



# Executive Summary of the Sustainability, Impact and Legacy Report 2023

*The Strategy and Planning Phases*



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#### Content and Editing

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# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	<b>7</b>
1.1	About us	8
1.2	Letter from the Chief Executive Officer	10
1.3	About this Executive Summary	12
1.4	The Olympic and Paralympic Winter Games Milano Cortina 2026	14
1.5	Games Governance	22
<b>2</b>	<b>SUSTAINABILITY, IMPACT AND LEGACY PRINCIPLES</b>	<b>29</b>
2.1	Sustainability, Impact and Legacy of Milano Cortina 2026	30
2.2	Sustainability, Impact and Legacy strategy	32
<b>3</b>	<b>SOME EXAMPLES OF ACTIVITIES CARRIED OUT DURING 2022/2023</b>	<b>39</b>
3.1	Sustainable sourcing strategy	40
3.2	Strategic Environmental Assessment Procedure	41
3.3	GHG Emissions Management Strategy	43
3.4	Sustainability Criteria for Temporary Infrastructure	46
3.5	Promotion of Sustainability Standards for Hotel Accommodation	47
3.6	Contributing to Social and Economic Development	47
3.7	Olympic Truce	48
3.8	Universal Accessibility and Social Inclusion	48
3.9	Respect for and Protection of Human Rights	49
3.10	Gen26 Education Programme	49
3.11	Promoting Health, Well-being and Sport	54
3.12	Engagement initiatives	57
<b>4</b>	<b>ANNEX</b>	<b>58</b>



CHAPTER 1

# 1

## INTRODUCTION

1.1	About us	8
1.2	Letter from the Chief Executive Officer	10
1.3	About this Executive Summary	12
1.4	The Olympic and Paralympic Winter Games Milano Cortina 2026	14
1.5	Games Governance	22



# 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.**



### OLYMPIC VALUES

Excellence, Friendship, Respect.



### PARALYMPIC VALUES

Courage, Determination, Inspiration, Equality.

### 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.

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".



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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 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 Milan 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 and inclusion 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 EXECUTIVE SUMMARY

The inaugural Sustainability, Impact and Legacy Report (the “Report”), published by Fondazione Milano Cortina 2026, can be viewed and downloaded on the Milano Cortina 2026 website: <https://milanocortina2026.olympics.com/en/>

This Executive Summary details just some of the information of the Report, providing an overview of the Games project from a sustainability and legacy perspective.

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



The Report’s focus centres on the commitments undertaken and the first activities launched for the organisation of the Games.

**Fondazione Milano Cortina 2026** is a non-profit organisation operating as a private legal entity as the **Milano Cortina 2026 Organising Committee for the Olympic and Paralympic Winter Games** (the Games). Fondazione is responsible for delivering the Games as well as promoting and communicating on all related sporting events (in the following pages, the terms “Fondazione” and “Organising Committee” should be considered equivalent).

The Sustainability, Impact and Legacy Report was prepared voluntarily, without reference to any regulatory requirements, and has not undergone external assurance. The document refers to the GRI (Global Reporting Initiative) Sustainability Reporting Standards published in 2021. The document was presented to the Board of Directors on 24 October 2023.



© 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 Olympic Winter Games

14

competition venues

4

clusters

20,000

volunteers expected in 2026

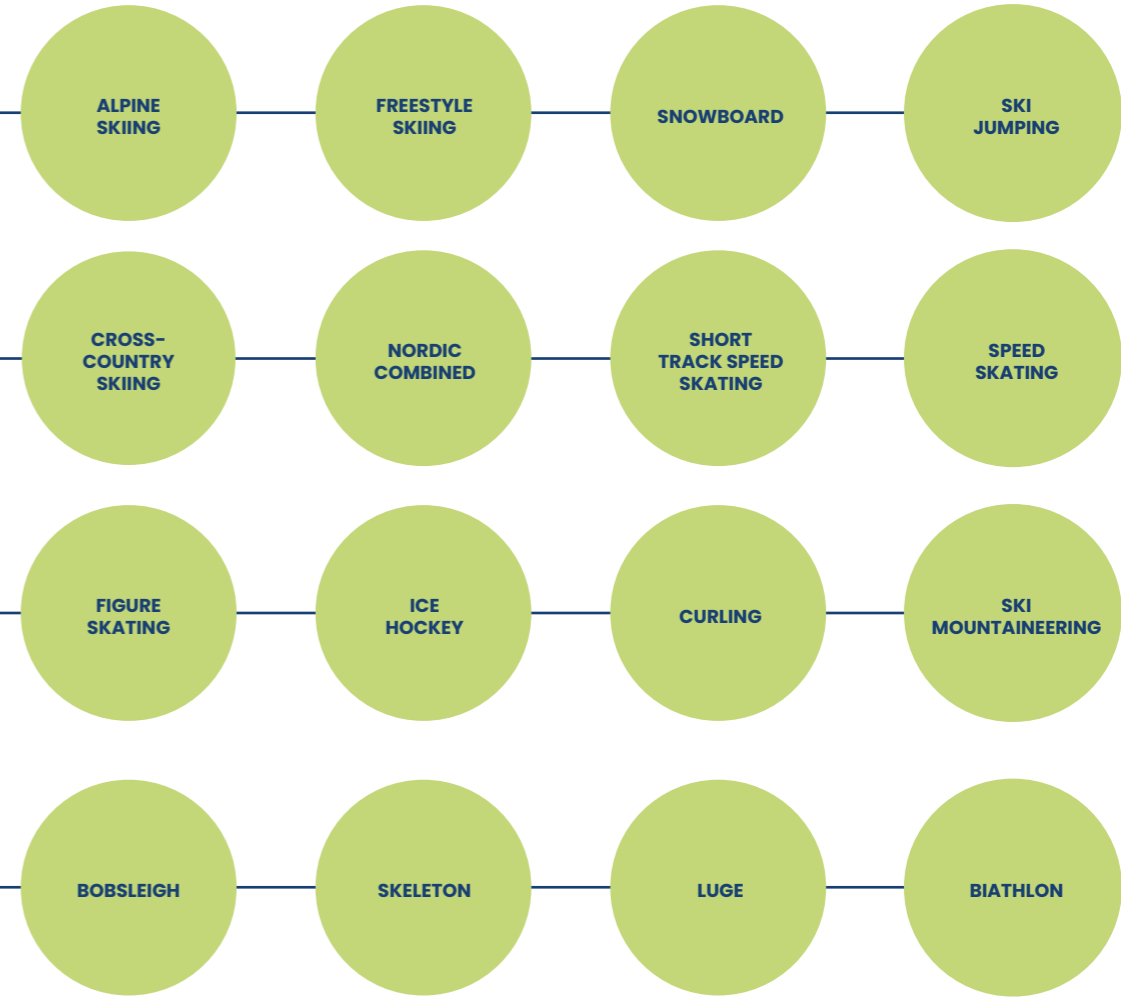
3.2

billion expected social media hits

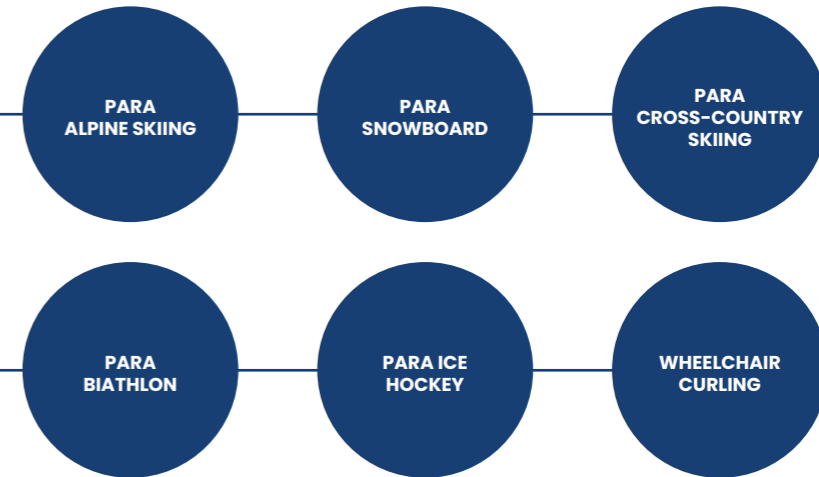




### OLYMPIC WINTER DISCIPLINES



### PARALYMPIC WINTER SPORTS



# 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

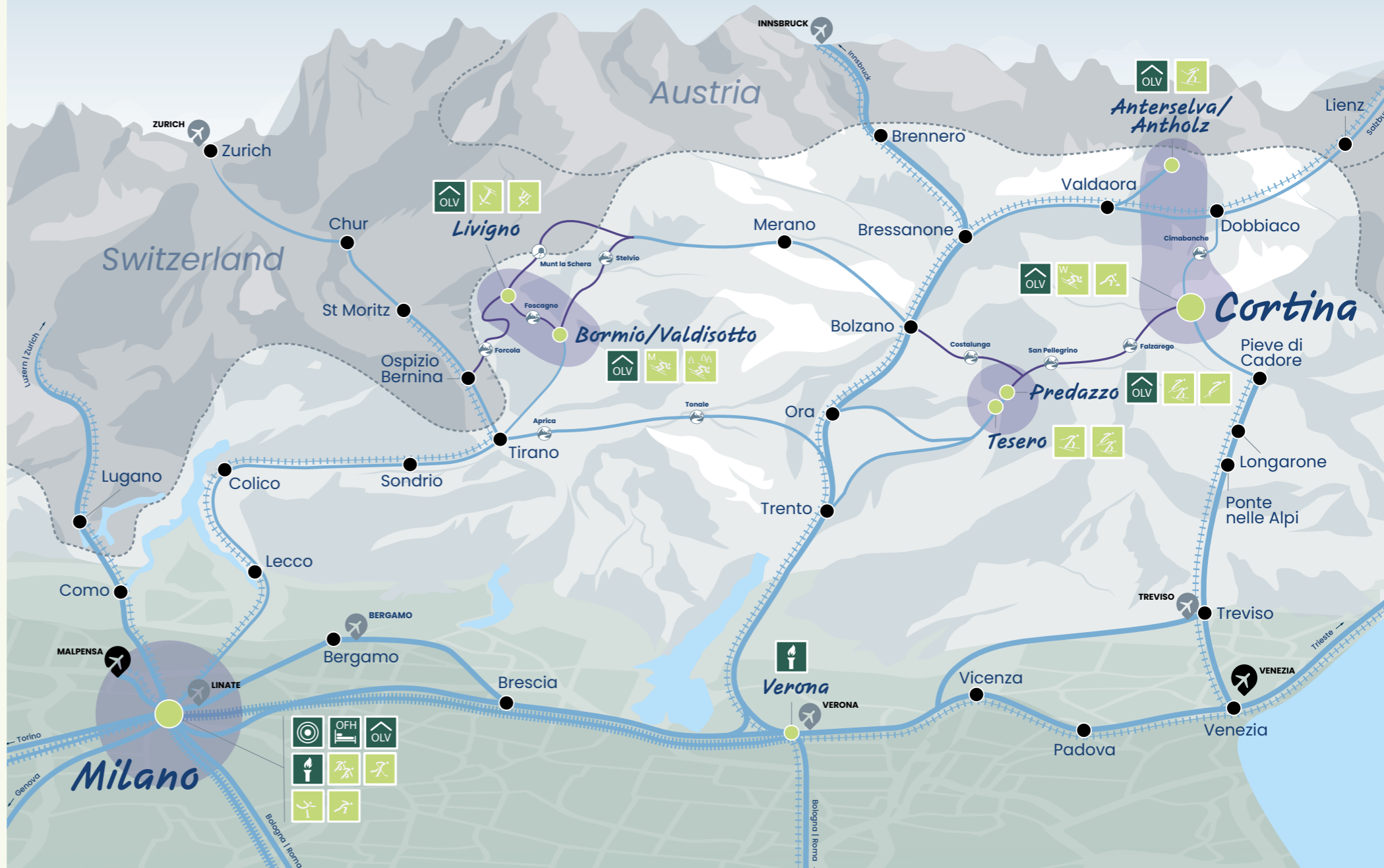
- |                      |                      |                           |
|----------------------|----------------------|---------------------------|
| IBC   MPC*           | CROSS-COUNTRY SKIING | SKELETON**                |
| OLYMPIC FAMILY HOTEL | CURLING              | SHORT TRACK SPEED SKATING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

\* IBC: International Broadcast Center

\* MBC: Main Press Center

\*\* To be defined

Updated on 16.10.2023



# Paralympic

## MASTERPLAN

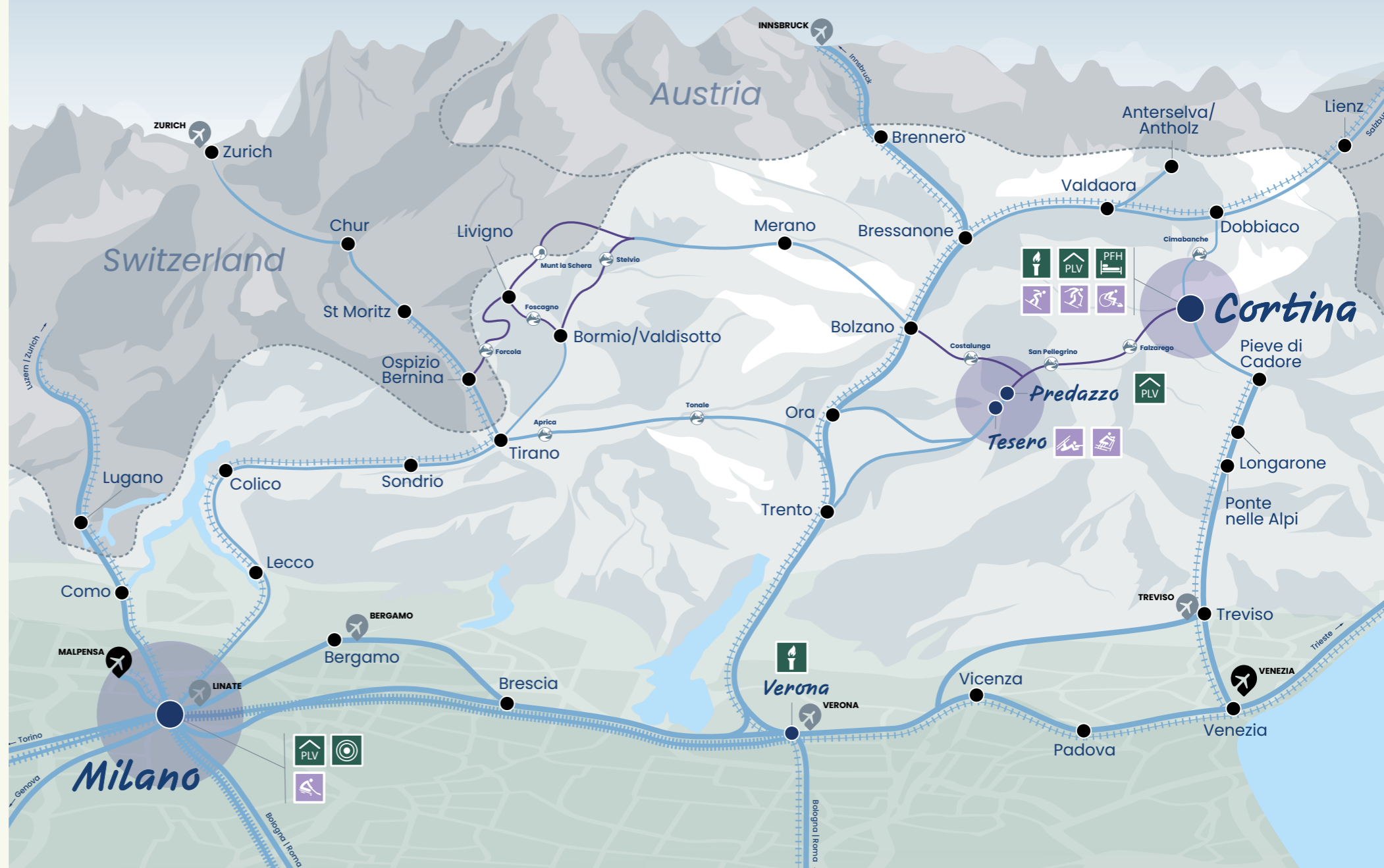
- Motorway
- National road
- Mountain Road
- Railway
- High-speed Railway
- Cluster
- Paralympic City
- City
- State border

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

- IBC\*
- PARA ALPINE SKIING
- PARA SNOWBOARD
- PARALYMPIC FAMILY HOTEL (PFH)
- PARA BIATHLON
- WHEELCHAIR CURLING
- PARALYMPIC VILLAGE (PLV)
- PARA CROSS-COUNTRY SKIING
- CEREMONIES
- PARA ICE HOCKEY

\*IBC: International Broadcast Center

Updated on 17.10.2023





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### 1.5 GAMES GOVERNANCE

The following entities have been established as those responsible for the governance of the Games<sup>1</sup>:

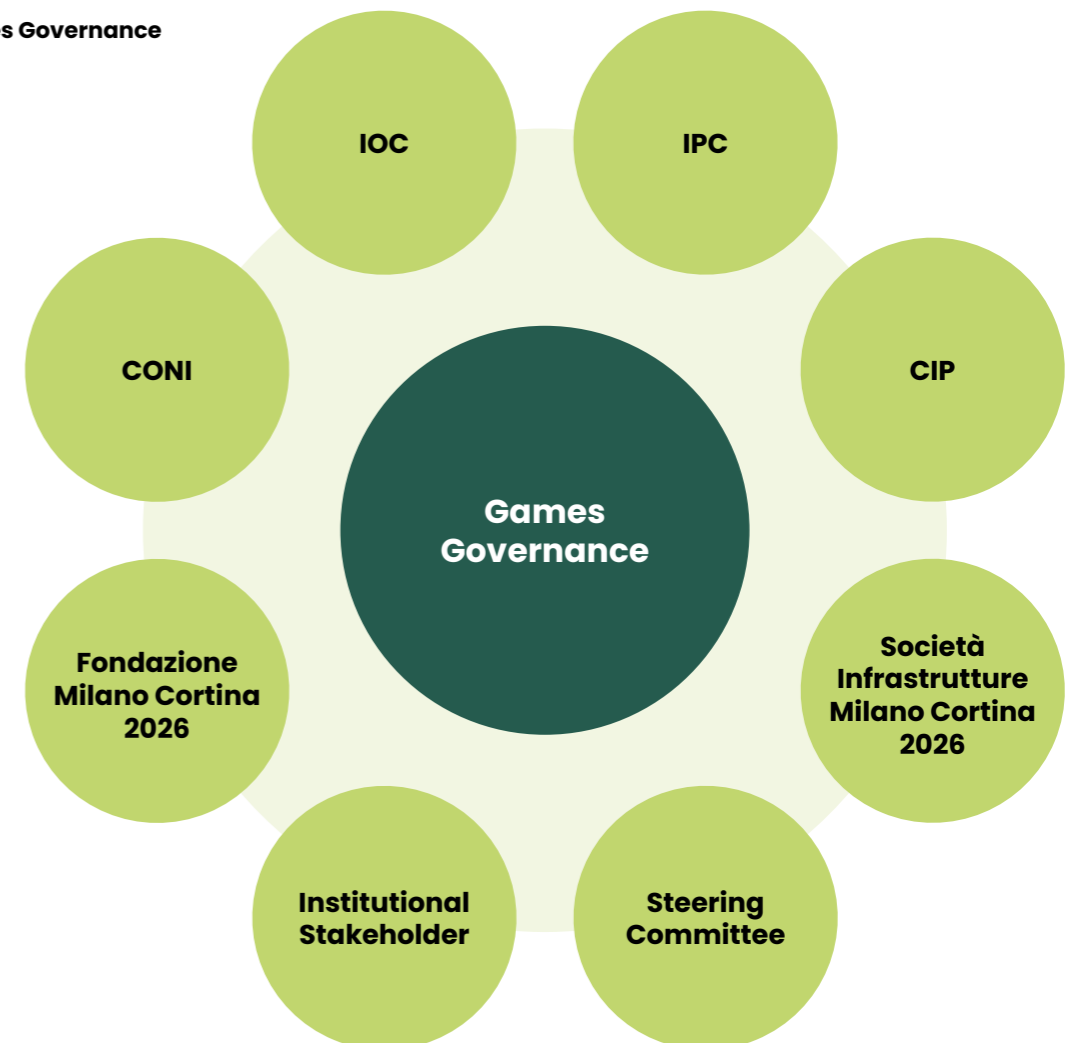
- Fondazione Milano Cortina 2026, which was designated as the **Organising Committee for the Olympic and Paralympic Games**, taking on responsibility for managing and organising the Games, as well as promoting and communicating all related sports events. Fondazione was established on 9 December 2019. It maintains ongoing dialogue with the IOC and IPC and acts in accord with the transparency and accountability standards set by them;

<sup>1</sup> Legislative Decree no. 16 of 11 March 2020, converted into Law no. 31 of 8 May 2020.

- The **Infrastrutture Milano Cortina 2020–2026 S.p.A.** company (named SIMICO S.p.A.) 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>2</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).

### Games Governance



<sup>2</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.

Moreover, a **Cabina di Regia (Steering Committee)**<sup>3</sup> was set up for works and interventions associated with the Games, with the participation of all the actors involved in the Games: State administrations, Regions, Local Authorities, Fondazione Milano Cortina 2026, Società Infrastrutture Milano Cortina 2020–2026 S.p.A. and other parties involved in carrying out the works and interventions necessary for organising the Games.

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 with specific competences in the organisation of sports competitions (designated as Event Delivery Entities, EDEs). To date, the existing EDEs are: Fondazione Cortina, Nordic Ski Srl, Comitato Coppa del Mondo di Biathlon Anterselva – Biathlon World Cup Committee, Fondazione Bormio.



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<sup>3</sup> The Cabina di Regia was set up by Prime Ministerial Decree of 17 February 2023. The following are part of it: 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.

## Fondazione Milano Cortina 2026

The main responsibilities of Fondazione are:

- selecting dates and venues for Olympic and Paralympic sports events;
- organising and managing the preparatory and closing events of the Games;
- organising the welcoming of athletes, staff and technical personnel participating in the Games;
- organising competitions and all events related to the Games, from a technical-sporting as well as a managerial and promotional point of view;
- organising sales of competition tickets and of the image rights of the Games.

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>4</sup>.

### BOARD MEETINGS

5

in 2020

8

in 2021

5

in 2022

<sup>4</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 bodies that make up Fondazione Milano Cortina 2026 are:

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

Fondazione has adopted a Code of Ethics, approved on July 21, 2020, and operates according to the principles of transparency, effectiveness and efficiency of Model 231, the Organisation, Management and Control Model for administrative processes. The Overarching Compliance Body (OUC in the Italian acronym) was established in compliance with the requirements of Model 231, composed by five autonomous, independent members with expertise in controlling risks related to Fondazione's activities. The OUC is responsible for managing any received reports regarding potential violations of Model 231 and of the Code of Ethics.

### Fondazione's team in 2022



**CHAPTER 2**

**SUSTAINABILITY,  
IMPACT AND LEGACY  
PRINCIPLES**

2.1 Sustainability, Impact and Legacy of Milano Cortina 2026	30
2.2 Sustainability, Impact and Legacy strategy	32

## 2.1 SUSTAINABILITY, IMPACT AND LEGACY OF MILANO CORTINA 2026

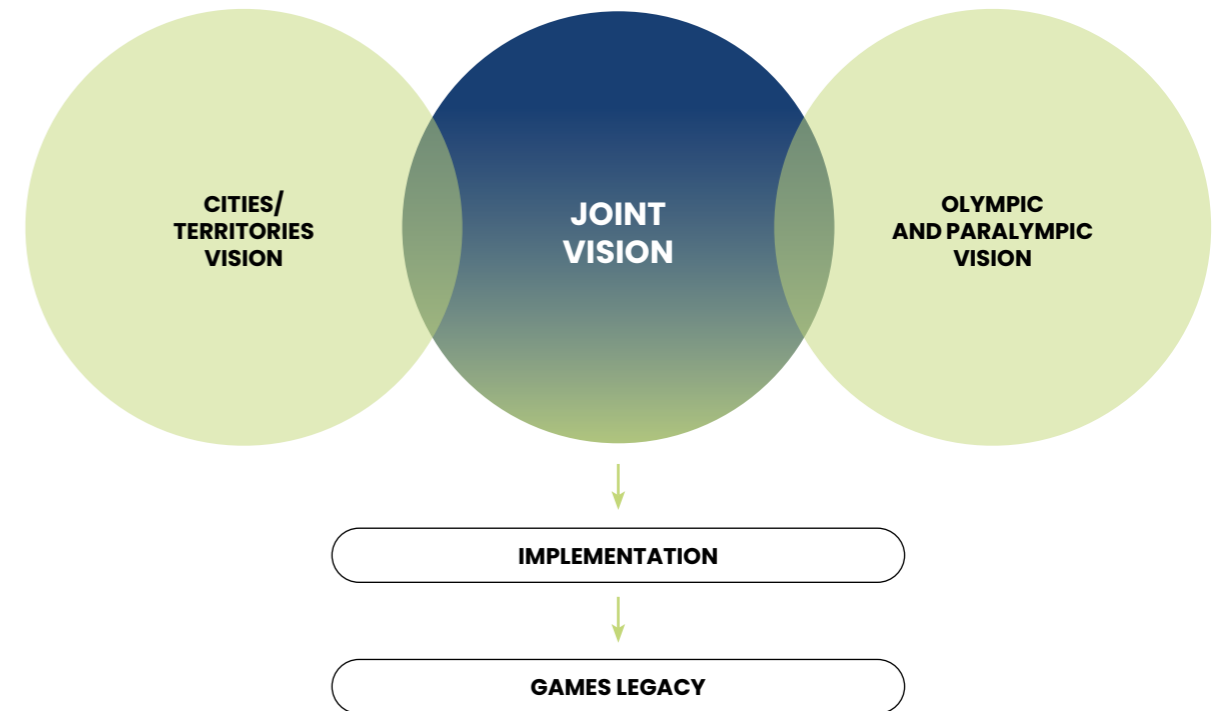
The social, economic and environmental aspects of sustainability are key values for the Olympic and Paralympic Movements.

Integrating criteria, initiatives and actions for increased sustainability at all stages of the Games can generate long-term benefits, both considering Material Legacy (i.e. all material effects of the Games promoting long-term social and economic development of local communities) and Immaterial Legacy (for example, contributing to the promotion of sports activities and healthier lifestyles among local communities).

© David Ramos | Getty Images



## Diagram of Legacy Creation





## 2.2 SUSTAINABILITY, IMPACT AND LEGACY STRATEGY

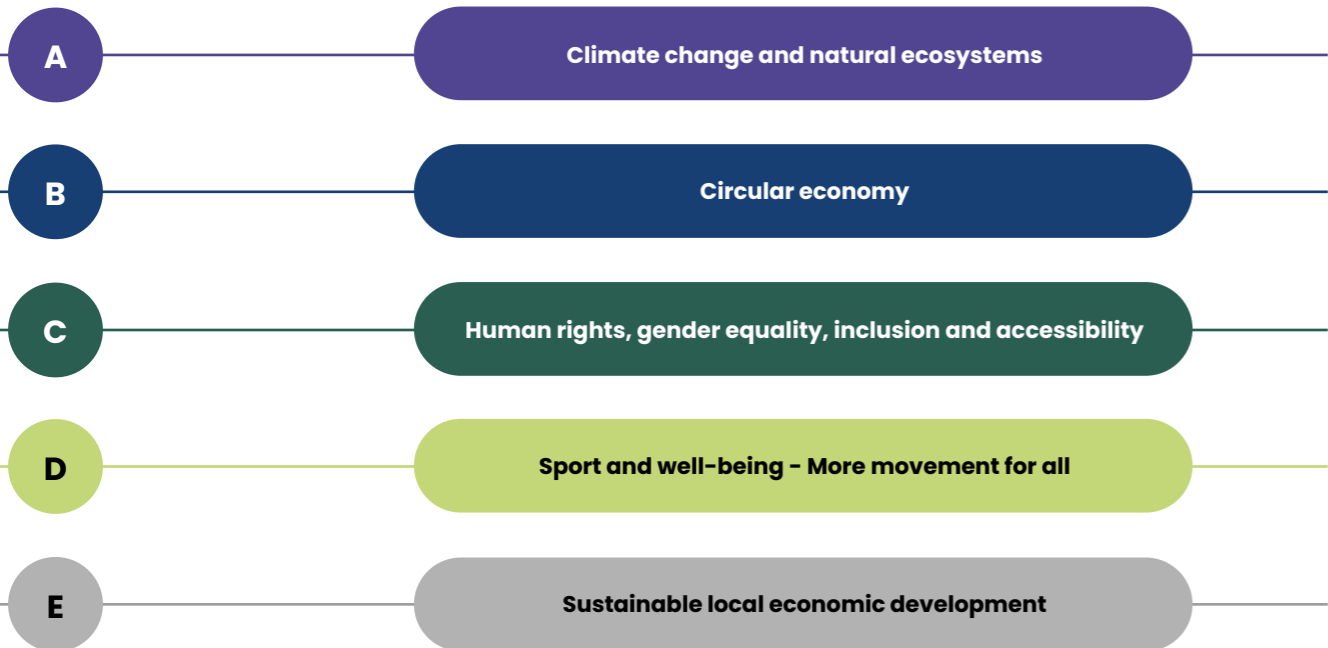
Fondazione Milano Cortina 2026 defined its Games organising and management Strategy based on the results of a materiality analysis, which led to the identification of the most relevant topics for Fondazione and its stakeholders concerning the sustainability, impact and legacy of the Games. The activity was conducted with reference to the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda (Annex of this Executive Summary).

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 approved the Sustainability, Impact and Legacy Strategy on 6 April 2022, and its revised version on 24 October 2023.

The Milano Cortina 2026 Sustainability, Impact and Legacy 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, as well as of physical, sensory, mobility and communication barriers:

- 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>5</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>5</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:

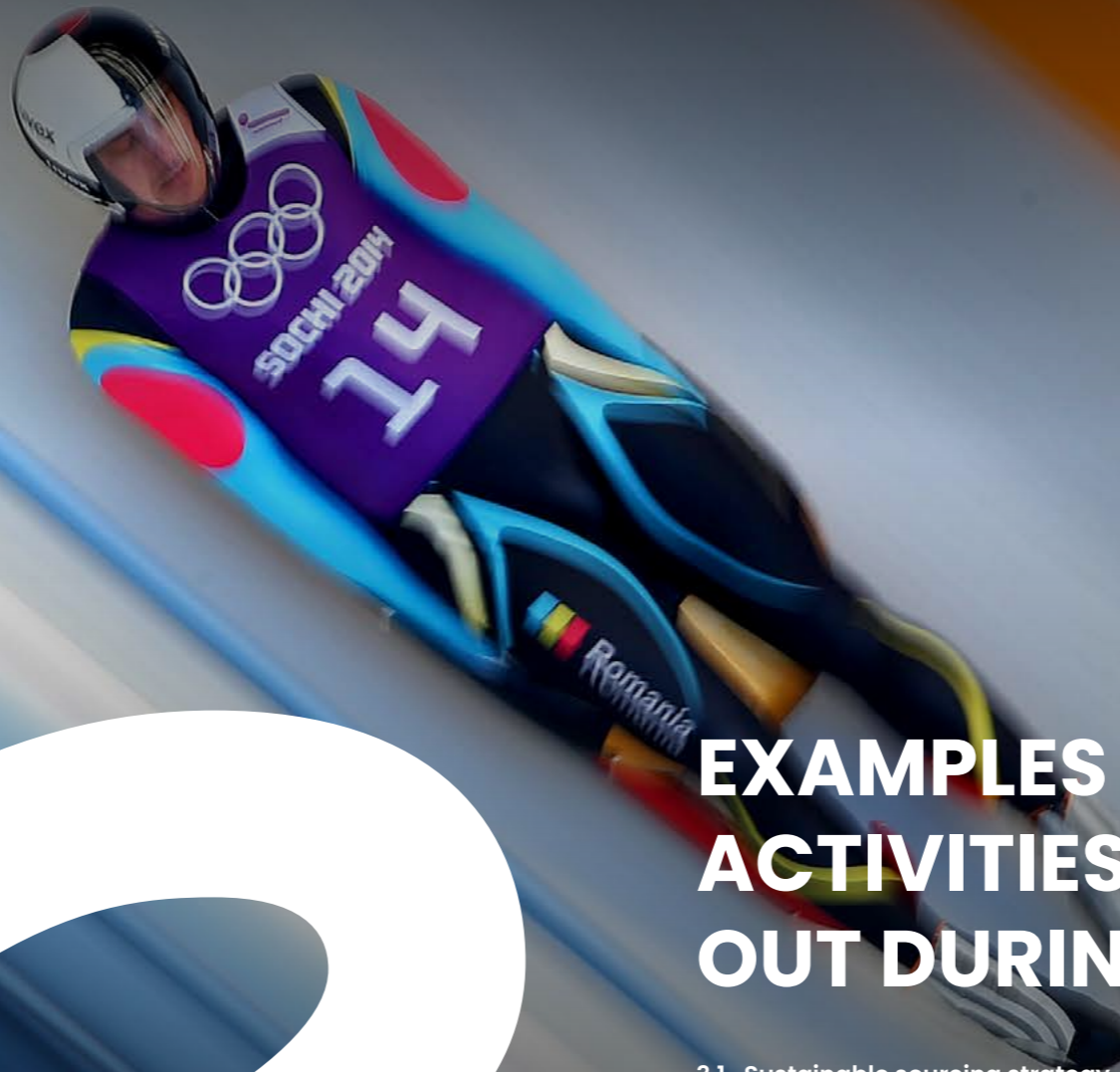
- Social business – Involvement in the overall OCOG procurement of Social Businesses (SBs), Small and Medium Enterprises (SMEs) and Very Small Enterprises (VSEs). Supporting SBs, SMEs and VSEs in meeting the needs of the Games. Encouraging Games stakeholders (e.g. TOP and National partners) to adopt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

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 sustainability management system and will follow the entire life cycle of the Games, in compliance with the UNI EN ISO 20121:2013 standard. The first certification of the sustainability management system is expected to be achieved in 2024. The implementation of this management system will enable activity coordination, collection of key performance indicators (KPIs) and 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.



## CHAPTER 3



# EXAMPLES OF ACTIVITIES CARRIED OUT DURING 2022/2023

3.1 Sustainable sourcing strategy	40
3.2 Strategic Environmental Assessment Procedure	41
3.3 GHG Emissions Management Strategy	43
3.4 Sustainability Criteria for Temporary Infrastructure	46
3.5 Promotion of Sustainability Standards for Hotel Accommodation	47
3.6 Contributing to Social and Economic Development	47
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3.12 Engagement initiatives	57

### 3.1 SUSTAINABLE SOURCING STRATEGY

Fondazione Milano Cortina 2026 adopted a Sustainable Sourcing Strategy in 2021 to serve as a reference framework for all sourcing of goods and services carried out through suppliers. 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 defined in this field by the leading supranational organisations (UN, OECD, European Union) and Minimum Environmental Criteria (Criteri Ambientali Minimi, CAM) for Public Administration sourcing as defined by Italy's Ministry of the Environment.

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.

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.

Specific human rights due diligence procedures (or structured dialogue) will be adopted for supply chains of products and/or services considered to be more "at risk" to verify actual production conditions, with particular reference to products with Games-related brands.

### 3.2 STRATEGIC ENVIRONMENTAL ASSESSMENT PROCEDURE

As envisaged in the Candidature File, the Olympic and Paralympic Winter Games Milano Cortina 2026 Delivery Plan is subject to a Strategic Environmental Assessment<sup>6</sup> (SEA) procedure given that, albeit of a temporary nature, the Plan covers many territories: it is consequently appropriate 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.

Within the SEA procedure, the legislation requires that the Plan is also subject to an Incidence Assessment<sup>7</sup> (VInCA), in order to avert potential impacts on conservation objectives at Natura 2000<sup>8</sup> sites.

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

The first step of the SEA procedure consisted in submitting (April 2023) 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.

<sup>6</sup> Legislative references: at European Union level, Directive 2001/42/EC; at national level, Legislative Decree no. 152/2006.

<sup>7</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 European 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>8</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.

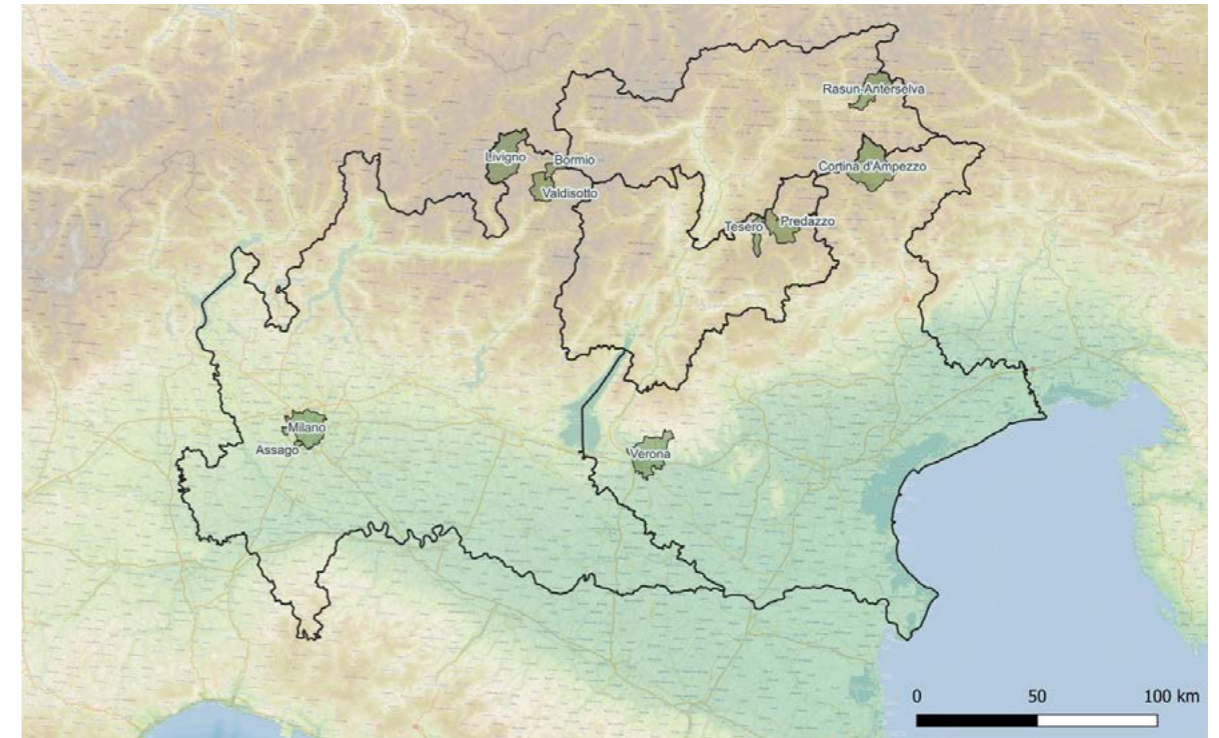
At the beginning of 2024, the Games Delivery Plan and related Environmental Report will be subject to comment by all interested parties, including the public at large, and to authorities approval.

In the subsequent monitoring phase (2024-2026), set to accompany the Games Delivery Plan implementation, the SEA procedure will be focused on verifying the activities related to 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.



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



### 3.3 GHG EMISSIONS MANAGEMENT STRATEGY

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"](#) methodology.

Fondazione develops an annual inventory based on data related to travel, office management, purchases, events and all other activities to progressively be implemented, following internationally recognized principles and methodologies (e.g., ISO 14064:2018 standard, GHG Protocol).

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#### 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).

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### Objectives of the GHG Management Strategy

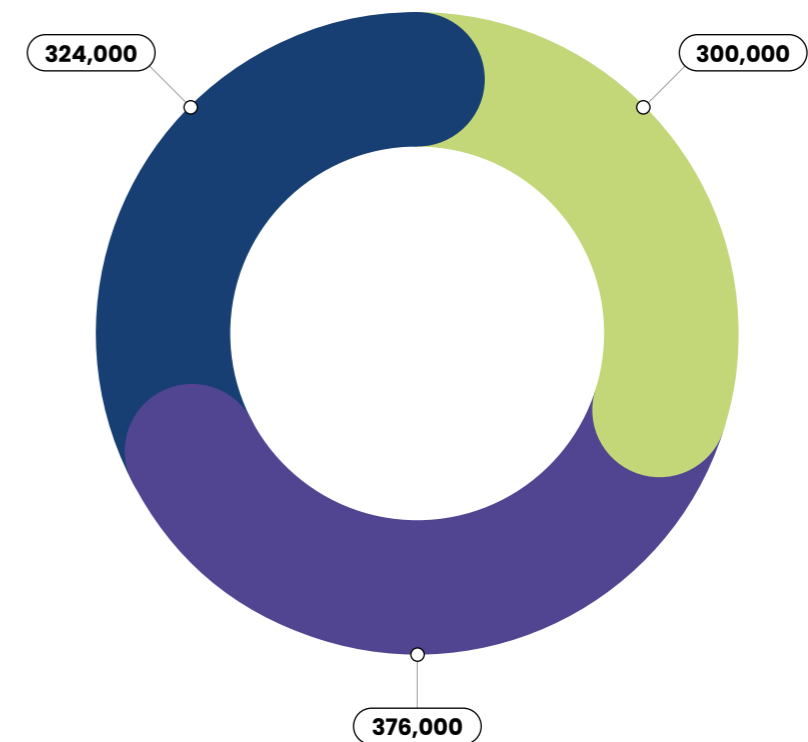
1. Draw up a Games Carbon Footprint Baseline to identify and prioritise the most impactful activities and accurately calculate the operational carbon footprint year-by-year (Inventory).
2. Create a GHG Emissions Reduction and Mitigation Plan capable of identifying solutions to reduce the Games' carbon 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.

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, realization and delivery activities under its operational control.
- **Construction of permanent infrastructure:** this encompasses construction activities (construction sites and material use) at permanent sports venues built specifically for the purpose of Games delivery.
- **Associated activities:** activities not directly financed or organized by the Organising Committee or Contributing Parties, indirectly related to the Games, such as spectator travel and accommodation.

The calculation of GHG emission reductions will be continuously updated in line with the evolution of the lifecycle of the Games; an update of the Emission Reduction and Mitigation Plan is scheduled.

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



- Permanent infrastructure construction
- Associated activities
- Games Planning and Delivery activities

### 3.4 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>9</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 incorporated into Fondazione’s sourcing activities, along with relevant guidelines for tender documents and verification procedures;
- Monitoring adoption levels of various criteria throughout the Games venues’ life cycle.

The project envisages researching technological and managerial solutions that ensure high 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.

<sup>9</sup> The LEED (Leadership in Energy and Environmental Design) Certification is a classification system for buildings’ energy efficiency and ecological footprint.

### 3.5 PROMOTION OF SUSTAINABILITY STANDARDS FOR HOTEL ACCOMMODATION

Hotel facilities contracted to accommodate accredited individuals<sup>10</sup> are also involved in the effort to improve the Games’ environmental and social (labour rights, accessibility, etc.) sustainability.

Fondazione has supported a project to develop a specific label (standard) intended for hospitality facilities, voluntary in nature as for similar standards used in the tourism industry. This label was created as part of the eLabel! programme ([www.multietichetta.it](http://www.multietichetta.it)) which operates 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).



Signing of the MOU with the Yunus Sport Hub at Fondazione Milano Cortina 2026.  
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### 3.6 CONTRIBUTING TO SOCIAL AND ECONOMIC DEVELOPMENT

In May 2023, Fondazione Milano Cortina 2026 signed a Memorandum of Understanding with Yunus Sport Hub, a company founded by Nobel Peace Prize laureate Muhammad Yunus, to support social business through different initiatives aimed at small and medium enterprises, very small enterprises, third sector organisations.

<sup>10</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.



### 3.7 OLYMPIC TRUCE

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 a 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.

### 3.8 UNIVERSAL ACCESSIBILITY AND SOCIAL INCLUSION

The Universal Accessibility, Inclusion and Environmental Well-being Strategy is currently in the approval process and will cover all main constituent elements of the Games project.

“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 make spaces/services/equipment as accessible as possible, 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 promote universal accessibility of communication contents related to the Games, a Memorandum of Understanding was signed with the Institute for the Blind in Milano and an agreement is in the process of being signed with national federations and regional associations representing people with disabilities.

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; design and planning; communication; sport; schools.

### 3.9 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).

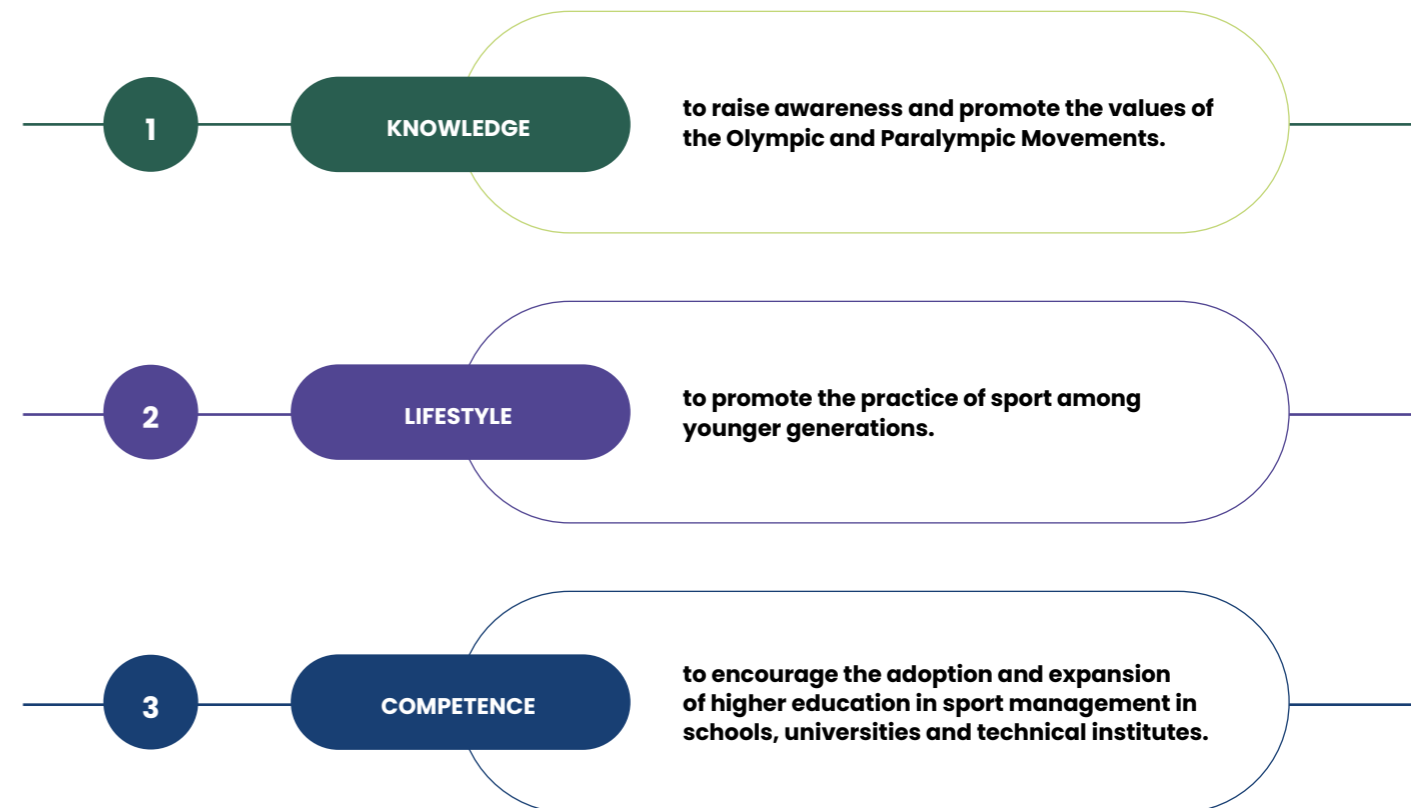
In particular, specific measures to ensure the welfare and protection of people, in particular children and vulnerable adults (“safeguarding”), are being defined, to be applied in the various areas of the organisation, preparation and delivery of the Games.

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.

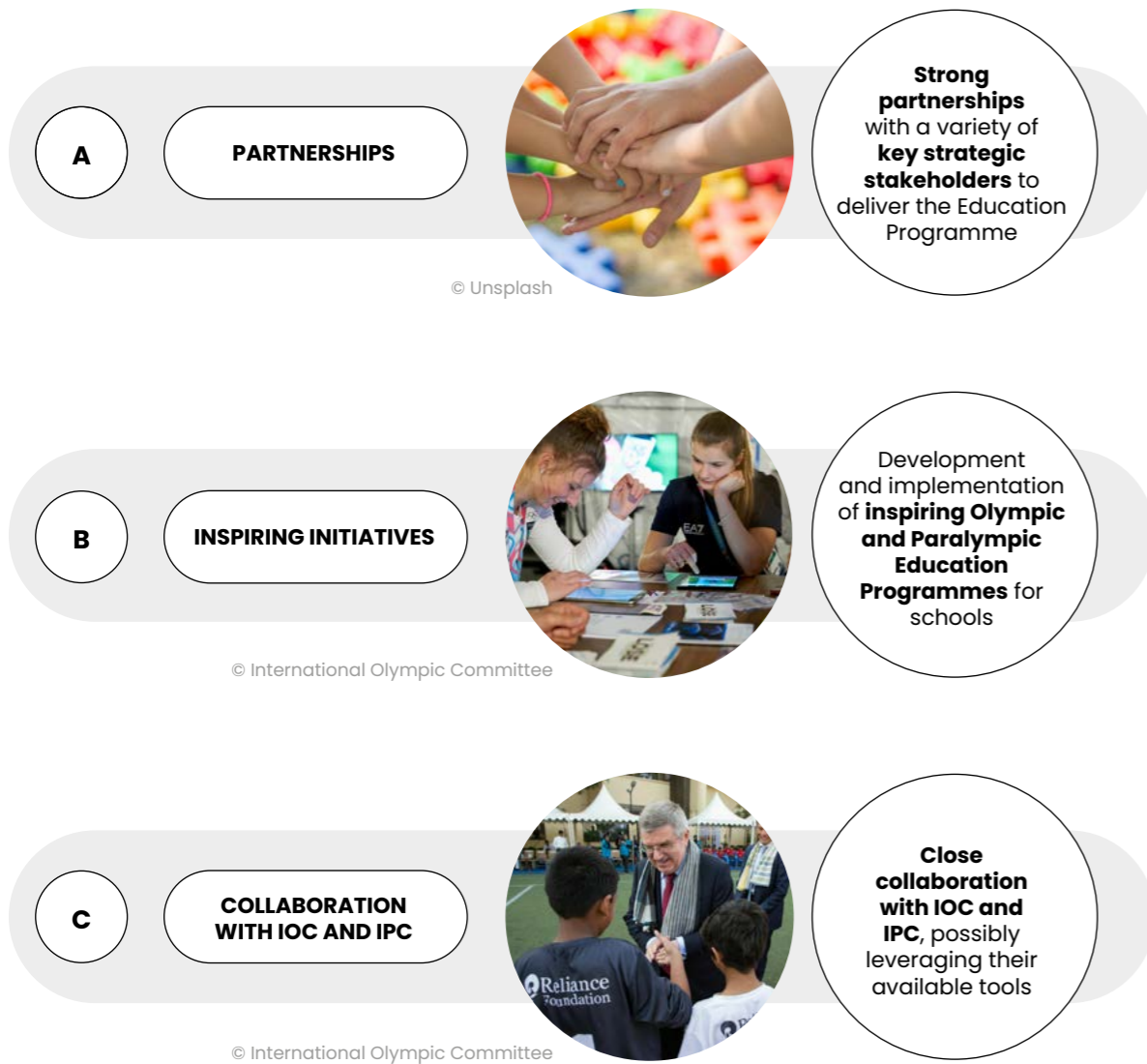
### 3.10 GEN26 EDUCATION PROGRAMME

The Olympic and Paralympic Movements attach great importance to education as a means of spreading their values.

Fondazione Milano Cortina 2026 has developed a specific Programme in this area – the Gen26 Education Programme – which is targeted at children, teens, and young people aged three to twenty-five and mainly includes initiatives in schools. The Program focuses on 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, Sports Federations, partners of the Games. 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.

Below are some of these initiatives

# 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 would inspire the image of 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. 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 is 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, in collaboration with the Italian Paralympic Committee, 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. In 2022, four introductory campuses on winter sports were held in Predazzo, Castione della Presolana, Roccaraso and Cortina, involving 60 young people.



An event of the Gen 26 Education Programme.

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## 3

## COMPETENCE

### 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 and 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. The first two experimental programmes involved two educational institutions in Milano and Rome.

### 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 and 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).

### 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, in order to request concrete commitment and regulatory measures that guarantee student athletes the opportunity to practice competitive sport and pursue their studies.

As of June 2023, the Milano Cortina 2026 Education Program Gen26 has reached, through initiatives carried out by Fondazione and by affiliated organizations and associations, about 80,000 girls and boys directly and indirectly, 800 classes from 500 participating schools in 20 Regions and 81 Provinces.



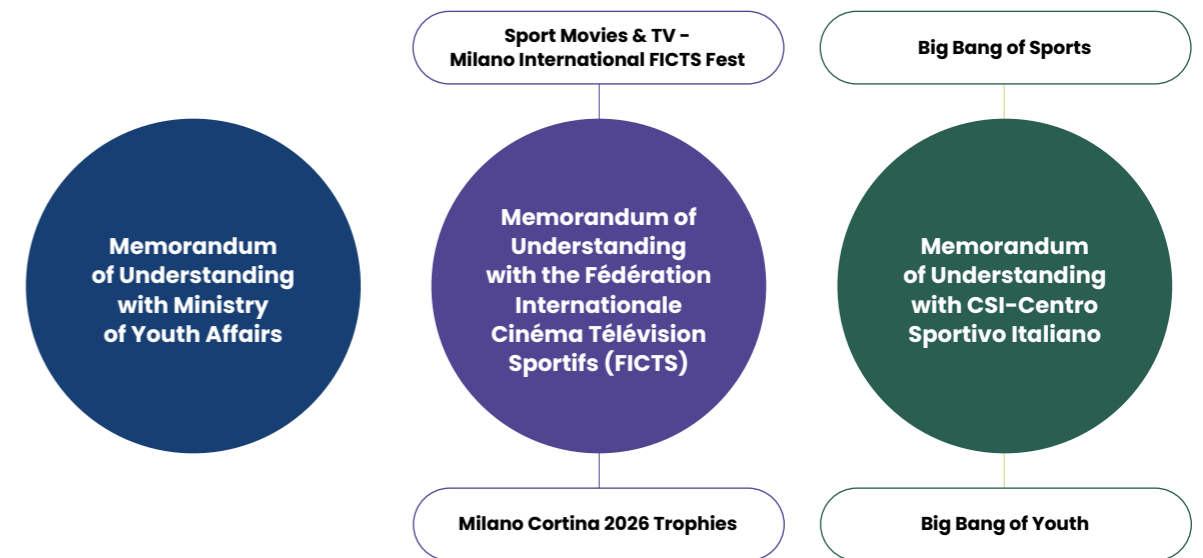
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### 3.11 PROMOTING HEALTH, WELL-BEING AND SPORT

In 2022, Fondazione 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.

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 renamed “Milano Cortina 2026 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.

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, Fondazione 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.





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### 3.12 ENGAGEMENT INITIATIVES

Fondazione Milano Cortina 2026 firmly believes that achieving the objectives of the Games requires the full involvement of local communities and of the entire national community. The 2026 Winter Games will be everyone's Games, making the communities active participants.

A first step toward this goal was the presentation of the Games in the setting of the Sanremo Festival. During the last three editions of the festival, the shortlisted designs in three contests for the selection of the Games' emblem, anthem and mascots were presented.

#### 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. 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.

# ANNEX

## A Climate change and natural ecosystem



## B Circular Economy



## C Human rights, gender equality, inclusion and accessibility



## D Sport and wellbeing: more movement for all



## E Sustainable local economic development



## Cooperation and involvement



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