for by each and every one of us.

The 2026 Games will be an invaluable opportunity to inspire our stakeholders, partners and spectators, through the values of sport, to take concrete and tangible sustainable actions – the building blocks of our legacy for the future.

We see our work towards sustainability and a positive legacy for the country as a team effort. Our commitments in the key areas of climate change, circular economy, gender equality, inclusion and accessibility, sport and well-being, and sustainable local economic development are outlined in the pages that follow. It is up to all of us, together, to turn them into reality.

The time to act is now, and this is why the projects and initiatives that are a part of the Milano Cortina 2026 sustainability and legacy programme are identified by the label Now26.

We are well aware of the challenges that lie ahead of us in the coming years. We also know that organising more sustainable and inclusive Games, responding positively to a context of increasing global complexity and vulnerability, is one of the most important goals we must achieve, and a fundamental legacy for our country and its younger generations.

**Andrea Varnier**

Chief Executive Officer, Fondazione Milano Cortina 2026



### 1.3 ABOUT THIS REPORT

This document is the inaugural *Sustainability, Impact and Legacy Report* (the “Report”) published by Fondazione Milano Cortina 2026, the Milano Cortina 2026 Organising Committee for the Olympic and Paralympic Winter Games.

A tool for engaging with stakeholders, the Report was conceived to lay out the Games’ economic, environmental and social impacts over its entire life cycle, across the following stages:

#### Games Life Cycle Phases



This Report is the first in a series of documents covering the sustainability, impact and legacy aspects involved in the organisation and delivery of the Games. The present report will be integrated by an update in the first months of 2024 and will be followed by a second report in 2025 and by a third, “post-Games” one, in 2026.

The Report’s focus centres on Fondazione Milano Cortina 2026, and presents the commitments undertaken and the first activities launched for the organization of the Games.

**Fondazione Milano Cortina 2026** is a non-profit organisation operating as a private law entity with the role of **Milano Cortina 2026 Organising Committee for the Olympic and Paralympic Winter Games** (see section 3). The Organising Committee is responsible for delivering the Games as well as promoting and communicating all related sporting events; it is not, however, involved in the construction of permanent facilities and infrastructure. A note on nomenclature: in the following pages, the terms “Fondazione” and “Organising Committee” should be considered equivalent. “Milano Cortina 2026” can refer to both the Organising Committee and to the specific edition of the Winter Games.

The Report’s introductory sections offer an overview of the Games and of their governance model, as well as of Fondazione’s structure and role. Subsequent sections outline Fondazione’s *Sustainability, Impact and Legacy Strategy*, providing further detail on impacts and major initiatives pertaining to the various spheres of economic, environmental, social and human-rights-related sustainability and legacy. Each section breaks down impacts directly attributable to the activities of Fondazione and subsequently describes the Games’ overall impact, which also depends on the activities of the Contributing Parties, that is the public and private entities and organisations that collaborate with and support Fondazione in the delivery of the Games.

The document refers to the *GRI (Global Reporting Initiative) Sustainability Reporting Standards* published in 2021, reporting on a selection of those standards as shown in the GRI Content Index.



Presented to the Board of Directors on 24 October 2023, this Sustainability, Impact and Legacy Report Report was prepared voluntarily, without reference to any regulatory requirements, and has not undergone external assurance.

Content was prepared based on relevant issues (referred to as “material issues”) for the Organising Committee and its stakeholders, identified via a materiality analysis process. The end-purpose of this analysis was to determine the most significant issues within application contexts, that is to say, those that generate the most significant impacts across all phases of the Games’ life cycle.

The document’s reporting scope extends to the operations of Fondazione. Unless otherwise specified, the reporting time frame covers facts, data and information about Fondazione’s initial sustainability, impact and legacy activities in 2021, when the Functional Areas were established, 2022 and during the first half of 2023, with some updates on internal and external governance.

The use of estimates has been minimised to ensure data reliability. Where present, estimates are appropriately disclosed and based on the best available methodologies. To ensure data comparability over time, a comparison with data for the year 2021 is provided.

The *Sustainability, Impact and Legacy Report* may be viewed and downloaded from the *Milano Cortina 2026* website: <https://milano-cortina2026.olympics.com/en/>.



© Steph Chambers | Getty Images



# The Games in Numbers

Over

2,900

Olympic athletes

90

participating countries

16

Olympic disciplines

6

Paralympic sports

665

Paralympic athletes

1.6

million visitors expected in and around competition venues

2

billion global television audience

Around

3<sup>rd</sup>

Italian Winter Games

14

competition venues

4

clusters

20,000

volunteers expected in 2026

3.2

billion social media hits

## 1.5 DEFINITIONS, ABBREVIATIONS, ACRONYMS

TERM	DESCRIPTION
<b>Accredited parties</b>	Persons who hold formal accreditation to access Olympic and Paralympic sites and venues, e.g. athletes, coaches, technical/sports personnel, medical personnel and media
<b>CAM</b>	<i>Criteri Ambientali Minimi</i> - Minimal Environmental Criteria
<b>CIP</b>	Italian Paralympic Committee
<b>Clusters</b>	A cluster is a number (more than one) of venues and/or facilities in close geographical proximity that do not have a common secure perimeter. For Milano Cortina 2026, clusters are Milano, Cortina (which includes Anterselva/Antholz), Valtellina, Val di Fiemme
<b>CO<sub>2</sub>eq</b>	Unit used to measure the environmental impact of a ton of greenhouse gas compared to that of a ton of carbon dioxide
<b>CONI</b>	Italian National Olympic Committee
<b>Contributing Parties</b>	Public and private entities and organisations that collaborate or support Fondazione in the planning and delivery of the Games
<b>EDE</b>	Event Delivery Entity
<b>EIA</b>	Environmental Impact Assessment
<b>Fondazione</b>	Fondazione Milano Cortina 2026: The Milano Cortina 2026 Organising Committee for the Olympic and Paralympic Winter Games
<b>Games</b>	Olympic and Paralympic Winter Games Milano Cortina 2026
<b>Games Delivery Plan</b>	Milano Cortina 2026 Winter Games Delivery Plan
<b>Gamification</b>	Learning method that uses “gaming” to promote active user involvement
<b>GHG</b>	Greenhouse Gases: gases that are present in the atmosphere and capture solar radiations, causing the so-called “greenhouse effect”
<b>IBC / OBS</b>	International Broadcast Centre for the Olympic Broadcasting Services (OBS) and MRHs
<b>IF</b>	International Federation
<b>IOC</b>	International Olympic Committee
<b>IPC</b>	International Paralympic Committee
<b>KPI</b>	Key Performance Indicators
<b>Legacy</b>	What the Olympic and Paralympic Games leave behind
<b>Lifetime Budget</b>	The planned budget for the Olympic and Paralympic Winter Games Milano Cortina 2026’ entire life cycle
<b>Masterplan</b>	Overall plan for competitive and non-competitive Olympic and Paralympic venues
<b>MMC</b>	Main Media Centre (including the Main Press Centre and the International Broadcast Centre)
<b>MPC</b>	Main Press Centre

TERM	DESCRIPTION
<b>MRHs</b>	Media Rights Holders
<b>Net Zero Waste</b>	Reducing, reusing, and recovering waste streams to convert them to valuable resources with zero solid waste sent to landfills over the course of the year
<b>NF</b>	National Federation
<b>NOC</b>	National Olympic Committee
<b>NPC</b>	National Paralympic Committee
<b>OCOG</b>	Organising Committee for the Olympic and Paralympic Games. In this case, Fondazione Milano Cortina 2026
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>OHC (formerly HCC)</b>	Olympic Host Contract – formerly referred to as Host City Contract, it is a contract between the IOC, the elected host, the NOC of the country concerned and, upon its establishment, the OCOG for the planning, organising, financing and staging of the Olympic Games.
<b>Olympic Broadcast Partners</b>	Partners responsible for Olympic and Paralympic broadcasts in various countries
<b>Overlay/ Overlay commodities</b>	Temporary structures (tents, containers, grandstands, etc.) at permanent sports and non-sports facilities, including all roofing/services/furnishings/decorations functional to accommodating all categories of party present (athletes, media, spectators, workers, etc.) and to giving competitive and non-competitive venues a coordinated, easily recognisable look (branding)
<b>Organising Committee</b>	The Milano Cortina 2026 Organising Committee for the Olympic and Paralympic Winter Games, or Fondazione Milano Cortina 2026
<b>SDGs</b>	United Nations Sustainable Development Goals
<b>SEA</b>	Strategic Environmental Assessment
<b>SIMICO S.p.A.</b>	Società Infrastrutture Milano Cortina 2020-2026 S.p.A. [Milano Cortina 2020-2026 Infrastructure Company]
<b>SME, VSE</b>	Small- or Medium-Sized Enterprise, Very Small Enterprise
<b>Supportive Parties</b>	Public, private and Third Sector bodies and organisations that support the delivery of the Games and their legacy by contributing to initiatives of various kinds
<b>Test Events</b>	Sporting competitions held prior to the Games, allowing the Organising Committee to check and sort any issues with playing conditions and infrastructures
<b>TSO</b>	Third Sector Organisations
<b>Venue</b>	The Programme identifies a total of 25 Olympic and Paralympic event venues, both competitive (ski slopes, ice stadiums, jumping ramps, etc.) and non-competitive (e.g. San Siro Stadium and the Verona Arena for the Opening and Closing Ceremonies, Olympic and Paralympic Villages to host athletes, etc.)
<b>VInCA</b>	<i>Valutazione di Incidenza</i> , Incidence Assessment

**CHAPTER 2**

# THE MILANO CORTINA 2026 GAMES

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For the first time in history, two cities – Milano and Cortina – supported by two Regions, Lombardy and Veneto, and two Autonomous Provinces, Trento and Bolzano, will jointly host the 2026 Olympic and Paralympic Winter Games, applying the IOC’s principle of “adapting the Games to the territories” rather than vice versa.

On 24 June 2019, at the 134<sup>th</sup> Session of the International Olympic Committee (IOC) in Lausanne, IOC members awarded the XXV Olympic Winter Games and the 2026 Paralympic Winter Games to Milano and Cortina. After Cortina d’Ampezzo in 1956 and Turin in 2006, the Winter Games thus return to Italy for a third time.

The Olympic and Paralympic Games are among the world’s largest sporting celebrations in terms of the number of sports on the schedule, number of athletes involved, and the number of people from different nations gathered at the same time in the same place or connected through broadcast and social channels in the spirit of friendly competition. Scheduled to run from 6 to 22 February 2026, and 6 to 15 March 2026 respectively, the Olympic and Paralympic Winter Games Milano Cortina 2026s are expected to host 2,900 Olympic athletes (around 1,362 women and 1,538 men) and 665 Paralympic athletes (with 323 quota places for men, 176 for women, and 166 gender-free) from over 90 countries, competing in 16 Olympic disciplines and 6 Paralympic sports across 14 competition venues.

The Olympic Winter Games Milano Cortina 2026 will be the most gender-balanced Winter Games ever in terms of participating athletes, with 47% female athletes, compared to the 45.4% female athletes who took part in the Beijing 2022 Games.

As for Paralympic athletes, if all 176 quota places for women are taken, this will represent a 29 per cent increase on the record 136 female athletes that participated in the Beijing 2022 Games.

### Olympic Winter Games Milano Cortina 2026

6–22 February 2026

14  
competition venues

8  
sports

16  
disciplines

2,900  
athletes

47%  
female athletes

### Milano Cortina 2026 Paralympic Winter Games

6–15 March 2026

5  
competition venues

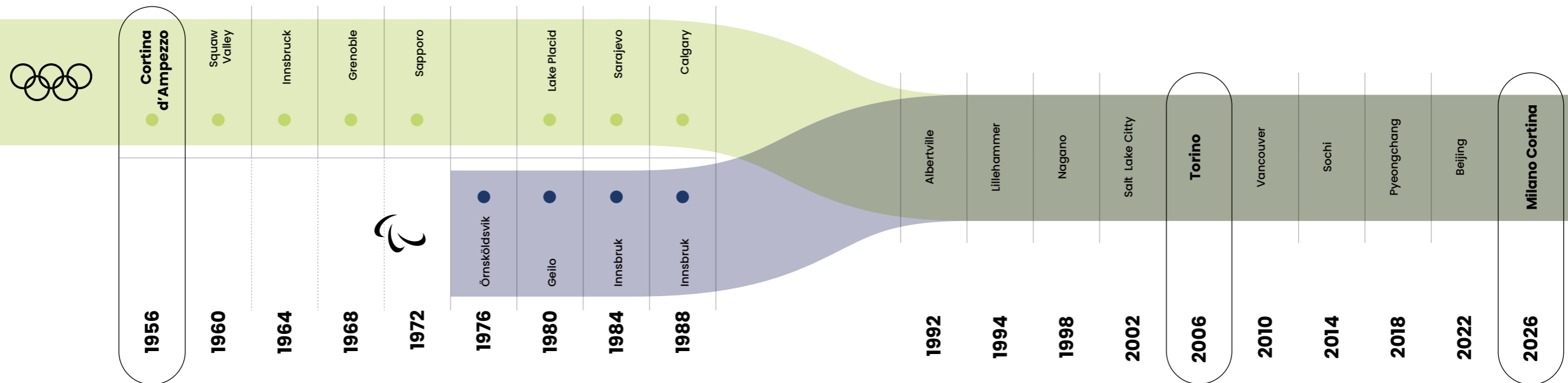
6  
sports

665  
athletes

176  
female quotas

166  
gender free quotas

### Olympic and Paralympic Winter Games in Italy





OLYMPIC WINTER DISCIPLINES

- ALPINE SKIING
- FREESTYLE SKIING
- SNOWBOARD
- SKI JUMPING
- CROSS-COUNTRY SKIING
- NORDIC COMBINED
- SHORT TRACK SPEED SKATING
- SPEED SKATING
- FIGURE SKATING
- ICE HOCKEY
- CURLING
- SKI MOUNTAINEERING
- BOBSLEIGH
- SKELETON
- LUGE
- BIATHLON

PARALYMPIC WINTER SPORTS

- PARA ALPINE SKIING
- PARA SNOWBOARD
- PARA CROSS-COUNTRY SKIING
- PARA BIATHLON
- PARA ICE HOCKEY
- WHEELCHAIR CURLING

IOC President Thomas Bach announcing Milano and Cortina as the host cities of the 2026 Winter Games.

© International Olympic Committee



## 2.1 CANDIDATURE AND AWARDING

The IOC's new approach, reframed by the IOC's *Olympic Agenda 2020* to ensure that future editions more closely meet emerging challenges in the international community, oriented the candidature phase.

The Olympic and Paralympic Winter Games Milano Cortina 2026 set out to be a reference model in the transition toward more sustainable forms of sporting events and the creation of a lasting, positive legacy for the host communities.

The Games seek to elevate the status of Milano as a dynamic metropolitan city dedicated to hosting international events, and of Cortina, a resort in the heart of the Dolomites – and indeed, of Italy's entire Alpine region – as a global tourist attraction leader for winter sports. A number of locations of significant importance and value for tourism and/or winter sports are also involved: Anterselva/Antholz; Bormio, Valdisotto and Livigno in Valtellina; Predazzo and Tesero in Val di Fiemme; and Verona.

The *Candidature File* submitted to the IOC in January 2019 outlined a series of overall strategic commitments for organising the Games, specifically, enhancing Italy's global profile and positioning; sharing the nation's passion for sports; making a commitment to undertake innovative sustainability work, developing solutions with improved environmental and social performance; leveraging the Games as a catalyst for implementing long-term strategic plans and completing planned projects to provide a multitude of lasting benefits. The candidature envisaged benefits such as promoting the Olympic spirit, spreading sports practice and demonstrating the positive impact of sport on society. The candidature was supported by 83% of the host communities, and garnered 81% support at national level.

After Italy was awarded the Olympic and Paralympic Games, the International Olympic Committee (IOC), the Italian National Olympic Committee (CONI) and the municipalities of Milano and Cortina d'Ampezzo signed the Host City Contract (now known as the Olympic City Contract), in which the aforementioned Host Cities committed to organising the XXV Olympic Winter Games and the 2026 Paralympic Winter Games.

## 2.2 GAMES TERRITORIAL EXTENSION

The Milano Cortina 2026 Games are set to span a broad territorial area, embracing Italy's Lombardy and Veneto Regions and the Autonomous Provinces of Trento and Bolzano.

### MILANO AND CORTINA: A PARTNERSHIP TO GENERATE SHARED VALUE

An Italian municipality with a population of over 1,400,000 in the heart of the Po Valley, **Milano** is the capital of Lombardy and the central hub of a metropolitan

area with a total population of 3.4 million. The city has frequently hosted international events, some at significant scale; the **2015 World Expo** attracted more than 20 million visitors.

An Italian municipality of approximately 5,500 inhabitants

in the province of Belluno (Veneto), **Cortina d'Ampezzo** is an internationally renowned winter sports destination at professional level. A previous host of the **Winter Olympic Games (in 1956)**, Cortina d'Ampezzo was recently host city for the **2021 Alpine World Ski Championships**.

Sports competition venues, non-competitive event venues, and hospitality venues (the “venues”) are listed in the Olympic and Paralympic Masterplan, approved by the IOC on 19 June 2023<sup>1</sup> (the “Masterplan”) Venues are grouped into four clusters (or Olympic Territories) – Milano, Cortina, Valtellina and Val di Fiemme – plus a stand-alone venue in Verona. The Masterplan also features venues not intended for competition, including three Olympic and Paralympic Villages (the “Villages”), three groups of hotel facilities for athletes, training venues, the Main Media Centre and venues for the Olympic and Paralympic Opening and Closing Ceremonies: the San Siro – Giuseppe Meazza Stadium in Milano, the Verona Arena and the Cortina Olympic Stadium.

© Explora



Most of the venues are already up-and-running, requiring adjustment, expansion, or renovation of permanent structures plus installation of temporary facilities (known as overlays). The only completely new-build venues, which are privately owned, will be the Palaitalia Hockey Arena (earmarked to host other, not necessarily sports-related major events), the temporary speed skating and ice hockey venues at Fiera Milano, the Milano Olympic and Paralympic Village (earmarked for conversion into student housing), and the temporary Cortina Olympic and Paralympic Village.



<sup>1</sup> The Masterplan included, as the venue for bobsleigh, skeleton and luge competitions, the existing Eugenio Monti track in Cortina, used during the 1956 Games, to be refurbished as the Cortina Sliding Centre. *“The recent years’ dramatic international scenario has forced a reflection on the resources originally allocated by the Italian Government as investment for this venue... the Government informed us... that it is considering the best and most sustainable option: to not go ahead with the Sliding Center and move the sliding competitions to an already existing and working venue”.* Speech by Milano Cortina 2026 President at the IOC’s 141<sup>st</sup> session in Mumbai, India.



# Olympic

## MASTERPLAN

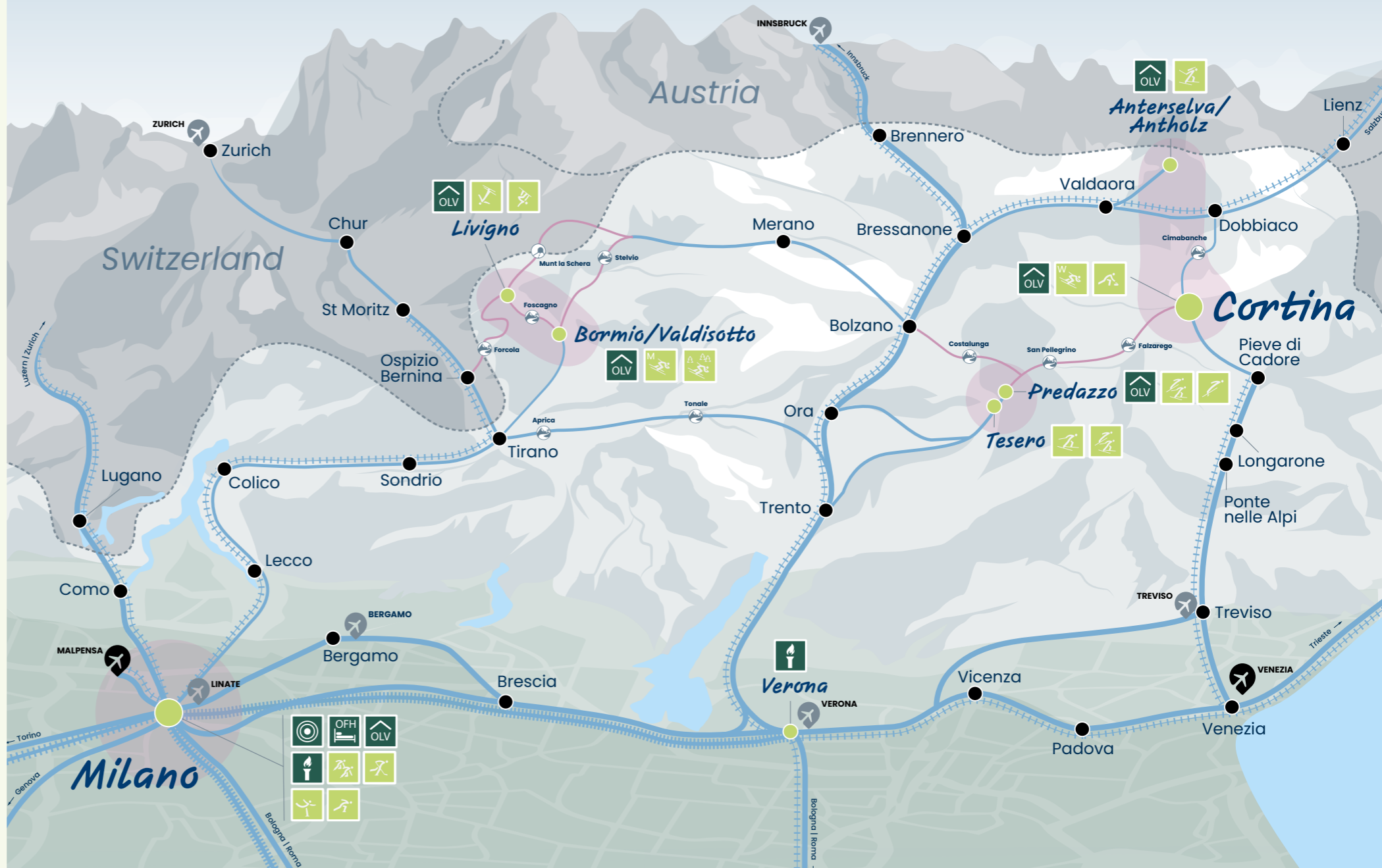
- Motorway
- National road
- Mountain Road
- Railway
- High-speed Railway
- Cluster
- Olympic City
- City
- State border

- Official Port of Entry Airport
- Other Airport
- Mountain pass
- Tunnel

- |                      |                      |                           |
|----------------------|----------------------|---------------------------|
| IBC   MPC            | CROSS-COUNTRY SKIING | SKELETON TBD              |
| OLYMPIC FAMILY HOTEL | CURLING              | SHORT TRACK SPEED SKATING |
| OLYMPIC VILLAGE      | FIGURE SKATING       | SKI JUMPING               |
| CEREMONIES           | FREESTYLE SKIING     | SKI MOUNTAINEERING        |
| ALPINE SKIING        | ICE HOCKEY           | SNOWBOARD                 |
| BIATHLON             | LUGE TBD             | SPEED SKATING             |
| BOBSLEIGH TBD        | NORDIC COMBINED      |                           |

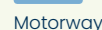
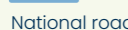

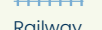

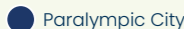

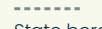
\*IBC: International Broadcast Center  
\*MBC: Main Press Center





Updated on 16.10.2023



# Paralympic

## MASTERPLAN

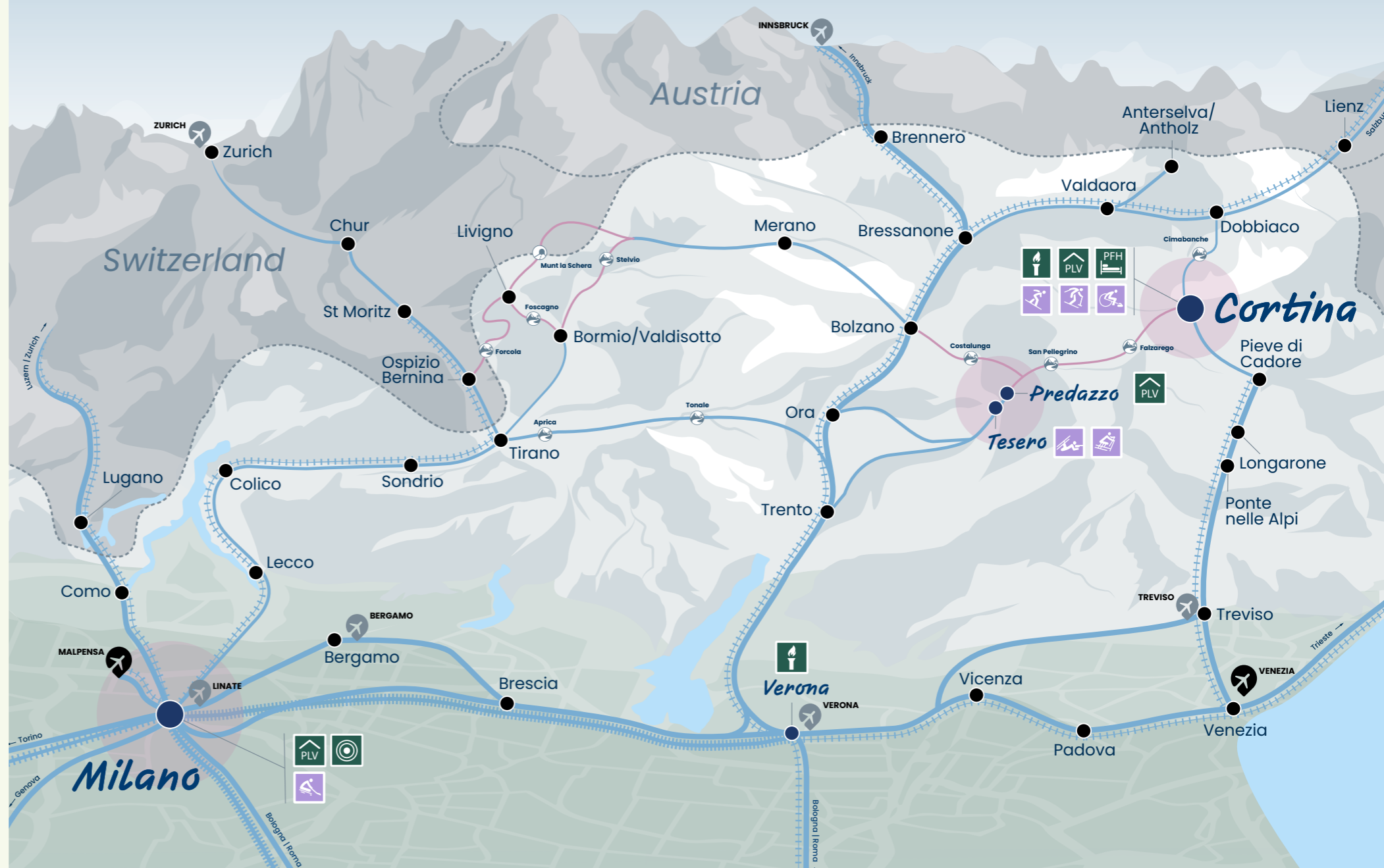
-  Motorway
-  National road
-  Mountain Road
-  Railway
-  High-speed Railway
-  Cluster
-  Paralympic City
-  City
-  State border

-  Official Port of Entry Airport
-  Other Airport
-  Mountain pass
-  Tunnel

-  IBC
-  PARA ALPINE SKIING
-  PARA SNOWBOARD
-  PARALYMPIC FAMILY HOTEL
-  PARA BIATHLON
-  WHEELCHAIR CURLING
-  PARALYMPIC VILLAGE
-  PARA CROSS-COUNTRY SKIING
-  CEREMONIES
-  PARA ICE HOCKEY

\*IBC: International Broadcast Center

Updated on 17.10.2023



CLUSTER	VENUE NAME	SPORT/DISCIPLINE/EVENT/FACILITY	
MILANO	SAN SIRO STADIUM	Olympic Opening Ceremony	
	PALAITALIA HOCKEY ARENA	Ice Hockey, Para Ice Hockey	
	ICE PARK MILANO	MILANO HOCKEY ARENA	Ice Hockey
		MILANO SPEED SKATING ARENA	Speed Skating
	ASSAGO ICE ARENA	Short track / Figure Skating	
	MILANO TRAINING CENTRE	Figure Skating	
	MILANO OLYMPIC & PARALYMPIC VILLAGE	Olympic & Paralympic Village	
	MAIN MEDIA CENTRE (IBC - MPC)	Main Media Centre	
	MILANO PIAZZA DEL DUOMO	TV Studios / Megastore	
	CORTINA	CORTINA OLYMPIC STADIUM	Curling / Wheelchair Curling / Paralympic Closing Ceremony*
TOFANE ALPINE CENTRE		Alpine Skiing (Women) / Para Alpine Skiing	
CORTINA SNOWBOARD PARK		Para Snowboard	
ANTHOLZ BIATHLON ARENA		Biathlon	
CORTINA OLYMPIC & PARALYMPIC VILLAGE		Olympic & Paralympic Village	
ANTHOLZ OLYMPIC VILLAGE		Olympic Village	
VALTELLINA	STELVIO ALPINE CENTRE	Alpine Skiing (Men) / Ski Mountaineering	
	LIVIGNO SNOW PARK	Freestyle Skiing / Snowboard	
	LIVIGNO AERIALS & MOGULS PARK	Freestyle Skiing	
	BORMIO OLYMPIC VILLAGE	Olympic Village	
	LIVIGNO OLYMPIC VILLAGE	Olympic Village	
VAL DI FEMME	TESERO CROSS-COUNTRY STADIUM	Cross-Country Skiing / Nordic Combined / Para Biathlon / Para Cross-Country Skiing	
	PREDAZZO SKI JUMPING STADIUM	Ski Jumping / Nordic Combined	
	PREDAZZO OLYMPIC & PARALYMPIC VILLAGE	Olympic & Paralympic Village	
VERONA	ARENA DI VERONA	Olympic Closing Ceremony / Paralympic Opening Ceremony	
...	...	Bobsleigh / Skeleton / Luge**	

\*Pending final approval by the IPC.  
\*\* Currently being defined.



#### OLYMPIC VALUES

Excellence, Friendship, Respect.



#### PARALYMPIC VALUES

Courage, Determination, Inspiration, Equality.



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### 2.3 FRAMEWORK FOR THE MILANO CORTINA 2026 GAMES

The vision for the Olympic and Paralympic Games Milano Cortina 2026 is inspired by that of the **International Olympic Committee (IOC)**, i.e. to “*build a better world through sport*”, and of the **International Paralympic Committee (IPC)**, to “*make for an inclusive world through sport*”.

#### INTERNATIONAL OLYMPIC COMMITTEE

Custodian of the Olympic Games and leader of the Olympic Movement, the International Olympic Committee is a global organisation that serves as a catalyst for collaboration among all Games stakeholders, from athletes to National Olympic Committees, International Sports Federations, Olympic Games Organising Committees, World Olympic Partners and Olympic Broadcast Partners. It also works with public

and private authorities, including the United Nations and other international organisations. Drawing on the Olympic Charter, the IOC defines the values of the Olympic Movement and sets guidelines and operational requirements for staging the Games.

#### INTERNATIONAL PARALYMPIC COMMITTEE

The International Paralympic Committee is an international non-profit organisation that leads the Paralympic Movement,

bringing together National Paralympic Committees, Regional Organisations and the International Organisations of Sports for the Disabled. The IPC’s main responsibilities are to support its 200+ members to develop Paralympic sports and promote social inclusion, ensure successful planning and organisation of the Paralympic Games, and serve as the international federation for six Paralympic sports, enabling athletes to achieve sporting excellence.

To achieve its goal, the organisation of the Milano Cortina 2026 Games is based on IOC and IPC requirements. It consequently complies with:

- The basic principles of **Olympism** as expressed in the **Olympic Charter**.
- Games-organising approaches that decrease costs and increase event sustainability as per the **New Norm**.
- **Olympic Agenda 2020** guidelines, updated and supplemented by **Agenda 2020+5**, to enhance Games sustainability. These documents offer recommendations on safeguarding and expressing Olympic Values, while strengthening the role of sport in society.
- Standards of conduct, values and fundamental principles contained in the **International Olympic Committee’s Code of Ethics**.
- The set of guidelines contained in the **Handbook of the International Paralympic Committee**, which includes a Code of Ethics.
- The **Olympic Host Contract**, which contains both the *Candidature File* commitments signed on award of the Games, and all operational requirements for all editions of the Games, oriented toward ensuring effective delivery, in line with the Olympic Movement’s values.
- The IOC’s **Sustainability Strategy, Strategic Framework on Human Rights** and **Gender equality and Inclusion objectives 2021-2024**.
- The IOC’s **Legacy Strategic Approach**, with clear goals for 2021-2024 to include more of the **Olympic Legacy** in Games planning, encouraging communication and celebration of this approach, and developing or strengthening strategic partnerships with selected stakeholders to jointly resolve organisational challenges and create a long-lasting legacy for communities.

For further details on these documents, please see [Annex 1](#).

## 2.4 GAMES GOVERNANCE

The following entities have been established as those responsible for the governance of the Games<sup>2</sup>:

- **Fondazione Milano Cortina 2026**, which was designated as the **Organising Committee for the Olympic and Paralympic Games**, taking on responsibility for managing and organising the Games, as well as promoting and communicating all related sports events. Fondazione was established on 9 December 2019.
- The **Infrastrutture Milano-Cortina 2020-2026 S.p.A.** company (named SIMICO S.p.A.), which was designated as the procurement centre and contracting authority in charge of planning, implementing and monitoring infrastructure works, including related and ancillary works, connected to Olympic and Paralympic sports facilities<sup>3</sup>. SIMICO S.p.A. was incorporated on 22 November 2021.

In addition to SIMICO S.p.A., some local authorities and other entities such as ANAS S.p.A., RFI S.p.A. and Ferrovienord S.p.A. are directly responsible for implementing infrastructure works (included in the *Intervention Plan* – see below).

Moreover, a **Cabina di Regia (Steering Committee)** was set up<sup>4</sup> for works and interventions associated with the Olympic and Paralympic Winter Games Milano Cortina 2026.<sup>5</sup> Backed by a **Technical Secretariat**,<sup>6</sup> the *Cabina di Regia* serves as a forum for political, strategic, and functional dialogue and exchange among State administrations, Regions, Local Authorities, Fondazione Milano Cortina 2026, Società Infrastrutture Milano Cortina 2020-2026 S.p.A. and other involved parties. Its brief is to ensure unity, coordination and promptness in carrying out the works and interventions necessary for organising the Games.

Given that, as with every Games edition, it is in charge of Games planning and implementation, as well as upholding transparency and accountability standards, the Organising Committee for the Olympic and Paralympic Games maintains ongoing and direct dialogue with the IOC and IPC. For more information on the activities that the Milano Cortina 2026 Organising Committee carries out, please refer to Section 3 of this Report.

Unlike previous editions of Olympic and Paralympic Winter Games, where the Games Delivery model was based on centralised management, Milano Cortina 2026 has adopted a new IOC model known as the “Event Delivery Model”, entailing significant involvement from existing entities in host communities (designated as Event Delivery Entities). This will enable more efficient organisation of venues for events and competitions, maximising the use of on-the-ground skills in host territories by integrating local teams with Olympic and Paralympic experts selected by Milano Cortina 2026.

For more information on the organisation’s planning approach based on active, ongoing involvement of the Event Delivery Entities (EDEs), please see Section 3.5.



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<sup>2</sup> Legislative Decree no. 16 of 11 March 2020, converted into Law no. 31 of 8 May 2020

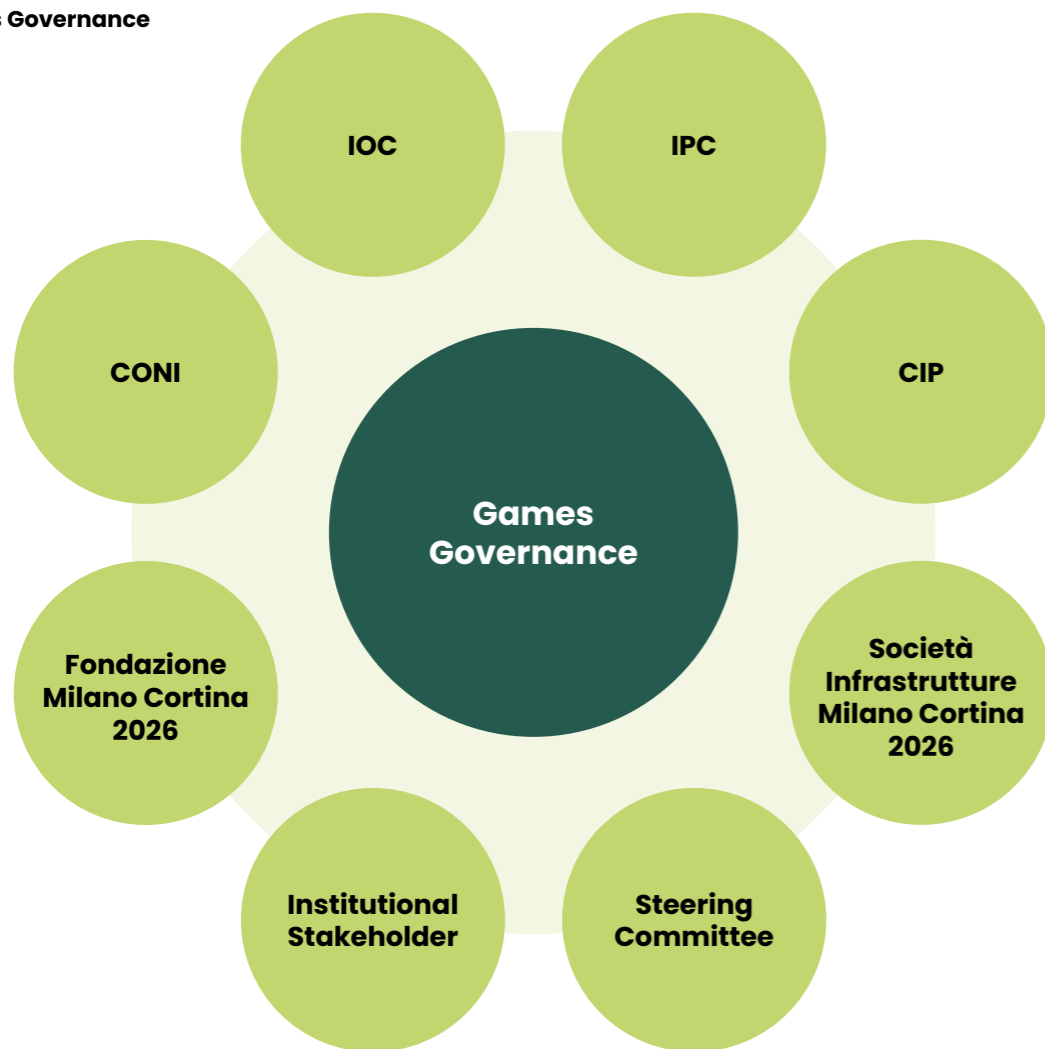
<sup>3</sup> Infrastrutture Milano Cortina 2020-2026 S.p.A. is owned by Italy’s Ministries of Economy and Finance, and Infrastructure and Transport, each with a 35% stake; the Lombardy and Veneto Regional Governments, each with a 10% stake; and the Autonomous Provincial Administrations of Trento and Bolzano, each with a 5% stake.

<sup>4</sup> Prime Ministerial Decree of 17 February 2023.

<sup>5</sup> Steering Committee: Undersecretariat of the Italian Prime Minister’s Office, Minister of Sport, Minister of Finance, Minister of Infrastructure, other ministries involved from time to time, President of CONI, President of CIP, Chair and CEO of SIMICO S.p.A., CEO of Fondazione Milano Cortina 2026, the Lombardy Regional Government, the Veneto Regional Government, the Autonomous Provincial Administration of Trento, the Autonomous Provincial Administration of Bolzano, the Municipality of Milano, and the Municipality of Cortina.

<sup>6</sup> Technical Secretariat: six members of the Ministry of Sport (Head of the Sport Department, two members from the Cabinet, three officials from the Sport Department), three members from Fondazione Milano Cortina 2026, and two members from SIMICO S.p.A.

## Games Governance



### Intervention Plan

The *Intervention Plan*<sup>7</sup> covers necessary adjustments to sports facilities and other projects planned by local authorities, publicly funded at both local and national level. Either already or newly planned by various local administrations, these projects have been accelerated due to the Games<sup>8</sup>.

As the central contracting authority, SIMICO S.p.A. is in charge of implementing the set of identified works, including through agreements with other awarding authorities.

<sup>7</sup> Approved by Prime Minister's Office Decree (DPCM) on 26 September 2022, plus attachments, in accordance with Art. 1(20) of Law No. 160 of 27 December 2019, setting out State budget forecasts for FY 2020, and a multi-year budget for the period 2020-2022, repealed by Prime Minister's Office Decree (DPCM) on 8 September 2023.

<sup>8</sup> The Plan excludes private projects planned in Milano, such as the Palaitalia Hockey Arena and the Olympic and Paralympic Village.

SIMICO S.p.A. operates according to the Organising Committee's guidelines on compliance with works deadlines, location and social characteristics, priority sequencing, completion times, the economic burden of each work, and financial coverage.<sup>9</sup> The technical requirements are defined by the International Federations. Furthermore, SIMICO S.p.A. also monitors activity progress, keeping the Steering Committee informed on a regular basis.

In July 2022, having been consulted by SIMICO S.p.A., the Ministry of the Environment formally declared that the *Intervention Plan* is not subject to Strategic Environmental Assessment (SEA) procedures, given that the individual projects had already been part of public plans or programmes subject to previous SEA procedures. However, the Ministry emphasised that the proposed permanent infrastructures must undergo approval procedures, including participation by all local environmental protection authorities in so-called service conferences. Furthermore, the Ministry confirmed that, where required by national and regional legislation, individual permanent infrastructures must undergo Environmental Impact Assessment (EIA) procedures.

The [SIMICO S.p.A. website](#) provides details of the *Intervention Plan*, breaking down investments by type, priority and territorial subdivision, as well as ongoing associated authorisation procedures.

The Special Commissioner, the current CEO of SIMICO S.p.A., was appointed by Prime Ministerial Decree on 23 February 2022 to support the implementation of eight works for the Games, eight infrastructural interventions of particular executive difficulty and technical-administrative procedural complexity.<sup>10</sup>

SIMICO S.p.A. has designed and developed a digital ecosystem with modules for different aspects of programme management. Denominated PYXIS, it is intended to streamline design, authorisation, assignment and execution processes, running all the way through to testing. Developed as main modules, this framework includes a section dedicated to *Intervention Plan* stakeholders. LIGHTHOUSE, as it is known, is a collaborative digital platform on which previously identified and accredited stakeholders with various interests can find support and monitor the progress of investments envisaged under the Plan. This constantly evolving platform is a one-stop shop for news update feeds, collections of private and public documents, structured data lists and key performance indicator (KPI) measurement dashboards.

<sup>9</sup> For the same purpose and under specified conditions, upon Minister of Infrastructure and Transport proposal and in consultation with the Minister of Economy and Finance, the Prime Minister may appoint one or more special commissioners with the powers and functions set out in Art. 4(3), Decree-Law no. 32 of 18 April 2019, converted into Law no. 55 of 14 June 2019, as amended.

<sup>10</sup> Interventions for implementation are: SS 36 – Safety measures for the Giusvano Civate section; SS 36 – Completion of the cycle path in Abbadia Lariana; Tangenziale Sud, Sondrio; SS 42 “del Tonale e della Mendola” in the municipalities of Trescore Balneario and Entratico; Lot 1 in the Municipality of Trescore Balneario, and Lot 2 in the Municipality of Entratico; SS 639 Vercurago Variant; SS 51 Cortina Variant; SS 51 Longarone Variant; Elimination of level crossings on SS 38 and the Milano-Lecco-Sondrio-Triano line.

**CHAPTER 3**

# 3

## **THE MILANO CORTINA 2026 ORGANISING COMMITTEE**

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Fondazione Milano Cortina 2026 is a private legal entity designated as the Organising Committee for the 2026 Olympic and Paralympic Winter Games. Among other things, Fondazione's *Articles of Association* specify that it is responsible for:

- selecting the dates and locations of individual Olympic and Paralympic sporting events;
- managing and organising the preparatory and closing events of the Games;
- setting up organisational and managerial structures to welcome Olympic and Paralympic delegations and their respective athletes, members of organisational staff, and team staff;
- organising and conducting individual competitions and sporting events, both from a technical-sporting and managerial and promotional perspective;
- selling tickets and all rights to exploit sporting and Olympic and Paralympic events in general.

Members of Fondazione are: the Italian National Olympic Committee (CONI), the Italian Paralympic Committee (CIP), the Lombardy Regional Government, the Veneto Regional Government, the Autonomous Provincial Administrations of Trento and Bolzano, the Municipality of Milano, the Municipality of Cortina d'Ampezzo and, since the summer of 2022, the Prime Minister's Office<sup>11</sup>.

As part of its functions, the Organising Committee has begun to draft a **Milano Cortina 2026 Winter Games Delivery Plan** (the "Plan"), a tool provided for under Law no. 31 of 8 May 2020 (known as the Olympic Law) in Art. 1(2). The Plan is an ensemble of sectoral intervention programmes that various Committee functions are developing to meet specific Games-delivery-related technical and functional needs. In particular, the Plan lays out a framework of strategic choices, general guidelines and sectoral technical and functional intervention plans for Games delivery. These plans will be developed and progressively updated until Games opening.

<sup>11</sup> Legislative Decree no. 115 of 9 August 2022, as ratified by Law no. 142 of 21 September 2022 (which modified Art. 2, Legislative Decree no. 16 of 11 March 2020, ratified by Law no. 31 of 8 May 2020)

#### THE MILANO CORTINA 2026 WINTER GAMES DELIVERY PLAN

The *Games Delivery Plan* (the "Plan") seeks to ensure that the Games are held under conditions of sustainability, safety, comfort, satisfaction and fulfilment for all stakeholders and for involved and interested audiences.

The Plan's purpose is temporary setup (overlay) of all venues required for the Games, as well as the planning, organisation, and coordination of all functions and services required for

Games execution (including accompanying events).

The activities envisaged under the Plan are temporary: some will be commenced before the Games (e.g. venue preparation and equipping); others will be prolonged until after the event (decommissioning and dismantling temporary structures and restoring sites); the majority of activities in the Plan shall be carried out during the Games themselves.

The Plan encompasses various operational sub-plans, each

of which focuses on specific user/stakeholder targets (e.g. media, athletes, guests, the public, etc.), or specific service segments (temporary structures, food and beverage, logistics, transportation, cleaning and waste management, energy supply, television and other media services, security, etc.).

The Plan is still being refined, incorporating indications from international and domestic reference bodies, stakeholders and local authority operational requirements.

### 3.1 ORGANISING COMMITTEE GOVERNANCE

The bodies that make up Fondazione Milano Cortina 2026<sup>12</sup> are:

- The Board of Directors
- The Board of Statutory Auditors
- External Auditors

The **Board of Directors** consists of:

- seven Directors appointed jointly by the Italian National Olympic Committee and the Italian Paralympic Committee, known as the "Sports Component"; the President and Vice President of Fondazione are appointed from among their number;
- six Directors appointed jointly by the Lombardy Regional Government, the Veneto Regional Government, the Autonomous Provincial Administrations of Trento and Bolzano, the Municipality of Milano and the Municipality of Cortina d'Ampezzo, known as the "Territorial Component";

<sup>12</sup> Pursuant to Decree Law no. 115 of 9 August 2022, coordinated under Law no. 142 of 21 September 2022.



- one Director, filling the role of CEO, appointed by Prime Ministerial Decree, known as the “Government Component”, in agreement with the Lombardy Regional Government, the Veneto Regional Government, the Autonomous Provincial Administrations of Trento and Bolzano, the Municipality of Milano and the Municipality of Cortina d’Ampezzo.

As of publication of this Report, the Board of Directors<sup>13</sup> consists of fourteen members (average age 53; the female component, excluding figures appointed by right under the Olympic Charter and OHC, amounts to 33%), representing the sports world and Olympic and Paralympic territories:

- Giovanni Malagò**, CONI President and IOC Member, appointed Chair of Fondazione
- Luca Pancalli**, CIP President and IPC member, appointed Deputy Chair of Fondazione
- Andrea Varnier**, CEO, government appointee
- Ivo Ferriani**, IOC Member
- Federica Pellegrini**, IOC Member
- Carlo Mornati**, CONI Secretary General
- Anna de la Forest de Divonne**, Olympic athlete
- Francesca Porcellato**, Paralympic athlete
- Christian Malangone**, Municipality of Milano
- Andrea Giovanardi**, Municipality of Cortina
- Sergio Schena**, Lombardy Regional Government
- Antonella Lillo**, Veneto Regional Government
- Tito Giovannini**, Autonomous Provincial Administration of Trento
- Erwin Hinteregger**, Autonomous Provincial Administration of Bolzano



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Throughout their term of office, each Director regularly reports to the Fondazione Member Body that appointed them, conveying information necessary to comply with any legal obligations and to provide ongoing updates on Fondazione’s activities.

The **Board of Statutory Auditors** is entrusted with internal control over Fondazione’s activities. In particular, it oversees compliance with the law and the *Articles of Association*, compliance with appropriate administration principles, correct and timely pursuit of Fondazione’s institutional purposes, adequacy of Fondazione’s organisational, administrative and accounting structure, and its effective functioning.

The body consists of three Standing Auditors and two Alternate Auditors, appointed as follows:<sup>14</sup>

- Territorial Component members appoint the Chair of the Board, one Standing Auditor and one Alternate Auditor by majority decision;
- on behalf of Sports Component members, CONI appoints one Standing Auditor and one Alternate Auditor.

Fondazione is subject to statutory audit, conducted by an officially registered **audit firm** (the “**Auditor**”), in accordance with Legislative Decree no. 39/2010.

The Auditor’s term of office shall be three financial years, unless otherwise stipulated by mandatory provisions in applicable laws.

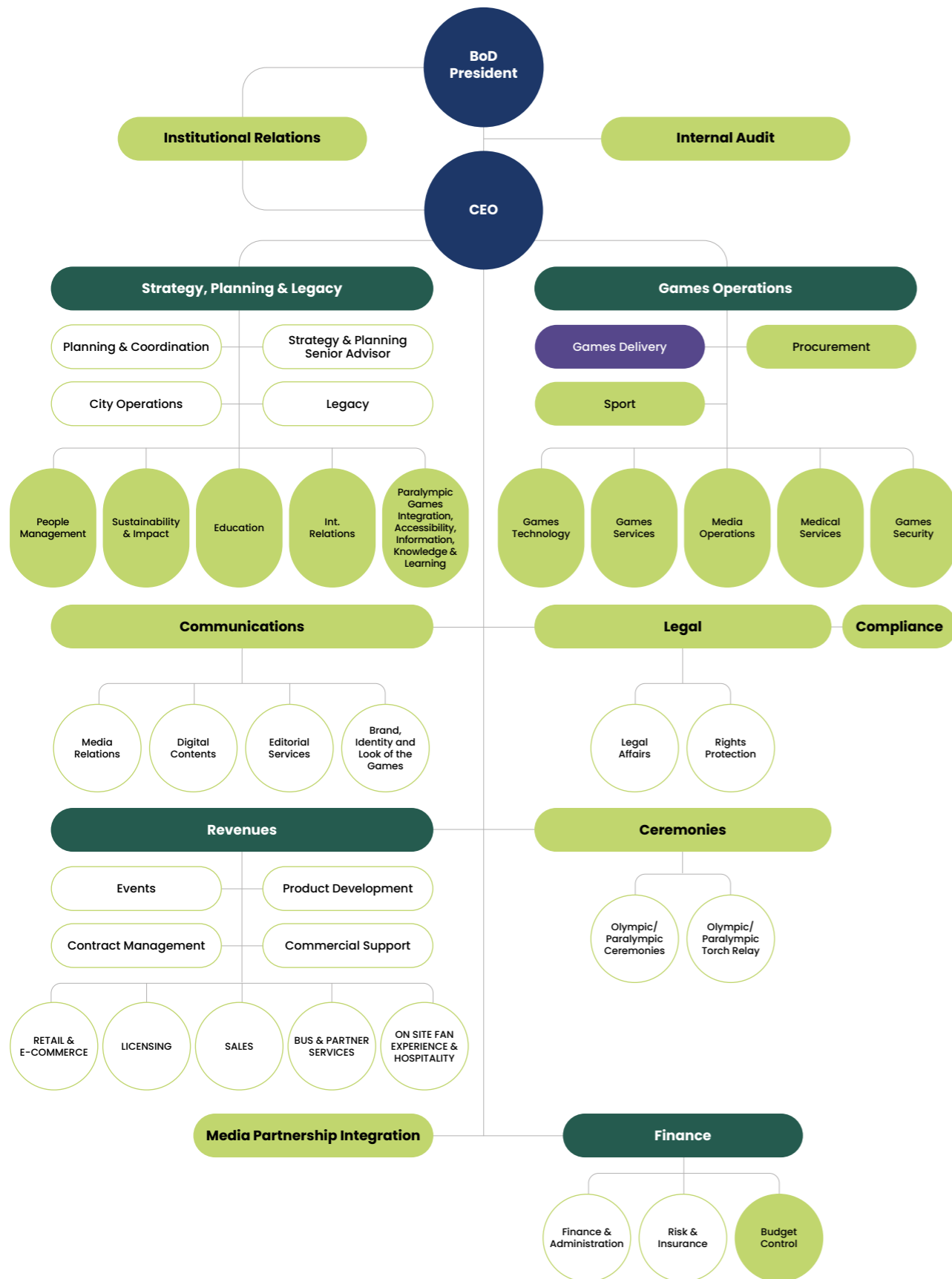
<sup>13</sup> The current Board of Directors was appointed on 17/01/2023 and remains in office until approval of the annual financial statements closing on 31 December 2026.

<sup>14</sup> Members of the Board of Statutory Auditors serve three-year terms; they may be reappointed after expiration of their term in office.

## BOARD MEETINGS



### 3.2 ORGANISATIONAL OVERVIEW



### 3.3 ETHICAL MANAGEMENT OF THE GAMES

Fondazione’s actions are inspired by respect for the Olympic and Paralympic spirit, political neutrality and universality, loyalty, fairness, transparent relations with public authorities, maximising the principle of autonomy, continuous and synergistic dialogue with local communities, and a partnership-based philosophy for achieving its objectives.

#### 3.3.1 Code of Ethics

The Milano Cortina 2026’s **Code of Ethics**, inspired by these principles, was approved on 21 July 2020. The adoption of such Code is an essential part of ensuring high standards of conduct.

To ensure the effective identification, measurement, management and monitoring of the main risks associated with its activities that might undermine its objectives and values, in July 2020, Fondazione Milano Cortina 2026 voluntarily adopted an Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001 (“Model 231”).

Additionally, Fondazione has initiated an ongoing process to periodically assess organisational risks (Enterprise Risk Management) in order to carefully plan all actions oriented toward eliminating and/or mitigating them.

#### CODE OF ETHICS

The *Code of Ethics* expresses the fundamental values, principles and standards of conduct of Fondazione Milano Cortina 2026. Compliance with the Code is a commitment and a duty for all Fondazione employees, as well as for all parties engaged in contractual or employment relationships with Fondazione.

This document was conceived to ensure Olympic compliance, according to obligations contained in the *Olympic Host Contract*, the *Deed of Incorporation* and the *Articles of Association*. The *Code of Ethics* was developed in compliance and continuity with the *Olympic Charter*, the IOC’s *Code of Ethics*, and relevant implementing rules, as well as recommendations in

*Agenda 2020*, *Agenda 2020+5* and the IOC’s New Norm.

Changes to the *Code of Ethics* of Fondazione Milano Cortina 2026 must be approved by the Board of Directors, having consulted the Overarching Compliance Body (see below).



### 3.3.2 Organisation, Management and Control Model

The *Code of Ethics* is an integral part of Fondazione’s Model 231, which was prepared by analysing the types of offences currently covered under Legislative Decree no. 231/2001 considered relevant to Fondazione. Model 231 was developed by mapping business processes and risk assessment, identifying the areas of greatest potential risk to Fondazione. From time to time, the Model is updated to comply with new legislative requirements and internal changes at Fondazione. An update was underway at the time of this Report’s publication.

Model 231 and the *Code of Ethics* are mandatory training topics for Fondazione employees.

The **Overarching Compliance Body** (OUC in the Italian acronym) was established in compliance with the requirements of Model 231 and with Supervisory Body responsibilities. Five autonomous, independent members with expertise in controlling risks related to Fondazione’s activities sit on the body, which is tasked with the functions of verifying and ensuring that Fondazione’s mission is pursued with the utmost respect for the Olympic and Paralympic spirit, as well as the ethics and sportsmanship principles that have always been core values for the event. The OUC is also responsible for managing any whistleblowing regarding potential violations of the Model and the *Ethical Code*.

Furthermore, in compliance with Model 231 as well as international and national standards regarding whistleblowing on unlawful activities, Fondazione has implemented confidential whistleblowing channels<sup>15</sup> for reporting violations or conduct contrary to its *Code of Ethics*, procedures, regulations or policies. The channels (digital platform accessible via the Milano Cortina 2026 website, dedicated mail and email addresses) are available to all stakeholders, who are encouraged to report any non-compliance.

#### MODEL 231

The Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001 lays down a set of rules, procedures and operational methods that define a company’s organisational, management and

internal control system to prevent or mitigate administrators or employees committing offences penalised under that Legislative Decree. Among these offences, by way of example mention is made of offences against the environment, employees and the Public Administration – in

particular: offences against health and safety at work, crimes such as bribery and corruption, corporate crimes, offences against personal identity, crimes for the purpose of terrorism or subversion of the democratic order and transnational crimes (human trafficking, money laundering).

<sup>15</sup> Pursuant to Legislative Decree no. 231/2001.



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Under Fondazione's Model 231, whistleblowing report handling falls under OUC responsibility. Fondazione is committed to thoroughly assessing and evaluating information received with the utmost fairness, in compliance with the principles in the *Code of Ethics*, to protect the rights of reported individuals and to adopt all necessary measures to protect whistleblowers from any form of retaliation.

Internal Audit conducted a total of 14 process audits between 2021 and June 2023, in addition to verifying progress and implementation of identified improvement actions.

No relevant whistleblowing reports within the scope of OUC oversight were received in the period 2021-2022 and in the first semester of 2023.

### 3.3.3 Privacy and Data Protection

Protecting privacy and data is an essential factor for Fondazione's activities. The organisation is committed to ensuring that personal data collection and processing comply with legal provisions.

In this regard, Fondazione has implemented measures necessary to comply with regulatory requirements, including a Privacy Policy. Drafted in compliance with Regulation (EU) 2016/679 and updated in November 2022, the Privacy Policy seeks to protect the personal data of individuals who interact with Fondazione. In particular, it defines methods for processing, retaining, providing, accessing, communicating and transferring user data, in addition to data subjects' rights.

Furthermore, Fondazione has appointed a "Compliance and Personal Data Management Officer", conducted a census in an ad hoc Personal Data Processing Register, and instructed staff and suppliers on how to correctly handle personal data in performance of their duties.

No incidents of data leakage, theft or loss concerning data subjects or related complaints occurred in 2021 or 2022.

Fondazione's data and privacy protection activities will be further strengthened and adapted for future phases of the event's life cycle, especially during the Games phase, when issues like accreditation, anti-doping controls, medical services and the spectator experience are safeguarded.



### 3.3.4 Marketing Rights Protection

Designing and implementing measures to protect marketing rightsholders (whereby a commercial partner announces involvement with the Games - primarily, association with the Olympic and Paralympic brands) are key factors for the success of Fondazione Milano Cortina 2026 in organising and delivering the Olympic and Paralympic Winter Games Milano Cortina 2026. Measures designed to protect Olympic and Paralympic Intellectual Property include:

- Marketing partners' exclusive rights and revenue generation, essential to privately finance the Games and support preparation of Olympic and Paralympic teams and athletes worldwide. This includes preventing and addressing the phenomenon of ambush marketing, the production and sale of counterfeit goods and illegal/pirated broadcasts.
- The integrity and reputation of the IOC, IPC, their affiliates and the Olympic and Paralympic Movement as a whole.

The strategy for protecting these rights is based on the main steps of prevention, monitoring, investigation and the potential application of legislative measures to protect data subjects.

### 3.4 FINANCIAL HIGHLIGHTS

From a strictly economic and financial perspective, the organisation and management of the Games for which Fondazione is responsible are based on private resources, for the most part provided by the IOC (40%), National Partners (34%) in various categories according to their level of economic engagement (Premium Partners, Partners, Sponsors, Supporters), as well as ticket sales to attend competitions (13%) and royalties applied to licensed products, lotteries and other income (13%).

The Games' economic model necessarily implies most costs and investments being incurred before the event itself, whereas the majority of revenues will be realised near or during the event. This inevitably results in a structural negative difference between revenues and costs in the years leading up to 2026 and the emergence of a related economic loss for Fondazione Milano Cortina 2026 over these periods.

As of 31 December 2022, Fondazione reported a loss of €54,784,542, better than forecasted and due to greater absorption of resources compared to revenues. These resources were used to conduct activities oriented toward "management, organisation, promotion and communication of sports events", such as the 2026 Games.

Net Financial Debt amounted to €9.2 million, a limited figure considering the FY 2021 data. Cash on hand has also improved, enabling Fondazione to cover future cash needs.

Income Statement Summary	2022 - M€	2021 - M€
Other revenues	0.1	0.1
Revenues from sponsorships	9.9	0.0
Increases in fixed assets due to work in progress	4.4	2.2
<b>Value of production (A)</b>	<b>14.3</b>	<b>2.3</b>
Personnel cost	21.7	12.8
Professional services	6.4	6.2
PISA services costs	18.8	0.0
Marketing and communications activities and royalties	14.2	2.6
Raw materials and software	0.9	0.8
Depreciation and provisions	4.6	0.1
Insurances	0.3	0.2
Miscellaneous management, operating and financial charges	2.0	0.8
<b>Costs (B)</b>	<b>69.1</b>	<b>23.5</b>
<b>Profit/(Loss)</b>	<b>- 54.8</b>	<b>- 21.2</b>

Balance Sheet Summary	31/12/2022 - M€	31/12/2021 - M€
Bank deposits	13.5	6.5
Active financial instruments	2.9	0.0
Net investments	58.1	4.8
Tax credits	0.1	1.6
Receivables from clients	3.5	0.0
Other receivables, accrued income and prepaid expenses	5.2	0.7
<b>Total Assets</b>	<b>83.3</b>	<b>13.7</b>
Endowment fund	0.1	0.1
Previous year loss	-27.5	-6.3
Exercise loss	-54.8	-21.2
Other reserves	-3.3	-1.3
<b>Total Equity</b>	<b>-85.4</b>	<b>-28.7</b>
Payables to suppliers	26.0	6.5
Payables to clients for advances	75.0	9.0
Payables to employees	2.2	1.5
Tax payables	0.7	0.1
Payables to social security institutions	0.7	0.5
Payables to banks	22.5	22.4
Passive derivative financial instruments	4.6	0.0
Risk fund	2.8	0.0
Severance pay	1.1	0.5
Other payables, accruals and deferred income	33.1	1.9
<b>Total Liabilities</b>	<b>168.7</b>	<b>42.4</b>
<b>Total Equity and Liabilities</b>	<b>83.3</b>	<b>13.7</b>

Financial Situation Summary	2022 - M€	2021 - M€
Fully paid endowment fund		0.1
Bank financing		22.7
Contributions from the International Olympic Committee	56.5	
Revenues from sponsors	7.4	
<b>Total Funding Sources (A)</b>	<b>63.9</b>	<b>22.8</b>
Payments for operational management	49.9	21.4
Payments for investments and financial management	7.0	13.4
<b>Total Uses of Liquidity (B)</b>	<b>56.9</b>	<b>34.8</b>
<b>Change in financial position (A-B)</b>	<b>7.0</b>	<b>-12.0</b>
<b>Net financial debt at the end of the period</b>	<b>- 9.2</b>	<b>- 16.2</b>

The overall projected financial resources necessary for organising the upcoming Winter Games, approved in Fondazione's March 2023 budget, are in line with *Candidature File* estimates and amount to some €1.5 billion. These resources remain substantially unchanged despite the impact of the pandemic, subsequent large-scale rises in costs and inflation and the impact of the Russian-Ukrainian conflict.

Based on specific, cautious, qualitative and quantitative assumptions, this budget represents a reasonable scenario for the development of operations, taking into account the current macroeconomic context, the nature of Olympic and Paralympic events and concluded or expected agreements with third parties. In the coming months, work will intensify on revising and analysing all operational steps that the Organising Committee must take and of the service levels it will deliver.

### 3.5 AN INTEGRATED APPROACH AND THE INVOLVEMENT OF CONTRIBUTING PARTIES

#### 3.5.1 Event Delivery Model

Fondazione Milano Cortina 2026 has adopted the IOC's new Event Delivery Model approach, i.e. planning and organising sports competitions at venues with active, ongoing involvement from local organisations (EDEs – Event Delivery Entities) after signing special collaboration contracts.

To date, the existing EDEs<sup>16</sup> are:

- Fondazione Cortina, set up to leverage experience gained during the 2021 Alpine Ski World Championships.
- Nordic Ski Srl, a company that has been responsible for the organisation of Nordic ski competitions for many years in the Trentino region and is the organiser of WM Val di Fiemme.
- Comitato Coppa del Mondo di Biathlon Anterselva – Biathlon World Cup Committee.
- Fondazione Bormio, established, as founding members, by the Bormio Municipality, the Sondrio Province, the Alta Valtellina Mountain Community.

The Event Delivery Model was conceived to enhance the Games organisation flexibility, efficiency and sustainability, at the same time controlling costs and leveraging local expertise. Moreover, the Event Delivery Model generates a legacy that enhances entities already operating in the area or new entities that will continue to operate after the Games, further professionalising local teams and augmenting specific sustainable event organisation skills.

The organisation of future national and international sports events hosted at Olympic and Paralympic venues could trigger virtuous cycles in the territories hosting the Games in 2026, creating job opportunities particularly where there is a need to counteract mountain area depopulation.

Fondazione works with local organisations to study the most efficient method for organising each sporting discipline. This includes assigning activities that best utilise experiences and know-how, reducing preparation times for Test Events and cutting costs and management complexity. In early 2023, initial contracts were signed to initiate collaboration with individual local organisations in Cortina, Val di Fiemme and Anterselva/Antholz.

<sup>16</sup> Where no local entity is available (e.g., Milano), the Organising Committee will manage event implementation in-house, leveraging venue owner/operator expertise and making it available via "extended" Venue Use Agreements (VUAs) for signature.

#### 3.5.2 Cooperation with the Contributing Parties

Working with the Contributing Parties, Fondazione Milano Cortina 2026 identifies an integrated approach based on the coexistence of three programmes:

A

City Operations, entailing the integrated planning of all services and activities that Host Cities/Regions/Provinces and/or other external entities (Mobility Agencies, Environmental Protection Agencies, hospitals/clinics etc.) should carry out to ensure optimal Games delivery and legacy. These are closely coordinated with Fondazione, using a consistent approach across different clusters, and are aimed also at maintaining a level of services for citizens in the territories involved. On the one hand, a need exists to provide quality services to all participants (athletes, the Olympic and Paralympic families) and all spectators during the Games period, limiting potential risks; on the other, to ensure the same level of services to citizens including during the Games period, taking into consideration appropriate adaptations to avoid causing impediments to work activities or quality of life for the local communities involved. Flows of people at large-scale events like the Olympic and Paralympic Games require rethinking host location operativity. Considering the sensitivity of ecosystems and the socio-economic structure in the communities where the Games are to be held, this issue is of particular relevance. City Operations goals extend to working with others to maximise the Games' contribution to Olympic Territories through medium- and long-term Legacy projects, as well as developing an image of these territories consistent with the various administrations' visions, ensuring a festive atmosphere across all areas involved. To date, 22 projects and 88 activities have been mapped.

B

"Last mile" operations, i.e. planning and delivery to ensure spectators are managed along safe, accessible and entertaining pedestrian routes between transport hubs and venues. The end-goal is to offer a seamless experience. Fondazione does not have jurisdiction, power or responsibility to operate in the public domain. In consequence, all operational details, including associated responsibilities and procedures, shall be defined through joint planning by the entities affected by operations; law enforcement agencies have a substantial role to play in this.

C

C3 – Communication, Command and Control: three areas of activity for Games governance – Communication, or the sharing of information – who needs to know what; Command, or the exercise of authority and/or indicating instructions based on knowledge of ongoing phenomena – who must decide on what; and Control, or confirmation that the identified objective has been achieved – how, when and to whom to report completion of a given activity. A C3 structure approach fosters rapid decision-making processes via liaison officers in constant contact with Fondazione and Contributing Parties.

## City Operations Programme Objectives

- 1 Accessibility, Mobility, Transport, Signage
- 2 Accommodation
- 3 Support for Village and Venue Management
- 4 Environment, Waste Management, Soil Hygiene
- 5 Olympic and Paralympic Family Support
- 6 Citizen Coordination and Games Preparation Centre
- 7 Training Local Operators and Educational Projects
- 8 Cultural Events, Ceremonies and Live Sites
- 9 Human Resources and Volunteer Programme
- 10 Image, Communications and Marketing activities
- 11 Media Services
- 12 Trademark Control and Legal Services
- 13 Medical Services
- 14 Brand and City Decoration Programme
- 15 Olympic and Paralympic Torch Route
- 16 Sustainability
- 17 Games Legacy
- 18 Sports
- 19 Olympic Truce Programme
- 20 Reception and Tourism





CHAPTER 4

# SUSTAINABILITY, IMPACT AND LEGACY PRINCIPLES



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#### 4.1 SUSTAINABILITY, IMPACT AND LEGACY OF THE MILANO CORTINA 2026 GAMES

The social, economic and environmental aspects of sustainability are a key value for the Olympic and Paralympic Movement, the IOC and the IPC. Edition after edition, these bodies pursue continuous improvement, setting more ambitious goals such as, starting from the summer edition of the Paris 2024 Games and the winter edition of Milano Cortina 2026, staging events that aim to reach “neutrality” in terms of carbon footprint. The Olympic and Paralympic Winter Games Milano Cortina 2026 seek to showcase how sports events can bring benefits to host communities, and to become a benchmark model in the transition toward more sustainable forms of such events.

Integrating criteria, initiatives and actions for increased sustainability at all stages of the Games can generate long-term benefits and a twin-track legacy:

##### MATERIAL LEGACY

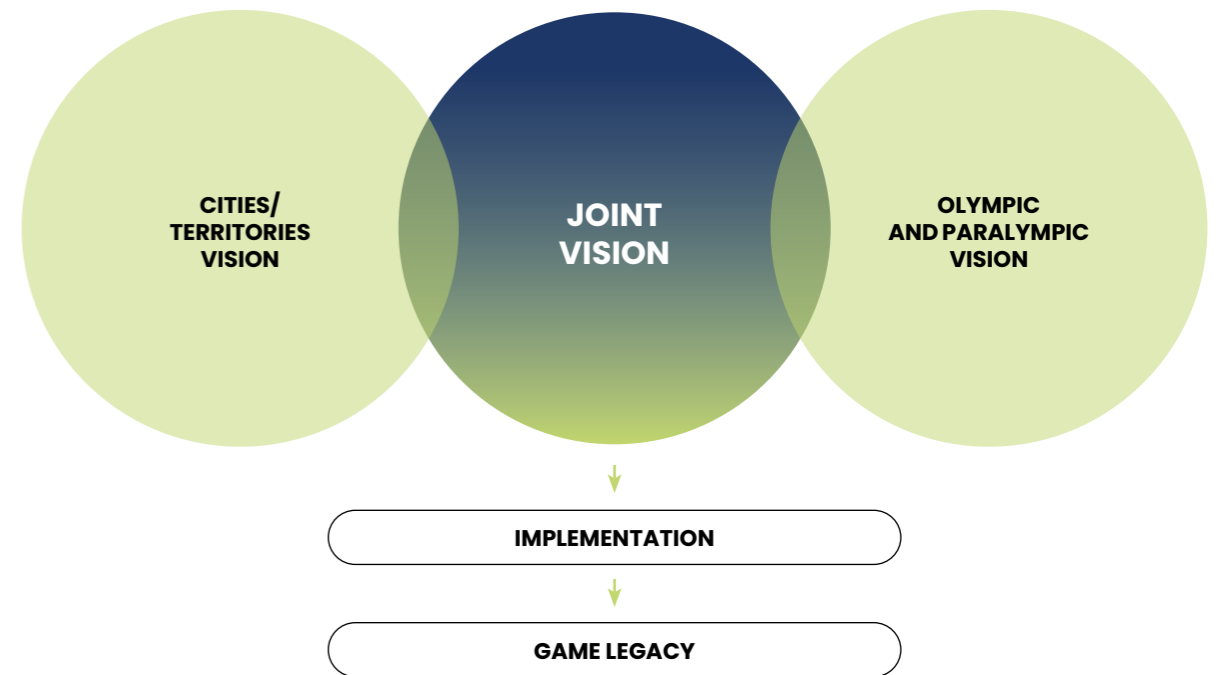
All material effects of the Games promoting long-term development of local communities (for example, renewal of sports infrastructure, increased tourism and accessibility).

##### IMMATERIAL LEGACY

All immaterial effects of the Games contributing to long-term development of people and communities (for example, through increased sports activity and healthier lifestyles, or awareness of the impact of individual choices). The Organising Committee is directly implementing a series of projects (Gen26 Education Programme, Culture Programme, Italia dei Giochi, Team26 Volunteer Programme, training and awareness initiatives etc.); others are being developed by external organisations such as municipalities, partners and the third sector.

The end-goal is to create a tangible post-Games legacy and, at the same time, transmit the ideals of the Olympic and Paralympic Movements to future generations through the active involvement of a network of local stakeholders, including public administrations, businesses, sports associations and third-sector organisations.

#### Diagram of Legacy Creation



Fondazione Milano Cortina 2026 has begun a process to identify initiatives targeted at creating a legacy that will impact not just Games delivery and post-Games stages, but also the run-up.

To manage the integration of sustainability-related issues and promote implementation of legacy initiatives throughout the Games’ life cycle, Fondazione has developed a *Sustainability, Impact and Legacy Strategy* (the “Strategy”).

#### 4.2 MAIN GAMES STAKEHOLDERS

To identify this Strategy’s main dimensions and key issues, Fondazione Milano Cortina 2026 conducted a materiality analysis to map the main stakeholders and identify their priorities.

The stakeholder mapping process leveraged the skills and knowledge of Fondazione’s management and considered stakeholder categories indicated under the UNI EN ISO 20121:2013 standard – a standard for constructing an Event Sustainability Management System (for more information, please refer to Section 4.5).

The various phases of the Games envisage stakeholder participation to ensure a dynamic and more participatory decision-making process that allows for adequate monitoring of stakeholder priorities in relation to the evolving reference context.

The main stakeholders identified were grouped into categories:

1

**IOC/IPC Stakeholders**

Strategic and priority stakeholders for the IOC and IPC that directly contribute to event success and, at the same time, benefit from Organising Committee activities during Games delivery.

2

**Entities represented on the Board of Directors**

Entities that may impact or be impacted by Games preparation, set-up and legacy, engaged in organising the Games and interested in ensuring an adequate infrastructure and local area event legacy.

3

**Contributing Parties**

Entities that cooperate or support the Committee in preparing and delivering the Games.

4

**Supportive Parties**

Potential stakeholders that, in various ways, may be involved in preparing and delivering the Games, facilitating or accelerating event organisation.



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**Milano Cortina 2026, Main Stakeholder Groups**



### 4.3 SUSTAINABILITY MATERIALITY PROCESS

In 2021, Fondazione Milano Cortina 2026 began to identify the main environmental and social issues (also known as material issues) for Games organisation. This process involved a representative sample of citizens, national Environmental Protection Associations, Board members and Fondazione employees. It also conducted web-based research and monitoring and interviewed key Functional Areas representatives to evaluate priorities and identify issues of interest to stakeholders.

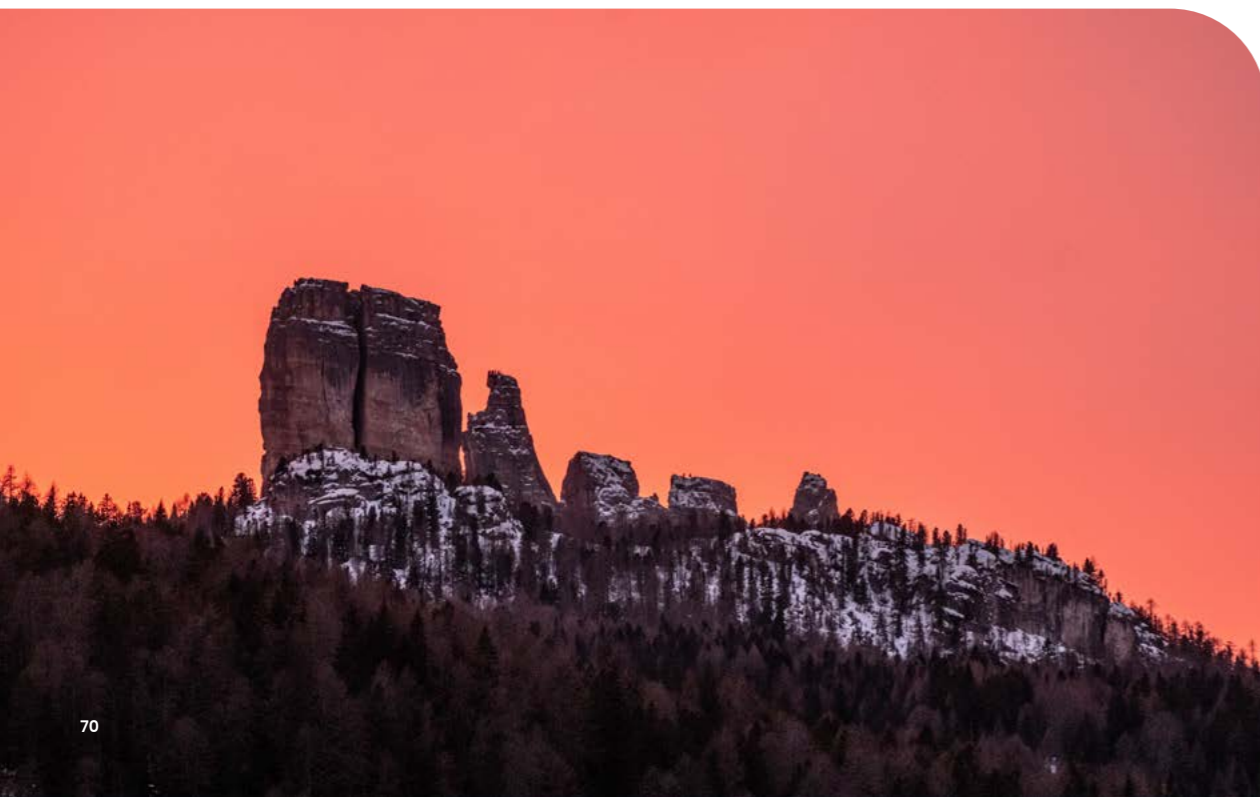
Fondazione backed up the materiality analysis process by mapping the main activities over the Games' entire life cycle, identifying potential issues or impacts associated with three dimensions: environment, economy/governance and social/human rights issues.

Due to the extensive list of activities and issues identified, Fondazione applied a "Significance Index" based on specific criteria (for example, the number of stakeholders involved, probability/frequency and degree of the impact generated by or incurred from the Games) to pinpoint the most significant issues.

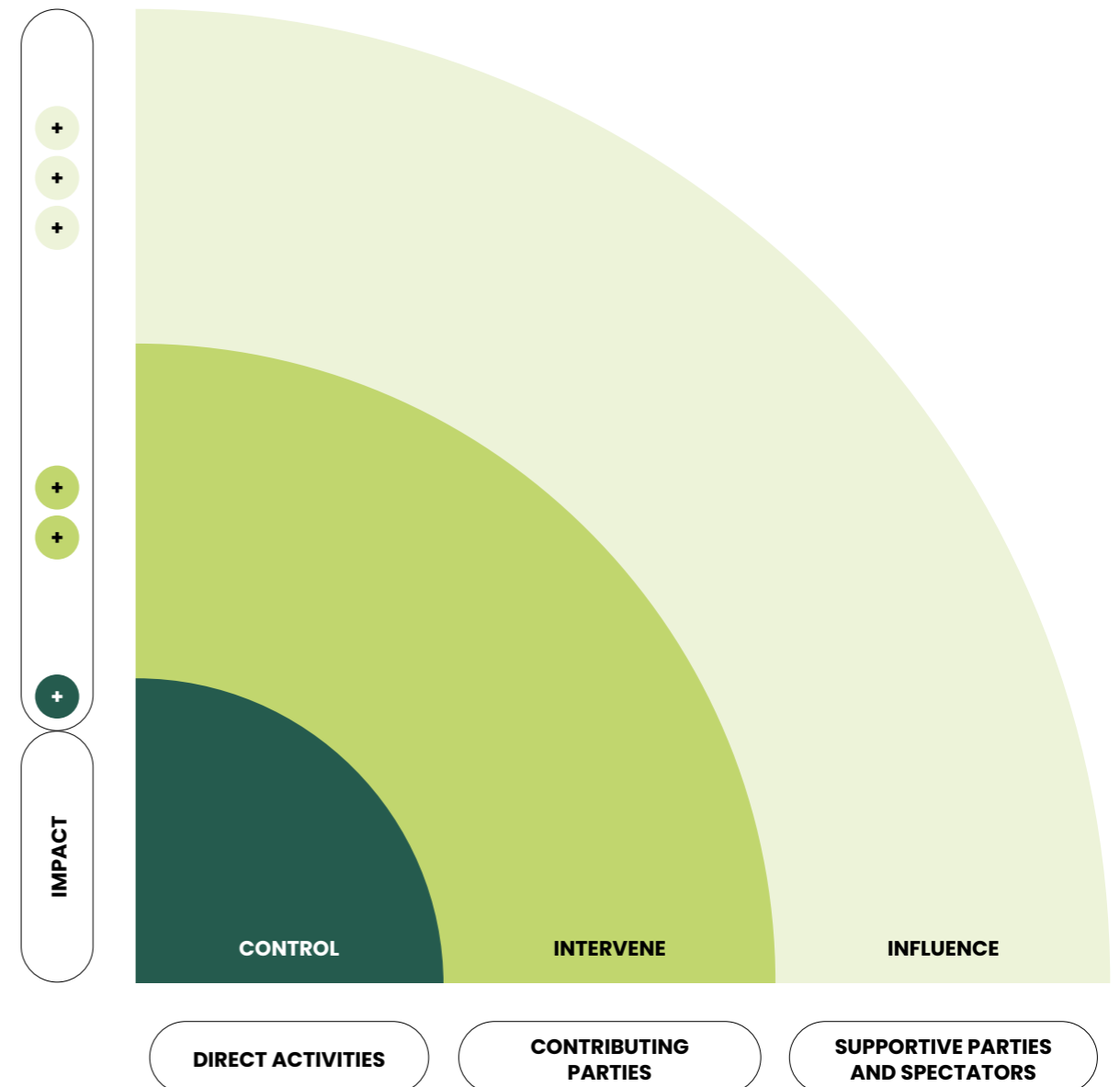
Fondazione also considered its own sphere of responsibility, control, intervention and influence, based on the control and intervention effectiveness model defined by the IOC.

The material issues identification process produced one enabler and 28 Aspects, which were grouped together under 9 Macro Aspects, all of which were linked to the three above-mentioned Dimensions. Fondazione will consequently pay greater managerial attention to these, identifying related risks and opportunities based on its responsibilities for direct control, intervention or influence.

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### Fondazione Milano Cortina 2026's Model of Control and Intervention Effectiveness



#### MATERIALITY ANALYSIS

Materiality analysis is a process for identifying and evaluating priority environmental and social themes

for all organisation stakeholders. Stakeholders participate in this process, which is run on a regular basis and whenever changes impact the organisation or external environment.



**Breakdown of Material Themes: Dimensions, Macro Aspects and Aspects**

ENABLER		COOPERATION AND INVOLVEMENT	
ASPECTS		Community Involvement	
		Local Community Development	

ENVIRONMENTAL DIMENSION		SOCIAL/HUMAN RIGHTS DIMENSION	
MACRO ASPECTS	ASPECTS	MACRO ASPECTS	ASPECTS
CLIMATE CHANGE	Energy management	DECENT WORK	Working conditions (legality and safety), exploitation, harassment and vulnerable groups
	CO <sub>2</sub> Emissions reduction		
	Adaptation to climate change	SOCIAL INCLUSION AND ACCESSIBILITY	Accessibility and inclusivity (no discrimination)
CIRCULAR ECONOMY	Materials and provisioning selection (goods and services)		Social protection of vulnerable groups
	Waste prevention and management	SUSTAINABLE ECONOMIC DEVELOPMENT	Direct/indirect economic impact
BIODIVERSITY AND NATURAL SITES	Water (supply and discharge)		Innovation
	Conservation of soil, natural resources and biodiversity		Local economy
	Flora and fauna (vegetation and animal protection)		Risk of negative impacts
	Physical agents (noise, radon, electromagnetic waves)		Human development and training
	Air (quality and discharge)		GENDER EQUALITY
	Soil (quality and discharge)	SPORT AND WELL-BEING	
ECONOMIC/GOVERNANCE DIMENSION	MACRO ASPECTS		ASPECTS
		Anti-competitive conduct/bribery and extortion	
		Economic performance	
		Transparency and privacy	
FINANCIAL SUSTAINABILITY AND RESPONSIBLE GOVERNANCE	Return on Partners' investments		

#### 4.4 SUSTAINABILITY, IMPACT AND LEGACY STRATEGY

Fondazione Milano Cortina 2026 defined its Games organising and management Strategy based on the results of the materiality analysis and stakeholder engagement process. The Committee also used the United Nations' 2030 Agenda's Sustainable Development Goals (SDGs) to identify areas of greater synergy. Further details can be found in [Annex 2](#).

The organisation and management of the Olympic and Paralympic Games profoundly affects the territories that host them. The challenge for Fondazione Milano Cortina 2026 is not only to mitigate the negative impacts of an event of this magnitude, but to enhance and amplify the positive ones. For this reason, Fondazione intends to adopt a realistic, concrete and progressive approach to environmental and social sustainability, as well as to legacy, in which all stakeholders are involved.

Milano Cortina 2026 is a unique opportunity to reach and inspire not only the entire country, but a global audience through the values of sport, suggesting tangible actions aimed at greater sustainability: a collective commitment to safeguard the future of the planet.

The Board of Directors of Fondazione Milano Cortina 2026 evaluated and approved the *Sustainability, Impact and Legacy Strategy* on 6 April 2022, and its revised objectives, actions and targets on 24 October 2023.

The Strategy addresses the 5 following topics:



Each of these strategic topics includes a series of objectives, actions and targets to be achieved.

## A

# Climate change and natural ecosystems

1

**Focus on reduction of emissions associated with activities under direct control through organisational choices and technological innovations:**

- use of the electricity grid as the main source of power for temporary venues (also improving the capacity, resilience and redundancy of the existing grid) and limiting the use of temporary power systems as back-ups;
- 100% use of electricity from renewable and certified sources;
- 100% use of LEDs for temporary outdoor lighting of venues;
- climate action plan involving the main operational activities under direct control, such as transport, freight, Food and Beverage (F&B) within the Games planning and execution.

2

**Offset 100% of residual emissions (under direct control) through direct or indirect support for additional avoidance/removal initiatives that contribute to mitigating climate change:**

- inventory of carbon emissions relating to Games planning and execution activities under direct control;
- purchase of high-quality credits on the voluntary carbon market, preferably with significant co-benefits;
- promotion and co-financing of local projects.

3

**Involve the Contributing Parties in reducing emissions and offsetting residual emissions:**

- initiatives to stimulate concrete action and a collaborative approach through the use of sharing methodologies, tools, etc.

4

**Support the climate resilience of communities in the Games territories, to reduce climate change-related damages through specific pilot projects:**

- initiatives for improving the adaptive capacity of Small and Medium-sized Enterprises (SMEs) in the territories of the Games.

5

**Minimise impacts on local natural ecosystems:**

- positive balance with the restoration of natural ecosystems after the occupation of temporary venues;
- adoption of measures resulting from the Milano Cortina 2026 Strategic Environmental Assessment (of the *Games Delivery Plan*).

## B

# Circular economy

1

### **Improve the sustainability performances of Fondazione's supply chain:**

- procedures for procurement and licensing of products and services with at least one or more environmental and social criteria for the most at risk categories;
- pilot projects of circular models for goods and services for the Games;
- restriction of disposable products in the F&B system.

2

### **Maximise circular solutions for temporary infrastructures and assets after the Games:**

- 100% circular solutions for directly managed overlay elements;
- 100% reuse of (non-overlay) assets in good conditions.

3

### **Optimise resource management in waste and water conservation:**

- 70% of municipal waste materials sent for recycling;
- 80% recycling of packaging waste;
- 100% reuse (for human or animal purpose) of unused food in venues and F&B production centres;
- adoption of a "zero waste to landfill" approach;
- reduction of water consumption through monitoring and technological innovation.

## C

# Human rights, gender equality, inclusion and accessibility

1

### **Ensure respect of human rights and accessibility in the organisation of the Games throughout the life cycle of the event:**

- 40% of women in management roles by 2026;
- promotion of equal pay and professional development for women, as well as opportunities for people with disabilities and vulnerable people - prioritising NEETs (young people Not in Education, Employment or Training) and prisoners;
- support for business and supply chain development practices that empower women;
- implementation of a gradual Human Rights due diligence process with a focus on the main Milano Cortina 2026 branded products and services (suppliers and licensees);
- promotion of initiatives for Universal Accessibility in the hosting territories;
- establishment of Fund 26 to support social projects.

2

### **Raise awareness on social inclusion and gender equality, creating an environment free of discrimination:**

- communication and awareness through education and cultural programmes;
- 100% of initiatives directed and/or sponsored by Milano Cortina 2026 (also through the sub-brand system e.g. Italia dei Giochi) with contents/messages and policies aimed at respect for human rights and inclusion, with a focus on the culture of respect and safeguarding, also in order to practice sport in a safe and harassment-free environment.

3

### **Promote best practices for safeguarding:**

- development of specific internal procedures to prevent and respond to any safeguarding issues, also applicable during Games time;
- involvement of CONI, CIP and International Sports Federations, for the promotion of women's and children's rights and prevention and protection from abuse.

# D

## Sport and well-being- More movement for all

1

### *Support future generations (aged 6-18) through specific projects aimed at increasing sports practice:*

- sports legacy for infrastructures – collaboration with stakeholders (public authorities, private owners, third sector organisations, national federations, etc.) to create a sports legacy for new and renovated infrastructures thanks to the Games and creation of a stronger movement for winter sports in all Games territories;
- introduction of 30 minutes of movement per day for school-age girls and boys in the Games territories;
- Education Programme and *Milano Cortina 2026 Trophies* in cooperation with FICTS<sup>17</sup>;
- Third-party projects linked to the Games: *Italia dei Giochi* programme and Partner marketing activation.

2

### *Promote universal accessibility in winter disciplines for people with disabilities:*

- Accessibility Strategy with special focus on universal accessibility in sports facilities and infrastructures;
- donations of sports equipment to National Federations to enable children with disabilities to participate in various winter sports.

<sup>17</sup> Federation Internationale Cinema Television Sportifs

# E

## Sustainable local economic development

1

### *Fight depopulation in mountain areas:*

- new jobs through new and renovated sports infrastructure;
- support for the activities of Event Delivery Entities (EDEs);
- support for the growth of infrastructure capacity (energy, transport, new and renovated sports facilities, improved hotel accessibility);
- possibility of hosting future international and national competitions through the promotion of the territories of the Games and through the promotion of sustainability certification systems for hotel facilities.

2

### *Create a positive social impact:*

- Social business – Involvement in the overall OCOG procurement of Social Businesses (SBs), Small and Medium Enterprises (SMEs) and Very Small Enterprises (VSEs). Supporting SBs, SMEs and VSEs in meeting the needs of the Games. Encouraging Games stakeholders (e.g. TOP and National partners) to adopt the same approach towards SBs, SMEs and VSEs (project supported by/ in cooperation with Yunus Sport Hub – see section 6.2).

3

### *Increase and support the creation of new skills in sports event management:*

- Volunteer programme;
- university courses dedicated to the management of mega events;
- dedicated training for EDE staff;
- pilot sports school project dedicated to winter sports.

The strategy is being implemented through a progressively evolving operational document that is part of the integrated sustainability management system (see below) and will follow the entire life cycle of the Games, in compliance with the UNI EN ISO 20121:2013 standard.



#### 4.5 SUSTAINABILITY MANAGEMENT SYSTEM

Fondazione Milano Cortina 2026 is implementing the above Strategy with an integrated sustainability management system (the “management system”) through application of the UNI EN ISO 20121:2013 standard. Initial certification is expected in 2024. Implementation of this management system will enable activity coordination, monitoring and mitigation of potential environmental risks and impacts, as well as ensuring compliance with applicable environmental, social and governance legislation and enhancing the positive impact of activities.

Following an initial materiality analysis and mapping of the context, major risks and opportunities, Fondazione has begun the implementation phase by: formalising procedures that will progressively form the management system, staff training, an internal audit programme to verify compliance with the standard’s requirements and periodic reviews to adapt the management system to changes in Games organisation and preparation. The management system incorporates provisions set out for compliance with Legislative Decree no. 231/01 (Organisation, Management and Control Model), Legislative Decree no. 81/08 (Management of risk prevention and protection in work environments) and (EU) Regulation 2016/679 (Protection of natural persons with regard to personal data processing).

In terms of Gender Equality, Diversity and Inclusion (GEDI), Fondazione will adopt a self-assessment tool that is being developed by the IOC and will be used for the first time by Paris 2024; the tool will enable OCOGs to evaluate the impact of their GEDI work both internally and externally.

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Encouraged by the IOC, Fondazione is taking part in an international project aimed at revising the UNI EN ISO 20121:2013 standard, seeking to render its application more consistent with events of the Games’ scale.

#### 4.6 SUSTAINABLE SOURCING STRATEGY

In late 2021, Fondazione Milano Cortina 2026 adopted a *Sustainable Sourcing Strategy* to serve as a reference framework for all sourcing of goods and services carried out through suppliers. Economic operators are invited to incorporate environmental and social criteria, in particular respect for human rights, throughout their own value chains. By applying this Strategy and sourcing procedures, Fondazione seeks to:

- improve the environmental performance of the Games as a whole, adopting principles of reduced environmental impact (reduced consumption, waste, emissions and discharges and a reduced impact on biodiversity);
- improve the social performance of the Games as a whole, respecting human and worker rights throughout the entire value chain and promoting corporate social responsibility at all levels;
- support innovation and the market for products and services with low environmental impact and high social value;
- prevent and reduce the main operational and reputational risks.

The *Sustainable Sourcing Strategy* is inspired by principles promoted through leading supranational initiatives,<sup>18</sup> the most significant European initiatives<sup>19</sup> for sustainability and sustainable sourcing and Minimum Environmental Criteria (*Criteri Ambientali Minimi, CAM*) for Public Administration sourcing as defined by Italy's Ministry of the Environment.

Three general principles govern the entire process: integration of sustainability elements into Fondazione's supply chain management; shared responsibility between Fondazione and involved economic operators to act with respect for people and the planet; and application of sustainability and responsibility<sup>20</sup> principles throughout the Games' life cycle.

To ensure application of the *Sustainable Sourcing Strategy*, Fondazione implements sourcing procedures with support from a dedicated digital platform and a set of actions that include:

- defining general and specific objectives for different categories of goods and services and for enhancing award criteria during the offer evaluation phase;
- analysing sustainability risks in the main supply chains involved to identify the most at-risk product categories and select sustainability criteria suitable for each category.

During the qualification phase, all economic operators are required to sign a letter of integrity and compliance with Olympic and Paralympic standards as well as subscribing to Fondazione's general purchase conditions that feature elements relating to sustainability issues. At the same time, operators are subject to sustainability criteria specific to each product category.

#### 4.6.1 Overview of Purchases

Fondazione's relations with Suppliers uphold loyalty, fairness and respect for all actors involved in sourcing processes, as prescribed by the values in the Fondazione's *Code of Ethics*.

In 2022, the total value of Fondazione's purchases, primarily for services, amounted to approximately €24 million, compared with slightly over €11 million in 2021.

<sup>18</sup> The UN's 2030 Agenda for Sustainable Development, UN Guiding Principles on Business and Human Rights, OECD Due Diligence Guidance for Responsible Business Conduct, the Olympic Games Guide on Sustainable Sourcing, the future EU Corporate Sustainability Due Diligence Directive, and the United Nations' Global Marketplace implementing principles (for more detail on sustainable sourcing indicators, please refer to the [UNGM site](#)).

<sup>19</sup> The European Green Deal – Commission Communication no. 640, 11 December 2019, the European Pillar of Social Rights.

<sup>20</sup> We refer here to the OECD's definition of Extended Producer Responsibility (EPR), i.e. an environmental policy approach in which a producer's responsibility for a product is extended to the post-consumer stage of a product's life cycle.



As of 31 December 2022, sustainability criteria were included in 64% of consultations (request for offer activations); by the first quarter of 2023, this percentage had increased to 79% of consultations.

Analysis of the territorial distribution of Fondazione's goods and/or services suppliers, including stationery, merchandising, consumables, catering and food services, shows that by the end of December 2022, approximately 96% of suppliers operated in Italy, and that 91% are headquartered in Games territories (in comparison to 86% end December 2021).

In the early months of 2023, consultation procedures were activated or are underway for certain significant goods and services supplies, applying environmental and social criteria to, by way of example, the rental service for mechanical vehicles and accessories for ski slope grooming, fleet services management, ICT services and solutions and logistics services.

#### 4.6.2 Other Procedures for Economic Operator Involvement

The *Sustainable Sourcing Strategy* also provides a reference framework for all other types of contractual engagement with economic operators for goods and services, namely: Licensees, Partners and Sponsors, as well as Event Delivery Entities. Once again, taking into account necessary differences in contracts to be signed with Fondazione, in such cases economic operators are invited to integrate environmental and social criteria, particularly the respect of human rights, throughout their value chains.

A human rights due diligence process (or structured dialogue) will be applied to the supply chains of products and/or services at most risk, to verify actual production conditions, particularly regarding products whose brands are associated with the Games.



**CHAPTER 5**

**ENVIRONMENTAL  
IMPACT**



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The entire organisation process for the Milano Cortina 2026 Games, a temporary event, ensures the highest level of environmental protection and pursues related improvement objectives. It is also tasked with stimulating city and regional development plans in the territories involved. The Games will provide an opportunity to collaborate with key stakeholders on implementing specific initiatives oriented toward protecting and restoring local biodiversity and landscape, reducing, mitigating and compensating for greenhouse gas (GHG) emissions and promoting the circular economy. The initiatives illustrated in the following pages support the objectives identified in the above mentioned *Sustainability, Impact and Legacy Strategy*.

Keeping channels of dialogue open with Environmental Protection Associations throughout the Games' life cycle, Fondazione has conducted six meetings since January 2021, to which national associations recognised by the Ministry of the Environment were invited. The main planning topics have been discussed with various national or regional representatives on various occasions, encompassing the Masterplan, the environmental commitments made since the candidature phase, Strategic Environmental Assessment of the *Games Delivery Plan*, materiality analysis and the energy supply strategy for the venues.

### 5.1 ORGANISING COMMITTEE IMPACT

During the Games' current planning phase, the activities of Fondazione are for the most part conducted from business offices or at venues on ad hoc trips. Employees and other staff are hosted on four floors of the Allianz<sup>21</sup> Tower, a building located in the CityLife residential and commercial complex, part of a redevelopment project on the historic former Milano trade fair site.

Managed by Allianz, the building is Gold LEED certified (an international standard for green construction) and uses 100% renewable electricity; practices promoted in the workplace include zero single-use plastic products and full accessibility to spaces guaranteed for people with disabilities. Fondazione's employees and collaborators can use services provided by Allianz, such as Accident & Emergency facilities, the canteen and bars within the building.

Fondazione is implementing specific actions to promote daily practices oriented toward greater sustainability.

- **Sustainable mobility:** by the end of 2022, a preliminary survey was completed for drafting a *Home/Work Travel Plan*. A specific Travel Policy for organising employee trips has also been formalised.
- **Responsible sourcing:** major consumables and services used in offices (e.g. Ecolabel-certified paper, energy-efficient printers, mains water dispensers) contribute to Fondazione's environmental performance.

<sup>21</sup> The Allianz Group is an IOC TOP Partner.

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- **Responsible waste management:** in addition to special containers for collecting different types of waste, awareness signage is posted and a waste-sorting culture promoted.
- **Raising awareness amongst employees and collaborators:** good practices at the office are communicated to the workforce and detailed in a *Welcome Book*, encouraging for instance the limitation of document printing, of digital file storage and of the use of screens in common areas for informational and promotional videos.
- **Using appropriate technological solutions:** through the application of IT systems in relation to digital products and services that can be defined as more environmentally sustainable, including the study and implementation of efficient solutions with limited environmental impacts.



## 5.2 GAMES DELIVERY PLAN IMPACT

### 5.2.1 Strategic Environmental Assessment Procedure

As envisaged in the *Candidature File*, the Milano Cortina 2026 Winter Games Delivery Plan (described in Section 3) is subject to a **Strategic Environmental Assessment**<sup>22</sup> (SEA) procedure given that, albeit of a temporary nature, the Plan covers many territories in different administrative areas. It is consequently appropriate, following the national and regional legislative framework, to evaluate and minimise potential effects on the environment and conservation of natural habitats. In particular, the main activities envisaged on competition sites and within clusters under the Plan are directly and indirectly related to the movement, accessibility, presence of goods and people (athletes and sports personnel, the public, service and support staff), as well as energy consumption and the installation of overlay infrastructure for the duration of the event.

Moreover, within the SEA procedure, the legislation requires that the Plan is also subject to an **Incidence Assessment**<sup>23</sup> (VInCA), in order to avert potential impacts on conservation objectives at Natura 2000<sup>24</sup> sites.

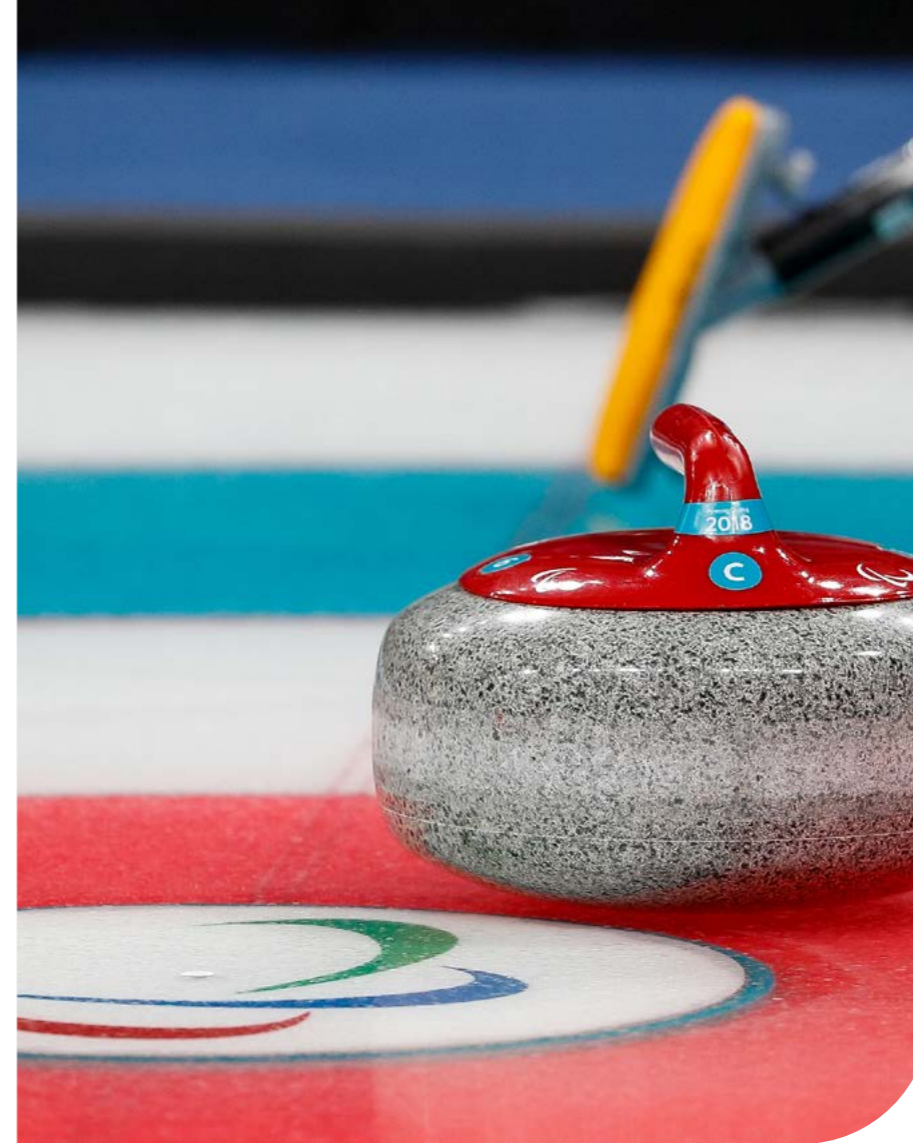
These procedures (SEA + Incident Assessment) seek to identify potential significant negative environmental effects of the Plan, allowing them to be taken into account during Games implementation and delivery, and enact mitigation and monitoring measures.

The venue life cycle is being taken into consideration: initial set-up of the various competitive and non-competitive venues; operational preparation including Test Events and simulations; Olympic and Paralympic events and the transition period from Olympics to Paralympics; venue decommissioning, dismantling and restoration.

<sup>22</sup> Legislative references: at European Union level, Directive 2001/42/EC; at national level, Legislative Decree no. 152/2006.

<sup>23</sup> Legislative references: "Habitat" Council Directive 92/43/EEC of 21 May 1992, concerning the conservation of natural and semi-natural habitats and of wild flora and fauna, representing the main Community legislative act to foster biodiversity; Directive 2009/147/EC of the European Parliament and the Council, dated 30 November 2009, concerning the conservation of wild birds; Italian Presidential Decree no. 357 of 8 September 1997, "Regulation implementing Directive 92/43/EEC concerning the conservation of natural and semi-natural habitats and of wild flora and fauna" as subsequently amended; Agreement dated 28 November 2019, pursuant to Art. 8(6) of Law no. 131, dated 5 June 2003, on National guidelines for incidence assessment (VInCA) – "Habitat" Directive 92/43/EEC Art. 6(3 and 4), between the Government, Regions and the Autonomous Provincial Administrations of Trento and Bolzano, through which the National guidelines for Incidence Assessment are adopted – "Habitat" Directive 92/43/EEC Art. 6(3 and 4).

<sup>24</sup> The main European Union biodiversity conservation policy tool, Natura 2000 is an ecological network spread throughout the Union's territory, established under Directive 92/43/EEC (known as the Habitat Directive) to ensure long-term maintenance of natural habitats and threatened or rare species of flora and fauna at Community level.



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Given that the end-goal is to organise a temporary event by setting up and managing existing or temporary structures, the Plan does not have the scope to generate permanent changes to zoning land use, nor to the structure of sectoral and/or territorial planning of wide and/or local areas. Consequently, the activities covered under the Plan will mainly – if not exclusively – generate short-term and temporary effects.

### **Administrative Framework**

In July 2022, the Ministry of the Environment confirmed that the Milano Cortina 2026 Winter Games Delivery Plan that is being prepared prepared by Fondazione Milano Cortina 2026 is subject to an SEA procedure for the entire territory covered by the Games, as required under Legislative Decree no. 152 of 3 April 2006.

Seeking to organise SEA procedures as part of a common authority evaluation approach and timing, the respective Councils of the Lombardy Regional Government, Veneto Regional Government, Autonomous Provincial Administration of Trento, and Autonomous Provincial Administration of Bolzano approved the “Methodological Model” between late December 2022 and late February 2023.

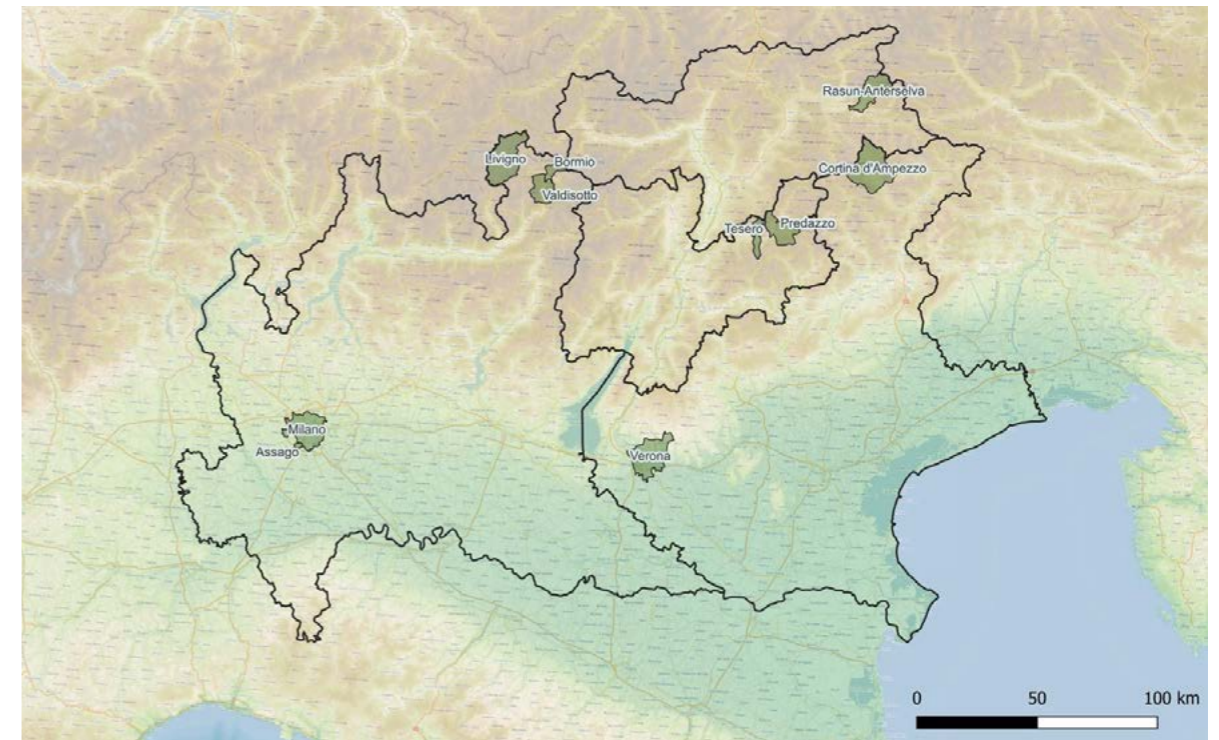
The methodological model ensures homogeneous and consistent analyses and evaluations among the various local areas in order to render the procedure more effective and efficient. Pursuant to Legislative Decree no. 152/06, it sets out the scope for procedure application, interested parties, consultation, communication and information methods, procedural stages.

The first step of the SEA consisted in submitting a Preliminary (Scoping) Report on the *Games Delivery Plan*. The document offers a preliminary territorial and environmental framing of the clusters that will be hosting competitive and non-competitive venues envisaged under the Milano Cortina 2026 Masterplan.

On 18 April 2023, the report was submitted by Fondazione for evaluation by the above mentioned public administrations and other public bodies with specific competencies or responsibilities in the environmental field. This first document will be followed in 2024 by the Environmental Report on the *Games Delivery Plan*, which will be subject to comment by all interested parties, including the public at large, and authorities approval. All measures aimed at reducing impacts and included in the Environmental Report must be adopted by Fondazione.

In the subsequent monitoring phase (2024-2026), set to accompany the *Games Delivery Plan* implementation, the SEA procedure oversees the Games organisation during the operational stage through to the final closing, decommissioning and restoration phases. Collection of environmental data will be carried out – related both to activities conducted and environmental components involved, to evaluate the appropriate adoption of prevention and protection measures identified by the procedure.

### Geographical Scope of Reference for the Plan’s SEA



### 5.2.2 Greenhouse Gas Emissions Management Strategy

To achieve the environmental impact reduction goals outlined in the *Sustainability, Impact and Legacy Strategy* (see section 4.4), it is necessary to correctly quantify and monitor Games-related GHG emissions (greenhouse gases expressed in CO<sub>2</sub>eq emissions). Fondazione Milano Cortina 2026 has completed a process to estimate the Games’ carbon footprint, adopting the official IOC *Carbon Footprint Methodology for the Olympic Games*.

#### CARBON FOOTPRINT

“Carbon footprint” is a measurement quantifying total greenhouse gas (GHG) emissions directly or indirectly associated with an organisation, product, or service expressed as a CO<sub>2</sub> equivalent (carbon dioxide and other climate-altering gases).

#### CARBON FOOTPRINT BASELINE

The baseline represents a hypothetical scenario that quantifies GHG emissions in the absence of a reduction or offset project or activity.

#### CARBON OFFSETTING

GHG emissions reduction or removal actions that enable individuals and/or organizations to offset their own emissions by supporting specific projects, including in places other than where the emissions are generated, e.g., afforestation or reforestation interventions capable of absorbing carbon dioxide.

To define the greenhouse gas emissions management strategy (*Carbon Management Strategy*), in addition to quantifying GHG emissions in order to forecast the 2022 to 2026 baseline, Fondazione Milano Cortina 2026 has developed a specific annual inventory based on data related to travel, office management, purchases, events and all other activities to progressively be implemented, following internationally recognised principles and methodologies (e.g. the ISO 14064:2018 standard, GHG Protocol).

**Objectives of the Greenhouse Gas Emissions Management Strategy**

1. Draw up a Games Carbon Footprint Baseline to identify and prioritise the most impactful activities and accurately calculate the operational carbon footprint year-by-year (Inventory).
2. Create an *Emissions Reduction and Mitigation Plan* capable of identifying solutions to reduce the Games' carbon footprint.
3. Define a *Carbon Offsetting Plan* for unavoidable GHG emissions through the purchase or co-financing of certified carbon credits from high-quality projects (e.g. nature-based, socially impacting solutions, etc.), preferably with significant co-benefits.

**Carbon Footprint Baseline**

According to official IOC carbon footprinting for Olympic Games methodology, the main emissions sources attributable to the Games Delivery Plan may be sub-divided into the following macro-categories:

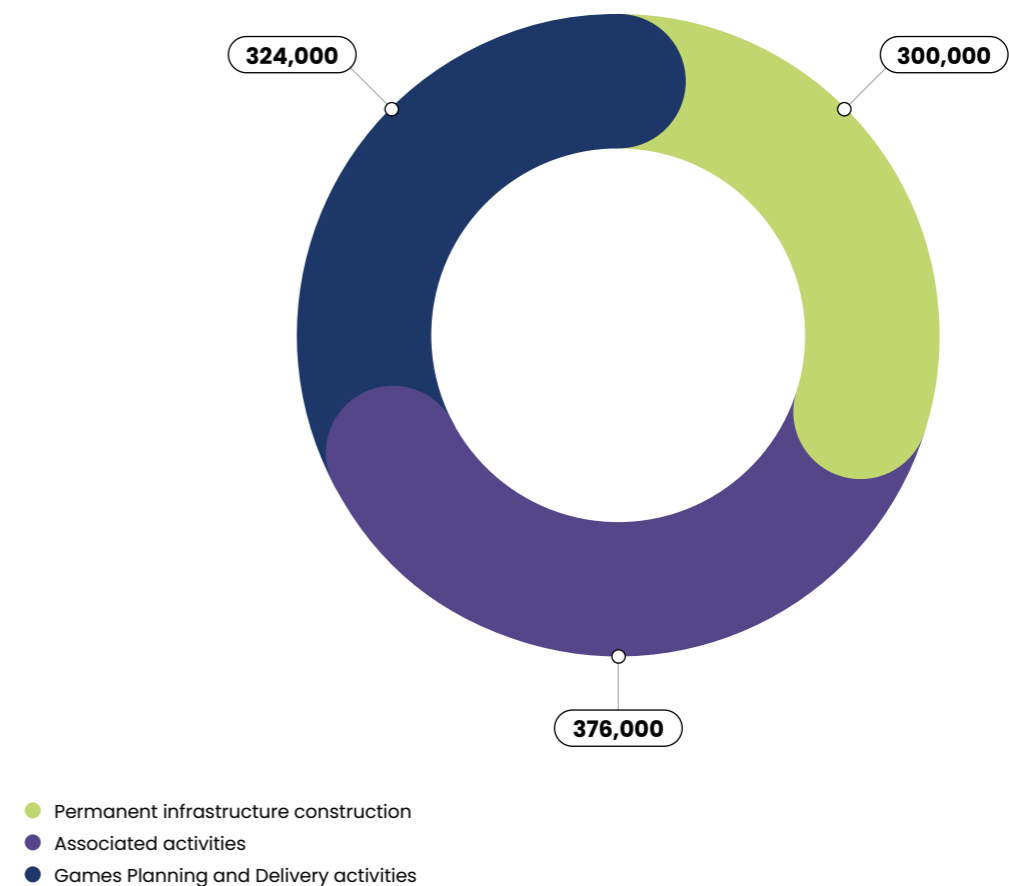
- **Games planning and delivery:** all actions related to Organising Committee management and Games preparation, realisation and delivery activities under its operational control. Activities in this category include, by way of example, transportation of accredited groups (Olympic and Paralympic families), temporary setup of competitive and non-competitive Games venues, use of energy therein, logistics and official merchandise sold at official Games points of sale.
- **Construction of permanent infrastructure<sup>25</sup>:** this encompasses construction activities (construction sites and material use) at permanent sports venues built specifically for the purpose of Games delivery. Other venues and works for urban and transport infrastructure previously planned under regional/provincial planning initiatives are not taken into consideration, given that they were already planned and merely accelerated by Games delivery.

<sup>25</sup> These activities do not fall under direct control of Fondazione Milano Cortina 2026.

- **Associated activities<sup>26</sup>:** activities not directly financed or organised by the Organising Committee or Contributing Parties, indirectly related to the Games, such as spectator travel and accommodation.

CO<sub>2</sub> emissions calculations were made at the end of 2022 based on forecast estimates, using predictive data and benchmarks. These will be refined in 2025 with more certain data on volumes for planned activities (e.g. energy consumption, number of meals, type of vehicles and distance travelled, etc.). Emissions related to the construction of permanent infrastructure total 300,000 tCO<sub>2</sub>eq; those related to associated activities amount to 376,000 tCO<sub>2</sub>eq; for Games Planning and Delivery activities under its responsibility, throughout the event life cycle, Fondazione Milano Cortina 2026 has estimated 324,000 tCO<sub>2</sub>eq.

**Milano Cortina 2026 estimated GHG emissions in tCO<sub>2</sub>eq**



<sup>26</sup> These activities do not fall under direct control of Fondazione Milano Cortina 2026.

As for inventorying the years 2021 and 2022 – which, compared to the baseline mentioned above fall under the Games Planning and Delivery item – emissions already calculated using accurate, actual data are presented below.

### FONDAZIONE MILANO CORTINA 2026 CARBON INVENTORY

Emissions Category	Sub-Category	Emissions Source	2021		2022		
			tCO <sub>2</sub> eq	% of total	tCO <sub>2</sub> eq	% of total	
CATEGORY 1 Direct GHG Emissions	1.1	Direct Emissions – Fixed Combustion	Diesel (backup generators for HVAC)	0.3	0.1%	1.1	0.2%
	1.2	Direct Emissions – Mobile Combustion	Vehicles (owned/leased)	21.2	3.6%	10.1	2.2%
CATEGORY 2 Indirect GHG Emissions	2.1	Indirect Emissions – Purchased Electricity*	Electricity Consumption	0.0	0.0%	0.0	0.0%
	2.2	Indirect Emissions – Purchased Heat	District Heating	71.3	12.1%	73.7	16.4%
CATEGORY 3 Direct GHG Emissions from Transport	3.1	Business Trips	Transportation – Air	172.1	29.3%	48.0	10.6%
			Transportation – Train	12.0	2.0%	8.6	1.9%
			Hotel Stays	4.6	0.8%	7.7	1.7%
	3.2	Home/Work Commuting	Home/Work Travel (aggregate)	175.8	29.9%	208.1	46.2%
CATEGORY 4 Indirect GHG Emissions from Products Used by the Organisation	4.1	Purchase of Goods and Services	Purchased Goods	130.4	22.2%	93.1	20.7%
			Water Consumption	0.2	0.0%	0.3	0.1%
	4.2	Waste generated by activities	Waste – Non-recycled	0.001	0.0%	0.003	0.0%
			Waste – Recycled	0.002	0.0%	0.002	0.0%
<b>TOTAL EMISSIONS</b>				<b>588.06</b>	<b>100.0%</b>	<b>450.64</b>	<b>100.0%</b>

\*Reported according to the market-based approach, including energy attribute certificates (GOs).

### Greenhouse Gas Emissions Reduction and Mitigation Plan

Analysis of the GHG emissions baseline makes it possible to identify the highest emission-creating activities and draw up an *Emissions Reduction and Mitigation Plan* for which Fondazione Milano Cortina 2026 is directly responsible, including an outline forecast inclusive of areas that are not directly controlled by the organisation, based on three different scenarios. These will be further developed and adapted according to more specific information related to activities actually carried out in the coming years.

The most easy-to-envisage current reductions refer to the “Games Planning and Delivery” macro-category, or activities considered under Fondazione’s or its Contributing Parties’ direct control.

Some of the activities included in the baseline quantification have already been optimised during the current phase of the Games’ life cycle, for example, by optimising electricity consumption, transport and logistics operations.

Furthermore, as of the date of this Report’s publication, some Games organisation issues have not yet been fully defined (e.g. Partners’ and Sponsors’ activities and innovative solutions), even if they will play an important role in identifying potential reduction initiatives, applying technologies or best practice that perform better in reducing environmental impacts, specifically, GHG emissions. It follows that when preparing the *Emissions Reduction and Mitigation Plan*, it was necessary to use estimates and assumptions based on best practices and initiatives carried out at similar events.

Calculation of GHG emissions reductions will be continuously updated in line with the progression of the life cycle of the Games; a biannual update of the *GHG Emissions Reduction and Mitigation Plan* is envisaged.

### Participation in the Sports for Climate Action Initiative

Fondazione Milano Cortina 2026 has joined the UNFCCC – *Sports for Climate Action Framework*<sup>27</sup>. Promoted by the United Nations in partnership with the IOC, this initiative seeks to contribute to implementing the Paris Agreement and accelerate changes necessary to achieve carbon neutrality in the sports sector. The United Nations Framework seeks to involve as many sports entities as possible through concrete actions that ensure greater climate protection. Commitments, principles behind the initiative and commitments applicable to a single event such as the 2026 Games are listed below.

<sup>27</sup> United Nations Framework Convention on Climate Change (UNFCCC) Initiative.



## COMMITMENTS

- Implement a clear pathway for the global sports community to combat climate change
- Use sports as a unifying tool to promote climate awareness and action among global citizens

## PRINCIPLES

- Undertake systematic efforts to promote greater environmental responsibility
- Reduce global climate impact
- Educate for climate action
- Promote sustainable and responsible consumption
- Support climate action through communication

## COMMITMENTS APPLICABLE TO A SINGLE EVENT

- Measure GHG emissions (Scope 1, 2 and 3) within 6 months of signature
- Submit a plan to achieve interim goals within 12 months
- Proceed immediately to reducing greenhouse gas emissions
- Submit annual reports
- Actively take part in defining zero-emission pathways for sports through Framework Working Groups
- Mobilise fans, athletes and the supply chain to implement good climate action practices

### 5.2.3 Resource Management

As part of its *Sustainability and Legacy Strategy*, the Organising Committee has set the following resource management-related goals:

- promote energy efficiency and use of renewables;
- maximise adoption of circular solutions for temporary and permanent infrastructure;
- promote circular models for goods consumption and services use, including the reuse of goods and resources at the end of the Games.

In particular, below are some of the initiatives planned to date regarding material, water and energy resource consumption.

#### Sustainability Criteria for Temporary Infrastructure

Within the scope of managing temporary infrastructure, a collaboration with Politecnico di Milano has resulted in the development of a method for assessing the environmental sustainability of the main items of temporary structures related to sporting events, to be implemented as part of the sourcing process. This method focuses on overlay commodities during the various phases of the process (construction-management-dismantling-site restoration, product reuse), involving the following actions:

1. Definition of life cycle-based environmental criteria (e.g. construction and disassembly reversibility, sustainable product/service models, circular use of resources, extended product lifespan and sustainable post-event site management).
2. Structuring of these criteria within a scoring evaluation protocol (Green Rating System) similar to the well-known LEED<sup>28</sup> for buildings, to assess levels of sustainability achieved.

Subsequent phases of the project to be carried out between 2023 and 2026 will involve:

- Implementing environmental criteria and verification methods as technical specifications (basic and award criteria) incorporated into Fondazione's sourcing activities, along with relevant guidelines for tender documents and verification procedures.
- Assessing adoption levels of various criteria throughout the Games venues' life cycle.

<sup>28</sup> The LEED (Leadership in Energy and Environmental Design) Certification is a classification system for buildings' energy efficiency and ecological footprint.

The project envisages researching technological and managerial solutions with an enhanced circularity and sustainability performance, focusing on specific elements such as tensioned structures and PVC membranes, containers, exhibition equipment, seating, signage and venue dressing, temporary parking, Heating, Ventilation and Air Conditioning (HVAC) and temporary power supply.

### **Energy**

Responsible energy source management is one of the actions that Fondazione Milano Cortina 2026 is keen to adopt to achieve its environmental sustainability goals. Fondazione's energy source management is based on three main areas of intervention:

1. Using the electricity grid as the main power source for the Games, as far as possible minimising the use of temporary power systems (e.g. generators) and the emissions associated with their use.
2. As a legacy for mountain areas, creating a level of service and energy supply that promotes local development through strategic projects related to electricity transmission and distribution infrastructure. This goal is also being pursued at venues by identifying infrastructure upgrade projects that, even after the Games, make leveraging electricity as a main source of power possible.
3. Encouraging ecological transition processes and electric mobility by adopting solutions that are enabling from an environmental/economic perspective and carbon-free.

Over the two-year period 2021-2022, Fondazione coordinated a permanent working group of representatives from the IOC and electricity companies with transmission service (Terna) and electricity distribution concessions in the geographical areas hosting the Games (Unareti, Set Distribuzione, Edyna, Revv, Azienda Elettrica Anterselva and V-reti for distribution networks). This partnership resulted in an infrastructure intervention plan that includes new high-voltage connections, new high/medium voltage transformation cabins, and new connections and/or upgrades on medium voltage cable networks spanning a total 290 km of underground electrical lines.

### **Catering Services**

At such large-scale sports events, Food & Beverage services significantly influence the satisfaction level of all stakeholders. These services also have significant environmental and social implications. Fondazione's focus is on several areas: raw material selection, processing, preservation and logistics, as well as service preparation management and unused food and waste handling.



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Fondazione has developed a *Food & Beverage Action Plan* that includes a *Sustainable Food Policy* based on an appropriate catering management strategy and guideline criteria. These guidelines comply with a number of regulations, notably European provisions, national Minimum Environmental Criteria (CAM) and international networks best practices, covering five main objectives:

1. Promoting the most sustainable and healthy diet possible.
2. Generating social and economic equity opportunities.
3. Promoting sourcing of low-environmental-impact agricultural solutions.
4. Promoting food distribution and preparation solutions with a lower environmental impact.
5. Counteracting waste and promoting unused food recovery and redistribution, pursuing the goal of recovering 100% of still-edible food.

## Water Resources

Appropriate water resource management is crucial to event organisation, especially for winter sports. Milano Cortina 2026 is the first Olympic and Paralympic event to implement a system for measuring potential environmental impacts on water resources.

In line with commitments made in the *Candidature File*, Fondazione Milano Cortina 2026 undertakes to quantify water consumption associated with the event's entire life cycle. This process includes calculating its water footprint as per international standard ISO 14046 and Water Footprint Network guidelines<sup>29</sup>.

To assess its impact on water resources, Fondazione is working on a methodology analogous to the one used for calculating CO<sub>2</sub>eq emissions proposed by the IOC. This involves:

1. Defining the scope of measurements.
2. Establishing a data collection model to assess how the processes under examination interact with the environment and, in particular, with water resources. This includes volumetric data on withdrawals and discharges, as well as qualitative parameters related to releases and information about the regions where the Games are taking place.
3. Calculating the forecast *water footprint baseline* and actual impact (for example, on water scarcity, eutrophication and ecotoxicity) and actual water consumption after the Games, calculated using accurate data.
4. Developing a *Water Consumption Reduction Plan* and protecting sources most vulnerable to climate change.

## Resources from Waste and Circularity

The targets set in the candidature for management of waste material, which Fondazione considers a resource, are confirmed: 70% of urban waste generated at venues is to be sorted, 80% of packaging is to be effectively recycled and 100% of unused food recovered, adoption of a "zero waste to landfill" approach.

To support these objectives, a survey was conducted in 2022 on waste production and sorting in the municipalities hosting the 2026 Olympic and Paralympic Winter Games. This analysis revealed that these municipalities already have good waste management services in place, allowing for an average waste-sorting rate of 70%.

<sup>29</sup> Endorsed by a globally renowned association of experts from the business world, civil society, multilateral organizations, and academia, the Water Footprint Network seeks to work together on water footprint assessment to overcome the challenges of unsustainable water use.



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To promote the greatest possible recycling of waste resources at competitive and non-competitive venues during the Games and various related events, particularly for packaging, a collaboration agreement has been signed with CONAI, Italy's National Packaging Consortium<sup>30</sup>. This agreement covers awareness-raising initiatives and circular economy promotion, support for waste-sorting planning, defining an "Environmental Counter"<sup>31</sup> tool to clearly convey the environmental benefits generated by correct user material separation (by spectators, the workforce, athletes, etc.) and an efficient integrated management system for the same (packaging and the organic fraction).

Technical and economic assessments are currently being carried out for a series of initiatives to verify the feasibility of reusing specific items employed at the Paris 2024 Games (for example furnishings).

Last, a Reuse Plan is being drawn up for all goods under Fondazione ownership, which, together with a preference towards renting items (e.g. overlay) mentioned in the Sustainable Sourcing Strategy, is the tool to limit waste generation as far as possible after the event.

<sup>30</sup> A non-profit private consortium in Italy, CONAI ensures packaging producers and users meet statutory recycling and recovery targets for packaging waste. For twenty-five years, CONAI has provided an effective system for recovering, recycling, and making the most of packaging materials like steel, aluminium, paper, wood, plastic, bioplastic, and glass, applying a "shared responsibility" principle for all waste management actors.

<sup>31</sup> This approach was previously deployed for the 2015 World Expo in Milano, the Cortina 2021 Alpine Ski World Championships, and for the city of Milano.

## 5.2.4 Logistics, Mobility and Transportation

### Logistics

Logistics activities throughout the Games' life cycle encompass multiple phases:

1. Reception of materials at the central warehouse
2. Distribution to sites (bump in)
3. Daily distribution during the event (Games operations)
4. Recovery of materials (bump out)
5. Reuse or disposal.

These activities may have a significant environmental role and impact. To this end, Fondazione has initiated a mapping process of its own supply chain to optimise management of materials and equipment across the various phases of the Games' life cycle. Aspects analysed include storage operations, distribution, transport to sites, recovery, reuse and possible physical disposal of materials if no other possibilities exist for preventing their "end of life".

### Contribution of Logistics Activities to the Environmental Objectives of Fondazione Milano Cortina 2026

ACTIVITIES	DESCRIPTION
<b>Logistics Service Providers (LSPs)</b>	Specific Fondazione "Logistics Service Providers" (LSPs) have a vital role to play: their technical knowledge and specific service provision will be crucial. These services include storage sites (warehouses), operational personnel and necessary IT and management tools, conceived to enhance the effectiveness and efficiency of processes supporting the entire supply chain, including from an environmental perspective.
<b>Transport Management</b>	Transport activities will primarily be on the road, hence a preference for electric or low-CO <sub>2</sub> emission vehicles. While maintaining required service levels, routes will be optimised to minimise the number of vehicles in circulation and distance travelled.
<b>Selection of the Central Warehouse (Main Distribution Centre)</b>	Located either in the province of Milano or Bergamo, the central warehouse will be selected based on sustainability criteria, leveraging existing infrastructure powered by renewables.
<b>Packaging Management</b>	Materials packaging will be minimised; where possible, original packaging will be reused, limiting the use of plastic as far as possible. Warehouse-generated waste will be recycled through meticulous separation.
<b>Selection of Materials and Furnishings</b>	Logistics materials and furnishings will be selected based on circular economy criteria (e.g. rental). Post-event usage of materials and furnishings will be identified to ensure optimal product life cycle planning.

### Mobility and Transport

Fondazione has drafted a specific *Olympic and Paralympic Transport Plan (OPTP)*, outlining modes of transport during Games-related events. The plan focuses on the following objectives:

- providing effective, safe, accessible, inclusive and reliable transport services to all Games stakeholders (from athletes to staff and spectators);
- offering various alternatives for people's mobility, such as an extensive mass transport network capable of providing travellers with multiple, valid and accessible opportunities to get around Olympic and Paralympic areas;
- acting as a catalyst for developing new sustainable transport strategies as a post-Games legacy, for example, new everyday routine mobility.

To overcome the complexities of the Games' territorial reach and to fully respond to the third of the above-mentioned objectives - Olympic and Paralympic event sustainability and a legacy of integrated mobility to and from mountain sites - the transport concept is based on complete integration of essential services with public transport and trains. The mobility plan also promotes an ASI (Avoid, Shift, Improve) approach to all worker and visitor mobility.

Trains will serve as the main backbone, transporting all event user categories, particularly over long distances, between Olympic and Paralympic clusters. Fondazione has long been working with local areas and transport authorities at different levels and with transport operators to upgrade rail and public transport offerings. In parallel, it has initiated discussions with IOC, IPC and Olympic and Paralympic Stakeholder category representatives to promote more responsible solutions for mobility services during the Games.

Given the spread of accommodation within each mountain cluster, on-call transport solutions are being planned to address the potential inefficiencies resulting from servicing with regular transport lines areas that have relatively weak and highly unpredictable, yet widespread, demand. These solutions involve various vehicle types (smaller or larger depending on the number of people to be transported on each occasion), optimising kilometres travelled and minimising the fleets mobilised. Reduced transportation needs require fewer staff to mobilise, accommodate and feed, smaller areas for vehicle storage, as well as lower fuel consumption.

In the City of Milano cluster, where public transport is the most competitive urban area transportation option, all clients<sup>32</sup> will travel via the existing subway and suburban train system, directly servicing the city-based competition venues, as well as the main accommodation hubs and railway stations required to reach other clusters. Games Fleet vehicles will only be used during certain time slots (night-time) or to destinations where extending the public transport service is not justifiable; this will, in any event, only account for a small percentage of all movements.

To ensure the smooth implementation of the multimodal and multi-scale system for the Milano Cortina 2026 Games, the Organising Committee is adopting digital tools to interface with clients and ensure streamlined event mobility management via a MaaS (Mobility as a Service) solution. Pursuant to the project concept, this could be a platform to leave as a legacy for territories and/or EDEs to organise and conduct future events, or related to the management of long-term tourism mobility flows, helping to foster a modal shift toward the country's mountain and tourist destinations.

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#### MAAS (MOBILITY AS A SERVICE)

Overarching approach to mobility which entails integrating multiple public and private transport services via a single digital channel, enabling users to plan, book and pay for multiple types of mobility service.



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<sup>32</sup> "Clients" refers to all categories of stakeholder using the transportation system provided by the Organising Committee.

The goal is to use existing local skills and take advantage of projects already being implemented, leveraging a MaaS approach to infrastructure and digital solutions and promoting a transition toward multimodal mobility (MMM).

An integrated governance model is being planned to ensure a consistent approach across the various territories, based on involving local bodies and institutional stakeholders (the two Regions, two Autonomous Provinces, Municipalities, transport authorities, etc.).

Despite the Games' territorial reach, the Games vehicle fleet is forecasted to be some 30% smaller than at previous Games. This has been achieved through measures identified during the candidature phase to go beyond the practice of providing transport "privileges" to specific categories that come at high environmental costs, basing services on what people actually need. Similarly, the commitment is to maximise offerings of cars that benefit from high levels of energy efficiency (100% electric or hybrid), as well as stimulating the creation of a distribution and charging network that will be an advantage for local areas for years to come.

Spectators are no exception. Efforts are being made to maximise the use of regional trains to access mountain clusters, adopting extended, scheduled train times that directly connect to specific shuttle services to and from sites. Where effective, feasible and environmentally worthwhile, this will be accompanied by publicising and implementing deterrence measures against using private cars.

By combining all these measures, it will be possible to cap the use of transport resources and vehicles at values similar to what is required in far more circumscribed contexts<sup>33</sup>.

#### 5.2.5 Technological Solutions

As part of a responsible approach to technological solutions (developed to be of use both for Fondazione and for delivering the Games), the advantages of Digital Transformation have been promoted as accelerators and allies for the achievement of the objectives linked to sustainability, also fuelling a strong digitally oriented corporate culture.

In relation to the development of projects and to the use of digital services, various drivers have been identified on which to base the technology plan, including solutions aimed at contributing to the reduction of travel (increase in the quality of remote collaboration), the dematerialisation of processes (a great value for reducing paper consumption), the more efficient management of operations (scalable and advanced Cloud solutions) and the increase in monitoring activities (with a reinforcement of predictive activities rather than corrective ones).

<sup>33</sup> Torino 2006 extended over a territory of 5,000 square kilometres; Milano Cortina 2026 exceeds 20,000 square kilometres, but is employing the same buses and a smaller number of cars.



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### 5.2.6 Promotion of Sustainability Standards for Hotel Accommodation

Hotel facilities contracted to accommodate accredited individuals<sup>34</sup> are also helping to firm up commitments to improve the Games' environmental and social (labour rights, accessibility, etc.) sustainability. Cognisant of the importance of a pragmatic and operational approach to the sector consistent with other existing standards, Fondazione Milano Cortina 2026 has asked Hotel Representatives to develop and acknowledge a specific certification label that can be certified by a third party or verified by Fondazione itself.

In consequence, at the beginning of 2023, as part of the eLabel! programme ([www.multietichetta.it](http://www.multietichetta.it)) operated in accordance with UNI EN ISO 14024:2001 (Environmental labels and declarations – Type I environmental labelling – Principles and procedures) and UNI EN ISO 14021:2016 (Environmental labels and declarations – Self-declared environmental claims – Type II environmental labelling), Kyoto Club developed criteria for accommodation services with or without catering services. The eLabel! programme is a voluntary environmental labelling system managed by Kyoto Club<sup>35</sup>, which acts as the Competent Authority ([www.kyotoclub.org](http://www.kyotoclub.org)). After a period of collecting feedback from interested parties, it will be published and accredited by the Global Sustainable Tourism Council (GSTC). The project's initial pilot implementation is scheduled for 2023.

Fondazione has supported the project to equip hotel facilities used to accommodate accredited individuals during the Games with a tangible, operational, management system for key environmental and accessibility issues. Acknowledged by third parties, it is representative of operators' effective commitment to contributing to the Milano Cortina 2026 Games' greater sustainability.

Like other standards such as UNI EN ISO 14001, EMAS Regulation, the Ecolabel for tourism and other internationally recognised, sector-specific standards aimed at improving environmental performance, the labelling system is in any event voluntary: any hotel facility in Italy is eligible to adopt it.



<sup>34</sup> Individuals with formal accreditation to access Olympic and Paralympic sites and venues, such as athletes, trainers, sports technical staff, medical personnel, and the press.

<sup>35</sup> Established in February 1999, Kyoto Club is a non-profit organization of businesses, organizations, associations, and local administrations committed to achieving greenhouse gas emissions reduction targets set by the Kyoto Protocol, EU rulings, and the December 2015 Paris Agreement.

CHAPTER 6

# 6

## SOCIAL IMPACT

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Fondazione Milano Cortina 2026 embraces the goal of Olympism to place sport at the service of human development so as to promote a peaceful society that respects and promotes human rights, safeguarding and gender equality, diversity and inclusion, working with key stakeholders to achieve this. The initiatives illustrated in the following pages support the objectives identified in the *Sustainability, Impact and Legacy Strategy*.

The Games will be a catalyst for social inclusion and accessibility, especially for people with disabilities and particularly vulnerable groups (young people who are not in education, employment or training – NEETs – and prison inmates) who need special protection, promoting respect and equal opportunities.

### 6.1 ORGANISING COMMITTEE IMPACT

Recognising the value and importance of human capital, Fondazione ensures the protection and respect of its employees in various ways, from health and safety at work to promoting initiatives designed to create a fair environment and a culture of inclusion. Additionally, Fondazione is committed to ensuring working conditions that enable employees to find a good work-life balance, for example by offering part-time contracts suited to personal needs.

#### 6.1.1 Fondazione Milano Cortina 2026 Team

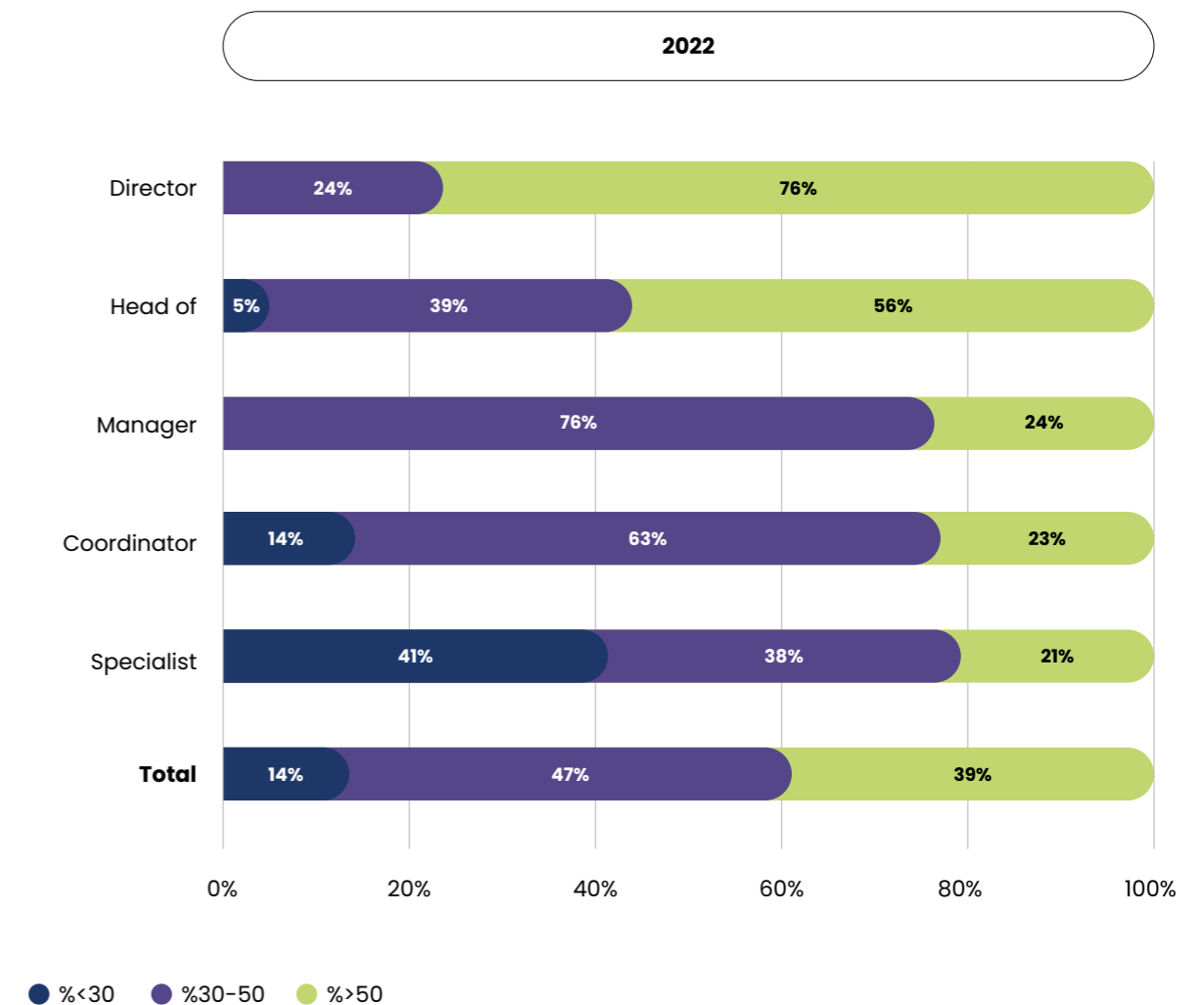


As of 31 December 2022, Fondazione has a workforce composed of 156 people, of which 139 staff (i.e. employees, interns and other collaboration contracts) and 17 external consultants and secondments. Among the staff members, 44% are women and 56% men, divided into five professional categories: *Director*, *Head of*, *Manager*, *Coordinator* and *Specialist*. As for top positions (Director and Head of) women account for 36%.

Currently Fondazione employs 5 persons with disabilities (or protected categories as provided for by the Law n. 68/99) and has entered into a specific agreement with AFOL Metropolitana. This is a special public agency operating in Milano and the greater metropolitan area, established to provide support on labor related aspects, professional training and integration of people with disabilities.

Approximately 47% of the staff is made up of people aged between 30 and 50, 39% are over 50 and the remaining 14% are under 30.

#### Staff by Category and Age Group



Although Fondazione is an organisation with a defined purpose and fixed duration, it prefers to enter into permanent contracts, with currently 83% of staff on such contracts. Fondazione recruits all its employees in accordance with national regulations and by applying the national collective labour agreement for the "Commerce" sector.



## Staff by Contract Type and Gender

CONTRACT TYPE	2021			2022		
	Men	Women	Total	Men	Women	Total
Permanent	53	42	95	63	53	116
Fixed term	0	0	0	6	0	6
Other contract types	14	3	17	9	8	17

To provide a comprehensive picture of the staff, it should be noted that the 139 staff members include 4 interns and 13 people with other collaboration contracts. For the curricular and extra-curricular interns, specific agreements are made with the educational or certified institute.

### 6.1.2 Personnel Recruitment and Hiring Process

Following the life cycle of the Games, the workforce is increasing and will continue to grow to meet organisational needs until early 2026. When recruiting new staff, Fondazione aims not only to recruit more young people, but also to achieve a better balance between men and women, particularly in senior positions.

More than 4,300 applications were received in 2022 (twice as many as in 2021) and 481 profiles were analysed.

## Recruitment Data

	2021	2022
Number of profiles analysed for available positions	403	481
Total CVs in the database	2,147	4,371

In 2022, 37 new employees were hired, including 16 women (43%) and 21 men (57%), while 10 employees left. About 32% of the employees hired during the year were under 30 years old.

**Total Incoming and Outgoing Employees by Gender and Age Group.**  
Incoming and outgoing turnover ratios obtained considering the total number of incoming/outgoing staff compared to the total number of Fondazione Milano Cortina 2026 staff as of 31 December 2021/2022.

2021	<30	30-50	>50	Total
<b>INCOMING</b>				
Men	2	15	15	32
Women	2	15	6	23
<b>Total</b>	<b>4</b>	<b>30</b>	<b>21</b>	<b>55</b>
<b>Incoming turnover%</b>				<b>50%</b>
<b>OUTGOING</b>				
Men	-	1	2	3
Women	-	3	1	4
<b>Total</b>	<b>-</b>	<b>4</b>	<b>3</b>	<b>7</b>
<b>Outgoing turnover%</b>				<b>6%</b>

2022	<30	30-50	>50	Total
<b>INCOMING</b>				
Men	8	9	4	21
Women	4	11	1	16
<b>Total</b>	<b>12</b>	<b>20</b>	<b>5</b>	<b>37</b>
<b>Incoming turnover%</b>				<b>27%</b>
<b>OUTGOING</b>				
Men	-	2	5	7
Women	-	2	1	3
<b>Total</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>10</b>
<b>Outgoing turnover%</b>				<b>7%</b>

Recruitment criteria and methods are adopted according to the requirements set out by the IOC in the Olympic Host Contract and its operational guidelines. New staff can be hired:

- by publishing ads using various channels, including the “[Work with us](#)” section of the Milano Cortina 2026 website and the organisation’s LinkedIn page;
- via applications that are not submitted for a specific job, using the form on the “[Work with us](#)” section of the Milano Cortina 2026 website;
- through agreements with universities or graduate schools that include educational opportunities, so as to recruit young candidates and interns;
- by enlisting the support of external head-hunters and recruitment agencies working with the Human Resources function.

### 6.1.3 Respect for Diversity, Equity and Inclusion

The principles of diversity, equity and inclusion of Fondazione Milano Cortina 2026 are reflected in the recruitment process, which gives preference to applications that promote diversity within the organisation, on the basis of merit.

To ensure further concrete steps are taken to promote gender equality and equal opportunities, Fondazione is looking into how to integrate specific gender equality and inclusion aspects into the UNI EN ISO 20121:2013 Management System, using the ISO 30415:2021 “Human Resources Management – Diversity and Inclusion” standard and the UNI 125:2022 “Guidelines on the Management System for Gender Equality” reference practice.

The last 20 years saw a significant improvement in female participation to Olympic and Paralympic Games. The Milano Cortina 2026 Winter Games will be the most gender-balanced Winter Games in history, with 47% of Olympic athletes female, and with 176 quota places reserved for female Paralympic athletes.

The theme of gender equality also links to issues of representation – Fondazione is committed to applying and promoting the IOC’s [Portrayal Guidelines](#), calling for gender-equal and fair representation of sportspeople in all their diversity in all forms of media and communication across the Olympic Games and throughout the Olympic Movement, to ensure sports content and communication are more inclusive, balanced and representative of the world we live in today.

At the beginning of May 2023, Fondazione, together with Allianz, hosted a presentation of the 100 Female Experts for Sport initiative, a project by the Gi.U.Li.A Women Journalists Association, the Pavia Observatory and the Bracco Foundation, which seeks to give

a voice to women’s expertise in the media. Given that gender imbalance in sports information is more pronounced in Italy than internationally, the 100 Female Experts for Sport project aims to give women’s expertise in sport a place in the media, highlighting the many women who are knowledgeable on the subject.

Fondazione has also promulgated an internal regulation that allows athletes who are part of the staff and belong to national teams to be able to participate in tournaments and training sessions, taking advantage of paid leave.

The importance of this regulation lies in the fact that Fondazione’s mission is to promote sport and the Olympic and Paralympic values: respect for these values also depends on concrete actions such as this one.

The ambition is that partners and/or other companies can use this initiative as an example of personnel management best practice, so that the possibility of combining work with high-level sporting practice becomes ever more real.

### 6.1.4 Skills Development

As the life cycle of the Games progresses and training needs evolve, the number of courses and in-depth activities offered to staff will increase and will focus more and more on developing specific skills needed to organise the Games.

Up to now, the training of employees has mainly focused on the induction phase, with all new employees invited to attend induction sessions that are designed to help them integrate into the organisation through the sharing of knowledge, values and behaviours. In an effort to convey the corporate culture more clearly, the plan is to complement the induction with a Welcome Day event where the CEO and/or top managers express the values, vision and goals of the Olympic and Paralympic Winter Games Milano Cortina 2026. An e-learning course with specific modules is also being prepared to aid the process of learning and disseminating a shared culture.

During 2022, specific training was provided to employees on workplace health and safety and risk prevention (604 hours in total), Model 231, the adoption of the *Code of Ethics* and data protection.

In addition to this primary training, specific workshops are organised by the IOC on various topics related to the operational planning of each office, the training of workers’ safety officers, mobility management and in-depth analyses of the sourcing strategy and the criteria for sustainable event management by the Ministry of Environment. During 2023, the training offer will be expanded with a special focus on diversity and inclusion to further promote an inclusive and sustainable corporate culture.

One very special opportunity is offered by the Observer Programmes, which are sponsored by the IOC with the support of the Organising Committees for the Olympic and Paralympic Games (known as the OCOGs), to enable future OCOGs to directly observe the planning and management of earlier Games. Such opportunities are a vital way for ensuring the transfer of knowledge within the Olympic and Paralympic Movements, as they give observers a chance to see first-hand how the organisation and delivery phases of the Games pan out in practice, through a series of meetings with key stakeholders and visits to the venues. The Milano Cortina 2026 Organising Committee's Observer Programmes were first launched at the Tokyo 2020 Games with 19 staff members taking part and continued at the Beijing 2022 Games, where 53 observers were involved (both editions were severely restricted due to the Covid-19 pandemic).

Observer Programmes were also established for other sporting events, including 28 employees who observed the 2021 Alpine World Ski Championships in Cortina d'Ampezzo. Finally, in the 2022-2023 winter season, around 120 people from various functional areas were involved in organising ten sporting events, including the Grand Prix of Figure Skating Final in Turin and the Para Alpine Ski World Cup finals in Cortina.

To raise awareness of sustainability issues, Fondazione has chosen to use the **AWorld** app to engage employees using a gamification approach in the second half of 2023. This project will allow staff to follow 20 thematic paths, available in text, audio and video in two languages (Italian and English), to participate in different challenges and to develop more sustainable habits in their daily lives.

Finally, in addition to improving the skills of its human resources during the organisation and delivery phases of the Games, Fondazione is committed to developing its human capital by providing support in the post-Games phase. For example, it will provide special outplacement pathways to support and facilitate staff finding new opportunities outside of the organisation.



The Milano Cortina 2026 team with IOC President Thomas Bach.  
© Fondazione Milano Cortina 2026

### 6.1.5 Employee Health and Safety

The activities of Fondazione Milano Cortina 2026 will be carried out in compliance with current workplace health and safety regulations, ensuring safe and healthy conditions for employees and contractors. As stated in the *Code of Ethics*, Fondazione is committed to spreading and consolidating a culture of safety, developing risk awareness, including through training and promoting responsible behaviour.

The assessment of workplace health and safety risks for employees is carried out after prior consultation with the workers' representative and is updated whenever there are changes in the organisation of work that have significant implications for risk prevention or whenever required by the regulations.

Emergency drills were conducted in 2022 and 2023, involving 50 and 209 people respectively.

There were no workplace accidents in 2021 and 2022, while there were two commuting injuries in 2022.

Adopting the UNI EN ISO 20121:2013 Management System will further sharpen the focus on critical issues in the workplace, continuing the process of identifying preventive and corrective measures for the activities done by workers.

#### GAMIFICATION: AWORLD PROJECT

Adopted by the United Nations for its Act Now campaign, the AWorld

platform aims to raise awareness of the Sustainable Development Goals (SDGs) and related issues as part of fostering a culture of sustainability through gamification

that rewards sustainable behaviour, such as water and energy savings, sustainable mobility and purchasing choices in a circular economy paradigm.



Signing of the MOU with the Yunus Sport Hub at Fondazione Milano Cortina 2026.  
© Fondazione Milano Cortina 2026

## 6.2 GAMES DELIVERY PLAN IMPACT

### 6.2.1 Contributing to Social and Economic Development

As well as being an important event for sports communities worldwide to meet and grow, the Milano Cortina 2026 Games also offer host territories and local businesses development opportunities.

Prestigious Italian universities conducted an initial estimate of overall economic impact, including added value and the employment impact generated by the *Intervention Plan*. Since that study, the overall scenario has changed due to variations in works and expenditure volumes (in part as a result of trends in international raw materials and energy costs) and will be re-assessed during 2024.

Besides the objective of achieving financial and equity balance, Fondazione Milano Cortina 2026 and many of the Public Administrations involved seek to stimulate and support Italy's economic and social development, particularly in the host territories.

Fondazione is keen to promote participation by local economic operators, favouring the most virtuous entities in order to encourage the market to pursue better environmental and social solutions.

Through the contribution of all stakeholders, specific initiatives are being defined to foster the growth and development of sustainable tourism in Games territories, to promote cultural activities and local traditions and to encourage innovation, ideas and creativity.

In organising and staging the Games, Fondazione is keen to support local strategies aimed at counteracting depopulation of mountain areas by improving services (e.g. enhancing internet connectivity and electricity distribution), promoting local products, professional development and protecting natural resources.

In May 2023, Fondazione Milano Cortina 2026 signed a Memorandum of Understanding with the Yunus Sport Hub, a company founded by Nobel Peace Prize laureate Professor Muhammad Yunus, to support social business through different initiatives aimed at small and medium enterprises, very small enterprises, third sector organisations. At that time, a workshop was held between Prof. Yunus and all Fondazione collaborators on the themes of social inclusion through entrepreneurial activity dedicated to this goal.

### 6.2.2 Olympic Truce

The Olympic Truce programme is developed within the context of the Olympic and Paralympic Winter Games Milano Cortina 2026<sup>36</sup>, involving the government and the local authorities. The Olympic Truce includes various engagement initiatives that will be introduced to raise awareness among all people and stakeholders involved in the Games about the importance of the Truce – an emblem of the values of peace, brotherhood and inclusion.

Fondazione Milano Cortina 2026 is furthering the vision, goals and strategy of the Olympic Truce programme. One of the most important initiatives planned in this light is the finalisation of the UN Resolution in 2025, which will be submitted for the unanimous support of all Member States. Working closely with the IOC, the Italian Government will be responsible for presenting the UN Resolution entitled "Building a Peaceful and Better World through Sport and the Olympic Ideal", focusing on addressing a global audience and attracting as many co-sponsors as possible. The plan is, from the outset, to get the backing of a large number of countries that are genuinely willing to be at the forefront of promoting the Truce throughout the world. The other projects in this sphere include the Truce Mural or the artistic segment promoting the Truce during the Opening Ceremony of the Olympic Games, as well as presentations, educational and cultural pathways, conferences and targeted international and national events to promote and raise awareness of the commitments made by all participating countries through the Resolution. This will also involve Regions, Provinces, Host Cities and other stakeholders – such as universities, schools, NGOs, private foundations, associations and other non-profit actors –, which can be invaluable in the specific projects that will be rolled out.

To avoid an overlap with the Olympic and Paralympic Winter Games Paris 2024, key projects (excluding the existing Education Programme) will be initiated from autumn 2024.

<sup>36</sup> The Olympic Truce originated with the Ancient Greek Games to put an end to all forms of conflict and to prevent any interference with the passage of athletes and spectators who had to cross enemy territory on their way to Olympia. Backed by the United Nations, since 1992, the IOC has officially called on the international community to observe the Olympic Truce at every Olympic and Paralympic Games.



Team26 staff with the volunteers of the 2023 Fencing World Championship in Milano.  
© Fondazione Milano Cortina 2026

### 6.2.3 Prevention of Criminal Infiltration

Fondazione Milano Cortina 2026 is seeking to spread the culture of legal compliance through initiatives that help to prevent and combat the danger of criminal infiltration in any stage of the Games among both private and public entities.

Talks have begun with the Ministry of the Interior to identify the most suitable measures (e.g. preventative checks on official databases) that guarantee a high level of prevention of organised crime infiltration in the selection of suppliers, for the implementation of such measures and to evaluate any progressive updates.

# 20,000

**Predicted volunteers**

### 6.2.4 Volunteer Programme

The Team26 Volunteer Programme, which is currently being finalised, will involve some 20,000 people and will be structured respecting human rights, so that anyone, without any form of discrimination, can make a contribution to the Games and enrich their personal wealth of skills and experience.

Volunteers will become spokespeople for Olympic and Paralympic values and will be involved in three types of activities:

- hospitality, reception and assistance for spectators and all participants at the Games (including athletes, journalists and technical officials);
- sports-related support activities, including assistance at training centres, during competitions and for athletes;
- supporting activities related to the organisation of the event, managing the many activity areas that will make it a success.

Starting in 2024, activities to recruit volunteers, along with specific communication and promotion campaigns for the Volunteer Programme will be launched and communicated using a range of channels (e.g. traditional media, digital campaigns and specific launch events). The recruitment communication campaign will involve several stakeholders, including:

- colleges and universities, including master's degrees in sports management or with an educational connection to the type of profiles sought;
- voluntary organisations (sporting and non-sporting) and other third sector organisations operating in the territories where the volunteers will be needed;
- CONI, CIP and all sports federations interested in supporting the project or already promoting voluntary sports initiatives;
- Event Delivery Entities and Olympic Territories stakeholders.

The aim of the Volunteer Programme is to select and recruit candidates from diverse backgrounds, using transparent, non-discriminatory and standardised selection criteria, including both national and international candidates, as well as people who are traditionally under-represented in volunteering. This means the Volunteer Programme will play a role in integration and inclusion, with specific projects and agreements making it possible to involve certain groups of people, including specific categories of vulnerable people, such as young people who are not in education, employment or training (NEETs).

Volunteer orientation and training will be a key pillar of the project. Such training programmes will not only cover the Olympic and Paralympic values, but also include specific modules on diversity, inclusion, human rights and environmental sustainability.

### NEETS

The acronym NEET indicates those people aged 15 to 34 who are Not in Employment, Education or Training. In Italy, more than 3 million people were classed as NEETs in 2020 (ISTAT - Italian National Statistics Institute data).

## 6.2.5 Participation in the Games

### Universal Accessibility and Social Inclusion

Universal accessibility and social inclusion are two of the pillars on which the goals of the *Sustainability, Impact and Legacy Strategy* are based.

The *Universal Accessibility, Inclusion and Environmental Well-being Strategy* is currently in the approval process and will cover several areas including host cities and territories, the Games venues, transport, communications, events and tourism services.

“Accessibility” covers both mobility and the use of space and equipment, as well as digital accessibility and the usability of information and communication.

Specific work is underway with planners of all Olympic and Paralympic venues to design and implement accessible spaces/services/equipment, favouring solutions that use universal design, inclusion and non-discrimination. To this end, multi-disciplinary working groups have been formed with planners and a Gap Analysis report was drawn up, examining regulations and finding ways to resolve any gaps, so as to provide all planners with a tool they can use to help incorporate the indications in the *IPC Accessibility Guide*, factoring in mandatory regional and national rules.

To ensure that the Games and Games-related events are fully accessible, work is underway with the various public and private bodies to define the specific interventions for permanent infrastructure. For example, with the Autonomous Province of Trento, Fondazione Milano Cortina 2026 has promoted accessibility guidelines for a renovated building which will host the Olympic and Paralympic Village of Predazzo and will be used after the Games as barracks for the *Guardia di Finanza* (Financial Police).

A programme for improving the accessibility of the Cities/Provinces/Regions hosting the Games is being drafted; this is closely linked to the more general planning for the legacy of the Games. The aim of this Programme is to set out goals and initiatives that will foster a more inclusive, accessible and barrier-free society. Such initiatives can cover different areas such as sports facilities, transport infrastructure and services, private premises that are open to the public (hotels/restaurants), public spaces in towns and cities, tourist attractions, information and communication, events, recruitment and inclusion of people with disabilities in the workforce, sports initiatives for people with disabilities and so on.

Interdisciplinary and interdepartmental working groups, coordinated by Fondazione Milano Cortina 2026, have been set up for the two Regions, the two Provinces and all the Municipalities hosting the Games so that a programme and a plan can be drawn up covering all areas and interests.

At the main events where interaction between participants is expected (e.g. conferences, seminars, workshops, etc.), whether in person or via video platforms, instant transcription will always be provided and sign language translation will be available, with the interpreters present in person or connected remotely.

To ensure all communication initiatives and other activities meet universal design standards, a Memorandum of Understanding was signed with the Institute for the Blind in Milano in 2021 and an agreement is in the process of being signed with national federations and regional associations representing people with disabilities.

To maximise media coverage of the Games and reach the broadest possible audience, content will be broadcast across a wide range of platforms, including television, radio, newspapers and magazines, as well as mobile, digital and social media platforms. For the Milano Cortina 2026 Games, the Olympic Broadcasting Services (OBS), the organisation in charge of broadcasting the Olympic and Paralympic Games, plans to redefine radio and television broadcasting through the widespread use of cloud technologies and innovative solutions, such as the use of remote production techniques<sup>37</sup>.

Specific outreach and training activities will also be carried out for everyone involved in planning and delivering the Games, with the aim of creating a supportive, non-discriminatory environment. There will be training for these aspects:

#### ACCESSIBLE TOURISM

Reception and management of tourists with disabilities and the creation of accessible facilities and service — primarily focusing on providers of accommodation and cultural services, but also on volunteers and the staff of Fondazione Milano Cortina 2026.

#### DESIGN AND PLANNING

Accessible and Inclusive Design, Universal Design/Design for All — focusing on local government experts and planners, freelancers (architects, engineers, building experts, surveyors) and students at technical high schools. Professional associations will also be involved.

#### COMMUNICATION:

Stereotypes and prejudices about disability in the worlds of communication and information, with the support of academia and federations of associations for people with disabilities. These will specifically focus on mass media, journalists and editors.

<sup>37</sup> Remote production, also known as REMI (REMIte Integration Model) or home production, is an increasingly popular workflow where content is captured live from a remote location, such as a sports venue, while production takes place in a main studio and control room.

## SPORT

Promoting involvement in sport and inclusive sporting practices for people with disabilities, with the support of CIP, CONI, sports federations and associations and other private and public bodies, and aimed at coaches and managers of sports associations.

## SCHOOLS

In the framework of the Gen26 Education Programme, training activities and pathways for soft skills and orientation (so-called *Percorsi per le Competenze Trasversali e l'Orientamento*, PCTO<sup>38</sup>), aimed at disseminating involvement in sport as fostering integration, socialisation and a healthy life (see Section 6.2.6).

Finally, greater inclusiveness is also promoted by Fondazione's Sustainable Food Policy (see Section 5.2.3), which suggests that menus for staff, volunteers and spectators should include options that cater for different diets, food cultures and intolerances (e.g. vegetarian and vegan options, gluten-free options, etc.).

### Ticketing and Hospitality

Ticket sales for the competitions and the Opening and Closing Ceremonies of the Games will be managed through a specific ticketing strategy and an official online platform to be chosen by the Organising Committee.

On the basis of an agreement with the IOC, a company called On Location<sup>39</sup> will be the official hospitality provider for the Milano Cortina 2026 Winter Games. The On Location platform will make available packages including tickets to the venues, travel, accommodation and hospitality in the host cities.

The ticketing strategy will also help drive the sustainability and legacy goals connected to the universal accessibility of the Olympic and Paralympic Games. This will involve a specific social ticketing programme that will sell a proportion of tickets at a subsidised price to certain vulnerable categories of spectators.

<sup>38</sup> Such programmes were formerly known as *Alternanza Scuola-Lavoro* (work-related learning opportunities)

<sup>39</sup> The On Location platform will also be used for the Paris 2024 and Los Angeles 2028 Games. For more information, see the [section on the Olympic Games on the On Location website](#).



An event of the Gen 26 Education Programme.

© Fondazione Milano Cortina 2026

### Respect for and Protection of Human Rights

As stated in its *Articles of Association*, Fondazione is committed to protecting and respecting human rights and to taking action to redress any negative impacts of its activities for which it is directly responsible (contractors, suppliers, licensees), following internationally recognised principles and frameworks, and in line with the local legal and socio-cultural context.

Specifically, the Organising Committee is establishing a human rights due diligence process with a specific focus on Milano Cortina 2026 branded goods and services, as part of the sourcing and licensing of goods with high-risk supply chains.

A grievance mechanism, aligned with the requirements of the UNGPs, will also be defined to receive reports and address potential human rights violations.

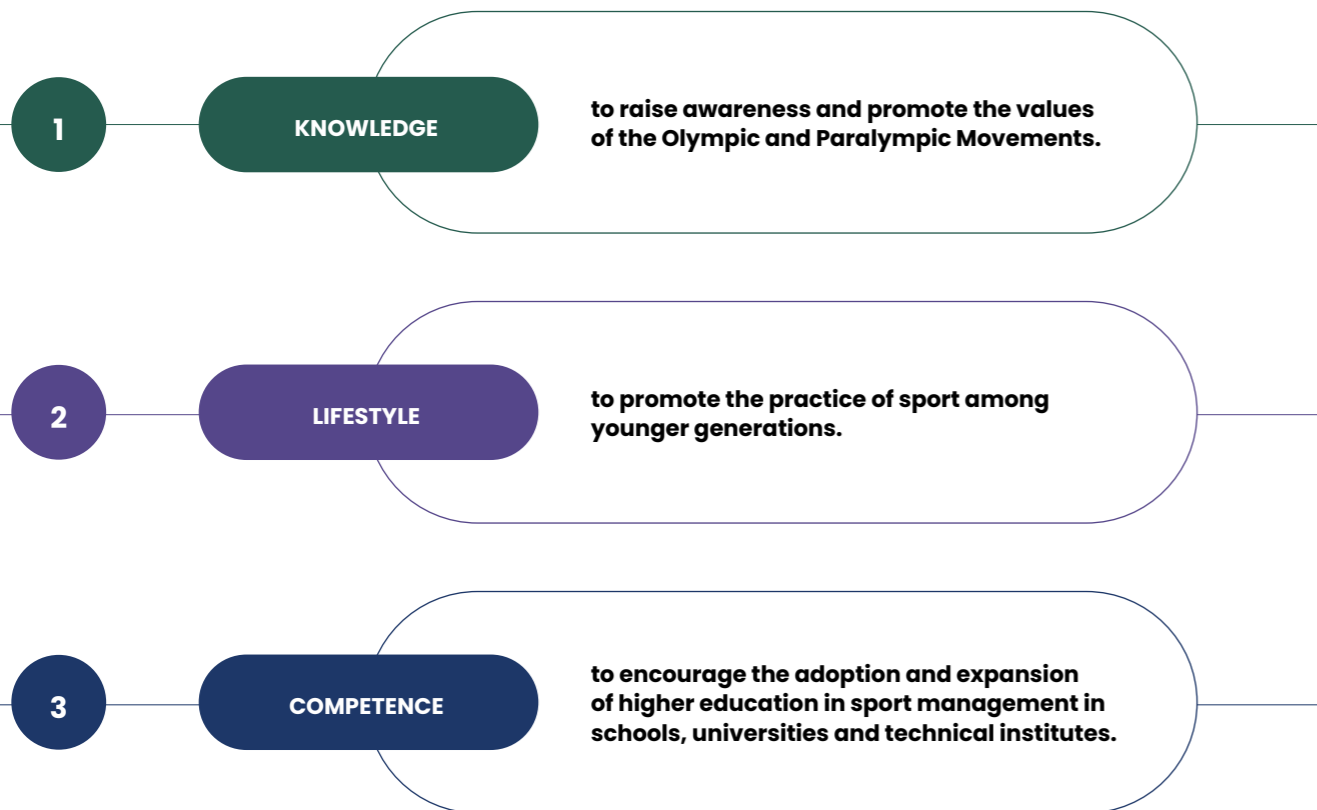
In addition, specific measures to ensure the welfare and protection of people, in particular children and vulnerable adults ("safeguarding"), are being defined to be applied in the various areas of the organisation, preparation and delivery of the Games. Given the widespread interest that the Games may attract, Fondazione plans to carry out specific promotional and awareness-raising activities on the prevention and management of harassment and abuse of children and young people in the world of sport, in order to address a phenomenon that is often hidden or underestimated.

### 6.2.6 Gen26 Education Programme

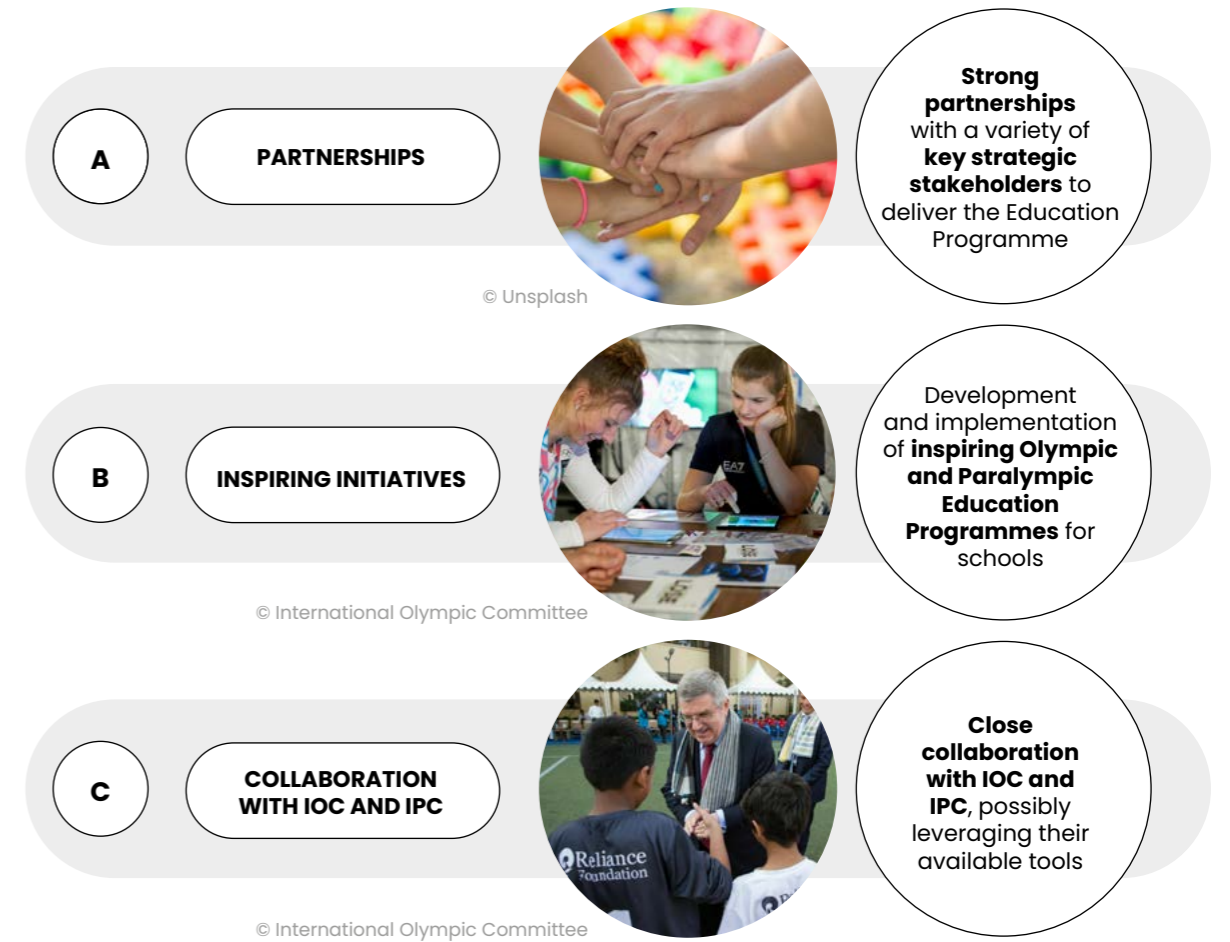
The Olympic and Paralympic Movements attach great importance to education as a means of not only spreading their values, but also of promoting physical activity, social responsibility and respect for universal ethical principles.

Fondazione Milano Cortina 2026 has developed a specific Programme to inspire new generations and ensure a lasting, intangible legacy for Italy.

The aim is ambitious: to involve around eight million young people, aged three to twenty-five, from across the country, including students and those not in education. The programme will be implemented in the different phases of the Games life cycle through specific initiatives in schools, universities and the like, thanks to partnerships designed to aid the dissemination of the programme and thanks to the support of the IOC and IPC. The Gen26 Education Programme has identified three macro-objectives:



The strategy to achieve these objectives is made up of three key pillars:



The Gen26 Education Programme is built on a holistic system of partnerships involving government, local authorities, NOCs, NPCs, National Federations, partners, the third sector and multiplayers (teachers and the education community in general).

In 2021, a Memorandum of Understanding (MOU) was signed between the Fondazione Milano Cortina 2026 and the Ministry of Education to ensure broad ranging collaboration with the various stakeholders that will be directly involved in the programme, such as schools, universities, third sector organisations and other institutions. The MOU established a permanent coordinating panel involving Fondazione and the Ministry.

Several initiatives have already been planned and executed, directly involving schools in activities related to the Olympic and Paralympic values, as part of the three macro-objectives described above.



# 1

## KNOWLEDGE

### Schools for the Milano Cortina 2026 Mascots

Project launched in 2022 and implemented by the Ministry of Education in collaboration with Fondazione Milano Cortina 2026 which involved around 14,000 young people in educational workshops inspired by the values of the Olympic and Paralympic Movements, with the aim of creating drawings that will inspire the Games' mascots. The competition produced 1,600 collective works from primary and middle schools from all regions of Italy. The two finalist drawings were presented during the 2023 edition of the Sanremo Music Festival.

### Milano Cortina 2026 in Schools - The Winter Games for New Generations

A project, organised in collaboration with CONI and with the support of the Regional Committees, that includes a series of meetings involving secondary school students, representatives from the Fondazione team and a selection of CONI athletes from the areas involved. This project actively involves new generations and forges direct contact with the Olympic and Paralympic world, using the experiences of athletes and people involved in organising the Games. The first edition, in 2023, involved around 2,000 students.

### Winter Games Week

Each year, around 6 February, the day of the Opening Ceremony of the Milano Cortina 2026 Games, a week dedicated to the Games will be organised in all schools in Italy, with specific training modules. The goal is to increase knowledge of Olympic and Paralympic values and to encourage physical activity.

# 2

## LIFESTYLE

### Adaptive Winter Sports

This project aims to facilitate the practice of sports by people with disabilities, not only by adapting facilities, but also by training the people needed to manage them. Organised in collaboration with the Italian Paralympic Committee and the national federations, the initiative aims to train people, with new skills, who will work in hospitality and accessible sports tourism. At the same time, it hopes to strengthen cooperation among amateur sports organisations involved in summer and winter Paralympic sports. Fondazione supports the creation and organisation of training courses for instructors, coaches of sports on the ice and ski instructors. In 2022, four Italian Paralympic Committee campuses designed to introduce people to the Committee's winter sports were held in Predazzo, Castione della Presolana, Roccaraso and Cortina, involving 60 young people.

A course for hockey coaches on Para ice hockey techniques and practices was held in Varese in November 2022 with 15 participants.

A working group was also created involving the Italian Winter Sports Federation (FISI) and the Italian Paralympic Winter Sports Federation (FISIP) to include a Paralympic module in the courses for all ski instructors.

The project was launched during the 2022 edition of the Paralympic Culture Festival in Milano, which many Milanese schools attended.

Finally, the Committee will work with the Italian Ice Sports Federation and the Italian Paralympic Winter Sports Federation to provide the sports equipment that venues need to enable people with disabilities to get started in winter sports. The number of organisations involved will increase in the coming months as new programmes specifically focusing on disability, inclusion and Paralympic sports are launched.

Fondazione has also supported initiatives proposed by Organisations and Associations through an affiliation program, aimed at promoting a correct lifestyle and sporting practice such as the **Trofei Milano** (Milano Trophies) and **the Big Bang dei giovani** (Big Bang of Youth) promoted by Centro Sportivo Italiano (CSI) (See section 6.2.7).

### PCTO – Pathways for Soft Skills and Orientation with Milano Cortina 2026

Modular training course, divided into an initial general theoretical section on the Olympic and Paralympic Games, organised by the Organising Committee and focusing on the specific areas of interest for the school's curriculum; a second practical section, with the support of the Regional Olympic and Paralympic Committees, that will involve identifying sports initiatives where students can learn directly about the organisational and operational aspects of the event. In the first two experimental programmes, two schools in Milano and Rome (Cardano and Calamadrei) started training activities with Committee Managers, with the 'on-the-job' phase at the 2023 Fencing World Championships in Milano and Piazza di Siena horse show in Rome respectively.

### Milano Cortina 2026 for Post Schools & University

The project includes support for the creation of new training paths for technical institutes (ITS in the Italian acronym) and universities. The first two ITS courses have been launched in Lombardy and Veneto, relating to the skills required for major sporting events. For universities, Fondazione aims to increase training courses (Masters, laboratories and specialist degrees) in the same field. Collaborations have been launched with SDA Bocconi School of Management for the first Executive Master in Business of Events (EMBE) and with the University of Verona for the presentation of a Master's Degree Course in Management of Innovative and Sustainable Sports Activities (SPORT IS). The framework agreement has been signed with the Conference of Rectors of Italian Universities to extend the project to the entire circuit of Italian public and private universities.

### Dual Career

To encourage universities to ensure a uniform discipline regarding the system of benefits and support for student athletes, Fondazione has begun advocating at the Ministry of Sport and the Ministry of University and Research, backed by a Letter of Intent signed by CONI, CIP and the Conference of Rectors of Italian Universities (CRUI), in order to request concrete commitment and regulatory measures that guarantee student athletes the opportunity to practice competitive sport and pursue their studies.



The four finalists of the Young Reporters contest.  
© Fondazione Milano Cortina 2026

To date, the Education Programme of Milano Cortina, through initiatives carried out by Fondazione and by affiliated organizations and associations, has reached about 80,000 girls and boys directly and indirectly, producing 1,600 collective works, and involving 800 classes from 500 participating institutions in 20 Regions and 81 Provinces.

In addition to the initiatives of the Gen26 Education Programme, in 2023, Fondazione is promoting the **Young Reporters** competition, which is designed to give future journalists training and practical experience in the context of the Youth Olympic Games.

### YOUNG REPORTERS

The initiative, organised by the IOC, will allow two selected budding journalists to attend and report on the Gangwon 2024 Winter Youth Olympic Games (South

Korea) and discover the mechanisms behind reporting from a major sporting event, including photography, social media and video. The programme is open

to young people aged 18-24 and is an important opportunity for professional development in the world of sports journalism.

### 6.2.7 Promoting Health, Well-being and Sport

As part of the *Sustainability, Impact and Legacy Strategy*, Fondazione Milano Cortina 2026 is not only focusing on accessibility and the usability of sports facilities, but is also promoting the practice of sports by raising awareness about winter sports.

In order to promote Olympic and Paralympic values among younger people, Fondazione signed a Memorandum of Understanding with the Ministry of Youth Affairs in January 2022. This protocol commits both parties to promoting the values of sport and to encouraging the integration and social inclusion of young people through active participation in the delivery of the 2026 Winter Games, facilitating the involvement of voluntary community service operators. The goal is to increase the knowledge and skills of young people and spread a culture of sports, social inclusion, anti-doping and combating substance addiction in the world of sports and preventing violence and all forms of discrimination and racism.

In 2022, Fondazione also signed a Memorandum of Understanding with the *Fédération Internationale Cinéma Télévision Sportifs (FICTS)*, the only IOC-recognised federation in the film and television industry, which promotes the values of sport through the moving image.

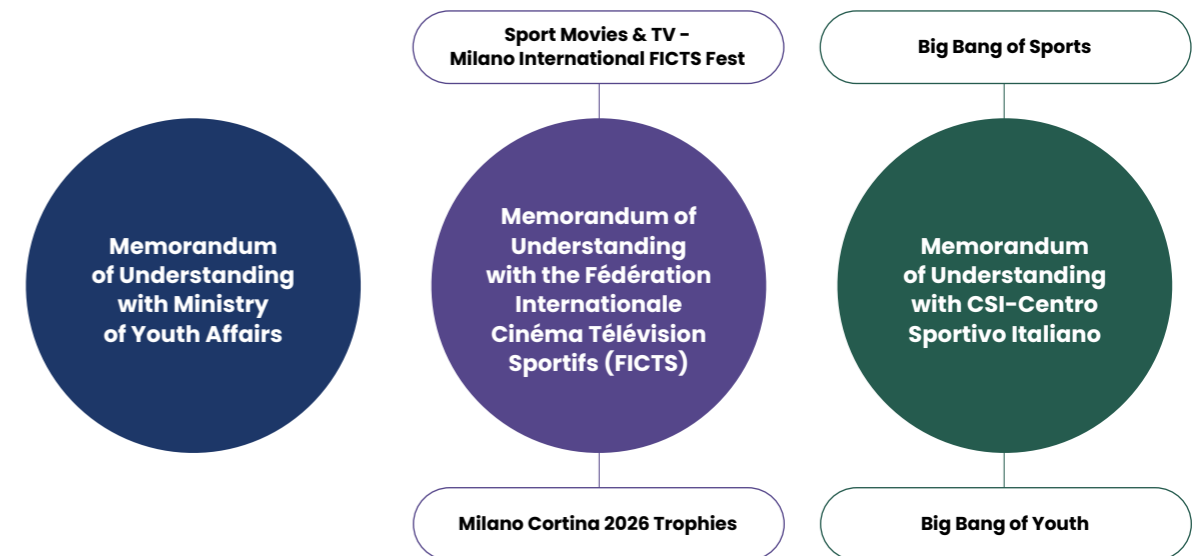
© Comitato Italiano Paralimpico



FICTS is committed to promoting Milano Cortina 2026 through its events, in particular *“Sport Movies & TV - Milano International FICTS Fest”* and the *“Milano Trophies - Education, Culture and Sport for Youth”* project. The latter, in the editions following the 2022-2023 one, will be called *“Milano Cortina Trophies”* and will include, in addition to the participation of all the Games’ territories, themed sport areas with a focus on environmental sustainability. Fondazione will offer a free introductory period in sport for children who currently only practice sports at school and who are specifically identified through the *“Milan Trophies”* programme. This programme has involved 31,000 children and young people from Greater Milano and 10,000 from the provinces of Belluno and Treviso. The programme concludes with three days of sport in the Milano Arena, where 10,000 children and young people will take part.

At the beginning of 2023, Fondazione signed a Memorandum of Understanding with CSI-Centro Sportivo Italiano, Milano Committee, to include the Milano Cortina 2026 Games in its activities, which now include more than 2,000 weekly matches in various sports disciplines, with more than 600 affiliated clubs. By working with CSI, the Committee also participates in various events organised by it, such as the Big Bang of Sports, which is dedicated to 200 coaches and sports managers and the Big Bang of Youth, which involves more than 150 young people aged between 16 and 30 from affiliated sports clubs, bringing the values of the Olympic and Paralympic Movements.

Finally, Fondazione supports the values of sport and protects the integrity of sport by planning anti-doping measures and controls to protect the health and safety of athletes and to ensure a level playing field for everyone taking part in the Games. The organisational and operational arrangements for doping controls are determined by the IOC on the basis of the *World Anti-Doping Code* and delegate the implementation of doping control to the International Testing Agency (ITA)<sup>40</sup>.



<sup>40</sup> For more information, please see the specific page on the IOC website.

### 6.2.8 Engagement initiatives

Fondazione Milano Cortina 2026 recognises that in order to achieve its objectives, it is necessary to involve and work with national and local communities. The 2026 Winter Games will be everyone's Games, making the community an active part of their organisation and development.

Major media events – such as the Sanremo Festival – have been used to launch the first steps on the way to the Milano Cortina 2026 Games. On the basis of a Memorandum of Understanding signed with RAI (Italian State Broadcaster), the Sanremo Festival has provided the perfect opportunity for Italians to be directly involved in the competitions held to select the emblem and the anthem, as well as in the creative process that will ultimately lead to the creation of the Mascots for the 2026 Olympic and Paralympic Winter Games.

In fact, at the last three editions of the Sanremo Festival, the finalists of the three selection processes were presented and the public and the entire community, including the international community, were invited to vote via the Milano Cortina 2026 website.

#### Emblem

The emblem of the Olympic and Paralympic Winter Games Milano Cortina 2026, called "Futura", represents the vision of Fondazione, starting with sustainability and inclusion. *Futura* is the number 26 drawn with a finger – a trace light as the one that Milano Cortina 2026 promises to leave onto the environment. The Olympic version of the emblem is white: the achromatic colour, the visual synthesis that includes all the colours of the visible spectrum, a symbol of equality and inclusion. The Paralympic emblem, on the other hand, recalls the three colours of the Agitos (blue, red and green), to underline respect for individual differences and the principle of equality. It is a transparent sign that is filled with all the colours of the Aurora Borealis, a very rare phenomenon for our latitudes, captured in the sky above Cortina.



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#### Anthem

In another step to engage communities, Fondazione Milano Cortina 2026, in collaboration with the Ministry of Culture, with which it signed a Memorandum of Understanding in 2021, and the Ministry of University and Research has invited civilian and military bands, choirs and conservatories from all over Italy to create and propose original pieces inspired by Olympic and Paralympic values. The artistic direction of the initiative – entrusted to Maestro Peppe Vesicchio – led to two tracks being selected from the many entries received. These two songs were sung by Arisa and Malika Ayane at the 2022 Sanremo Festival and the public was invited to vote for the winner. The anthem of Milano Cortina 2026 is *Fino all'alba* (Until Dawn) composed by the *La Cittadina San Pietro Martire di Seveso* musical group and sung by Arisa.

## Mascots

Through the “School for the Milano Cortina 2026 Mascots” competition, Fondazione actively involved 14,000 pupils from primary and middle schools in all Italian Regions in the creation of drawings that will inspire the Mascots of the 2026 Winter Games.

Fondazione provided all participating schools with an educational document to inform them of the values of the Olympic and Paralympic Movement and to provide practical guidance for educational workshops and activities, with the aim of producing designs for the Mascots. The project offered students the opportunity for in-depth and interdisciplinary learning to unleash creativity and imagination within a broad educational initiative that extended to motor and sporting experiences.

The competition received 1,600 collective entries, each with its own story strongly rooted in the schools’ local cultures. The works were assessed by teams of experts and representatives of the Olympic and Paralympic Movements and the two finalists were exhibited during the 2023 Sanremo Festival, where the Italian public was invited to choose their favourite.

The two ideas were handed over to a team of design and animation experts. Their work will be presented to the IOC and IPC before the final announcement.

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## Italia dei Giochi

*Italia dei Giochi* is an engagement platform that Fondazione is developing to create opportunities for social promotion, education and growth through sport, thanks to the journey leading up to the Games and with the support of the National Teams.

It will include events and initiatives through which the territories will have the chance to offer their citizens exciting and joyful experiences, linked to the Games and the Athletes.

The organizational model envisages, on the one hand, CONI, CIP and Fondazione as joint creators, promoters and managers of *Italia dei Giochi* and, on the other hand, local authorities, sports clubs and other non-commercial subjects who will be able to organize and manage their own initiatives on the ground, in compliance with certain defined criteria (for example specific criteria for accessibility and sustainability) to celebrate the Games, to spread the values of sport and the Olympic and Paralympic Movements, to amplify the involvement of all stakeholders.



CHAPTER 7

COMMUNICATIONS



Fondazione Milano Cortina 2026 has set itself the goal of promoting an ongoing dialogue with the vast universe of stakeholders linked to the Games through a proactive, multi-channel communication strategy.

The centrality of the values of the Olympic and Paralympic Movements and the importance of passing on – to the new generations of the country – a legacy based on the values of sport, inclusiveness and environmental respect has to include integrated communication to reach the youngest segments of the population. Fondazione has therefore identified social media and digital platforms as a key tool to communicate its commitments and goals, while also raising awareness among younger generations. As such, its digital strategy takes form through:

- Posts for international days linked to sustainability (International Mountain Day, Environment Day, etc.).
- Ensuring Milano Cortina 2026 is prominent at Youth4Climate in Milano and at the United Nations Climate Change Conference (COP26).
- Calls to action, posts and snippets to raise awareness about improving and protecting the Alpine ecosystem, with the help of Games Ambassadors and exceptional spokespeople such as skiers Deborah Compagnoni and Federica Brignone.

In February 2023, for a duration of 15 days, Fondazione activated a large billboard advertising campaign in Milano and other areas involved in the Games, to mark three years to the opening of the Olympic Games. Objectives: consolidate awareness and increase engagement. A similar campaign, also aimed at foreign tourists, is scheduled for the first weeks of August 2023. The celebration of the two years to the Opening of the Milano Cortina 2026 Winter Games will be a further opportunity for communication.

Communication campaigns are already planned between 2023 and 2024, relating to *Italia dei Giochi*, the launch of the Team26 Volunteer Program, the promotion of the Paralympic Games as a great opportunity for awareness and social progress, capable of changing behaviours, representations and perceptions. The next Summer Games in Paris in 2024 will also be a springboard in terms of communication, not only for the Milano Cortina 2026 Winter Games but for the entire national community that hosts them.

To raise awareness and interest in the values and protagonists of the Games among an ever-broader audience, Fondazione has decided to actively involve its Ambassadors in a multi-channel and wide-ranging communication strategy that includes interviews and pieces for traditional media and TV and participating in events of national importance, such as the Trento Sports Festival and the Green & Blue Festival.

For the Ambassador Programme, Fondazione decided to make sure the travel policy for its Ambassadors matches the company's sustainability criteria.

Similarly, to ensure sustainability is at the heart of monitoring and optimising content production processes, the Communications function meets monthly with the Sustainability function to ensure they are constantly on the same page and that activities are monitored and delivered in a timely manner.

### **The Development of a Brand Personality**

The Vision and Mission of Fondazione Milano Cortina 2026 were defined during a process aimed at establishing its Brand Personality: a unique positioning that will also ensure consistency in all its activities. This process saw the participation of top management, of the stakeholders, of 30 ambassadors and 140 staff members, of 3 worldwide and premium partners, with a series of interviews and workshops aimed at identifying the distinctive features and ambitions of the Milano Cortina 2026 Games.

Furthermore, a digital survey was carried out between 6 and 13 April 2023 through interviews with a sample, representative by gender and age, of 2,000 Italian citizens, with the aim of investigating the issues of notoriety and interest in the Olympic Games, as well as numerous other indications on organizational aspects, on the economic, tourist and environmental impact, on communication, on the role of athletes, on expectations, and on values.

### **Other Initiatives**

A Memorandum of Understanding was signed at the beginning of 2021 with the Association of Italian Municipalities (ANCI), which represents more than 7,000 Italian municipalities, in order to develop a close relationship with them.

In addition, there are several events (conferences, university lectures, master's degrees) organised by various entities in which representatives of the Organising Committee have spoken, bringing the values and activities of Fondazione to a broad audience that includes students, professionals, public managers, citizens and so on.



**CHAPTER 8**

**MEASURING IMPACT**







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Fondazione is developing specific KPIs to measure the impact of the Milano Cortina 2026 Games. The support of technology will allow to develop a specific digital platform to gather and elaborate social and environmental data.

To date, the KPIs have been identified as outcome KPIs up to 2026 and 2030 to measure long-term legacy aspects and as process KPIs related to the actions in the *Sustainability and Legacy Implementation Plan* to monitor the progress of the actions chosen to achieve the targets.

The IOC has decided to use the newly-published guides from the Organisation for Economic Co-operation and Development (OECD) as the reference to track, measure, and evaluate the long-term effects of the Olympic and Paralympic Games. The aim is to create a consistent approach for all future Olympic Games, by adopting a reliable framework, endorsed by third parties, to evaluate the impacts for host communities and regions.

**CHAPTER 9**

**GRI CONTENT INDEX**





The table below shows the performance indicators with reference to the “GRI Sustainability Reporting Standards”, using selected GRI Standards, or parts of their content. An organisation can report with reference to the GRI Standards if it cannot comply with all the requirements for reporting in accordance with the GRI Standards. The organisation should transition to reporting in accordance with the GRI Standards in time as it will provide a comprehensive picture of its most significant impacts on the economy, environment, and people, including impacts on their human rights (GRI 1: Foundation 2021).

**Statement of use**

Fondazione Milano Cortina 2026 has reported the information mentioned in this GRI Content Index for the period from 1 January 2022 to 31 December 2022 with reference to the GRI Standards. For further information, refer to section 1.3.

**GRI 1 Used**

GRI 1 - Foundation 2021

GRI STANDARD	DISCLOSURE	SECTION/ REFERENCE	NOTES AND OMISSIONS
<b>GENERAL DISCLOSURE</b>			(Requirements Omitted, Reason, Explanation)
	2-1	Organisational details	Sec. 1.3, 2.4, 3 <a href="#">About Us   Milano Cortina 2026</a>
	2-2	Entities included in the organisation’s sustainability reporting	Sec. 1.3
	2-3	Reporting period, frequency and contact point	Sec. 1.3, 3.4 <a href="#">Milano Cortina 2026 website</a>
	2-4	Restatements of information	NA No information has been restated, first year of publication of the Report
	2-5	External assurance	Sec. 1.3
<b>GRI 2: GENERAL DISCLOSURES 2021</b>	2-7	Employees	Sec. 6.1.1 Incomplete information: indicators b-iii, b-iv, b-v not reported
	2-8	Workers who are not employees	Sec. 6.1.1
	2-9	Governance structure and composition	Sec. 3.1, 3.3.2 Incomplete information: indicators c-i, c-ii, c-vii not reported
	2-10	Nomination and selection of the highest governance body	Sec. 3.1
	2-11	Chair of the highest governance body	Sec. 3.1
	2-12	Role of the highest governance body in overseeing the management of impacts	Sec. 4.1, 4.4

GRI STANDARD	DISCLOSURE	SECTION/ REFERENCE	NOTES AND OMISSIONS
	2-13	Delegation of responsibility for managing impacts	Sec. 3.2
	2-14	Role of the highest governance body in sustainability reporting	Sec. 1.3 Please refer to the Functional Area "Sustainability & Impact" Incomplete information: indicator b not reported
	2-22	Statement on sustainable development strategy	Sec. 1.2
<b>GRI 2: GENERAL DISCLOSURES 2021</b>	2-23	Policy Commitments	Sec. 3.3, 4.4, 6.2.5
	2-26	Mechanisms for seeking advice and raising concerns	Sec. 3.3.2 <u>Whistleblowing – Fondazione Milano Cortina 2026</u>
	2-29	Approach to stakeholder engagement	Sec. 4.2, 4.3
	2-30	Collective bargaining agreements	Sec. 6.1.1
<b>MATERIAL TOPICS</b>			
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-1	Process to determine material topics	Sec. 4.2, 4.3
	3-2	List of material topics	Sec. 4.3
<b>ECONOMIC PERFORMANCE</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 3.4, 4.3, 4.4
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>	201-1	Direct economic value generated and distributed	Sec. 3.4 The economic figures reflect the information contained in the Organization's Management Report
<b>DIRECT/INDIRECT ECONOMIC IMPACT</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 2.4, 4.4, 5.2, 6.2.1, 6.2.4
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>	203-2	Significant indirect economic impacts	Sec. 6.2.1, 6.2.4
<b>ANTI-COMPETITIVE CONDUCT/BRIBERY AND EXTORTION</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 3.3.1, 3.3.2, 6.2.3

GRI STANDARD	DISCLOSURE	SECTION/ REFERENCE	NOTES AND OMISSIONS
<b>GRI 205: ANTI-CORRUPTION 2016</b>	205-3	Confirmed incidents of corruption and actions taken	Sec. 3.3.1, 3.3.2
<b>CO<sub>2</sub> EMISSIONS REDUCTION</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 4.4, 5.2.2, 5.2.4
	305-1	Direct (Scope 1) GHG emissions	Sec. 5.2.2
<b>GRI 305: EMISSIONS 2016</b>	305-2	Energy indirect (Scope 2) GHG emissions	Sec. 5.2.2
	305-3	Other indirect (Scope 3) GHG emissions	Sec. 5.2.2
<b>WASTE PREVENTION AND MANAGEMENT</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 4.4, 5.1, 5.2.3
<b>GRI 306: WASTE 2020</b>	306-2	Management of significant waste-related impacts	Sec. 4.4, 5.1, 5.2.3 Incomplete information: indicator c) not reported, not relevant during the reporting period
<b>HUMAN DEVELOPMENT AND TRAINING</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 4.4, 6.1, 6.2.6
<b>GRI 401: EMPLOYMENT 2016</b>	401-1	New employee hires and employee turnover	Sec. 6.1.2
<b>GRI 404: TRAINING AND EDUCATION 2016</b>	404-1	Average hours of training per year per employee	Sec. 6.1.4 Incomplete information: total figure reported; indicator a-ii not reported
<b>WORKING CONDITIONS (LEGALITY AND SAFETY), EXPLOITATION, HARASSMENT AND VULNERABLE GROUPS</b>			
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	Sec. 3.3, 4.4, 6.1, 6.2
	403-2	Hazard identification, risk assessment and incident investigation	Sec. 6.1.5 Incomplete information: indicators b, c, d not reported
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>	403-5	Worker training on occupational health and safety	Sec. 6.1.4
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sec. 4.6, 6.1.5

GRI STANDARD	DISCLOSURE	SECTION/ REFERENCE	NOTES AND OMISSIONS
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>	<b>403-9</b> Work-related injuries	Sec. 6.1.5	Incomplete information: total figure reported; indicators c, d, e, not reported
<b>GENDER EQUALITY SOCIAL PROTECTION OF VULNERABLE GROUPS</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 3.1, 4.4, 6.1, 6.2	
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>	<b>405-1</b> Diversity of governance bodies and employees	Sec. 3.1, 6.1.1	
<b>ACCESSIBILITY AND INCLUSION (NO DISCRIMINATION)</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 6.1, 6.2	
<b>GRI 406: NON-DISCRIMINATION 2016</b>	<b>406-1</b> Incidents of discrimination and corrective actions taken	No incidents of discrimination during the reporting period	
<b>TRANSPARENCY &amp; PRIVACY</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 3.3, 3.4, 4.3, 6.1.4	
<b>GRI 418: CUSTOMER PRIVACY 2016</b>	<b>418-1</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sec. 3.3.3 No complaints or breaches or losses occurred during the reporting period	
<b>LOCAL COMMUNITY DEVELOPMENT COMMUNITY INVOLVEMENT LOCAL ECONOMY</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 2.4, 3.5.1, 3.5.2, 4.1, 4.4, 5.2.3, 5.2.4, 5.2.6, 6.2.1, 6.2.4, 6.2.5	
<b>MATERIALS AND PROVISIONING SELECTION (GOODS AND SERVICES)</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 4.6, 5.1, 5.2	
<b>ENERGY MANAGEMENT</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 5.1, 5.2	
<b>WATER (SUPPLY AND DISCHARGE)</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 5.1, 5.2	

GRI STANDARD	DISCLOSURE	SECTION/ REFERENCE	NOTES AND OMISSIONS
<b>CONSERVATION OF SOIL, NATURAL RESOURCES AND BIODIVERSITY FLORA AND FAUNA (VEGETATION AND ANIMAL PROTECTION) PHYSICAL AGENTS (NOISE, RADON, ELECTROMAGNETIC WAVES) AIR (SUPPLY AND DISCHARGE) SOIL (SUPPLY AND DISCHARGE)</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.3, 4.4, 5.2.1	
<b>ADAPTATION TO CLIMATE CHANGE</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 5.2	
<b>ILLEGAL DRUGS AND ANTI-DOPING</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.3, 6.2.7	
<b>INNOVATION</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 5.1, 5.2.5	
<b>RISK OF NEGATIVE IMPACTS</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 3.3, 4.3, 4.4, 4.5, 4.6, 5.2.1, 5.2.2, 6.2.5	
<b>RETURN ON PARTNERS' INVESTMENTS</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 3.3.4, 3.4, 4.3	
<b>HEALTH PROMOTION WITH A FOCUS ON FRAGILE INDIVIDUALS</b>			
<b>GRI 3: MATERIAL TOPICS</b>	<b>3-3</b> Management of material topics	Sec. 4.4, 6.2.5, 6.2.6, 6.2.7	

# ANNEX 1



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## Olympic Movement

The Movement is a global community comprising National Olympic Committees, International Sports Federations and other organisations and individuals that share a common vision of creating a better world through sport.

## Olympism

The set of ideals and rules that inspire and govern the modern Olympics organisation and conduct.

## Paralympic Movement

The Paralympic Movement is a global sports movement for people with disabilities, encompassing the IPC, IPC members, recognised International Federations, and any other individuals involved in Paralympic sports or engaged in promoting, organising and/or delivering Paralympic sports.

## The Olympic Charter

The fundamental principles of Olympism, the rules and statutes adopted by the International Olympic Committee, are codified in the Olympic Charter. The Charter governs the Olympic Movement's organisation, actions and functions, laying down conditions for Games organisation. Furthermore, it governs relationships among International Sports Federations, National Olympic Committees and the Olympic Movement.

Inspired by a number of rules that Pierre de Coubertin wrote in 1899, the Charter was first published in 1908 under the title *Annuaire du Comité International Olympique*. Over the years it has undergone various denominations, reaching its current iteration as the *Olympic Charter* in 1978. The rules themselves have also undergone a number of evolutionary changes over time. It was most recently revised in 2021.

## New Norm

Pursuant to *Olympic Agenda 2020* recommendations, in 2018 the IOC approved a series of reforms to provide Host Cities with greater support and increased flexibility in organising the Games in order to generate long-term value. Developed also taking the Paralympic Games into account, these reforms start with the bidding process and encompass the entire Games life cycle, ensuring that event organisation is sustainable and economically accessible. Reforms include the ability to reduce the size of Olympic and Paralympic venues, reconsider transportation options, optimise existing facilities and reuse sports fields for different sports.

## Olympic Agenda 2020 and Olympic Agenda 2020+5

Adopted in December 2014, *Olympic Agenda 2020* put forward forty recommendations to safeguard Olympic Values and strengthen the role of sport in society. Based on the three pillars of "credibility, sustainability and youth", the *Agenda* offered an action plan for the IOC and the entire Olympic Movement to become change leaders and render Games organisation more streamlined and sustainable.

With 88% of its recommendations implemented, to build on the results achieved by *Olympic Agenda 2020*, in 2020 the IOC approved *Olympic Agenda 2020+5*, containing fifteen additional recommendations to address future challenges. These recommendations span five areas of focus: solidarity, digitalisation, sustainable development, credibility, and economic and financial resilience.

## The International Olympic Committee's Code of Ethics

The IOC *Code of Ethics* stipulates standards of conduct, values and fundamental principles that the International Olympic Committee, National Olympic Committees, International Federations, parties interested in future Games, Organising Committees and Games participants are obliged to respect and uphold.

The *Code of Ethics*' key principles include:

- respecting the Olympic spirit;
- respecting the Olympic Movement's principle of universality and political neutrality;
- maintaining harmonious relationships with State authorities while upholding the principle of autonomy enshrined in the Olympic Charter;
- complying with international conventions on the protection of human rights;
- providing participants with the conditions needed for safety, well-being and medical care to contribute to their physical and mental well-being.

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## Handbook of the International Paralympic Committee

The International Paralympic Committee's Handbook features the IPC's rules and regulations, consisting of its Constitution, Code of Ethics, Policies and all other procedures and guidelines issued by the IPC. The *IPC Handbook*'s objective is to provide guidance on organising and delivering Paralympic competitions, including standards for determining Paralympic athletes' eligibility and accreditation, policy on permissible sports equipment, policy for safeguarding athletes from violence and abuse, and a Medical Code.

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## Olympic Host Contract

Updated in October 2022 (and previously known as the *Host City Contract*), the *Olympic Host Contract* (OHC) is a contract signed by the IOC, Host Cities, and the host country's National Olympic Committee, in this case CONI. Commitments are referenced in Annexes signed by the Italian Government, the Lombardy Regional Government and the Veneto Regional Government. The OHC is based on the principles in the Olympic Charter, outlining a set of principles and commitments that all parties undertake to abide by in order to ensure effective organisation and delivery of the Olympic and Paralympic Games, creating a beneficial legacy for Host Cities and the Olympic and Paralympic Movement.

The OHC encompasses a number of documents and commitments:

- **OHC – Principles**, outlining the fundamental principles that govern relationships among signatory parties, and financial and contractual responsibilities;
- **OHC – Operational Requirements (last updated 2022)**, defining operational requirements that must be complied with to deliver Games in line with IOC and the Olympic Movement's values and requirements;
- **Pre-selection Commitments**, defining commitments made during the candidature phase;
- **Games Plan**, defining the key Games elements, including deadlines, stakeholder roles and responsibilities, and major opportunities and risks associated with the Games;
- **Additional strategies and plans to support the Games Plan.**

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## Olympic and Paralympic Legacy

The first edition of the modern Olympic Games took place in Athens, Greece, in 1896; the first Winter edition was held in Chamonix, France, in 1924. In 1960, Rome hosted the first Summer Paralympic Games. In 1976, Örnsköldsvik was host to the first Winter Paralympic Games. Since 1994, the Olympic and Paralympic Games have alternated between Summer and Winter editions every two years on a four-year cycle.

A celebration of humanity, for over 125 years the Games have been helping to build a better world through sport. Indeed, the Games are able to create development opportunities for the communities that host them, contributing to the regeneration of cities and regions, enhancing opportunities for people to participate in sports and physical activities.

In the form of long-term tangible and intangible benefits, the Olympic and Paralympic Legacy that the Olympic and Paralympic Games create for their host cities, their populations, and the Olympic and Paralympic Movement are a core element of the IOC's recommendations.

In addition to the *Legacy Strategic Approach* document described above, the IOC carried out a *survey of Olympic venues* used for the fifty-one modern Olympic Games held between Athens 1896 and PyeongChang 2018. This analysis revealed that 92% of 21st-century permanent venues and 85% of all permanent venues are still in use.

# ANNEX 2

A

## Climate change and natural ecosystem



## Cooperation and involvement

B

## Circular Economy



C

## Human rights, gender equality, inclusion and accessibility



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D

## Sport and wellbeing: more movement for all



E

## Sustainable local economic development



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