Post-Games

SUSTAINABILITY, IMPACT AND LEGACY REPORT

Olympic and Paralympic Winter Games Milano Cortina 2026

October 2026

Fondazione Milano Cortina 2026
The Organising Committee for the Olympic and Paralympic Winter Games Milano Cortina 2026

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Post Games Sustainability, Impact and Legacy Report
Published in October 2026

Content, editing and design
Sustainability and Impact Functional Area
Gloria Zavatta, Sara Resi, Ottavia Ortolani, Marco Menni, Paolo Giovannelli, Greta Barbone

Editorial Services Functional Area

Deloitte Italy Sustainability Practice

Thanks to
All the Milano Cortina 2026 Functional Areas that contributed to this publication with data collection and content

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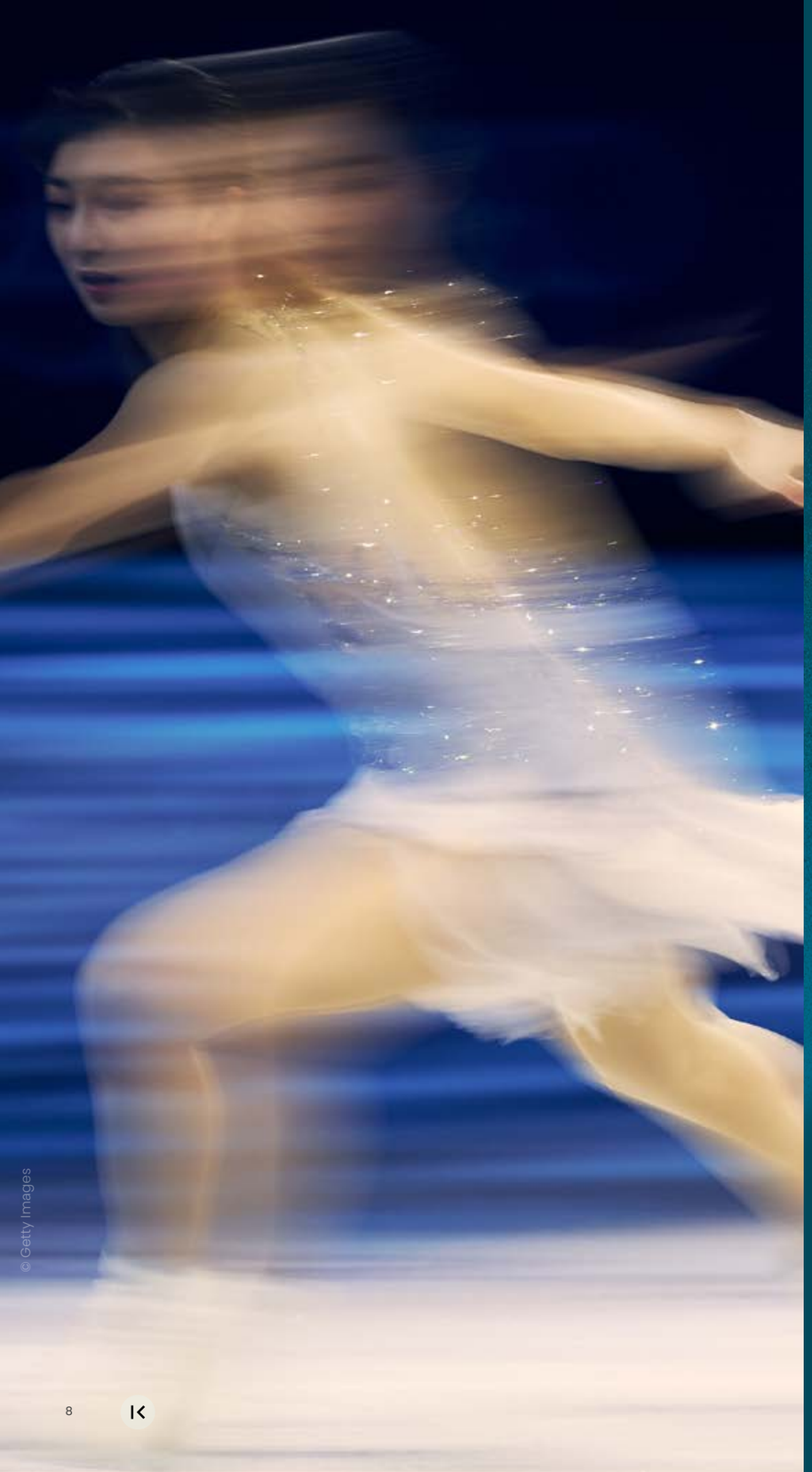
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1. INTRODUCTION

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1.1 ABOUT THE GAMES

The Olympic and Paralympic Winter Games Milano Cortina 2026 will be remembered as a defining milestone in the evolution of the Olympic and Paralympic Movements, demonstrating how major sporting events can deliver innovation, sustainability and shared value. For the first time in Olympic history, the Games carried a dual name – Milano and Cortina – symbolising a unique collaboration across two regions, Lombardia and Veneto, and two autonomous provinces, Trento and Bozen/Bolzano, showcasing a truly national effort.

Built on the concept of "**widespread Games**", Milano Cortina 2026 activated a network of territories by maximising the use of existing venues. This approach not only reduced environmental impact but also allowed Athletes to compete in locations they already know. By making the most of what already exists, this edition of the Games reduced the need for new construction, tapping into proven local expertise, spreading opportunities across regions, and accelerating projects that responded to real community needs – from improved transport and infrastructure to year-round tourism and housing, enhancing performance and authenticity while celebrating the excellence of Italy's world-class winter sport destinations.

Milano Cortina 2026 also marked a significant step forward in **sport innovation**, with the introduction of ski mountaineering as a new Olympic discipline, opening the door to new communities and future generations of Athletes.

Milano Cortina 2026 was the most **gender-balanced** Olympic Winter Games ever, with women representing 47% of athlete quotas, achieving unprecedented equality in athlete participation while also reflecting this commitment within the Organising Committee. On the field of play, outstanding performances and inspiring stories defined a memorable edition of the Games.

By combining operational excellence, digital innovation and inclusion with an authentic Italian Spirit, Milano Cortina 2026 has made a meaningful contribution to the evolution of the future Olympic and Paralympic Winter Games, creating a lasting legacy for sport and society. Almost 11 billion digital interactions, unprecedented television coverage and over 15,000 daily media articles worldwide stand as a testament to this success.





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1.2 ABOUT FONDAZIONE MILANO CORTINA 2026

Fondazione Milano Cortina 2026, established as a private law entity with non-profit status, served as the Organising Committee for the Olympic and Paralympic Winter Games Milano Cortina 2026 (see section 3). The Organising Committee was responsible for delivering the Games as well as promoting and communicating all related sporting events; it was 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.

1.3 LETTER FROM THE CHIEF EXECUTIVE OFFICER



Milano Cortina 2026 transformed an ambitious vision into a tangible achievement, built day after day through determination, responsibility and an extraordinary national partnership. This third Sustainability and Impact Report offers a transparent account of how we worked to deliver Games that were more accessible, innovative and environmentally responsible, while generating a lasting legacy for the territories.

From the candidature phase, we embraced a distributed model that enhanced existing infrastructures and minimised permanent impacts, drawing on the principles of Olympic Agenda 2020 and 2020+5. This approach—rooted in the principle that the Games must adapt to the territories and not the other way around—allowed us to showcase the diversity, beauty and vibrancy of the host regions while limiting new construction and reinforcing collaboration with local institutions and communities. The close partnership with the Italian Government, Host Regions and Provinces, Cities, CONI, CIP, the IOC and IPC enabled us to shape an event that was not only a global sporting celebration but also an accelerator for sustainability, inclusion and community engagement.

A decisive factor in this journey was the adoption of a unified **Strategic Environmental Assessment** (SEA) across two Regions and two Autonomous Provinces. For the first time, four distinct procedures were harmonised into a single, shared methodology. This process strengthened dialogue with local communities, ensured transparency in decision making and allowed us to identify potential environmental impacts early in the planning phase. The SEA became a cornerstone of our governance model, aligning expectations across territories and providing a common framework for evaluating the Games Delivery Plan.

As the project moved into its operational phase, collaboration with **Event Delivery Entities** played a crucial role. Working closely with these entities enabled us to validate organisational models, refine logistics and strengthen coordination with local communities. This transition ensured that the Games' widespread geography—spanning mountain valleys, metropolitan areas and multiple competition clusters—was managed through a coherent, integrated and community centred approach.

Innovation and circularity shaped many of the Games' most iconic elements. The **'Essential' Torches**, composed predominantly of certified recycled materials and designed to be refilled up to ten times with bio-LPG[1], embodied our commitment to circular design. The **Medals**, crafted exclusively from LBMA[2] certified precious metals, guaranteed transparency, quality and compliance with strict social and environmental standards.

These objects were not only symbols of sporting excellence; they were tangible demonstrations of how sustainable design can scale to complex, global projects and set new benchmarks for future Organising Committees.

Environmental responsibility guided every operational choice. We implemented advanced **waste management systems**, with a particular focus on PET bottle to bottle recycling, and promoted responsible practices across all venues. Our integrated **mobility strategy** combined public transport, rail connections and a Games fleet approximately 19% smaller than Torino 2006, including 17% fully electric vehicles and extensive use of HVO[3] diesel. Almost all electricity used for Games time operations under our direct control was sourced from **certified renewable energy**, significantly reducing our carbon footprint.

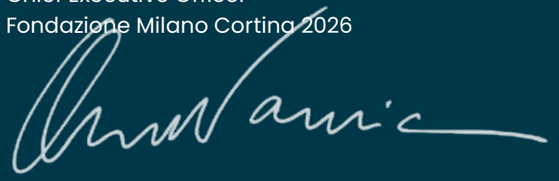
In mountain areas, we introduced technological upgrades in **snowmaking systems** to optimise water and energy use while ensuring competition conditions. We also strengthened the electrical distribution network, limiting the need for temporary generators to emergency situations only. These investments represent a concrete legacy for mountain territories, improving resilience and efficiency for future events and local communities.

Our commitment to **human rights, safeguarding and gender equality** was reflected both in our policies and within Fondazione's workforce, which achieved overall gender balance. We also promoted tools such as the Italian adaptation of the IOC Portrayal Guidelines to encourage fair, respectful and inclusive representation in sport across all media and communications.

Large scale engagement programmes—Gen26, Team26, Italia dei Giochi and the Cultural Olympiad—mobilised millions of people across Italy. These initiatives transformed the Games into a national cultural movement, inspiring new generations, strengthening community participation and ensuring that the values of sustainability, inclusion and shared responsibility extended far beyond the event itself, involving all workforces and volunteers through a training plan developed together with IOC and IPC.

As we enter the final reporting phase, we do so with pride and a deep sense of responsibility. Milano Cortina 2026 stands as a milestone for future major events: a demonstration that sustainability, inclusion and long term value can guide every choice and inspire a shared commitment to protecting our territories and our collective future.

Andrea Varnier
Chief Executive Officer
Fondazione Milano Cortina 2026



1 Bio-Liquid Propane Gas produced from renewable resources (e.g feedstock) with low-carbon gas emissions.

2 London Bullion Market Association.

3 Hydrotreated Vegetable Oil, a renewable biofuel often referred to as "renewable diesel" made from waste materials like used cooking oils and animal fats.

1.4 KEY NUMBERS

OLYMPIC AND PARALYMPIC REPRESENTATION

3,491
Athletes

2,880
Olympic Athletes

611
Paralympic Athletes

47%
Female Athletes - the most gender-balanced Winter Olympic Games ever

92
National Olympic Committees (NOCs)

+2
Individual Neutral Athletes (AIN)

55
National Paralympic Committees (NPCs)

16+6
Olympic Disciplines* and Paralympic Sports

* Ski Mountaineering was introduced as a new Olympic discipline at Milano Cortina 2026.

COMPETITION VENUES

13
Olympic Competition Venues

5
Paralympic Competition Venues

85%
Existing or Temporary Venues

4
Venue Clusters: Milano, Cortina d'Ampezzo, Val di Fiemme, Valtellina.

SPECTATORS

1,283,000
Olympic Tickets Sold

134,490
Paralympic Tickets Sold

140
Countries of Origin Olympic Spectators

90
Countries of Origin Paralympic Spectators

THE MILANO CORTINA 2026 TEAM

As of 31 March 2026

1,914
Total paid staff

As of 31 March 2026

49%
Women employees

As of 31 March 2026

48%
Women in senior positions

62
Countries of origin of employees

1,000
Temporary agency workers (peak number)

0
High consequence work-related injuries and fatalities

1.6
Work-related injury rate for paid staff and volunteers calculated for 12 "peak" months (April 2025 - March 2026)

VOLUNTEERS

18,000+
Team26 Volunteers

130,000
Total applications received

98
Nationalities represented

51%
Female Volunteers

48%
Aged under 35

301
Volunteers who self-declared a disability

TORCH RELAY

OLYMPIC WINTER GAMES

12,000km
Distance

10,001
Torchbearers

60
Celebration Cities

PARALYMPIC WINTER GAMES

2,000km
Distance

501
Torchbearers

13
Celebration Cities

CERTIFIED OLYMPIC AND PARALYMPIC TORCHES

Torches made with more than 60% of recycled material and by-product, obtained the ReMade® certification

ReMade® certification ensures full traceability of the materials used and certifies the presence of recycled content.

ENVIRONMENTAL PERFORMANCE

Almost
100%
Certified renewable grid electricity in venues (Games time operation under Fondazione's control)

100%
LED lighting temporarily installed for the illumination of the Fields of Play

Almost
100%
HVO used for snow grooming equipment

40%
HVO (Hydrotreated Vegetable Oil) used for different purposes (temporary generators, transport) of total fuel consumed

20,000
Pieces of furniture reused from Paris 2024

108,628
Meals donated through food recovery programme during Games Time

17%
Fully electric fleet vehicles

237,222
tCO_2e Games-related GHG emissions under Fondazione's responsibility for planning and delivering the Games. **Approximately 20% lower than the corresponding baseline estimate.**

More than
100%
Volume of carbon credits retired by Fondazione equivalent to more than 100% of the GHG emissions under Fondazione's responsibility for planning and delivering the Games.

64%
Municipal waste materials recovered for recycling during Games Time

107
Contracted hotels with sustainability certification** (out of 567)

**The majority of certified hotels obtained their sustainability certification following Fondazione's promotion of recognised sustainability standards among contracted hotels.

3,000
Approximate number of pallets of assets allocated for reuse (sales and donation)

110
Organizations involved as beneficiaries of the donation process (public entities, non-profit and sports organizations)

ISO 20121
Certified event sustainability management system by a third party verifier

ISO 20121 is the International Standard for Sustainable Event Management, ensuring environmental, social and economic responsibility across all Games operations.

ISO 14064-1
CO_2 emissions Inventory of Fondazione-owned operations, independently verified to be in accordance with the ISO standard

ISO 14064-1 is the International Standard to Quantify, Report, and Verify the Greenhouse Gas (GHG) Emissions of an Organization

ACCESSIBILITY & UNIVERSAL DESIGN

100%
Accessible competitive and non-competitive venues

100%
Audio-described Paralympic competitions

75%
Audio-described Olympic competitions

100%
Subtitled and translated into sign language for Olympic and Paralympic ceremonies

100
Venue information points equipped with facilitators to assist people with hearing impairments and equipped with courtesy wheelchairs

100%
Of Mountain and City Venues accessible via accessible mobility systems

EDUCATION AND CULTURE

2M+
Young people reached through Gen26 Education Programme

~12M
People involved in the Cultural Olympiad

About
1,760
total Bodies and Cultural Entities involved in the Cultural Olympiad

100+
Entities and universities received the Gen26 Label

40,000
Tickets reserved for the School Ticketing Programme

150k+
Teachers involved in the Gen26 Education Programme

MEDIA, BROADCAST & DIGITAL ENGAGEMENT

~2.6B
People followed the Milano Cortina 2026 Olympic Games

~11B
Digital Interactions worldwide

15,000+
Daily Media Articles — worldwide



1.5 ABOUT THIS REPORT

This document is the third complete Sustainability, Impact and Legacy Report (the "SIL Report") published by Fondazione Milano Cortina 2026, the Organising Committee for the Olympic and Paralympic Winter Games Milano Cortina 2026 to give a complete framework of objectives, activities and results at the end of the Games. All editions of the SIL Report illustrate the Organising Committee's activities and achievements along the entire Games' lifecycle, across the below stages. All Reports refer to the Global Reporting Initiative (GRI) Sustainability Reporting Standards and were voluntarily prepared without reference to any regulatory requirements, and has not undergone external assurance.

For further information, please refer to the GRI Content Index in section 11 (in some cases GRI disclosures are specified in the tables). This document constitutes the Post-Games Report.

1	STRATEGY	2020—2021
2	PLANNING	2022—2024
3	READINESS (INCLUDING TEST EVENTS)	2024—2025
4	GAMES	2026
5	LEGACY	2026 AND ONWARDS

With regards to Legacy, Fondazione will adopt the published guidelines from the Organisation for Economic Cooperation and Development (OECD) as a reference point to track, measure and evaluate the long-term effects of the Games. The Official Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026 is being prepared by Bocconi University.

The present Report focuses on Fondazione Milano Cortina 2026's activities across 2025 and 2026, and it includes both the commitments undertaken and the activities held during Games time.

The content was prepared based on the Organising Committee and its stakeholders' material topics, identified via a materiality analysis process (for additional information, see chapter 5.3). The document's reporting scope extends to the operations of Fondazione. Unless otherwise specified, the reporting time frame covers facts, data and information on Fondazione's 2025 and the first two quarters of 2026 management model and activities.

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 material topics and Sustainability, Impact and Legacy Strategy. Each section breaks down the impacts which are directly attributable to Fondazione's activities, and subsequently describes the Games' overall impact, which also depended on the activities of the Delivery Parties (public and private entities and organisations that collaborated with and supported Fondazione in the delivery of the Games). Lastly, the Report describes the communication efforts and stakeholder engagement initiatives implemented to promote environmental and social sustainability among key stakeholders and communities.

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, when available, a comparison with the data from the previous reports is provided.

Published date: November 2023
FIRST SUSTAINABILITY, IMPACT AND LEGACY REPORT 2023

Published date: July 2024
UPDATE OF THE SUSTAINABILITY, IMPACT AND LEGACY REPORT 2023

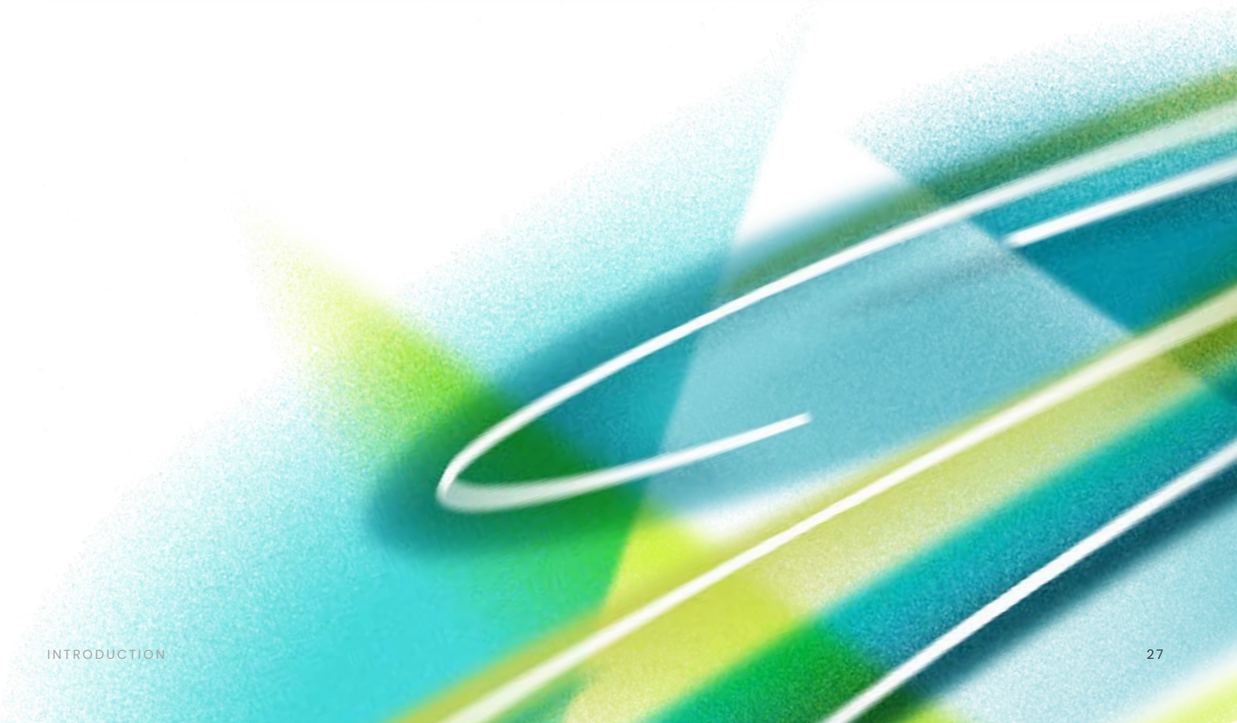
Published date: September 2025
SUSTAINABILITY, IMPACT AND LEGACY REPORT 2024

1.6 DEFINITIONS, ABBREVIATIONS, ACRONYMS

Term	Description
Accredited individuals	Persons who hold formal accreditation to access Olympic and Paralympic sites and venues, e.g. Athletes, coaches, technical/ sports personnel, medical personnel and media, workforce
CAM	Criteri Ambientali Minimi (Minimal Environmental Criteria)
Carbon Footprint Baseline	The total greenhouse gas emissions generated by the Games, measured across all relevant scopes and activities, established as a reference point for evaluating mitigation and offsetting efforts
CIP	Italian Paralympic Committee
Clusters	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 were Milano, Cortina (which includes Antholz/Anterselva), Valtellina, Val di Fiemme
CONI	Italian National Olympic Committee
Delivery Parties	Public and private entities and organisations that collaborate or support Fondazione in the planning and delivery of the Games
EDE	Event Delivery Entity
FA	Functional Area
Fondazione	Fondazione Milano Cortina 2026: the Organising Committee for the Olympic and Paralympic Winter Games Milano Cortina 2026
FOAL	Future OCOG Activities & Learning: IPC programme through which representatives of future Organising Committees attend the Paralympic Games to observe operations, gather learnings and transfer knowledge to their own planning processes
FWA	Framework Agreement
Games	Olympic and Paralympic Winter Games Milano Cortina 2026
Games Delivery Plan	Olympic and Paralympic Winter Games Milano Cortina 2026 Delivery Plan
GeDI	Gender, Equality, Diversity and Inclusion
GHG	Greenhouse Gases: gases that are present in the atmosphere and capture solar radiations, causing the so-called “greenhouse effect”
HVO	Hydrotreated Vegetable Oil, a renewable biofuel often referred to as "renewable diesel" made from waste materials like used cooking oils and animal fats
IBC	International Broadcast Centre for the Olympic Broadcasting Services (OBS) and Media Rights Holders (MRHs)
IF	International Federation
IMA	Implementation Agreement
IOC	International Olympic Committee
IPC	International Paralympic Committee
KPI	Key Performance Indicators
LCA	Life Cycle Assessment. It is a standardized methodology used to measure and evaluate the environmental impact of a product, service, or process throughout its entire existence
Legacy	The long-term impacts (positive and intended) that the Olympic and Paralympic Games leave on host communities, territories and the broader society
MMC	Main Media Centre (including the Main Press Centre and the International Broadcast Centre)
MOC	Main Operation Centre
MOU	Memorandum of Understanding
MRHs	Media Rights Holders
NF	National Federation

Term	Description
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBP	Observers' Programme: IOC programme through which representatives of future Organising Committees attend an edition of the Games to observe operations, gather learnings and transfer knowledge to their own planning processes
OCOG / Organising Committee	Organising Committee for the Olympic and Paralympic Games. In this case, Fondazione Milano Cortina 2026
OECD	Organisation for Economic Cooperation and Development
OHC (formerly HCC)	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
OBS	Olympic Broadcasting Services: official organization responsible for Olympic and Paralympic broadcasts in various countries
Overlay / Overlay commodities	Temporary structures (tents, cabins, grandstands, storage containers, 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)
PET	Polyethylene Terephthalate is one of the most common thermoplastic polymer resins of the polyester family
SDGs	United Nations Sustainable Development Goals
SEA	Strategic Environmental Assessment
SIMICO S.p.A.	Società Infrastrutture Milano Cortina 2020-2026 S.p.A. (Milano Cortina 2020-2026 Infrastructure Company)
SIL	Sustainability, Impact and Legacy
SME	Small- or Medium-sized Enterprise

Term	Description
Supportive Parties	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
tCO_2eq	Unit used to measure the environmental impact of a ton of greenhouse gas compared to that of a ton of carbon dioxide
Test Events	Sporting competitions held prior to the Games, allowing the Organising Committee to check and resolve any issues with playing conditions and infrastructures
Venue and additional location	**Competition Venue**: a major Games site that hosts competition **Non Competition Venue**: a Games site that hosts other primary Games events and activities (opening Ceremony and closing Ceremony, Villages, Main Media Centre) **Additional location**: there are additional types of Games locations, such as areas used for logistical purposes, transport and parking areas, the Uniform Accreditation Centres (UAC), the Official Ports of Entry (airports), offices, etc.
VInCA	Valutazione di Incidenza (Impact Assessment)
Zero waste to landfill	Reducing, reusing and recovering waste streams to convert them into valuable resources, with zero solid waste sent to landfills over the course of the year





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2. OLYMPIC AND PARALYMPIC WINTER GAMES MILANO CORTINA 2026

2.1 The Games 30

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2.1 THE GAMES

In a remarkable collaboration, two cities (Milano and Cortina) supported by two Regions, Lombardia and Veneto, and two Autonomous Provinces, Trento and Bozen/Bolzano, co-hosted the 2026 Olympic and Paralympic Winter Games, following the IOC's principle of "adapting the Games to the territories". Awarded on 24 June 2019, this marked Italy's third time hosting the Winter Games after Cortina d'Ampezzo in 1956 and Torino in 2006.

Held from 6 to 22 February and from 6 to 15 March 2026, the Olympic and Paralympic Winter Games Milano Cortina 2026 brought together 2,880 Olympic and 611 Paralympic Athletes from 92 National Olympic Committees (NOCs), 2 Individual Neutral Athletes (AIN) and 55 National Paralympic Committees (NPCs). Competitions took place across 13 Olympic and 5 Paralympic venues, covering 16 Olympic disciplines and 6 Paralympic sports. Milano Cortina 2026 also set a milestone as the most gender-balanced Olympic Winter Games in history, with 47% female Athletes.

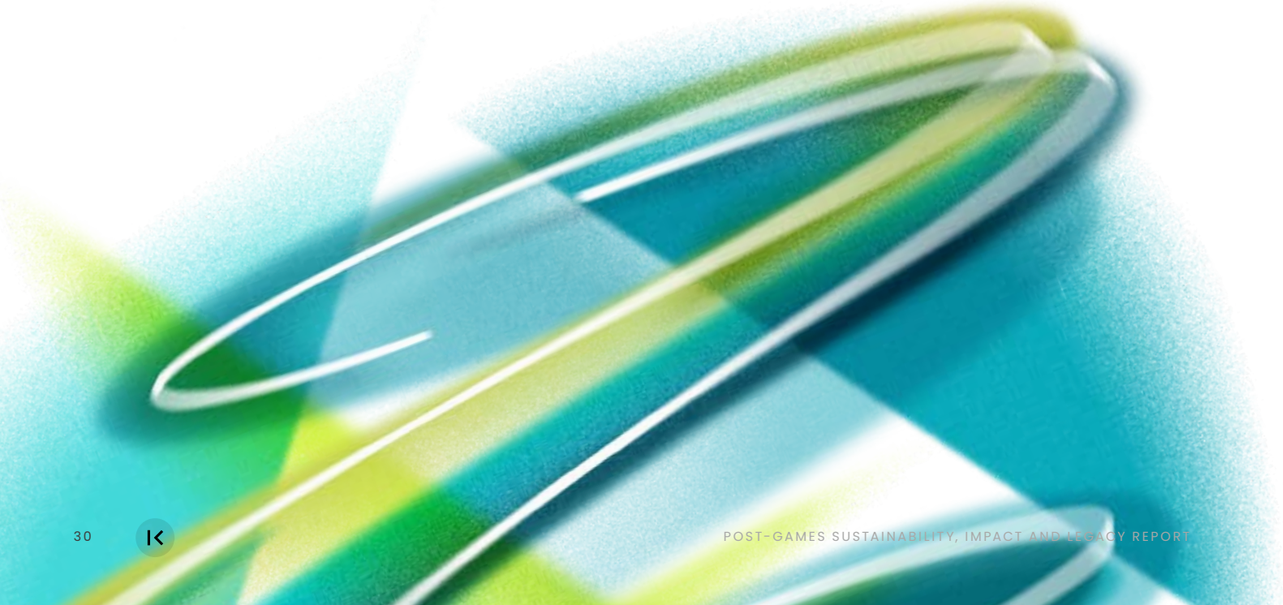
For more details visit *olympics.com/olympic-games/milano-cortina-2026 and paralympic.org/milano-cortina-2026.*

CANDIDATURE

SCHEDULE AND RESULTS

OLYMPIC

PARALYMPIC



The Games competition and non-competition venues were divided into four main clusters:

1

MILANO CLUSTER

Milano San Siro Olympic Stadium, the Olympic and Paralympic Village, the Main Media Centre, together with the competition venues Milano Santa Giulia Ice Hockey Arena and the other situated in the Rho and Assago municipalities (Milano Rho Ice Hockey Arena, Milano Speed Skating Stadium and Milano Ice Skating Arena);

2

CORTINA CLUSTER

with competition venues (Cortina Curling Olympic Stadium, Cortina Sliding Centre, Tofane Alpine Skiing Centre, Cortina Para Snowboard Park and Anterselva Biathlon Arena) and Villages divided between Antholz/Anterselva and Cortina;

3

VAL DI FIEMME CLUSTER

with the two venues in Tesero and Predazzo (Tesero Cross-Country Skiing Stadium and Predazzo Ski Jumping Stadium), and the Predazzo Olympic and Paralympic Village;

4

VALTELLINA CLUSTER

with competition venues (Stelvio Ski Centre, Livigno Snow Park and Livigno Aerials & Moguls Park) and Villages divided between Bormio and Livigno.

Other than the ones already mentioned, there is also a standalone venue, the Arena di Verona, which hosted the Closing Ceremony of the Olympic Games and the Opening Ceremony of the Paralympic Games.

The vision for the Olympic and Paralympic Winter Games Milano Cortina 2026 was 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". To achieve its goal, the organisation of the Milano Cortina 2026 Winter Games was based on IOC and IPC requirements (refer to Annex Framework for Milano Cortina 2026).

Olympic City
Cluster
City

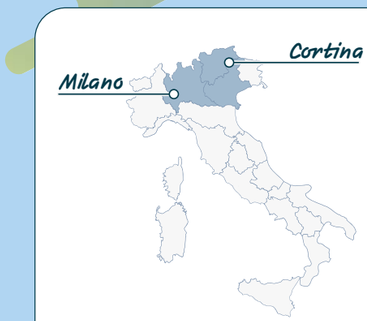
Motorway
National Road
Mountain Road
Railway

Olympic Village
OFH Olympic Family Hotel
Megastore
IBC: International Broadcast Center
TV Studios
MPC: Main Press Center

INNSBRUCK
AUSTRIA
SWITZERLAND

Antholz/ Anterselva
BIATHLON
Brenner/ Brennero
Olang/ Valdaora
Toblach/ Dobbiaco
CORTINA CLUSTER
Livigno
FREESTYLE SKIING
SNOWBOARD
Chur
Meran/ Merano
Brixen/ Bressanone
PASSO DELLO STELVIO
PASSO DEL FOSCAGNO
St Moritz
VALTELLINA CLUSTER
Bormio- Valdisotto
ALPINE SKIING
SKI MOUNTAINEERING
Ospizio Bernina
Cortina d'Ampezzo
ALPINE SKIING
BOBSLEIGH
CURLING
LUGE
SKELETON
Bozen/ Bolzano
PASSO SAN PELLEGRINO
PASSO FALZAREGO
PASSO DI COSTALUNGA
Predazzo
NORDIC COMBINED
SKII JUMPING
VAL DI FIEMME CLUSTER
Auer/ Ora
Pieve di Cadore
Longarone
Tirano
PASSO DELL'APRICA
PASSO DEL TONALE
Tesero
NORDIC COMBINED
CROSS-COUNTRY SKIING
Colico
Sondrio
Ponte nelle Alpi
Trento
Lugano
Treviso
ANTONIO CANOVA OTHER AIRPORT
Lecco
MALPENSA OFFICIAL PORT OF ENTRY AIRPORT
Como
ORIO AL SERIO OTHER AIRPORT
LINATE OTHER AIRPORT
Bergamo
MILANO CLUSTER
Brescia
VALERIO CATULLO OTHER AIRPORT
Vicenza
MARCO POLO OFFICIAL PORT OF ENTRY AIRPORT
Padova
Venezia
Milano
OPENING CEREMONY
SHORT TRACK SPEED SKATING
ICE HOCKEY
FIGURE SKATING
SPEED SKATING
Verona
CLOSING CEREMONY

TORINO
GENOVA
BOLOGNA/ROMA



Paralympic City
Cluster
City

Motorway
National Road
Mountain Road
Railway

Paralympic Village
PFH Paralympic Family Hotel
Megastore
IBC: International Broadcast Center
TV Studios

INNSBRUCK

AUSTRIA

SWITZERLAND

Brenner/
Brennero

Antholz/
Anterselva

Olang/
Valdaora

Toblach/
Dobbiaco

Meran/
Merano

Brixen/
Bressanone

Chur

Livigno

St Moritz

PASSO DELLO STELVIO

PASSO DEL FOSCAGNO

Bormio-Valdisotto

Ospizio Bernina

VALTELLINA CLUSTER

Bozen/
Bolzano

Cortina d'Ampezzo

PFH

CLOSING CEREMONY

CORTINA CLUSTER

WHEELCHAIR CURLING

PARA ALPINE SKIING

PARA SNOWBOARD

PASSO SAN PELLEGRINO

PASSO FALZAREGO

PASSO DI COSTALUNGA

Predazzo

VAL DI FIEMME CLUSTER

Auer/
Ora

Tesero

PARA BIATHLON

PARA CROSS-COUNTRY SKIING

Pieve di Cadore

Longarone

Ponte nelle Alpi

Tirano

PASSO DELL'APRICA

PASSO DEL TONALE

Colico

Sondrio

Trento

Lugano

Lecco

Como

Treviso

ANTONIO CANOVA
OTHER AIRPORT

MALPENSA
OFFICIAL PORT
OF ENTRY AIRPORT

ORIO AL SERIO
OTHER AIRPORT

LINATE
OTHER
AIRPORT

MILANO CLUSTER

Bergamo

Brescia

VALERIO CATULLO
OTHER AIRPORT

Vicenza

MARCO POLO
OFFICIAL PORT
OF ENTRY AIRPORT

Padova

Venezia

Milano

PARA ICE HOCKEY

IBC

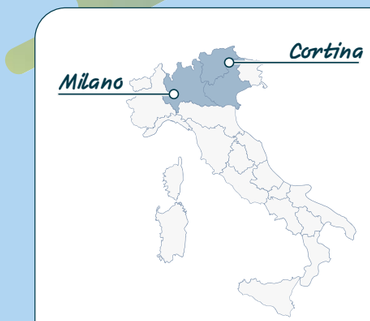
Verona

OPENING CEREMONY

TORINO

GENOVA

BOLOGNA/ROMA



2.2 GAMES GOVERNANCE

In order to maximise efficiency of the processes, the following entities have been established as those responsible for the governance of the Games[4]:

- **Fondazione Milano Cortina 2026**, which was designated as the Organising Committee for the Olympic and Paralympic Winter Games, taking on responsibility for managing and organising the Games as well as promoting and communicating related sports events, through the following specific activities:
    - selecting the dates and locations of Olympic and Paralympic sporting events;
    - preparing and closing of the Games events;
    - 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, managerial and promotional perspective; and
    - selling tickets and all rights to exploit sporting and Olympic and Paralympic events in general.

  Fondazione was established on 9 December 2019.

- **The Società Infrastrutture Milano Cortina 2020-2026 S.p.A. company (or SIMICO S.p.A.)**, which was designated as the procurement centre and contracting authority in charge of planning, implementing and monitoring infrastructure works, including public and ancillary works connected to Olympic and Paralympic sports facilities[5]. SIMICO S.p.A. was incorporated on 22 November 2021.

In addition to SIMICO S.p.A., some local authorities, such as the Autonomous Provinces of Trento and Bozen/Bolzano, and other entities such as ANAS S.p.A., RFI S.p.A. and Ferrovienord S.p.A., were directly responsible for implementing infrastructure works (included in the Overall Plan of the Olympic Works – see below).

4 Legislative Decree no. 16 of 11 March 2020, converted into Law no. 31 of 8 May 2020.

5 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 Lombardia and Veneto Regional Governments, each with a 10% stake; and the Autonomous Provincial Administrations of Trento and Bozen/Bolzano, each with a 5% stake.

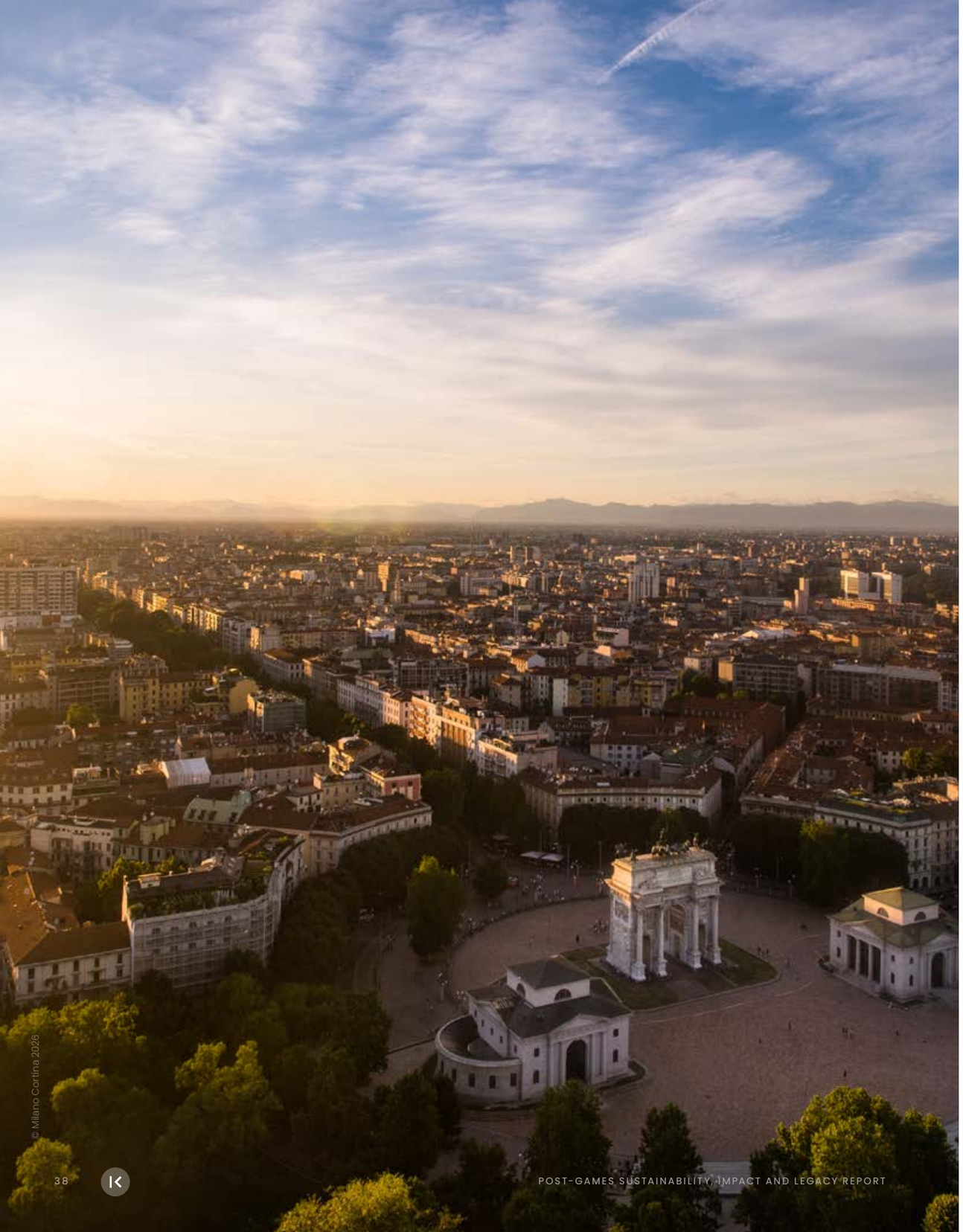
In addition to the entities mentioned above, the Decree Law No. 16 of 11 March 2020, converted into Law No. 31 of 8 May 2020, established the **Consiglio Olimpico Congiunto (Joint Olympic Council**, also referred to as Council) to provide overall strategic guidance, to monitor the implementation of the Games programme and to oversee the most sensitive aspects relating to reputation, sustainability and Olympic and Paralympic legacy.

Subsequently, by means of the Decree of the President of the Council of Ministers of 17 February 2023, the Steering Committee (*Cabina di regia*) for the works and interventions related to the "Milano Cortina 2026" Winter Olympic and Paralympic Games was established at the Presidency of the Council of Ministers, and was entrusted with functions of direction, impetus and coordination.

This body was tasked with ensuring a unified and effective management of the activities necessary for the delivery of the Games, guaranteeing that the implementation of the works would take place in a coherent, coordinated and timely manner.
The Steering Committee also served as the principal forum for political, strategic and operational dialogue and coordination among all stakeholders involved in the organisational and delivery process, including central government administrations, regions, local authorities, Fondazione Milano Cortina 2026, SIMICO S.p.A., and other relevant institutional bodies. Within this framework, the objective was to align the various competences and responsibilities, thereby fostering an integrated governance of the interventions.

In practice, the Joint Olympic Council was effectively superseded and replaced by the Steering Committee, which assumed a central role in directing and coordinating activities.

However, the main issues that arose during the organisation of the event were addressed within the meetings of the Member Entities, which provided the primary forum for discussion and resolution of such matters. Article 1.3 of Fondazione's Statute provides that the Member Entities of Milano Cortina 2026 , namely the Minister for Sport and Youth, the Mayors of Milano and Cortina, and the Presidents of the Veneto Region, the Lombardy Region, and the Autonomous Provinces of Trento and Bozen/Bolzano, shall meet – with at least 15 days' notice, convened jointly by the President and the Chief Executive Officer of Fondazione at the location specified in the notice – at least once every six months, generally in the months of January and July, in order to be directly informed of the progress of activities and to discuss Fondazione's programmes.



The Member Entities met regularly, in compliance with the provisions of the Statute, at least twice a year, and actively participated in the meetings convened. Such meetings constituted a significant forum for institutional dialogue, enabling timely updates on the progress of Fondazione's activities and fostering effective alignment on strategic directions and programmes.

The consistent and proactive participation of the Member Entities contributed to strengthening coordination among the various institutional levels involved, ensuring proper alignment on shared objectives and supporting the steady advancement of Fondazione's initiatives.

The Ministry of Sport was appointed by the central government to act as the primary liaison with the OCOG. Its role was intended to centrally manage and coordinate the relationship between the OCOG and all other government entities. This role became more prominent as a result of the governance reform of 2022, when an increased involvement of the Prime Minister's office helped to revitalise and strengthen the OCOG-government relationship.

Moreover, the Ministry of Sport played a pivotal role in the establishment of the Nucleo di Coordinamento (interministerial steering committee) in September 2025. This committee served as a critical forum uniting all relevant government stakeholders, facilitating swift and coordinated responses to issues that required the involvement of multiple ministries: Sport and Youth, Foreign Affairs and International Cooperation, Infrastructure and Transport, Interior, Defence, Health, and Civil Protection and Maritime Policies. The creation of the Nucleo di Coordinamento marked a significant advancement in the management of Games-related risks by enabling the rapid escalation of emerging challenges to the appropriate levels of government.

Within the evolutionary context of the Games, the appointment of an **Extraordinary Government Commissioner** for the Milano Cortina 2026 Paralympic Winter Games in late 2025 (Decree-Law No. 96 of 30 June 2025, n. 96, converted into Law No. 119 of 8 August 2025) took place, as a figure responsible for institutional liaison and coordination.

The Commissioner operated as a driving force, monitoring and coordinating operations with respect to Paralympic related matters – in particular accessibility, inclusion and social legacy – without affecting the private law nature of Fondazione or replacing its statutory bodies, thereby strengthening public oversight over a central component of the Olympic and Paralympic project.

Given that, as with every Games edition, the **IOC and IPC** oversee Games planning and delivery, as well as the application of transparency and accountability standards, Fondazione maintained ongoing and direct dialogue with them. For more information on the activities that Fondazione carried out, see section 3 of this Report.

The Olympic and Paralympic Winter Games Milano Cortina 2026 adopted a new IOC model known as the "**Event Delivery Model**", implemented for the first time during the Paris 2024 Olympic Games, entailing significant involvement from existing entities in host communities (designated as Event Delivery Entities). This new approach on the delivery model, which shifts from the previously centralised management model, enabled 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 the involvement of the Event Delivery Entities (EDEs), see chapter 4.1 of this Report.

OVERALL PLAN OF THE OLYMPIC AND PARALYMPIC WORKS

The Overall Plan of the Olympic and Paralympic Works[6] covered necessary adjustments to sports facilities and other projects planned by local authorities, publicly funded at both local and national level. Either directly or indirectly involved in these administrations, these projects have been accelerated due to the Games[7]. As the central contracting authority, SIMICO S.p.A. was in charge of implementing the set of identified works, including through agreements with other awarding authorities.

SIMICO S.p.A. operated according to the indications of the awarding authorities and of the Organising Committee related to works deadlines, location and social characteristics, priority sequencing, completion times, the economic burden of each work, and financial coverage[8]. The technical requirements were defined by the International Federations.

The SIMICO S.p.A. website, through Open Milano Cortina 2026 tool, provides details on the Overall Plan of the Olympic Works[9], breaking down investments by type and geographical area, as well as on the state of progress.

6 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.

7 The Plan excludes private projects planned in Milano, such as the Milano Santagiulia Ice Hockey Arena and the Olympic and Paralympic Village.

8 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 extraordinary 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.

9 The platform was published in October 2024, following the interactions with associations for environmental protection and transparency in public works (e.g. Libera).

An important feature of these Games, emphasised since the candidature phase, was to maximise the use of existing infrastructure, with 11 out of 13 competition venues (i.e. 85%) being existing or temporary. Only two new competition venues were built, with a foreseen use post-Games:

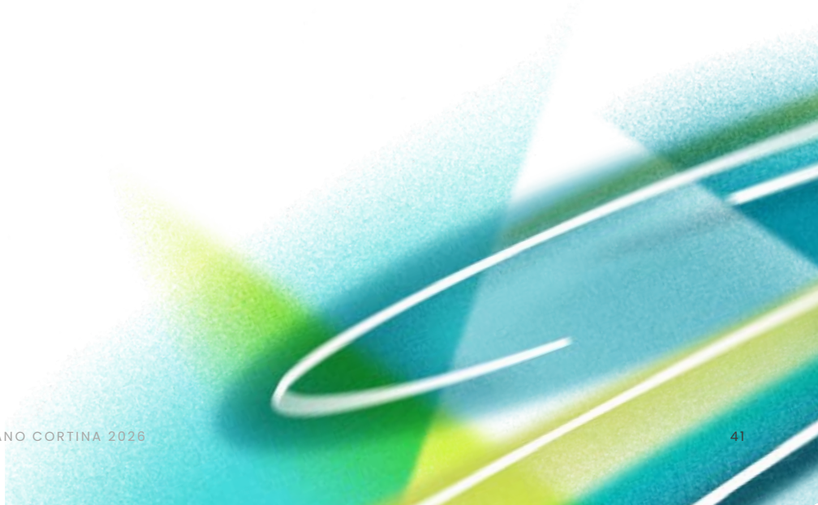
- the **Milano Santa Giulia Ice Hockey Arena** for ice hockey and Para ice hockey
- the **Cortina Sliding Centre** for bobsleigh, skeleton and luge – used until the 2008 -which was rebuilt on the site of the former track realized for the 1956 edition of the Winter Games.

Besides these new competition venues, the **Milano Olympic Village** was built on a former railway yard and has been be transformed into student and affordable housing. This development was already part of the city of Milano's infrastructure development plans and therefore the Games acted as its accelerator.

MILANO CORTINA 2026 GAMES DELIVERY PLAN

As part of its functions, the Organising Committee elaborated the **Milano Cortina 2026 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 comprised an ensemble of sectoral intervention programmes that the Committee's Functional Areas developed to meet specific Games delivery-related technical and functional needs. In particular, the Plan laid out a framework of strategic choices, general guidelines and sectoral technical and functional intervention plans for Games delivery.

Subject to Strategic Environmental Assessment (SEA), the Plan was progressively updated throughout the lead-up to the Games to reflect continuously evolving conditions, while preserving the overall commitment to delivering an edition of the Games that, in full respect of Olympic and Paralympic values, leaves a positive legacy.





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3. ORGANISING COMMITTEE FOR THE OLYMPIC AND PARALYMPIC WINTER GAMES MILANO CORTINA 2026

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3.1 ORGANISING COMMITTEE GOVERNANCE

The national legislative framework of Fondazione was defined by Decree Law No. 16 of 11 March 2020, converted into Law No. 31 of 8 May 2020, which:

- formally attributed to Fondazione the functions of the Organising Committee;
- confirmed that Fondazione operates under a private law regime;
- provides that Fondazione's activities are carried out in compliance with the Olympic Charter and the international commitments undertaken by the Italian State.

The duration of Fondazione was set until the approval of the financial statements up until 31 December 2026.

The original governance framework was significantly amended by Article 34 of Decree Law No. 115 of 9 August 2022, converted into Law No. 142 of 21 September 2022, which:

- expressly identified the Members of Fondazione;
- introduced a new governance model; and
- required amendments to the Statutes upon proposal of the Chief Executive Officer, appointed by Prime Ministerial Decree.

Following the reform, the Members of Fondazione are:

- the Presidency of the Council of Ministers;
- CONI and CIP;
- the Lombardy Region and the Veneto Region;
- the Autonomous Provinces of Trento and Bozen/Bolzano; and
- the Municipality of Milano and the Municipality of Cortina d'Ampezzo.

The bodies that make up Fondazione Milano Cortina 2026[10] are:

- the Board of Directors;
- the Board of Statutory Auditors;
- External Auditors; and
- the Supervisory Body.

The **Board of Directors**, according to the Host City Contract (as per General Responsibilities of the Parties), consisted of:

- up to nine 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 this elected group;
- six Directors appointed jointly by the Lombardia Regional Government, the Veneto Regional Government, the Autonomous Provincial Administrations of Trento and Bozen/Bolzano, the Municipality of Milano and the Municipality of Cortina d'Ampezzo, known as the "Territorial Component";
- one Director, filling the role of CEO, appointed by Prime Ministerial Decree, known as the "Government Component", having consulted the Lombardia Regional Government, the Veneto Regional Government, the Autonomous Provincial Administrations of Trento and Bozen/Bolzano, the Municipality of Milano and the Municipality of Cortina d'Ampezzo; and
- up to two Directors appointed by the Prime Minister or Minister of Sport, having consulted the Lombardia Regional Government, the Veneto Regional Government, the Autonomous Provincial Administrations of Trento and Bozen/Bolzano, the Municipality of Milano and the Municipality of Cortina d'Ampezzo.

10 Pursuant to Decree Law no. 16 of 11 March 2020, coordinated under Law no. 31 of 8 May 2020.

2025 REGULATORY CONTEXT AND LEGAL QUALIFICATION OF FONDAZIONE

During 2025, the regulatory and interpretative framework Decree-Law No. 76/2024 further confirmed the qualification of Fondazione Milano Cortina 2026 as a private law entity, notwithstanding its objectives, composition and strategic relevance also for the country and the territories involved.

Also, in light of institutional interactions and the jurisprudential debate that has developed, Fondazione is considered not comparable to public administrations or public law bodies in the strict sense, and continues to operate under private law rules, subject only to the application of specific special provisions established by the legislator. Private-law rules are warranted due to Fondazione's exposure to market-based mechanisms, including, for example advertising revenue streams.

It should be noted, as a preliminary matter, that the private-law nature of Fondazione responds to the need to ensure operations based on the principles of efficiency, flexibility and timeliness typical of a free market environment. In this context, although pursuing objectives of public interest, Fondazione operates in accordance with organisational and managerial models typical of private entities, thereby being better suited to operate in a competitive and dynamic environment such as that associated with the organisation and management of major international events.

The adoption of a private legal form, in fact, makes it possible to reconcile the requirements of institutional coordination with the need to implement streamlined and efficient procedures, thereby facilitating the achievement of the established objectives in compliance with the principles of sound financial management and efficiency. This framework has been confirmed by the Italian Constitutional Court, that provided a definitive clarification on the legal classification of Fondazione of private law regimes with the decision n. 129 issued on the 16 July 2026.

2025 AND 2026 BOARD OF DIRECTORS AND BOARD OF STATUTORY AUDITORS COMPOSITION

As of publication of this Report, the Board of Directors[11] consists of fifteen members. The average age is 54; 33% of the members are female (excluding figures appointed by right under the Olympic Charter and OHC), and two members have executive roles. The Board represents the sports world and Olympic and Paralympic territories:

- **Giovanni Malagò**, IOC Member, appointed President of Fondazione – President of the Board of Directors[12];
- **Andrea Varnier**, CEO of Fondazione, Government appointee;
- **Marco Giunio De Sanctis**, President of CIP, appointed Vice-President of Fondazione;
- **Ivo Ferriani**, IOC Member[13];
- **Federica Pellegrini**, IOC Member;
- **Luciano Buonfiglio**, President of CONI;
- **Carlo Mornati**, CONI Secretary General;
- **Anna de la Forest de Divonne**, Olympic Athlete;
- **Francesca Porcellato**, Paralympic Athlete;
- **Christian Malangone**, until 3 July 2026 and then substituted by **Roberto Colangelo**, Municipality of Milano Representative;
- **Andrea Giovanardi**, Municipality of Cortina Representative;
- **Sergio Schena**, Lombardia Regional Government Representative;
- **Antonella Lillo**, Veneto Regional Government Representative;
- **Tito Giovannini**, Autonomous Provincial Administration of Trento Representative; and
- **Erwin Hinteregger**, Autonomous Provincial Administration of Bozen/Bolzano Representative.

It is specified that, as per the bylaws, the members of the Board of Directors do not receive any compensation, with the exception of the CEO. According to the Statute, periodical meetings are organised with the Founding Members. Throughout their term of office, each Director regularly reports the Founding Members, conveying information necessary to comply with any legal obligations and to provide ongoing updates on Fondazione's activities.

11 The current Board of Directors was integrated on 10 September 2025 and remains in office until approval of the annual financial statements closing on 31 December 2026. Each member is deemed to have the attribute of independence, without prejudice to the oversight exercised by the entity that designated them.

12 The President of the Board of Directors does not execute other roles within the organisation.

13 Until 11 June 2026.

The Board of Statutory Auditors was entrusted with internal control over Fondazione's activities. In particular, it oversaw 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 Board of Statutory Auditors consists of three Standing Auditors and two Alternate Auditors, appointed as follows[14]:

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

The current members are:

- **Andrea Martin**, Chair;
- **Biagio Mazzotta**, Standing Auditor;
- **Andrea Donnini**, Standing Auditor;
- **Lorenzo Meroni**, Alternate Auditor; and
- **Tammaro Maiello**, Alternate Auditor.

Fondazione is subject to statutory audit, conducted by Ernst & Young, 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.

2024	***10 BOARD MEETINGS***
2025-2026[15]	***22 BOARD MEETINGS***
	13 AVERAGE NUMBER OF PARTICIPANTS member of the Board of Directors
	1.5 H AVERAGE DURATION

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

15 2026 data include information from January to September.

3.2 ATHLETES AND TECHNICAL COMMISSION – CAT26

The Athletes and Technical Commission of Milano Cortina 2026 (CAT26) was established to respond to the provisions contained in the Host City Contract and in the Candidature Dossier submitted in 2019. CAT26 is an advisory body recognised by the IOC and IPC, whose members are Athletes and Technicians who have participated in editions of the Olympic and Paralympic Games and international sports competitions.

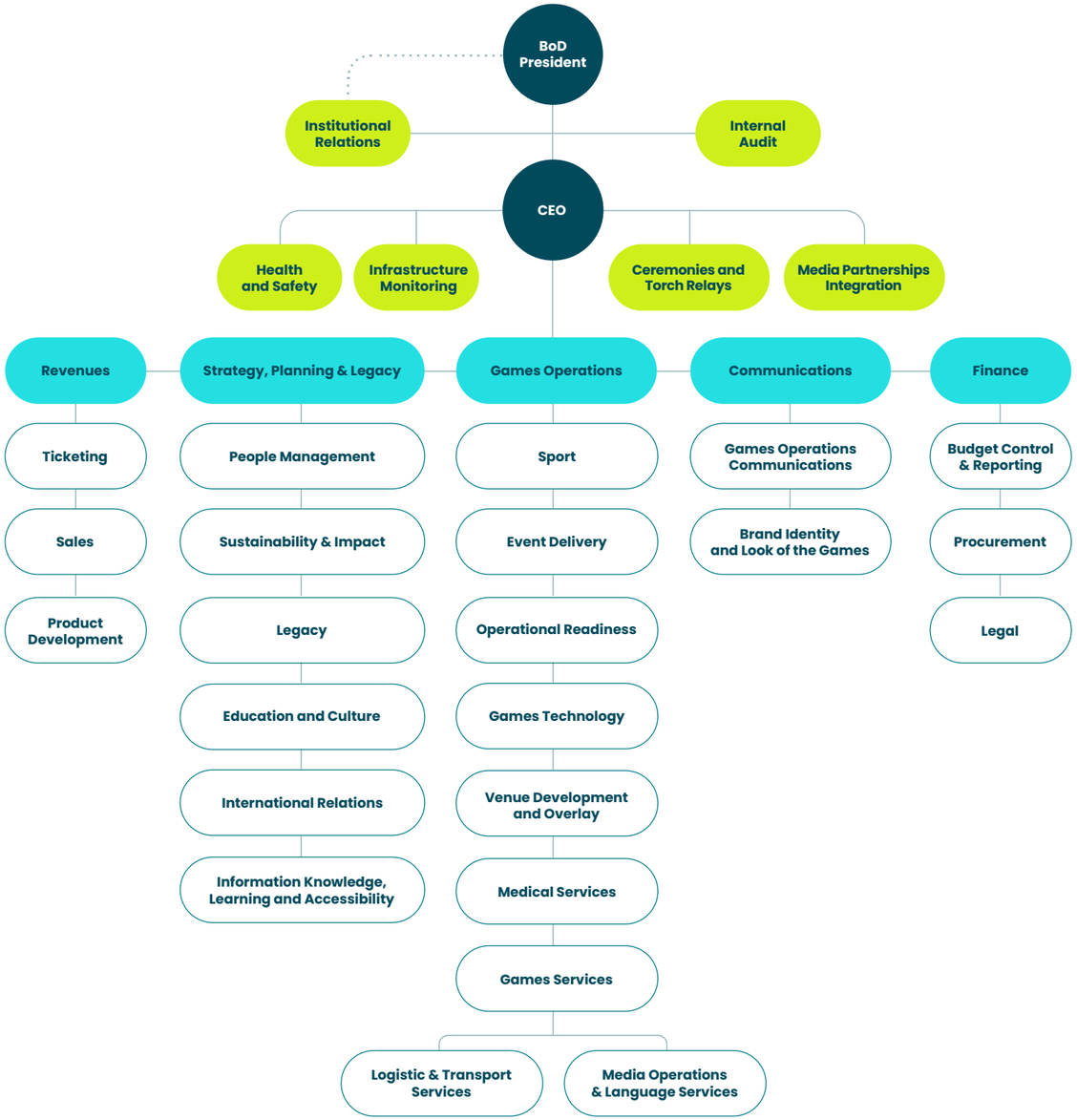
The tasks of CAT26 were:

- promoting Olympic and Paralympic values and the practice of sport;
- protecting the physical and mental health of Athletes during the Games;
- supporting the Organising Committee in choosing the level of services to Athletes who participated in the Olympic and Paralympic Winter Games;
- promoting training and support programmes aimed at Athletes at the end of their sporting careers;
- promoting sustainability principles through the Games; and
- promoting the Olympic and Paralympic Winter Games to the public, stakeholders and to national and international Athletes.

In the lead-up to and during the Games, CAT26 fulfilled its mandate supporting a range of activities. These included the *Winter Games Week*, an educational programme developed in partnership with the Ministry of Education, CONI and CIP bringing Olympic and Paralympic values into schools, and the IPC's *I'mPOSSIBLE* toolkit, designed to raise awareness of the Paralympic Movement and the rights of persons with disabilities among younger generations. CAT26 also promoted the *Athlete Reskilling – Now to Next programme*, aimed at helping Athletes recognise and leverage the skills developed through sport as a foundation for their post-career lives. At the international level, CAT26 participated in the IOC International Athletes' Forum in Lausanne in June 2025, where it presented the achievements of Fondazione Milano Cortina 2026. Finally, CAT26 has been involved by various Functional Areas in planning activities and providing services for the 2026 Games as a guarantor of the Athletes' experience (e.g. sports, villages, etc.).

3.3 ORGANISATIONAL STRUCTURE AND GAMES PREPARATION ACTIVITIES

3.3.1 ORGANISATIONAL OVERVIEW



3.3.2 OPERATIONAL READINESS

Operational Readiness, between 2025 and the beginning of the 2026, encompassed the full spectrum of activities designed to ensure that Fondazione and its Partners were prepared to deliver the Games effectively. It spanned structured exercises and simulations, test events, command and control rehearsals, and the development of the systems and training programmes underpinning Games-time operations. The programme was built around an incremental logic: the Operational Readiness Exercise Continuum structured the transition from planning to operations through a progressive build of complexity, starting from Functional Area Tabletops and culminating in Games-wide simulations and full rehearsals. All programmed activities were successfully delivered, contributing significantly to the collective readiness of Fondazione Milano Cortina 2026 and its Delivery Partners.

TEST EVENTS

Test Events were organised before the Games to provide all functions with the opportunity to test people, processes, infrastructure and technologies under realistic conditions. The programme comprised 27 events, structured around key priorities: athlete safety, new Fields of Play, technology, workforce, and processes and service delivery.



MAIN TEST EVENTS

CLUSTER	DISCIPLINE	DATE
MILANO	SHORT TRACK ASSAGO	FEBRUARY 2025
	FIGURE SKATING ASSAGO	FEBRUARY 2025
	SPEED SKATING	NOVEMBER 2025
	ICE HOCKEY	DECEMBER 2025
CORTINA	ALPINE SKIING WOMEN	JANUARY 2025
	BIATHLON ANTHOLZ/ANTERSELVA	JANUARY 2025
	CURLING	APRIL 2025
	LUGE	NOVEMBER 2025
	BOBSLEIGH/SKELETON	NOVEMBER 2025
VALTELLINA	SKI MOUNTAINEERING BORMIO	FEBRUARY 2025
	FREESTYLE SKIING LIVIGNO	MARCH 2025
	CROSS-COUNTRY SKIING TESERO	JANUARY 2025
VAL DI FIEMME	PARA BIATHLON TESERO	JANUARY 2025
	PARA CROSS- COUNTRY TESERO	FEBRUARY 2025
	SKI JUMPING/NORDIC COMBINED	SEPTEMBER 2025
	SKI JUMPING/NORDIC COMBINED	DECEMBER 2025
	CROSS-COUNTRY SKIING	JANUARY 2026



3.4 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, the principle of autonomy, continuous and collaborative dialogue with local communities, and a partnership-based approach for achieving its objectives.

3.4.1 CODE OF ETHICS

Fondazione Milano Cortina 2026's Code of Ethics was first approved on 21 July 2020 by the Board of Directors and then updated on 30 January 2024. The adoption of the Code was an essential part of ensuring high standards of conduct.

3.4.2 ORGANISATION, MANAGEMENT AND CONTROL MODEL

The Code of Ethics was an integral part of **Fondazione's Organisation, Management and Control Model pursuant to Legislative Decree 231/2001** (also referred to as "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.

At its meeting on 27 February 2024, the Board of Directors of Fondazione Milano Cortina 2026 formalised the appointment of the five members of the Supervisory Body (also known as Organismo di Vigilanza): three permanent members and two alternate members.

In order to strengthen the autonomy and independence of the Supervisory Body called upon to supervise compliance with the Code of Ethics, the functioning, effectiveness and observance of Model 231, and compliance with the regulations and procedures of the Organising Committee, the Board of Directors resolved in favour of a composition of permanent and alternate members of the Supervisory Body, which is entirely made up of members external to Fondazione. Fondazione's Model 231 was last updated in June 2025; specifically, the General Part was revised for (i) relevant organisational changes and (ii) to carry out an update with respect to the applicable crimes, updated according to the most recent legislative context, and with respect to the evolution of the organisational scenario. Additionally, Fondazione 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.

Model 231 and the Code of Ethics were part of the training programme for recipients of quarterly information flow declarations.

Furthermore, in compliance with Model 231 as well as international and national standards regarding whistleblowing on unlawful activities, Fondazione implemented confidential **whistleblowing** channels 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 postal and email addresses) were available to all stakeholders, who were encouraged to report any non-compliance.

Fondazione last updated its Whistleblowing Reporting Procedure in 2023, a document that defines and describes the process for managing reports, including anonymous ones, by anyone who is aware of facts contrary to the law, Model 231, or Fondazione's Code of Ethics, or of serious violations of the main corporate procedures, strengthening the elements of protection and confidentiality on the identity of the Whistleblower (if not anonymous), the Reported and any other persons involved in the report, the content of the report, and the related documentation, also in relation to the subject of the report.

The update additionally provided that the Whistleblower may – under the conditions established by the relevant legislation – also report through the external channel established and managed by the National Anti-Corruption Authority (Autorità nazionale anticorruzione).

Fondazione identified an Expert appointed as the manager of the channels (written and oral) and the Supervisory Body as the autonomous and independent body responsible for the subsequent management of the reports.

The OdV (Organismo di Vigilanza) took charge and handled the reports received; the management of these reports has been documented in the dedicated Whistleblowing platform adopted by Fondazione, also in order to ensure the necessary confidentiality.

2024	**15 ODV MEETINGS**
2025-2026[16]	**15 ODV MEETINGS**

16 2026 data include information from January to September.

As part of its mandate, the Internal Audit Functional Area conducted a total of 43 process audits throughout its operations, also monitoring the progress and effective implementation of the identified improvement actions.

Within its overall internal control system, as set out in Fondazione's Code of Ethics and Model 231, all members of the governing, administrative and control bodies, employees, and collaborators are required to avoid acting in any situation of conflict of interest – whether actual or potential – and to disclose any such situation in accordance with the IOC's Ethical Code and applicable company procedures.

Fondazione has a dedicated procedure for managing conflicts of interest within the organisation, which was updated in November 2024; the document provides the "conflict of interest" definition scope, the recipients and their obligations, as well as the operating procedure for managing emerging or suspected conflicts of interest. In this regard, as required by GRI 2-15, it is stated that no conflict of interest has been identified during 2024-2026 with respect to the Board of Directors.

3.4.3 PRIVACY, DATA PROTECTION AND CYBERSECURITY

Protecting privacy and data was an essential factor for Fondazione's activities. The OCOG was committed to ensuring that personal data collection and processing complied with legal provisions. In this regard, Fondazione 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 sought to protect the personal data of individuals who interacted with Fondazione. In particular, it defined methods for processing, retaining, providing, accessing, communicating and transferring user data, in addition to data subjects' rights. Furthermore, Fondazione appointed a Data Protection Officer (DPO), conducted a census in an ad hoc Personal Data Processing Register, and instructed workforce and suppliers on how to correctly handle personal data in performance of their duties. As in previous years, no complaints regarding privacy violations from Fondazione's stakeholders were received in the period 2024-2026, nor were there any incidents of data leakage, theft or loss concerning data subjects, or related complaints. The cybersecurity strategy was grounded in the continuous monitoring of Fondazione's risk exposure. Policies and controls aimed at minimising cyber risk were developed through a structured plan of progressive strengthening, with no need for specific modifications or intensification in view of the Games; a continuous improvement approach has been in place since 2022. As the Games approached, threat-hunting activities were further intensified to proactively identify potential threats, with the support of Italian governmental agencies.

A distinctive element of the strategy was the Service Provider Engagement plan, under which each service provider was classified according to its level of criticality. Based on this assessment, both direct integration measures, which enabled continuous monitoring of their services, and a targeted programme of Vulnerability Assessments and Penetration Testing were implemented to identify and remediate any vulnerabilities within the services provided.

GAMES-TIME OPERATIONS

During the Games, direct and continuous operational oversight was ensured through dedicated monitoring structures, supported by the Security Operations Centre (C-SOC) and the Technology Operations Centre (TOC), to guarantee the resilience, security and performance of all critical systems and services:

- the **Security Operations Centre** was responsible for the continuous (24/7) monitoring of Fondazione's technological environment (including all integrated service providers) to detect, analyse and respond to cybersecurity threats;
- the **Technology Operations Centre** was responsible for ensuring the real-time availability, stability and performance of all critical technology services supporting the event.

TRAINING ACTIVITIES

Considering both data privacy and cybersecurity as a crucial aspect for protecting all sensitive data and ensuring the integrity of business operations, the awareness programme included a mandatory 30-minute web-based training for all employees, achieving a 93% completion rate across the organisation in 2025.

Before the Games, in 2026, 95% of paid staff had completed the awareness training, and phishing tests were intensified. In parallel, continuous awareness monitoring was implemented through recurring phishing simulations, conducted up to 15 days prior to the start of the Games.

In addition, a monthly awareness campaign was delivered via email to all users, focusing on specific topics driven by operational needs.

3.4.4 RIGHTS PROTECTION

Designing and implementing measures to protect marketing rights holders (whereby a commercial Partner announces involvement with the Games, primarily association with the Olympic and Paralympic brands) were 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 included:

- 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 included 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 was based on the main steps of prevention, monitoring, investigation and the potential application of legislative measures to protect data subjects;
- constant monitoring of the UIBM[17] and EUIPO[18] sites to check for any trademark registrations that conflict with the protected trademarks of the entire Olympic and Paralympic Movement; and
- drafting of guidelines and policies related to the use of the Milano Cortina 2026 brands and those of the Olympic and Paralympic Movements in general, aimed at regulating and monitoring use by Broadcasters, Partners and, above all, by those who are not linked to Milano Cortina 2026 by any type of relationship.

17 Italian Patent and Trademark Office (Ufficio Italiano Brevetti e Marchi).

18 European Union Intellectual Property Office.

As in the previous period, throughout 2025 and 2026, Fondazione maintained full compliance with all applicable regulations and voluntary codes governing marketing communications. To protect marketing rights holders and preserve Olympic and Paralympic intellectual property, Fondazione implemented enforcement measures, including the issuance of cease-and-desist notices.

3.4.5 COMPLIANCE WITH LAWS AND REGULATIONS

As in the previous period, in 2025 and 2026, no incidents of corruption, data leakage, theft or loss of personal data, nor related complaints, conflicts of interest, or significant cases of non-compliance with laws and regulations were recorded. For more information on human rights issues, see paragraph 7.2.5.



3.5 FINANCIAL HIGHLIGHTS

The information relating to the Ordinary Financial Statements as of 31 December 2025, approved by Fondazione's Board of Directors on 30 June 2026, and presented below reflects the essential elements of Fondazione's[19] [20] financial, asset and income position.

The financial statements show an operating loss of €39,094,782. As a special-purpose entity established for a defined operational period, Fondazione adapted its structure and activities consistently across the different phases of the Games delivery lifecycle. During 2025, Fondazione completed the substantial portion of preparatory activities required for the Games, with particular focus on operational readiness, finalisation of venue setup, implementation of technological infrastructure and definition of key services supporting the event.

Fondazione's activities in 2026 were focused, on one hand, on completing the operational cycle of the Milano Cortina 2026 Winter Olympic and Paralympic Games and, on the other hand, on the subsequent post-event phase. This phase includes, among others, venue dismantling and restoration activities, closure of major operational contracts, management of supplier and banking relationships, completion of administrative and financial obligations, and progressive preparation for the liquidation phase provided for by statute following approval of the 2026 financial statements.

The economic model of the Milano Cortina 2026 event necessarily implies that the majority of costs and investments are incurred before the event itself, while most revenues are realised in proximity to or during the event. This structure inevitably results in a negative variance between revenues and costs in the years preceding 2026 and a related operating loss in those periods. The business plans — with the latest version G+1 approved on 9 April 2026 — have consistently confirmed the sustainability and financial equilibrium of the entire project at the conclusion of the Games, supported in part by resources from the proposing entities or the State.

In this context, liquidity and working capital management, collection of outstanding instalments due under agreements with the IOC, direct or indirect liquidation of resources allocated within the scope of the Extraordinary Commissioner's intervention, and implementation of institutional commitments and further financial and operational initiatives consistent with the Lifetime Budget G+1 are of particular importance.

It should be noted that, as provided for by the Statute, Fondazione may operate under conditions of equity deficit provided it maintains financial equilibrium and equity restoration is projected at the end of Fondazione's operational period scheduled for 2026, as reflected in the Plan's projections.

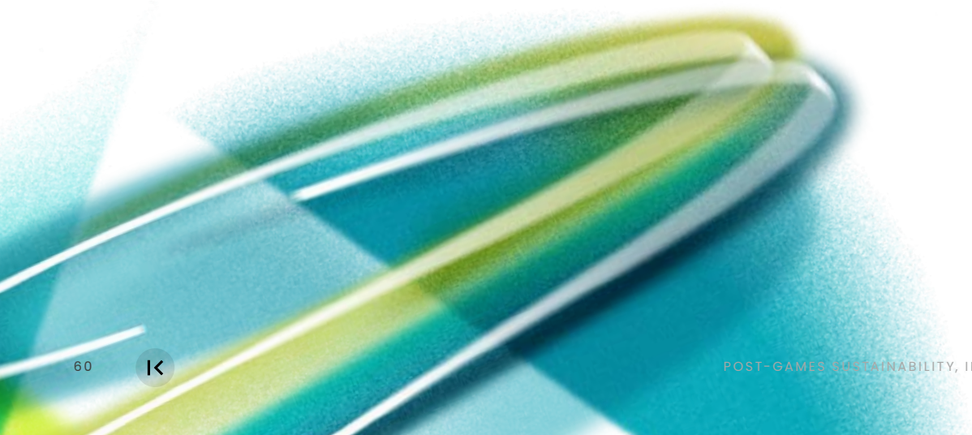
Key highlights for 2025:

- Revenues increased compared to 2024, driven primarily by new partnership subscriptions, an activity that continued into early 2026.
- Costs increased in line with the expansion of Games preparation activities, reflecting workforce growth, higher sponsorship volumes generating royalty obligations payable to the IOC, CONI and CIP, and substantial investments in Olympic and Paralympic venue preparation and adaptation, which contributed to a significant rise in depreciation charges.
- Balance sheet structure is shaped by the specific nature of the event and the application of the accrual accounting principle. On the assets side, notable items include year-end liquidity, increased net investments and VAT receivables; client receivables relate primarily to invoices yet to be issued.
- Liabilities include advances from the IOC, recognised as deferred income pending conclusion of the Games, in accordance with the accrual accounting treatment described above.

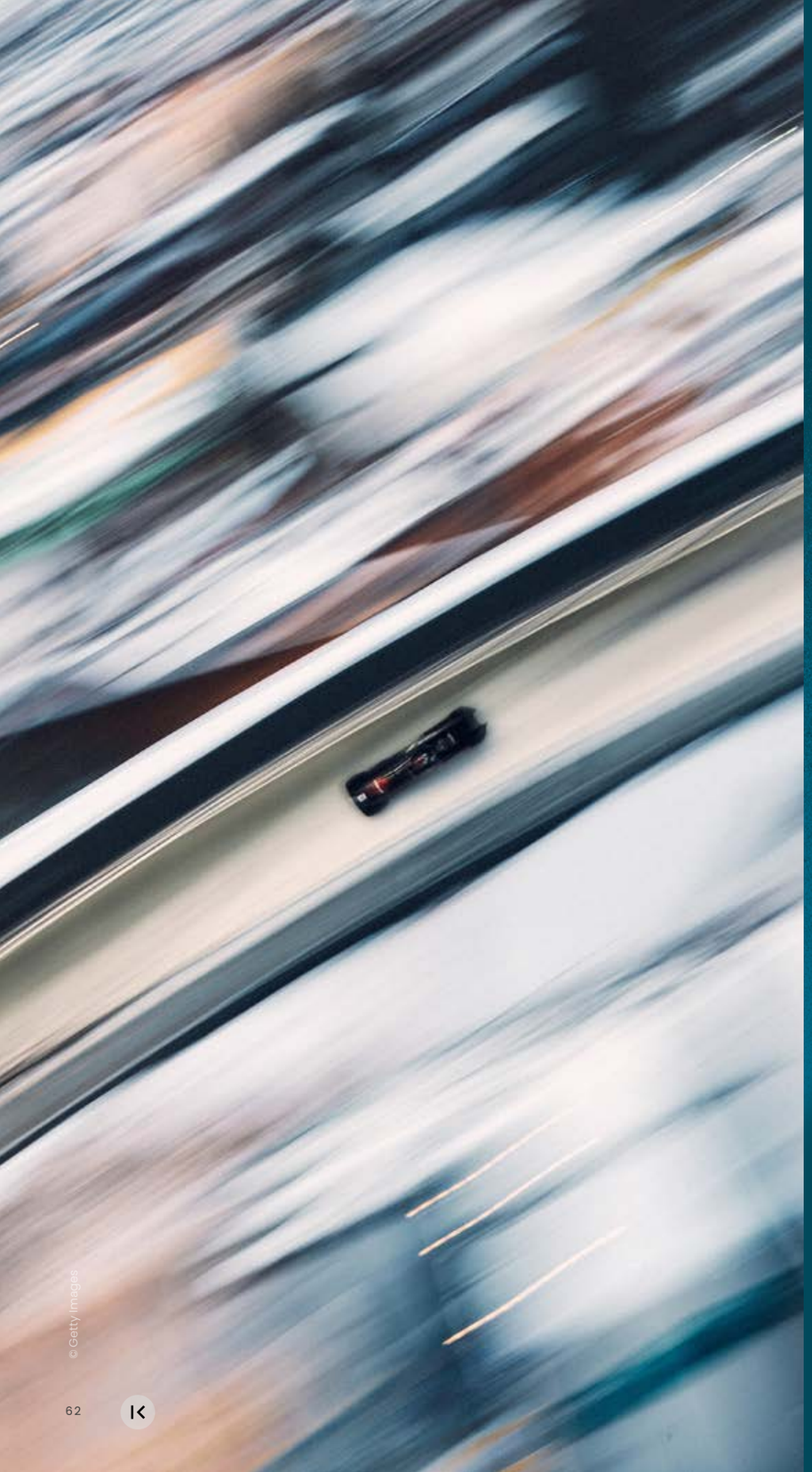
19 As expressly provided for by the Statute, Fondazione prepares its financial statements in accordance with the rules established by law for limited companies.

20 Regarding the legal nature of Fondazione, it should be noted that in criminal proceedings no. 6173/2024 before the Preliminary Investigating Judge (G.I.P.) of Milan, initiated following a request for dismissal in relation to offences of bid-rigging and corruption, the Public Prosecutor's Office challenged the constitutional legitimacy of Article 11 of Decree-Law no. 76/2024, which provides an interpretative qualification of Fondazione Milano Cortina 2026 as an entity not subject to public law rules and not holding the status of a body governed by public law. Considering the issue relevant and not manifestly unfounded, the G.I.P. referred the provision to the Constitutional Court, on the grounds that it may violate the constitutional principles of equality and the limits on emergency legislation (Articles 3 and 77 of the Constitution), as well as obligations arising from European Union law and international conventions on public procurement and corruption prevention. A public hearing was held before the Constitutional Court on 23 June 2026 concerning the qualification of the legal nature of Fondazione Milano Cortina 2026. The Court provided a definitive clarification on the legal classification on Fondazione's private regime, with the decision n. 129 issued on 16 July 2026.

INCOME STATEMENT SUMMARY	2025 €/mln	2024 €/mln
Revenues from sponsorships	287.1	72.8
Other revenues	7.3	3.4
Total Revenues(A)	**294.4**	**76.1**
Personnel cost	40.0	28.8
Professional services, transport and utilities	124.9	15.1
Rents and leases	43.4	-
Tech specific project services costs	13.5	14.4
Marketing and communications activities and royalties	29.9	23.7
Raw materials and software	52.9	4.6
Depreciation and provisions	22.2	12.7
Insurances	4.1	0.4
General expenses and financial charges	2.5	7.0
Total Costs (B)	**333.4**	**106.7**
Profit/(Loss)	**-39.1**	**-30.5**



BALANCE SHEET SUMMARY	31/12/2025 €/mln	31/12/2024 €/mln
Bank deposits	58.6	33.4
Financial assets	5.4	0.7
Net investments	405.7	99.2
Tax credits	43.1	3.7
Receivables from clients	241.6	57.8
Other receivables, accrued income and prepaid expenses	292.7	45.5
Total Assets	**1,047.1**	**240.3**
Endowment fund	0.1	0.1
Previous year loss	-146.5	-116.0
Actual loss	-39.1	-30.5
Other reserves	9.1	-3.9
Total Equity	**-176.5**	**-150.3**
Payables to suppliers	394.3	78.8
Payables to clients for advanced payment	431.5	225.2
Payables to employees	4.6	3.3
Tax payables	19.6	1.3
Payables to social security institutions	3.9	2.1
Bank debt	156.7	15.1
Passive derivative financial instruments	-	5.3
Risk fund	0.3	0.3
Severance pay	5.3	2.9
Other payables, accruals and deferred income	207.4	56.4
Total Liabilities	**1,223.6**	**390.6**
Total Equity and Liabilities	**1,047.1**	**240.3**



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4. AN INTEGRATED APPROACH AND THE INVOLVEMENT OF DELIVERY PARTIES

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4.1 EVENT DELIVERY MODEL

The Host City Contract adopted an **"event-centred" approach**, based on contracting organisations with existing experience and expertise to deliver venues and sport operations for selected disciplines (Event Delivery Entities, or EDEs).

Within this framework, Event Delivery covers the full cycle of event planning, procurement, management and operational execution. The key factors for success identified by the IOC include: a comprehensive delivery strategy, the use of existing territorial expertise, effective coordination between central planning and local implementation, and the definition of event-specific budgets and cost estimates.

In line with these principles, Milano Cortina 2026 developed an Event Delivery strategy involving the following EDEs, each with proven experience in organising international sporting events:

- Fondazione Cortina, with extensive experience in major events such as the 2021 Alpine Ski World;
- Championships, the 2023 Para Alpine Ski World Cup Finals as well as annual Alpine Ski World Cup events;
- Nordic Ski Val di Fiemme WM 2003 S.r.l., a long-standing organiser of major Nordic skiing events, including the Nordic World Ski Championships and the Tour de Ski;
- Biathlon World Cup Committee, responsible for the annual Biathlon World Cup and organiser of multiple Biathlon World Championships; and
- Fondazione Bormio, involved in the organisation of the 2023 and 2024 Men's Alpine Ski World Cup.

In 2023, contracts were signed with all identified EDEs to provide consultancy services during the planning phase. A new contractual model, validated and approved by the IOC, was later introduced to govern EDE involvement from 2024 onwards, consisting of:

- Framework Agreement (FWA), defining the overall relationship between the OCOG and each EDE; and
- Implementation Agreements (IMAs), specifying the services required for each event, including an economic comparison with potential internal delivery.

EDEs have historically prioritised sustainability matters, promoting best practices during the events they organise.

The Event Delivery Model was conceived to enhance the Games' organisation flexibility, efficiency and sustainability, while also controlling costs and leveraging local expertise.

Beyond the Games themselves, the Event Delivery Model aims to generate a legacy by strengthening entities already operating in the area and creating new entities that will continue to operate after the Games, further upskilling local teams and expanding specific sustainable event organisation knowledge. The organisation of future national and international sports events hosted at Olympic and Paralympic venues has the potential to trigger virtuous cycles in the territories that hosted the Games, creating job opportunities particularly where there is a need to counteract mountain area depopulation. This legacy dimension gained further significance following the IOC's decision, at its 143rd Session in Lausanne in January 2025, to award the 2028 Winter Youth Olympic Games to the Italian Alps under the name Dolomiti Valtellina 2028. Competitions will be held exclusively at existing venues across three clusters in Valtellina, Trentino, and Cortina – several of which served as Milano Cortina 2026 venues – providing a direct opportunity to apply and build upon the Event Delivery Model experience and the organisational capabilities developed by the EDEs.

4.2 COOPERATION WITH THE DELIVERY PARTIES

Working with the Delivery Parties (see diagram 5.2), Fondazione Milano Cortina 2026 implemented an integrated approach based on:

a. **City Operations**: entailing the integrated planning of all services and activities that Host Cities/Regions/Provinces and other external entities (Mobility Agencies, Environmental Protection Agencies, hospitals and clinics, among others) carried out to ensure optimal Games delivery and legacy. These were closely coordinated with Fondazione using a consistent approach across different clusters, aimed at maintaining service levels for citizens across the territories involved.

   Quality services were provided to all participants (Athletes and the Olympic and Paralympic Families) and to Spectators throughout the Games period, while the same standards were upheld for local residents through targeted adaptations designed to avoid disrupting daily quality of work and life. For example, in the mountain clusters, this translated concretely into a restricted zone system regulating car transit: physical passes granted access to residents, workers, second-home owners and other essential categories, while limiting vehicle access for others. Dedicated parking areas were also reserved for residents and workers.

   Given the sensitivity of the ecosystems and the socioeconomic fabric of the host communities, maintaining this balance between Games operations and ordinary life was a priority throughout. City Operations goals also extended to maximising the Games' contribution to Olympic Territories through medium- and long-term legacy projects, developing an image of these territories consistent with local administrations' visions, and ensuring a celebratory atmosphere across all areas involved[21].

b. **"Venue Approach" operations**: covering all operations from the official drop-off points to the venue entrances, planned jointly with stakeholders and delivered under the responsibility of the hosting territories. The goal was to ensure Spectators moved along safe and accessible pedestrian routes between transport hubs and venues, experiencing a seamless continuity between services inside and outside competition sites. Operational plans for each venue were developed from early 2025 and refined in close collaboration with the Host Cities in the months leading up to the Games, a process that proved essential to the smooth handover between Fondazione and local Delivery Partners.

c. **Communication, Command and Control (C3)**: consists of three interconnected areas of Games governance:

   - Communication - the sharing of information: who needs to know what;
   - Command - the exercise of authority and the indication of instructions based on evolving conditions: who decides on what; and
   - Control - the confirmation that objectives have been achieved: how, when and to whom to report.

Since Fondazione holds no jurisdiction or authority to operate in the public domain, all operational details, responsibilities and procedures were defined through shared design with the entities involved, with a substantial role played by law enforcement, civil protection and municipal operations.

Milano Cortina 2026 introduced several elements that represented a meaningful step forward in Games operational readiness practice.

For the first time in Olympic history, the IOC Games Delivery Office was based inside the **Main Operation Centre (MOC)** rather than at the Olympic Family Hotel, enabling closer real-time coordination at the tactical level and strengthening the integration between the Organising Committee and its institutional partners. The MOC could be considered as the core hub of Games operations and the central element of Milano Cortina 2026's Command, Control and Communication system.

The MOC, activated since the beginning of December 2025 until the end of March 2026, served as the 24/7 internal hub of Games operations, monitoring risks, facilitating information flows across all functional areas and external actors, and coordinating Fondazione's response to exceptional events in accordance with the Exceptional Circumstances Management Plan developed jointly with the IOC and IPC. Operating at the tactical level, it ensured a continuous and reliable flow of information between venues, the Organising Committee, IOC/ IPC and institutional partners. Its key functions include overall operational monitoring, cross-functional coordination, structured issue management through the Issue Management System (IMS)[22] and Issue Resolution Groups (IRGs), and strategic support through validated reporting and analysis. Positioned between the operational and strategic layers of the C3

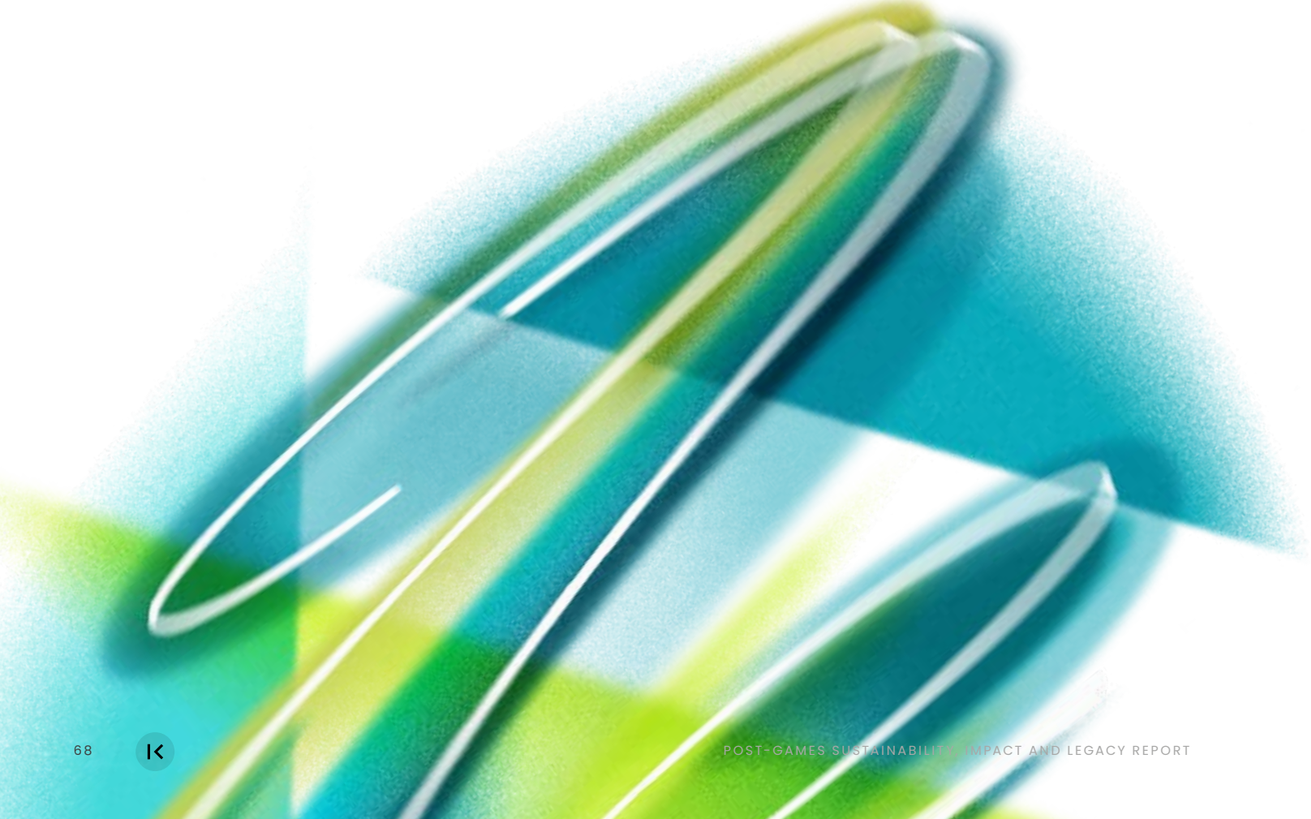
21 For more details, refer to the Official Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026.

22 The Issue Management System (IMS), developed in collaboration with the IOC and the Global Partner Deloitte, served as a single, centralised platform for managing, tracking and resolving issues throughout both the readiness phase and Games time. It enabled seamless coordination among Functional Areas, venues, the MOC and institutional partners, eliminating fragmentation while ensuring that all issues were recorded, continuously updated and visible to relevant stakeholders in real time.

framework, the MOC guaranteed coherence and timely decision making across all stakeholders.

This internal structure found its external counterpart in the Local Command Centre (Centro Operativo Locale) present in each cluster, either as a SOI (Sala Operativa Interforze – Joint Operations Room, managed by the Prefecture), a SOP (Sala Operativa Provinciale – Provincial Operations Room, managed by the Civil Protection) or a COC (Centro Operativo Comunale – Municipal Operations Centre, managed by the Municipality). Fondazione liaised with these centres enabling fluid communication between venue operations, local authorities and the wider urban and mountain environments.

The partnership with the Civil Protection stood out as a particularly effective example of what this model made possible: their volunteers and materials supported the management of areas outside the venues, ensuring spectators had a comfortable experience well before reaching competition sites, while giving volunteers themselves a meaningful learning opportunity in the management of large-scale events.



4.3 SECURITY

The **Ministry of the Interior** (the Ministry) played a crucial role in two primary, interrelated aspects of Games planning: public security and the development and management of Games-specific security infrastructure.

Engagement with the Ministry began in 2023 and evolved in the subsequent years into a formal **Cabina di Regia** (task force) characterised by regular executive-level meetings, ensuring sustained coordination and alignment at central/government level. Moving closer to the Games and in order to ensure engagement and alignment locally, the Ministry established a dedicated coordination forum known as the Centro di coordinamento, which brought together the Ministry, the OCOG and the nine prefectures responsible for the territories involved in the Games. This forum was essential for maintaining a continuous flow of information from the central to the local level and ensuring a harmonised security approach across all relevant jurisdictions.

The Ministry also collaborated closely in defining security requirements both inside and outside the Games venues, ensuring comprehensive coverage and risk mitigation. To bolster security presence, the Ministry deployed 5,900 additional law enforcement personnel specifically assigned to the Games territories, reinforcing the existing security framework. Regarding Games security infrastructure, the Ministry was actively engaged in the joint development of requirements and procurement processes for critical security elements. This included perimeter control measures such as fencing, Closed-Circuit Television (CCTV) systems, and the deployment of guards, all designed to safeguard the venues and surrounding areas effectively.

During the Games, Ministry representatives were present within the **Games Security Coordination Centre (GSCC)**, providing central oversight and coordination with public security governance on a national level. This presence was vital for coordination with public security governance and rapid escalation and resolution of any security issues that arose, ensuring a robust and responsive security position throughout the event.

Moreover, in the context of cybersecurity operations, a critical collaboration was established with the **National Cybercrime Centre for the Protection of Critical Infrastructures (CNAIPIC)**, which ensured strong issue management and resolution protocols that were implemented during the Games.


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5. SUSTAINABILITY, IMPACT AND LEGACY PRINCIPLES

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5.1 SUSTAINABILITY, IMPACT AND LEGACY OF MILANO CORTINA 2026

Sustainability is a key working principle of the Olympic and Paralympic Movements. The Winter Games Milano Cortina 2026 took up the challenge to be a model in this field, 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 "SIL Strategy" – see chapter 5.4).

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 contributing to long-term local development (for example, renewal of sports infrastructure, increased tourism and accessibility, expansions, new configurations, and innovations in medical services, energy, transport and telecommunication infrastructures in the areas affected by the Games).

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; through dedicated professional training on specific services for the Games e.g. medical). The Organising Committee directly implemented a series of projects (Gen26 Education Programme, Cultural Olympiad, Italia dei Giochi, Team26 Volunteers Programme, training and awareness initiatives, etc.); others were developed by external organisations such as municipalities, Partners and non-profit organisations.

The end-goal has been 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, Partners and businesses, sports associations, and third-sector organisations. This goal was further reinforced in September 2023, when the Italian Chamber of Deputies unanimously approved a constitutional amendment formally recognising the educational, social and psychophysical value of sport in all its forms.

Fondazione Milano Cortina 2026 mapped hundreds of projects created by the different stakeholders of the Games: local entities, Italian Government, Commercial Partners, NOCs, NPCs, NFs, etc. These projects have created a legacy that will impact, in certain cases, all of Italy for years to come, in line with the inclusion of sport in the Italian Constitution.

The identified projects have mainly fallen under the two legacy pillars of Fondazione Milano Cortina 2026, More Movement For All and Sustainable Local Economic Development, and have been classified as projects initiated or accelerated by the Games.

For reference, the projects have been categorised in different areas: Sport & Physical Activity, Mobility, Community Health, Environment, Competences & Skills, Accessibility, and Gender Equality & Inclusion.

For more details, refer to the Official Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026.

5.2 MAIN GAMES STAKEHOLDERS

To identify the SIL 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 20121:2024 standard – a standard for constructing an Event Sustainability Management System (for more information see chapter 5.5).

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:

- **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.
- **Entities represented on the Board of Directors**: entities that may impact or be impacted by Games preparation, setup and legacy, engaged in organising the Games and interested in ensuring an adequate infrastructure and local area event legacy.
- **Delivery Parties**: entities that cooperate or support the Committee in preparing and delivering the Games.
- **Supportive Parties**: potential stakeholders that, in various ways, may be involved in preparing and delivering the Games, and facilitating or accelerating event organisation.

MAIN STAKEHOLDER GROUPS

IOC/IPC STAKEHOLDERS

- ATHLETES AND NOC/NPC OFFICIALS
- OLYMPIC AND PARALYMPIC FAMILY
- TOP AND NATIONAL MARKETING PARTNERS AND GUESTS
- INTERNATIONAL AND NATIONAL FEDERATIONS, TECHNICAL OFFICIALS
- PRESS AND PHOTOGRAPHERS
- BROADCASTERS
- SPECTATORS
- WORKFORCE AND VOLUNTEERS
- VISITORS

BOARD OF DIRECTORS

- NATIONAL GOVERNMENT AND PRIME MINISTER
- LOMBARDIA AND VENETO REGIONS, BOZEN/BOLZANO AND TRENTO AUTONOMOUS PROVINCES
- MUNICIPALITIES OF MILANO AND CORTINA
- CONI AND CIP

DELIVERY PARTIES[23]

- EVENT DELIVERY ENTITIES
- NATIONAL AND INTERNATIONAL SUPPLIERS
- OTHER HOST VENUE CITIES
- INFRASTRUTTURE MILANO CORTINA 2026 S.P.A - SIMICO
- TOURISM BOARDS AND PUBLIC AGENCIES
- ON LOCATION

SUPPORTIVE PARTIES

- SCIENTIFIC AND ACADEMIC COMMUNITY
- OTHER OCOGs
- INTERNATIONAL INSTITUTUIONS
- THIRD SECTOR AND NON-PROFIT ORGANISATIONS
- CIVIL SOCIETY
- TRADE UNIONS
- BUSINESS ASSOCIATIONS
- CITIZENS

23 The Stakeholder Group currently referred to as Delivery Parties was previously known as Contributing Parties.

5.3 SUSTAINABILITY MATERIALITY ANALYSIS

Since the beginning of its mandate, Fondazione initiated its materiality analysis to identify the key material topics relevant to the organisation of the Games. The process took into consideration the entire lifecycle of the event in order to assess both actual and potential impacts across three dimensions: environmental, social and governance.

In 2024, the assessment was further refined according to the evolution of the operational processes in the organisation of the Games and to strengthen alignment with stakeholders' priorities. During this process, 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 update followed these steps:

- **Analysis of the context**: the activity included benchmarking recent Olympic and Paralympic Games and sectoral trends, reviewing applicable regulations and internal Fondazione documents, requirements and needs.
- **Impacts and topic identification**: material impacts and topics were identified in line with the output of the context analysis.
- **Stakeholder engagement**: the identified impacts and topics have been presented to and discussed with Fondazione's management, as representatives of the most relevant stakeholders, assessing the impacts and topics and considering the severity (scale, scope and irremediability) of each topic.
- **Consolidation of the results**: the materiality list has been updated according to the output of the previous step.

The materiality assessment process aimed at collecting the foreseen impacts both of the preparation phase and the Games-time phase. The results indicated an upward trend in scores assigned to material topics across all three Environmental, Social and Governance (ESG) dimensions during the Games period, reflecting a further increase in priority during that specific phase of the event. The analysis led to the identification of 14 material topics, each linked to one of the three dimensions as outlined below.

ENVIRONMENTAL	***CLIMATE CHANGE ADAPTATION AND MITIGATION*** ***ENERGY MANAGEMENT*** ***WATER, BIODIVERSITY AND NATURAL CAPITAL*** ***CIRCULAR ECONOMY, RESOURCES AND WASTE MANAGEMENT***
SOCIAL	***GENDER EQUALITY, DIVERSITY AND INCLUSION*** ***WORKFORCE DEVELOPMENT AND WELLBEING*** ***OCCUPATIONAL HEALTH AND SAFETY*** ***SOCIAL INCLUSION, ACCESSIBILITY AND EQUALITY*** ***COMMUNITY SUPPORT AND DEVELOPMENT AND ECONOMIC BENEFIT***
GOVERNANCE	***BUSINESS ETHICS, INTEGRITY AND COMPLIANCE*** ***SUSTAINABLE SUPPLY CHAIN MANAGEMENT AND RESPONSIBLE PURCHASE*** ***LOCAL COMMUNITY ENGAGEMENT*** ***CYBERSECURITY AND DATA PRIVACY*** ***SAFETY AND SECURITY***

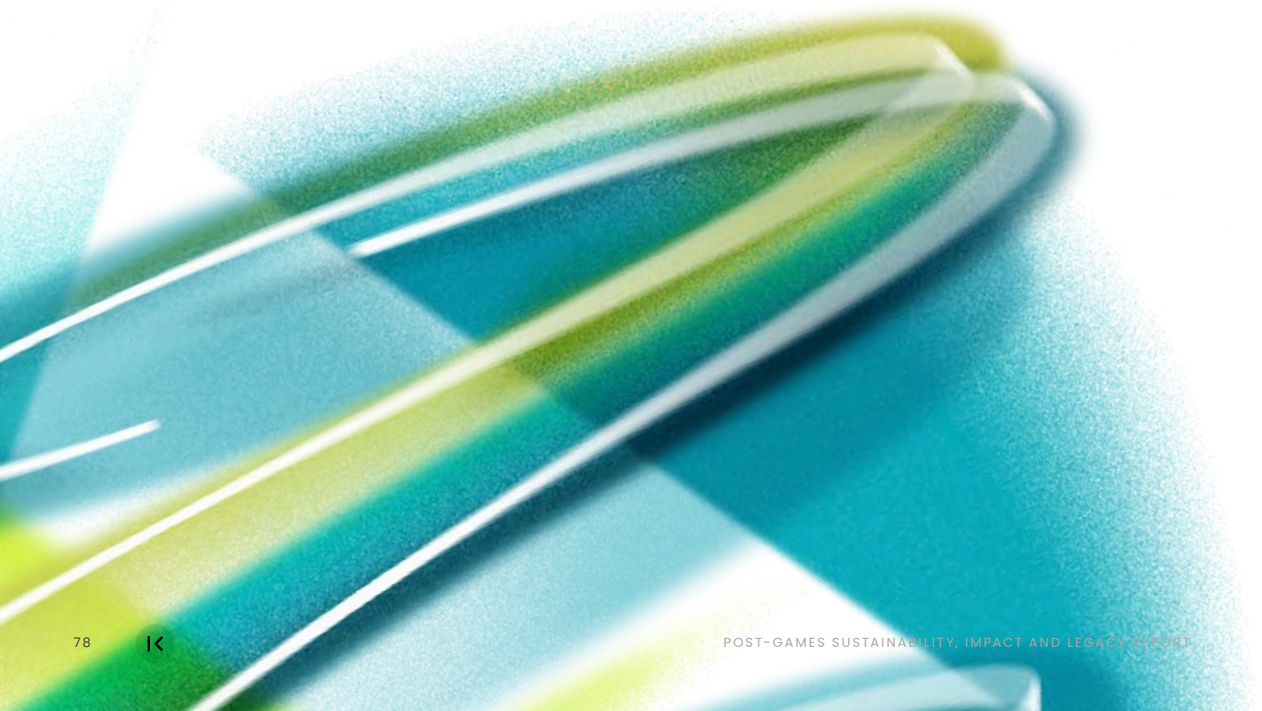
5.4 SUSTAINABILITY, IMPACT AND LEGACY STRATEGY

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.

The SIL Strategy moved forward Fondazione's commitments and translated them into tangible practices within the specific context of Games organisation, meaning capacity to deliver on time and budget and generate a legacy.

Fondazione set ambitious objectives despite having to face increasingly difficult challenges and surrounding contexts over the years (from the Covid pandemic to wars and the resulting energy and economic crises), with the aim of involving all the stakeholders and progressing as much as possible towards a more sustainable event.

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 Milano Cortina 2026 Sustainability, Impact and Legacy Strategy addresses the five following topics:

- **A** CLIMATE CHANGE AND NATURAL ECOSYSTEMS
- **B** CIRCULAR ECONOMY
- **C** HUMAN RIGHTS, GENDER EQUALITY, INCLUSION AND ACCESSIBILITY
- **D** SPORT AND WELL-BEING – MORE MOVEMENT FOR ALL
- **E** SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT

The following table reports the level of achievement for each objective, indicating the chapter where the related information and data can be found.

LEGEND	% OUT OF 45 OBJECTIVES	NOTES
Achieved	64%	Some activities initiated by Fondazione have raised awareness on the topics, guiding its trajectory in the right direction, however objectives rated 'substantially or partially achieved' were classified as such mainly due to time and resource constraints during the implementation phase, as well as technical and infrastructural challenges as well as limitations in collecting from external stakeholders data and information needed to demonstrate the results of the actions.
Substantially achieved	9%	
Partially achieved	27%	
Not achieved	0%	Not achieved refers to the total lack of activation of initiatives aimed at the fulfilment of the objective.

The SIL Strategy has been implemented through a progressively evolving operational document ("Sustainability Implementation Plan") that is part of the Event Sustainability Management System (see chapter 5.5) and has followed the entire lifecycle of the Games.

In the course of 2025, as the Games approached, and further into 2026, these activities progressively shifted from planning and coordination to implementation, culminating in full execution during Games time. Further details on the specific actions and their level of implementation are provided in the following sections of this Report.

AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	SEE CHAPTER
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.		6.2.3 Energy Management
100% use of electricity (from the grid) from renewable and certified sources (Competition and Non-Competition Venues).		6.2.3 Energy Management
100% use of LEDs for temporary outdoor lighting of venues.		6.2.3 Energy Management
Climate action plan involving the main operational activities under direct control, such as transport, freight, and catering services within the Games planning and execution.		6.2.11 GHG Emissions
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.		6.2.11 GHG Emissions
Purchase of high-quality credits on the voluntary carbon market preferably with significant co-benefits.		6.2.11 GHG Emissions
Promotion and co-financing of local projects.		6.2.11 GHG Emissions
Note: A limited number of credits were purchased within Europe and Italy, reflecting the availability of suitable projects in these markets. The co financing option was not pursued, as its implementation timelines and associated costs were not compatible with the operational framework of Fondazione.		
3 Involve the Delivery 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.		Annex – Partners for information on commitments and results
Note: Several Partners responded to Fondazione's 'Call for Action'. A few suppliers were willing to offset their residual emissions related to the services and products provided during the Games.		
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.		5.7 Promotion of Sustainability Standards for Hotel Accommodation 8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
Note: The opportunity to address the issue was limited, mainly due to the timeframe and resources available during the implementation phase.		
5 Minimise impacts on local natural ecosystems		
Positive (best effort) balance with the restoration of natural ecosystems after the occupation of temporary venues.		6.2.1 Strategic Environmental Assessment Procedure 6.2.8 Biodiversity
Note: Effective results of restoration will be visible only in a 2-3 years' timeframe, after the administrative closing of Fondazione, as mentioned in the SEA documentation. In several areas (e.g., Tesero and Cortina) Fondazione is working with the related EDE and local authorities to guarantee their direct involvement in monitoring the effectiveness of the restoration approach in future years.		
Adoption of measures resulting from the Milano Cortina 2026 Strategic Environmental Assessment (of the Games Delivery Plan).		6.2.1 Strategic Environmental Assessment Procedure 6.2.8 Biodiversity
Note: A few requests from local authorities could not be met due to technical challenges (e.g. Bird diverters on suspended cables).		

AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	SEE CHAPTER
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.		5.6 Sustainable Sourcing Strategy
Pilot projects of circular models for goods and services for the Games.		6.2.9 Circularity of Goods and Food
Restriction of disposable products in the F&B system. Note: Water and sewerage connection systems were not available at all venues, and washable tableware solutions could only be implemented where the necessary infrastructure was in place.		6.2.6 Food and Beverage Management
2 Maximise circular solutions for temporary infrastructures and assets after the Games		
100% circular solutions for directly managed overlay elements. Note: Several criteria were integrated into market consultations for the different elements of temporary infrastructure (overlay, energy, look, signage). It was not feasible to obtain complete and final information on implementation from all involved suppliers.		6.2.2 Temporary Infrastructures Management 6.2.9 Circularity of Goods and Food
100% reuse of (non-overlay) assets in good conditions.	ongoing	6.2.9 Circularity of Goods and Food
3 Optimise resource management in waste and water conservation		
70% of municipal waste materials sent for recycling. Note: Final results on municipal waste materials recovered for recycling is 64%, despite the objective of 70%, due to the complexity of the operational activities and the different culture and behaviours of the stakeholders involved.		6.2.10 Waste
80% recycling of packaging waste. Note: Comprehensive data on total packaging consumption were not available, as reporting depended on the information provided by individual stakeholders and suppliers responsible for their own waste production and management.		6.2.10 Waste
100 % reuse (for human or animal purpose) of unused food in venues and F&B production centres. Note: No data was available on stakeholder initiatives in Antholz/Anterselva and Valtellina Cluster; the related venues were not included in Fondazione's food reuse activities.		6.2.6 Food and Beverage Management 6.2.9 Circularity of Goods and Food
Adoption of a "zero waste to landfill" approach for urban waste.		6.2.10 Waste
Reduction of water consumption through monitoring and technological innovation. Note: No complete set of data on consumption is available. Objectives on reduction were not fixed due to technical reasons and availability with comparable data. Technological innovation in the snowmaking system allowed to be more efficient in water use despite not favourable weather conditions and safety measures required for the slopes.		6.2.7 Water Resources

AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	SEE CHAPTER
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.		7.1.1 Fondazione Milano Cortina 2026 Team
Promotion of equal pay and professional development for women, as well as opportunities for people with disabilities and vulnerable people.		7.1.1 Fondazione Milano Cortina 2026 Team
Support for businesses and supply chain development practices that empower women. Note: Fondazione undertook all reasonable efforts to enhance the overall social performance of the Games, promoting human and worker rights across the market operators involved and encouraging responsible business conduct and women's empowerment at every level. Specific criteria were integrated into market consultations for the relevant goods and services. As the final implementation depends on multiple suppliers, complete information across the entire chain is not fully attainable.		5.6 Sustainable Sourcing Strategy
Implementation of gradual human rights due diligence process with a focus on the main Milano Cortina 2026 branded products and services (Suppliers and Licensees). Note: A due diligence process (Structured Dialogue, DM 6 june 2012) was carried out for the majority of the Licensees. Of those contracted, 67% completed the requested documentation. While the practice in these sectors is still evolving, these results represent a constructive first step in strengthening awareness and encouraging the adoption of applicable sustainability practices across the market.		5.6 Sustainable Sourcing Strategy
Promotion of initiatives for Universal Accessibility in the hosting territories.		7.2.3 Universal Accessibility and Social Inclusion
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.		7.2.2 Skill Development 7.2.5 Protection of Human Rights 7.2.9 Gen26 Education Programme 7.2.10 Cultural Olympiad Programme Annexes: Gen26 Education Programme, Cultural Olympiad
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 to practice sport in a safe and harassment-free environment.		10. Communications and Engagement
3 Promote best practices for safeguarding		
Development of specific internal procedures to prevent and respond to any safeguarding issues, also applicable during Games time.		7.2.5 Protection of Human Rights
Involvement of CONI, CIP and International Sports Federations, for the promotion of women's and children's rights and prevention and protection from abuse.		7.2.5 Protection of Human Rights

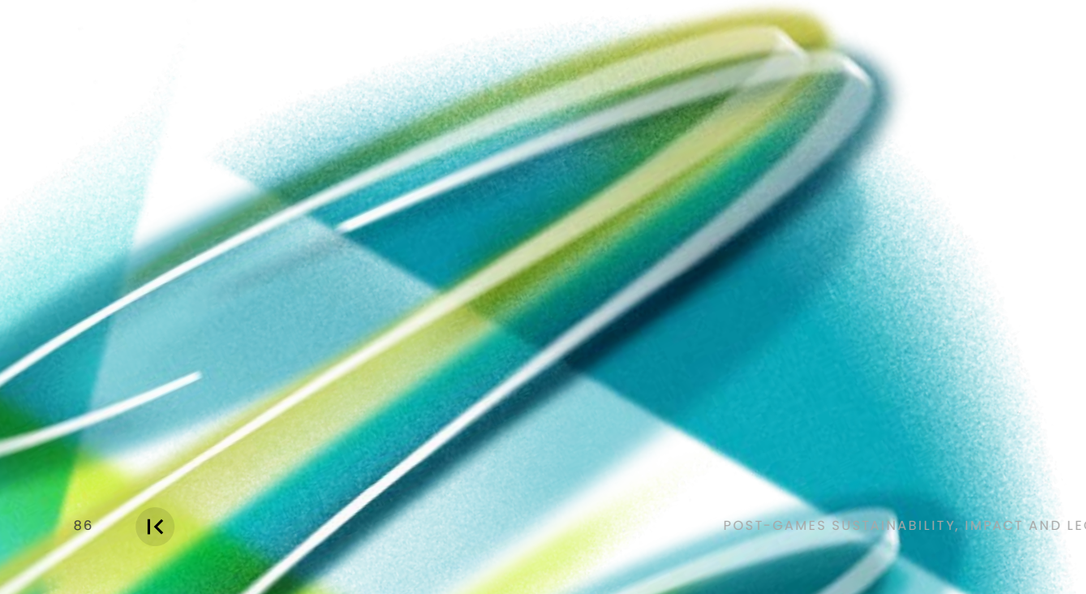
AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	SEE CHAPTER
D SPORT AND WELLBEING: MORE MOVEMENT FOR ALL		
1 Support future generations (aged 6-18) through specific projects aimed at increasing sports practice		
Sports legacy for infrastructures - collaboration with stakeholders (public authorities, 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. (refer to Official Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026).		8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
Introduction of 30 minutes of movement per day for school-age children in the Games territories. Note: No structural changes have been achieved due to the structure and scale of the national education system. Several initiatives — such as Walking the Games — were implemented, contributing to awareness and engagement, although they do not represent systemic reforms. However, there is a correlation between the outstanding media coverage of the Games and the increase of sporting activities among young people in Italy (refer to Report sport e salute).		8.2 Programmes and Projects Promoted by the Games Organising Committee 8.4 Supporting Athletes in Career Development
Education Programme and "Milano Cortina 2026 Trophies" in cooperation with FICTS (Federation Internationale Cinema Television Sportifs).		3.2 Athletes and Technical Commission 7.2.9 GEN26 Education Programme 8.4 Supporting Athletes in Career Development Also addressed in the SIL Reports 2023 and 2024
Third-party projects linked to the Games: "Italia dei Giochi" programme and Partner marketing activation.		10.5 Italia dei Giochi
2 Promote universal accessibility in winter disciplines for people with disabilities		
Accessibility Strategy with special focus on universal accessibility in sports facilities and infrastructures. Note: a special project, "Adaptive Winter Sport", aimed at facilitating sporting activities for people with disabilities, was implemented in the last few years as an umbrella term and amplified all the projects aimed at accessibility.		7.2.3 Universal Accessibility and Social Inclusion Also addressed in the SIL Reports 2023 and 2024
Donations of sports equipment to National Federations to enable children with disabilities to participate in various winter sports. Note: P&G, Worldwide Olympic and Paralympic Partner supported National Federations in the purchase of sports equipment to enable young people with disabilities to access various winter sports. Fondazione issued a procedure related to the reuse of all its owned assets, favouring and selecting the sale of sports equipment at a favourable price as the first choice.		6.2.9 Circularity of Goods and Food Annex - Partners for information on commitments and results

AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	SEE CHAPTER
E SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT		
1 Fight depopulation in mountain areas		
New jobs through new and renovated sports infrastructure.		8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
Support for the activities of Event Delivery Entities (EDEs).		4.1 Event Delivery Model 8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
Support for the growth of infrastructure capacity (energy, transport, new and renovated sports facilities, improved hotel accessibility).		8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas 6.2.3 Energy Management
Possibility of hosting future international and national competitions through the promotion of the territories of the Games and through the promotion of a sustainability certification systems for hotel facilities.		5.7 Promotion of Sustainability Standards for Hotel Accommodation 8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
2 Create a positive social impact		
Social business – involvement in the overall OCOG procurement of Social Businesses (SB), Small- or Medium-Sized Enterprises (SME) and Very Small Enterprises (VSE). Supporting SBs, SMEs and VSEs in meeting the needs of the Games. Encouraging Games stakeholders (e.g. TOP and National Partners, Universities) to adopt the same approach towards SBs, SMEs and VSEs (project supported by/in cooperation with Yunus Sport Hub).		8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
3 Increase and support the creation of new skills in sports event management		
Volunteer Programme.		7.2.2 Team26 Volunteers Programme
University courses dedicated to the management of mega events.		7.2.9 Gen26 Education Programme Also addressed in the SIL Reports 2023 and 2024
Dedicated training for EDE staff. Note: Training opportunities were provided; however, they did not include formal certification and were not designed to deliver specialised knowledge transfer specific to the management of a mega event.		8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas 7.1.3 Skills Development
Pilot sports school project in Cortina dedicated to winter sport. Note: Due to the structural and technical constraints of the local school system in Cortina, it was not possible to introduce large-scale changes within the available timeframe; however, a path has been initiated that could lead to the development of specific school projects dedicated to winter sports, with particular attention to the school of Cortina.		3.2 Athletes and Technical Commission

5.5 EVENT SUSTAINABILITY MANAGEMENT SYSTEM

Fondazione Milano Cortina 2026 implemented the Event Sustainability Management System (ESMS) through the application of the UNI EN ISO 20121:2024 standard, enabling activity coordination, as well as the monitoring and mitigation of potential ESG impacts and risks, while promoting compliance with applicable legislation and enhancing the positive impact of its activities.

In 2025 and 2026, through the progressive formalisation of procedures, workforce training, the implementation of an internal audit programme, and periodic reviews to adapt the system to the evolving organisation of the Games, Fondazione Milano Cortina 2026 entered the core phase of the third-party certification process, initially covering the planning stage (2025) and subsequently the Games-time operations (February – March 2026). Additionally, after the Games, specific verification activities were also carried out on monitoring processes. The third-party certification process included both documentary reviews and on-site inspections across competition venues, covering the Olympic and Paralympic Games phases as well as the preparation, construction, test event and dismantling stages. All phases of the certification process were successfully completed, ensuring compliance with the UNI EN ISO 20121:2024 standard.



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SI CERTIFICA CHE IL SISTEMA DI GESTIONE SOSTENIBILE DEGLI EVENTI DI
IT IS HEREBY CERTIFIED THAT THE EVENT SUSTAINABILITY MANAGEMENT SYSTEM OF

FONDAZIONE MILANO CORTINA 2026

PIAZZA TRE TORRI, 3 20145 MILANO (MI) ITALIA

NELLE SEGUENTI UNITÀ OPERATIVE */ IN THE FOLLOWING OPERATIONAL UNITS*

PIAZZA TRE TORRI, 3 20145 Milano (MI) ITALIA

È CONFORME ALLA NORMA */ IS IN COMPLIANCE WITH THE STANDARD*

ISO 20121:2024

PER I SEGUENTI CAMPI DI ATTIVITÀ / *FOR THE FOLLOWING FIELD(S) OF ACTIVITIES*

SISTEMA DI GESTIONE SOSTENIBILE APPLICATO ALLA PROGETTAZIONE, PIANIFICAZIONE E GESTIONE DEI GIOCHI OLIMPICI E PARALIMPICI INVERNALI DI MILANO CORTINA 2026 NELLE VENUE COMPETITIVE E NON, COMPRESO L' ALLESTIMENTO E IL DISALLESTIMENTO DELLE RELATIVE OPERE TEMPORANEE.

SUSTAINABLE MANAGEMENT SYSTEM APPLIED TO THE DESIGN, PLANNING AND MANAGEMENT OF THE OLYMPIC AND PARALYMPIC WINTER GAMES MILANO CORTINA 2026, IN BOTH COMPETITIVE AND NON-COMPETITIVE VENUES, INCLUDING THE SETUP AND DISMANTLING OF THE RELATED TEMPORARY STRUCTURES.

La validità del presente certificato è subordinata a sorveglianza periodica annuale / semestrale ed al riesame completo del sistema di gestione con periodicità triennale
The validity of this certificate is dependent on an annual / six monthly audit and on a complete review, every three years, of the management system
L'uso e la validità del presente certificato sono soggetti al rispetto del documento RINA: Regolamento per la Certificazione di Sistemi di Gestione per la Qualità
The use and validity of this certificate are subject to compliance with the RINA document : Rules for the certification of Quality Management Systems

Prima emissione *First Issue* 09.12.2025

Data scadenza *Expiry Date* 31.12.2026

Data revisione *Revision date* 12/10/2026

Filippo Morando
Head of Lombardy & Emilia Romagna Certification

RINA Services S.p.A.
Via Corsica 12 - 16128 Genova Italy

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5.6 SUSTAINABLE SOURCING STRATEGY

Since 2021, Fondazione Milano Cortina 2026 has implemented a Sustainable Sourcing Strategy providing a unified **framework for all procurement activities involving Suppliers, Licensees and Partners**. The Strategy aims to strengthen the environmental and social performance of the Games, support innovation, mitigate operational and reputational risks, and promote SMEs and social enterprises to generate long term community benefits.

As part of the Sustainable Sourcing Strategy (updated in 2024), a set of operational tools was subsequently defined and applied:

- national and EU legislative references to green procurement;
- analysis of sustainability risks in the main supply chains to identify priorities (food and beverage, temporary infrastructure, cleaning and waste, facility and porterage, security services, textile, shoes);
- procurement procedure, including a specific annex with minimum social and environmental criteria for goods and services to be selected and included in the contracts framework, in the consultation and contractualisation processes; the criteria were selected on a case by case basis which took into account the different levels of maturity of the different sectors;
- structured dialogue applicable to Partners and Licensees to consider the sustainability level of products commercialised under Fondazione's licenses, and specific human rights structured dialogue for the EDEs (inspired by Ministerial Decree 6 June 2012[24]);
- whistleblowing/grievance mechanism;
- dialogue with businesses and participation of SMEs and social enterprises (see box Impact 26 in chapter 8.5); and
- monitoring through Environment, Health and Safety (EHS) audits of the temporary infrastructure works, during installation, transition, and dismantling phases of the venues (see paragraph 6.2.2).

24 Decreto Ministero dell'Ambiente "Guida per l'integrazione degli aspetti sociali negli appalti pubblici".

A public summary of the Strategy was published in 2025 to promote transparency and awareness (at this link).

All relevant contracts included clauses requiring compliance with applicable legislation on human rights and environment. In addition, the key administrative documentation required under applicable Italian legislation was verified at contract signature and throughout contract execution.

Cases of human rights breaches were submitted through Fondazione reporting channels (whistleblowing, direct communications with Fondazione personnel and telephone contacts), just a few cases concerned contractors (7% of the total reports), for additional information see paragraph 7.2.5. In addition, Fondazione periodically monitored the main online platforms (e.g. the Business & Human Rights Resources Centre, based on UN information and data).

Sustainability requirements and award criteria were integrated into major procurement consultations, representing around 10% of the evaluation score. Particular focus was placed on high risk sectors, typically characterised by labour intensive activities and complex subcontracting chains (e.g., cleaning and waste, food and beverage, logistics, security, temporary infrastructure). Environmental criteria, including selected Italian Minimum Environmental Criteria (CAM), were applied where relevant. Additionally, for specific consultations related to temporary infrastructure – Overlay, Energy, Look of the Games, Signage and Wayfinding – a set of specific sustainability-related award criteria was identified and integrated into procurement processes with the support of Politecnico di Milano[25].

25 Within the development of a method for assessing the sustainability of the main items of temporary infrastructure related to events, namely "Protocol for Sustainability of Temporary Infrastructures" (for more information see paragraph 6.2.2).

5.6.1 PURCHASING TRENDS

The following section is related to purchase passed through the procurement platform[26] of Fondazione Milano Cortina 2026.

In 2025, the total value of the Fondazione's purchases increased significantly as the Games approached, reflecting the event lifecycle trajectory. The total exceeded €430 million, with temporary overlay infrastructure, technology and telecommunications services, and event-related services and rentals accounting for the main procurement expenses.

A significant shift in regional sourcing was evident in 2025. The percentage of spending allocated to suppliers located in the regions hosting the Games increased to 66% of total procurement value, up from 40% in 2024. In 2025, the supplier base composition evolved: while suppliers from other Italian regions represented a smaller proportion of vendor count (20% versus 24% in 2024), their share of procurement value increased to 17%. The share of foreign suppliers remained relatively stable (15% of total suppliers, up from 14%), though their procurement value share decreased to 17% from 47%. In 2026 (as of 30 June), with the Games in progress and dismantling activities underway, procurement spending reached over €580 million.

26 The following are not present on the platform:

- royalties to IOC, IPC, CONI and CIP;
- payments or reimbursements to special groups such as Ambassadors, Members of the Board of Directors and the Board of Statutory Auditors, etc.;
- travel expenses;
- payments to public administrations and entities pursuant to institutional agreements;
- expenses with value less than €2,000.00 or purchases made by credit card; or
- purchase in value in kind and Venue User Agreement contracts.

The primary expense categories shifted to reflect operational and closure phases: temporary overlay infrastructure, consulting and professional services, sports and competition-support equipment, and generator and power equipment rentals emerged as the main procurement expenses. The regional sourcing pattern rebalanced, with spending allocated to regional suppliers decreasing to 48% of procurement value. Conversely, suppliers from other Italian regions captured a substantially larger share at 34% of value (18% of vendor count), indicating a shift toward broader national sourcing. Foreign suppliers grew as a share of the total supplier base (rising to 21%), while their share of total value remained relatively stable at 18%.

	2024		2025		2026[27]	
	% OF SUPPLIERS	% VALUE	% OF SUPPLIERS	% VALUE	% OF SUPPLIERS	% VALUE
Regions of the Games	62%	40%	65%	66%	61%	48%
Other Italian Regions	24%	13%	20%	17%	18%	34%
Foreign	14%	47%	15%	17%	21%	18%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

27 2026 data includes information from January to June.

28 For sustainability criteria is intended specific environmental and social characteristics/criteria for products and services categories.

In 2025, sustainability criteria[28] were applied to 73% of the total procurement value, representing a substantial increase from 29% in 2024.

Procurement deals where sustainability criteria were not applied due to irrelevance of sector or low transaction amounts decreased significantly to 9% of total value in 2025. Procurement deals where criteria were not applied due to urgency or contractual constraints decreased as well, and in 2025 represented 19% of total value.

The data from the above-mentioned procurement platform demonstrates that as the Games approached, Fondazione strengthened its commitment to embedding sustainability considerations across its supply chain, with particular emphasis on value-weighted procurement decisions with the aim to influence the economic operators to better sustainability performances.

In 2026 (as of 30 June), sustainability criteria application remained stable at 71% of total procurement value, confirming a substantial and consistent commitment even during the operationally demanding phases of the Games and subsequent dismantling activities. Procurement deals where sustainability criteria were not applied due to irrelevance of sector or low transaction amounts remained stable at 8% of total value, while deals where criteria were not applied due to urgency or contractual constraints represented 21% of total value.

	2024		2025		2026[29]	
	% ORDERS	% VALUE	% ORDERS	% VALUE	% ORDERS	% VALUE
Procurement deals for which environmental and social criteria were considered	25%	29%	34%	73%	38%	71%
Procurement deals where criteria were not applied – irrelevance of sector or amount	65%	42%	62%	9%	54%	8%
Procurement deals to which the criteria were not applied – due to urgency or bounded supplier	10%	29%	5%	19%	8%	21%

29 2026 data includes information from January to June.

5.6.2 LICENSEES SECTOR

With specific attention to Licensees, the economic operators were assessed through an engagement phase. During this phase of engagement, for both national and international Licensees, a human rights Structured Dialogue (with reference to the Ministerial Decree 6 June 2012) – by means of a Sustainability Questionnaire – was applied to the supply chains of products and/or services aimed at outlining their commitments and initiatives in the field of sustainability related to the product.

These commitments and initiatives included for example the adoption of environmental and social certifications, responsible supply chain management practices, human rights and labour rights policies, use of more sustainable raw materials, and measures to reduce the environmental impact of products and services.

Some Partners already engaged by Fondazione or by the IOC followed different engagement procedures. The Sustainability Questionnaire was divided into four sections: the first focused on Sustainability Management, the second on Responsible Supply Chain Management, the third on the Management of Environmental Aspects, and the fourth on the Management of Social Aspects, for a total of 11 questions (with a maximum achievable score of 22 points).

30 Forest Stewardship Council (FSC) and PEFC Programme for Endorsement of Forest Certification (PEFC) are international, non-profit organizations promoting responsible management of the world's forests through standard-setting, independent certification, and label-tracking for wood and paper products.

67% of the contracted Licensees completed the Sustainability Questionnaire, and all of them reported that they had adopted sustainability practices. The participating Licensees achieved an average score of 10.7 points, equal to 49% of the maximum possible score. Overall, these results represent a positive first step in raising awareness and encouraging the adoption of good sustainability practices across the licensee sector.

Additionally, at the time of signing the contract with the Licensees, they were required to complete a self-declaration related to the production of goods included in the contracts, considering certain environmental and/or social requirements. For example, for the T-shirt product line, the licensee holds the STANDARD 100 by OEKO-TEX® certification, and the primary packaging was made with recycled material or certified by FSC or PEFC[30]. At every stage of the licensing process, Licensees were supported by Fondazione on the Sustainable Sourcing Strategy.

The IOC has noted that future editions could benefit from further exploration of independent verification mechanisms and outcome -based tracking, to complement the approach followed by Milano Cortina 2026.



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5.7 PROMOTION OF SUSTAINABILITY STANDARDS FOR HOTEL ACCOMMODATION

The hotels contracted by Fondazione to host accredited individuals presented a significant opportunity to show, during the Games, their commitment to environmental and social sustainability, particularly in the areas of energy efficiency, waste management and accessibility.

Recognised sustainability certifications have typically been concentrated among large hotel chains and facilities in territories with an established sustainable tourism culture, with limited uptake across the wider hospitality market. Smaller independent hotels had rarely engaged with formal certification processes, often lacking the resources or incentive to do so.

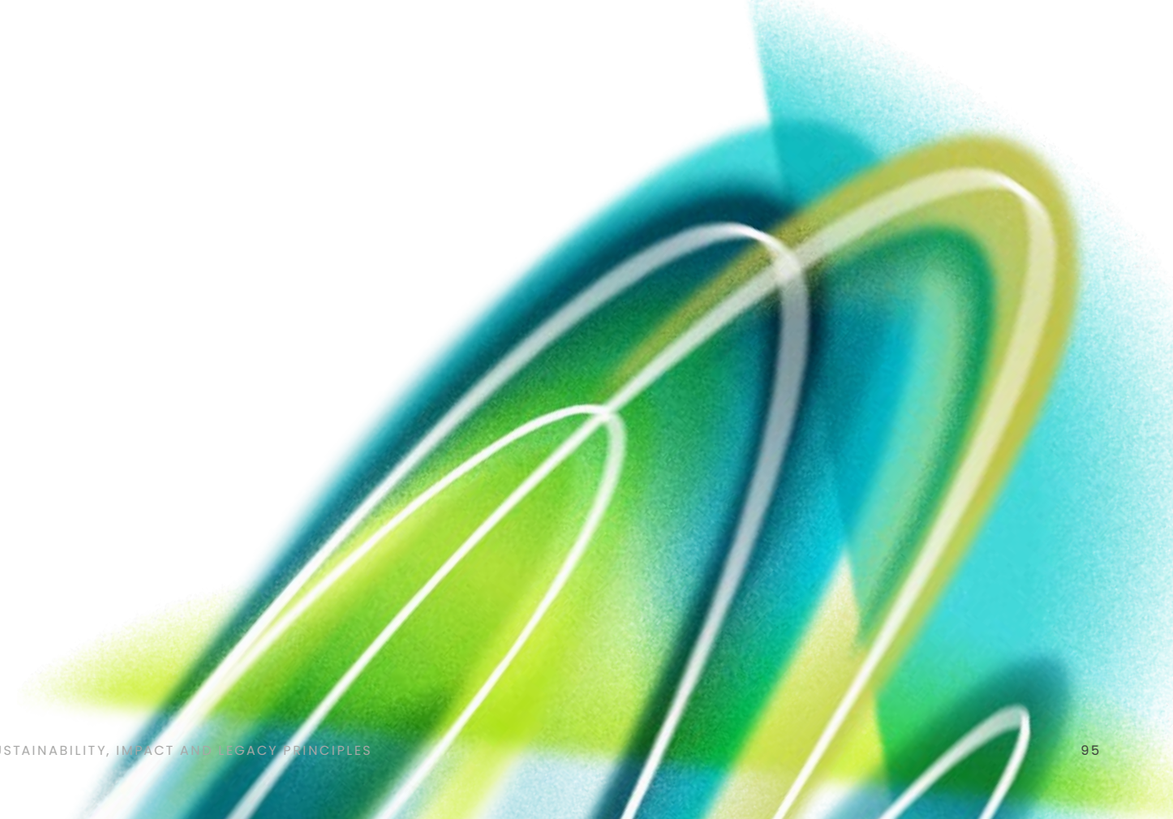
Fondazione engaged contracted hotels, 567 in total, encouraging them on a voluntary basis to adopt one of a range of internationally recognised certification schemes. Sustainability requirements were referenced in the contracts with hotel partners, and trade associations played a key role in guiding facilities through the process.

From the outset, Fondazione Milano Cortina 2026 recognised the need for a pragmatic, operational approach to the hotel accommodation sector, one that was consistent with existing international standards yet accessible to a wide range of operators, including the smaller, family-run establishments that make up a significant portion of the Italian hospitality landscape. As part of this initiative, Fondazione supported the eLabel! programme (www.multietichetta.it), developed by Kyoto Club[31] in accordance with UNI EN ISO 14024:2018 and UNI EN ISO 14021:2021 (Environmental labels and declarations). While voluntary, like other standards such as UNI EN ISO 14001, EMAS Regulation and the Ecolabel for tourism, this labelling system is open to any hotel facility in Italy aiming to improve its environmental performance and contribute to the broader sustainability goals of the Games. The Global Sustainable Tourism Council (GSTC) approved the eLabel! standard, and around 11% of the contracted hotels obtained this certification.

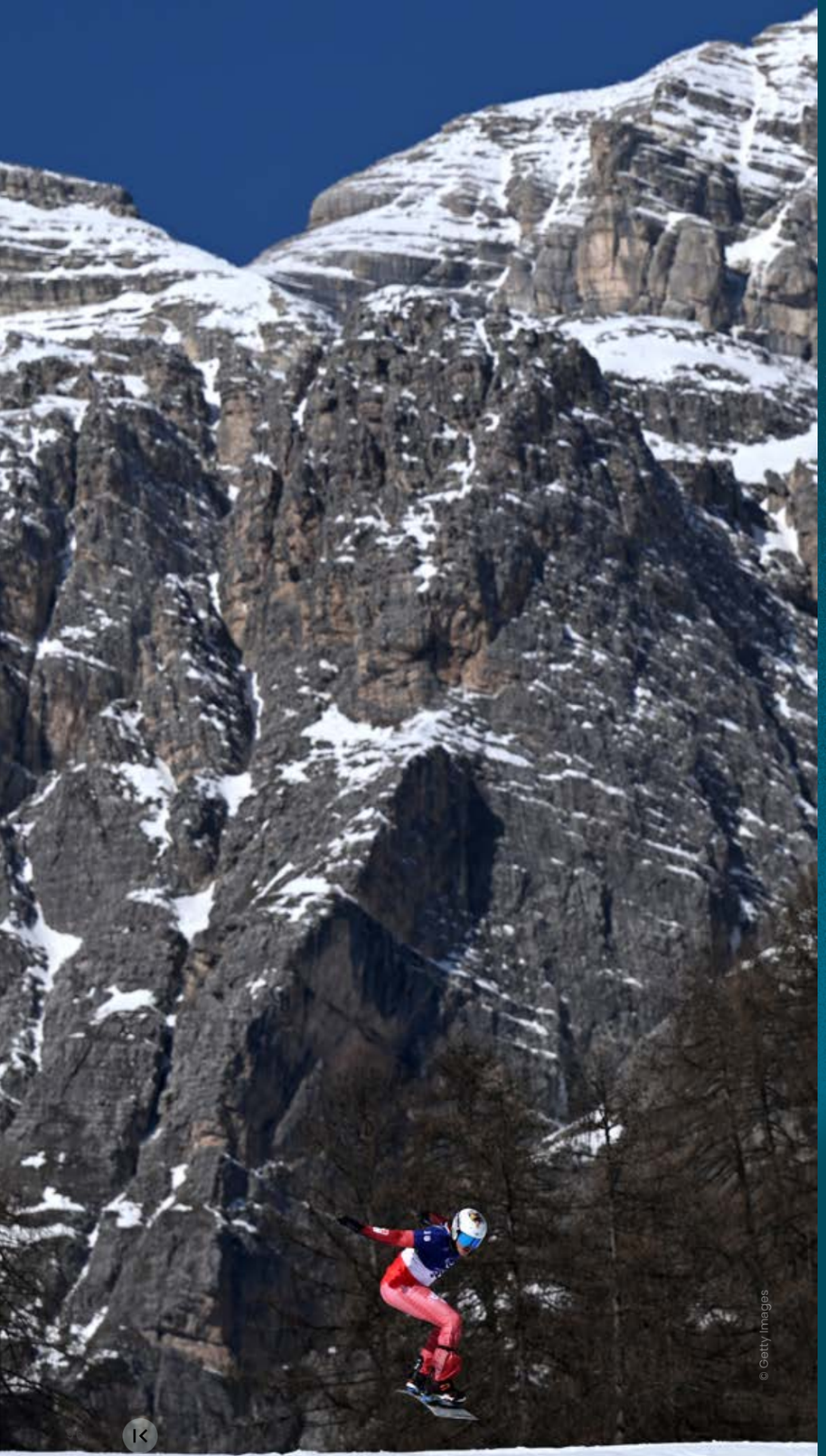
Hotels that obtained a recognised certification following a positive third-party audit were awarded a Milano Cortina 2026 plaque. Of the 567 contracted hotels, 107 had certifications (i.e., 18,9%) and received the plaque, the majority as a direct result of Fondazione's promotion efforts. Certification was not a condition of engagement; rather, it represented an additional commitment that a significant share of hotel owners chose to pursue.

Finally, the Chambers of Commerce of Milano, Monza Brianza Lodi and Sondrio activated dedicated funding to support hotels in pursuing certifications. By mid-2026, 53% of Milano hotels with 50 or more rooms held a recognised sustainability certification, corresponding to over 13,000 certified rooms, a measurable result of the programme in the Host City.

The process gave rise to a broader network of shared best practices across the sector. Meetings with Chambers of Commerce and hotel associations facilitated the exchange of experience and helped evaluate the effectiveness of financial support mechanisms.



31 Established in February 1999, Kyoto Club is a non-profit organisation of businesses, organisations, 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 which acts as the Competent Authority (www.kyotoclub.org).



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6. ENVIRONMENTAL IMPACT

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The entire organisation process for Milano Cortina 2026, a temporary event hosted mostly in existing venues, was tailored to Northern Italy's specific context, focused on delivering excellent sporting conditions while minimising environmental impact. 85% of competition venues were existing or temporary, reducing the need for construction and associated environmental impact.

By making the most of what already existed, the organisation of the Milano Cortina 2026 Games reduced the need for new construction, tapping into proven local expertise, spreading opportunities across regions, and accelerating projects that responded to community needs – from improved transport and infrastructure to year-round tourism and housing.

The OCOG worked to reduce the environmental impacts of the Games. The initiatives illustrated in the following pages support the objectives identified in the above-mentioned Sustainability, Impact and Legacy Strategy, and report the measures adopted to prevent or limit the environmental impacts and the results obtained.

Furthermore, Fondazione has always been open to dialogue with environmental protection organizations. Beginning in 2023, a dialogue was initiated with the Ministry of the Environment and environmental organizations, leading to the establishment of positive relationships. For their part, a group of organizations formed the "Open Olympics" coordinating body, calling for transparency in procurement related to permanent public works and Fondazione's contracts. In this context, Fondazione, which operates as a private nonprofit organization, has made the data in its possession available in accordance with the regulations. Fondazione has participated with SIMICO S.p.A. in meetings convened by the City of Milan, which have led to the development of a portal that systematically provides information on projects and contracts.



6.1 ORGANISING COMMITTEE IMPACT

Increasingly in 2025 and 2026, the activities of Fondazione were conducted from business offices in Milano but also at the venues, both competition and non-competition, spread out across the territories hosting the Games.

To accommodate all of Fondazione's employees and other staff, which grew constantly as in 2025 and during Games time, the operational headquarters of Fondazione were hosted within four dedicated floors of the Allianz[32] Tower, a building located in Milano in the CityLife residential and commercial complex, and a fully dedicated building in Via della Boscaiola, also in Milano.

Allianz Tower, a Gold LEED[33] certified building which uses 100% renewable electricity, continues to be the registered office of Fondazione Milano Cortina 2026, and the premises within the tower were also used for institutional events (e.g. some meetings with Partners, some meetings with the IOC, etc.). Additional office space was used by Fondazione in the "Palazzina Liberty" building.

In addition to the three buildings mentioned above, Fondazione saw the activation of the Olympic and Paralympic competition venues and the Athletes' Villages, during 2026, as well as the Main Media Centre, the first venue where the installation activities for the temporary infrastructures of Milano Cortina 2026 were initiated. For details regarding the venues that hosted the Games, see chapter 2.1.

Other than specific actions implemented to promote daily practices oriented towards greater sustainability within the headquarters (e.g., among others, the "8 habits for a sustainable office" poster, the responsible sourcing in the purchasing of major consumables and services used in offices, and the promotion of sustainable mobility in daily commuting), in 2025 and 2026 the focus shifted to the development of sustainability measures for the venues hosting the Games, as described in the following sections of the current report.

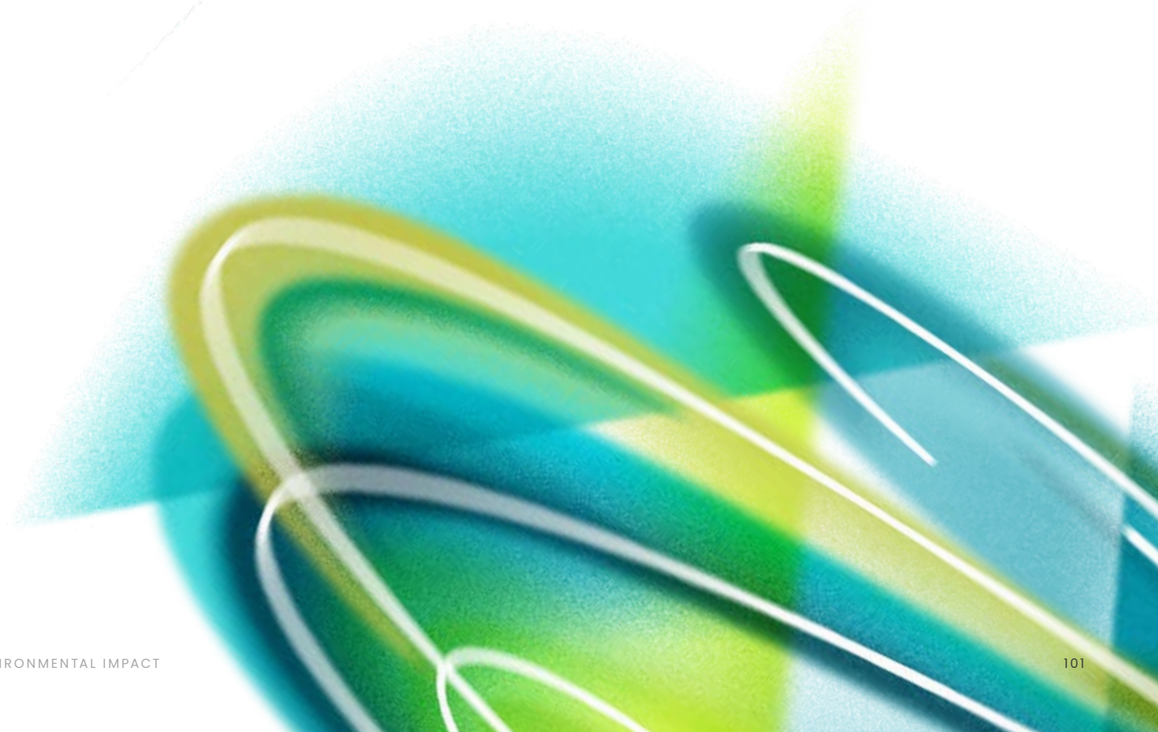
32 The Allianz Group is an IOC Top Partner.

33 The LEED (Leadership in Energy and Environmental Design) Certification is a classification system for buildings' energy efficiency and ecological footprint.

A survey on sustainable mobility was completed annually to update the Home/Work Travel Plan, and a specific challenge was launched among Fondazione's employees within the AWorld app using a gamification approach. The same app had been adopted to raise awareness of environmental and social sustainability issues in 2023 and 2024.

A canteen service at the Boscaiola headquarters was operated by a Benefit Corporation (Società Benefit) offering a digital platform for advance meal planning across multiple options. The model integrated sustainability and social inclusion throughout.

The service was aligned with sustainability criteria: meals arrived in reusable packaging, collected and returned after each service. Single-use materials were eliminated except where unavoidable. Water dispensers replaced bottled water, waste was systematically sorted, and food surplus was managed actively - leftover meals were either repurposed internally or donated. By producing only what was needed, the service cut excess purchasing and minimised waste. The social dimension was equally central to the model: the provider prioritised hiring people facing greater barriers to the labour market, including asylum seekers, migrants, unemployed individuals in vulnerable situations, and current or former detainees, embedding social inclusion at the core of its operations (see box in the next page).



THE CANTEEN SERVICE

During the Games period, the catering service at Fondazione's Headquarters in Via della Boscaiola, Milano, recorded over 19,000 meals consumed.

The selected supplier, a benefit corporation and food-tech company founded in 2020 with the goal of tackling food waste through meal planning and digital technologies, provided up to 500 meals per day for Fondazione's Staff. The service featured a weekly menu of approximately 50 fresh, nutritionally balanced dishes.

Thanks to a digital booking and planning system, it was possible to accurately estimate the quantities needed and the portion sizes requested by users (small, medium, and large), allowing the preparation centre to produce only what was strictly necessary. This approach helped reduce surplus at the procurement and production stages, preventing the generation of food waste.

The service was launched in September 2024 during the pre-Games phase and reached its most significant implementation during the Games themselves.

	ORDINARY SERVICE	
INDICATOR	**PRE-GAMES**	**GAMES TIME**
Total orders (meals)	5,832	19,812
Total vegetarian or vegan orders	2,477	4,964
Percentage of vegetarian or vegan orders	42%	25%
N° of unique users involved	232	652
Suspended meals donated	9	1,031

From a dietary choices perspective, vegetarian and vegan meals accounted for approximately 25% of total orders.

Among the various measures implemented to reduce environmental impact of the service, waste reduction was embedded into the service design: meals were provided and distributed in reusable, washable containers.

Particularly significant was the social impact generated through the "Suspended Meals" programme, which allowed users to voluntarily contribute to solidarity initiatives. During the Games period, over 1,000 meals were donated in total to Casa del Giovane in Pavia.

Overall, the results achieved highlight how the service was able to respond effectively to the increased demand during Games time, while at the same time generating tangible benefits in terms of environmental sustainability, social inclusion, and the promotion of more responsible consumption patterns.

6.2 GAMES DELIVERY PLAN IMPACT

6.2.1 STRATEGIC ENVIRONMENTAL ASSESSMENT PROCEDURE

As envisaged in the Candidature File and then confirmed in July 2022 by the Ministry of the Environment and Energy Security, the Olympic and Paralympic Winter Games Milano Cortina 2026 Delivery Plan (see chapter 2.2) was subjected to a **Strategic Environmental Assessment**[34] **(SEA)** procedure, aimed at identifying potential significant negative environmental effects of the Games Delivery Plan. The SEA covered the temporary activities planned and developed by Fondazione, while other Games-related environmental assessments on permanent structures in relation to construction or renovation works were under the responsibility of Delivery Partners (i.e. SIMICO S.p.A.).

The SEA procedure allowed such potential effects to be taken into account during Games Delivery Plan implementation and delivery, and to enact mitigation and monitoring measures given that the Games Delivery Plan covered many territories in different administrative areas, albeit temporarily. The main activities envisaged at venues and within clusters under the Plan were directly and indirectly related to the movement, accessibility and presence of goods and people (Athletes and sports personnel, the public, service and support staff), as well as energy consumption, snow making and the installation of overlay infrastructure. The scope of these activities covers the period from installation through the duration of the event, as well as the subsequent dismantling of these temporary elements and reinstatement works to return the venue or site to its pre-Games condition, or as otherwise stated in the Venue Use Agreement.

All the official documents related to the SEA process are available at the official platform of each Regional and Autonomous Province Authority (e.g. https://www.sivas.servizirl.it/sivas/#/login/schedaProcedimento?idProcedimento=1&idPiano=128422, https://www.regione.veneto.it/web/vas-via-vinca-nuvv/olimpiadi-2026-vas)

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

MAIN STEPS OF THE GAMES DELIVERY PLAN SEA PROCEDURE OVER THE YEARS

The SEA procedure accompanied the Games Delivery Plan definition, implementation and delivery, with the involvement of the relevant authorities and bodies belonging to four different public administrations (two Regions, Lombardia and Veneto, and two Autonomous Provinces, Trento and Bozen/Bolzano) co-hosting the Games. Here are the main steps of the pathway:

Approval of the "Methodological Model", between late December 2022 and late February 2023 by the respective Councils of the Lombardia Regional Government, Veneto Regional Government, Autonomous Provincial Administration of Trento, and Autonomous Provincial Administration of Bozen/Bolzano, aimed at organising the SEA procedure as part of a common authority evaluation approach and timing, therefore ensuring homogeneous and consistent analyses and evaluations among the various local areas. The Methodological Model represents a "first time" in the management of an SEA procedure involving multiple regional entities in Italy and, therefore, represents a governance legacy that can be used in the future for other supra-regional plans and programmes.

Submission of a Preliminary (Scoping) Report on the Games Delivery Plan: in April 2023 the report was submitted by Fondazione for evaluation by the above-mentioned authorities and other public bodies with specific competencies or responsibilities in the environmental field.

Finalisation of the Proposal for the Games Delivery Plan and of the related Environmental Report, Non-Technical Summary and Impact Study (the latter focused on potential impacts on conservation objectives at Natura 2000[35] sites), which were submitted to the authorities at the beginning of May 2024.

Consultation phase: the documents were made public and available to all interested bodies and stakeholders, including the general public. A series of presentation meetings were organised in all the territories hosting the Games (meetings were held in Milano, Verona, Cortina, Antholz/ Anterselva, Tesero and Sondrio, and one online meeting was dedicated to associations for environmental protection).

Finalisation of the SEA procedure documents[36]: the observations collected during the consultation phase by the public and especially by the authorities were analysed, discussed and most of them integrated into the final version of the documents which were submitted to the authorities at the beginning of December 2024. These documents were also shared with the Joint Olympic Council in February 2025.

35 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.

36 i.e., as already mentioned, Games Delivery Plan, Environmental Report and Non-Technical Summary, Impact Study. A further document developed in this phase was the Summary Statement. SEA final documentation (available in Italian) can be found at this link https://milanocortina2026.olympics.com/it/now26, within the documents section.

2025 marked an important turning point for the SEA procedure of the Games Delivery Plan: once the various authorities had granted their approval[37] at the beginning of the year, the monitoring phase of the SEA procedure began.

This monitoring phase therefore ran alongside the final planning and operational phases of the implementation of the Games Delivery Plan in 2025 and 2026, including the overseeing of the final phases of decommissioning of temporary infrastructures and the restoration of occupied surfaces. A total of **8 official meetings** were organised – 3 in 2025 and, as of the publication of the present document, 5 until October 2026 – with the relevant authorities belonging to the four public administrations involved, in order to provide periodic updates on the operational choices and solutions adopted in the field (particularly when differing from what was planned within the Games Delivery Plan), on the environmental procedures carried out, and on the adoption of prevention and protection measures (see paragraph 6.2.8).

It is worth highlighting that given the end-goal to organise a temporary event by setting up and managing existing or temporary structures, the Games Delivery Plan was not intended to generate permanent changes to zoning land use, nor to the structure of sectoral and/or territorial planning of wide and/or local areas, generating mainly – if not exclusively – short-term and temporary effects. As already mentioned, other Games related environmental assessments on permanent structures in relation to construction or renovation works were under the responsibility of Delivery Partners (i.e. SIMICO S.p.A.).

37 Number and date of the council resolution granting approval (regional/provincial) as follows: Veneto Region: n. 166 of 25 February 2025; Autonomous Province of Bozen/Bolzano: n. 138 of 25 February 2025; Autonomous Province of Trento: n. 255 of 28 February 2025; Lombardia Region: n. 4427 of 26 May 2025.

6.2.2 TEMPORARY INFRASTRUCTURES MANAGEMENT

Fondazione spent a significant effort in order to include principles of sustainability, circularity, and environmental and social responsibility in the management of temporary infrastructures.

First of all, the main objectives were: to reduce the use of land for temporary occupation, optimising spaces to ensure adequate hospitality of the various stakeholders within the venues and the efficiency of all operational activities necessary for their management; to favour the use of paved or hardscaped areas or those in need of redevelopment; to rent most items which could also be reused for setup of other temporary events.
For each consultation and contract related to overlay works, electrical temporary power system works, look of the Games, and signage and wayfinding, Fondazione defined specific **mandatory requirements and awarding criteria**. For example, the general contractors for the overlay works were required to:

- provide staff training and an Environmental Manager to ensure compliance with environmental requirements;
- reuse the overlay items where possible[38] and pay attention to the selection of materials that could not be reused based on their recyclability and on their disassembly property;
- implement the applicable Minimum Environmental Criteria[39] (CAM - Criteri Ambientali Minimi) for Buildings referring to construction and dismantling phase;
- provide a Waste Management Plan and related transport and disposal documentation, in line with the “zero waste to landfill” strategy adopted by Fondazione, which aimed to avoid landfill disposal, including documentary and analytical checks on material traceability and the involvement of local supply chains for recovery and reuse; and
- provide a restoration plan, which had to be shared with Fondazione and integrated with guidelines provided based on floristic and vegetation surveys. The requirement was to return green areas to their original condition (Fondazione has monitored the condition of the worksites and the quality of natural ecosystems pre-Games).

38 Overlay items (i.e. overlay commodities such as tents, tribune, cabins, etc.) are all reusable while custom made elements (e.g., temporary ramps, some partitions, etc. needed on a case by case) could not be reused after the event.

39 Required for Public Administration

Moreover, contractual requirements set forth that general contractors provide LED-based temporary external lighting. The use of LED lighting for temporary structures both in venues and transport areas was included as an award criterion, and almost all general contractors committed to using 100% LED lighting for indoor applications as well.

In addition, regarding the temporary lighting installed by the specific contractor for “Lighting & Rigging” for the illumination of the Fields of Play in competition venues, here below some good sustainability practices implemented:

- 100% LED lighting technology was used for both indoor and outdoor applications; the outdoor applications were installed only in few competition venues where needed (i.e., venues with evening competitions and outdoor fields of play without permanent external lighting);
- around 70% of lighting fixtures and rigging equipment used for the Games consisted of assets previously used for the Paris 2024 Olympic and Paralympic Games;
- customized optics were used to direct light precisely onto the required surfaces, reducing waste light in surrounding areas;
- reuse after the Games of the lighting fixtures and rigging equipment used.

To reduce the environmental impacts associated with the temporary remote transport areas, a total of 48,750 m² of ground protection systems was installed across these areas. The solution included 36,500 m² of aluminium trackways, 11,000 m² of trackways in copolymer polypropylene and 1,250 m² of recycled flexible PVC.

In line with circular economy principles, this solution achieved approx. 100% reuse rate of all trackway materials after the event. The adoption of reusable trackway systems was prioritized within the transport areas over traditional alternatives such as wood chips. This approach reduced the waste generation, and contributed to more efficient resource management while providing effective ground protection and operational reliability throughout the event. For further details regarding circularity of goods see paragraph 6.2.9.

Documentation checks were carried out to verify general contractors' compliance with sustainability contractual requirements. The results of these verifications showed a generally positive level of implementation, although not all requirements could be applied consistently across all clusters and venues. In this respect, contractors made their best efforts to incorporate and implement the relevant sustainability provisions to the greatest extent practicable. Any differences in the level of implementation were primarily due to the fact that contractual arrangements with the various operators across the different clusters and venues were finalised in close proximity to the Games period, which limited the time available for the full integration of all requirements.

An **EHS audit programme** (see box in the following page) was **carried out on the temporary infrastructure works,** during installation, transition (between Olympics and Paralympics), and dismantling phases.

EHS AUDIT PROGRAMME FOR VENUE CONTRACTORS

Through third party auditors, an audit plan covering the health, safety and environmental performance of contractors was developed and implemented in venue installation, transition and dismantling activities. The programme ran from June 2025 to April 2026 and was structured in three phases:

1

INSTALLATION

JUNE 2025 – FEBRUARY 2026

14 competition and 8 non-competition venues, focusing on temporary infrastructure works.

2

TRANSITION

FEBRUARY – MARCH 2026

Additional audits at Paralympic venues presenting particular complexity, with follow-up on issues identified during installation.

3

DISMANTLING

MARCH – APRIL 2026

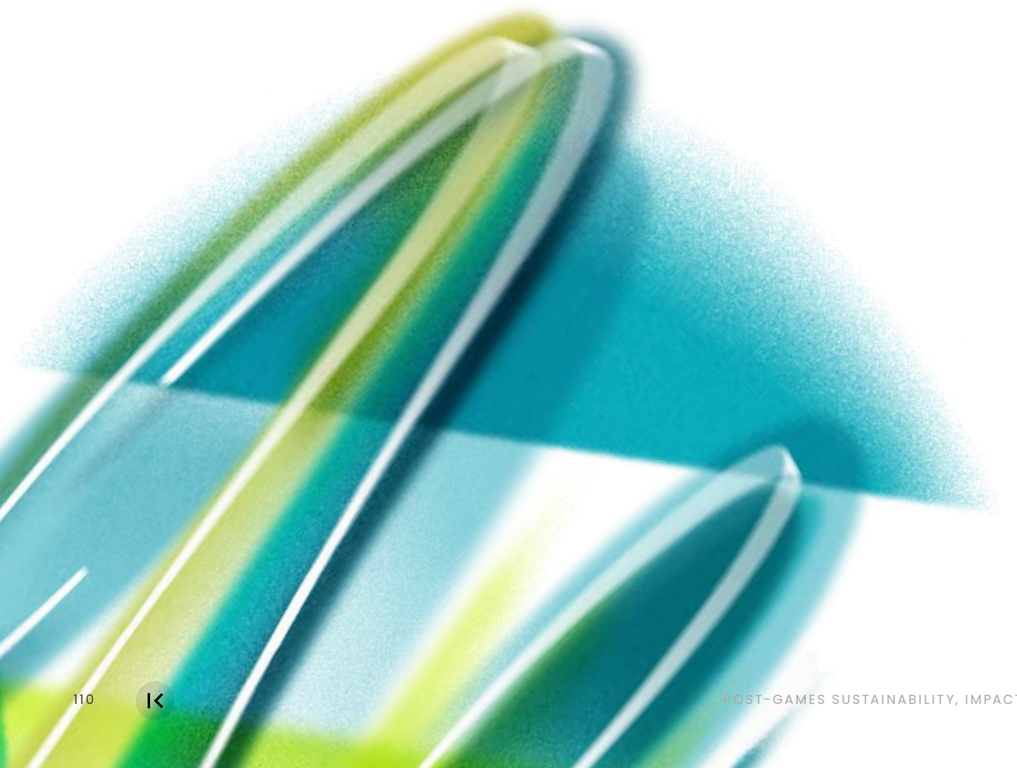
Verification across all venues during post-event deconstruction

A total of 48 audits were conducted. Each followed a three-stage process: an opening meeting to review documentation (including permits, waste records, Health and Safety Coordination Plan, Site-Specific Health and Safety Plan, and preliminary construction notifications); an on-site inspection combining walkthroughs, interviews, and environmental and safety checks; and a closing meeting to present initial findings and agree on corrective actions. A consolidated report was produced at the conclusion of each audit, documenting observations, risk levels, recommendations and required actions.

In 2022, Fondazione launched a project to develop an innovative methodology for assessing the sustainability of temporary infrastructures widely used in events and the Games, drawing inspiration from approaches already established in the permanent infrastructure sector.

For this purpose, Fondazione started a collaboration with the Politecnico di Milano, a leading engineering and architecture university in Italy, to develop a dedicated **"Protocol for the Sustainability of Temporary Infrastructures"**, with the aim of supporting the assessment of sustainability performance of the main items of event-related temporary infrastructures and to encourage the market to adopt increasingly sustainable and circular solutions (see box in the following page).

In 2025, Fondazione, with the support of IOC, started a collaboration with the International Ski and Snowboard Federation (FIS) and the International Biathlon Union (IBU) specifically to contribute to the refinement of the protocol, with particular attention to the weighting process underlying the protocol. Data collection was also implemented with the collaboration of Local Organising Committees for sporting events, which have been involved in this process through FIS and IBU.



INNOVATIVE METHODOLOGY FOR THE SUSTAINABILITY OF TEMPORARY INFRASTRUCTURES: THE PROTOCOL

In 2022, Fondazione involved a group of sustainability experts in different disciplines (Construction, Design and Energy) from the Politecnico di Milano, with the objective of developing criteria and related evaluation procedures to encourage the selection of low environmental impact items for temporary infrastructures. In addition, selected criteria addressed social sustainability, supporting local capacity building and enhancing positive social impacts.

The long-term ambition was to set out a sustainability assessment and rating system for temporary infrastructures, based on the strength of the Life Cycle Assessment (LCA) methodology for the environmental criteria, to ensure a robust and science-based evaluation of environmental impacts.

The project focused on three areas of the temporary infrastructures – overlay, energy, look and signage – during the various phases of the process (construction, management, dismantling and site restoration), involving the following actions:

1. definition of lifecycle-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); and
2. structuring of these criteria within a scoring evaluation protocol similar to the well-known LEED (Leadership in Energy and Environmental Design) for buildings, to assess levels of sustainability achieved and to promote continuous improvement in this sector.

At the time of the publication of this Report, the first draft of the Protocol has been already developed, but is under refinement and validation through data collection of sporting events and testing application (related to the available data, so not systematically applied to specific events). The methodological framework underpinning the Protocol has been used to define specific sustainability-related award criteria for the consultation procedures related to the temporary infrastructures of the Games (overlay works or temporary infrastructure works, electrical temporary power system works, Look of the Games, signage and wayfinding). The criteria were selected and listed through an LCA-based priority procedure and integrated into procurement processes. The relevant documentation will be available in the CONI's Archive of the Milano Cortina 2026 Games.

However, it is important to clarify that the Protocol was not intended to be applied to the individual venues of Milano Cortina 2026, nor did the collaboration with Politecnico di Milano aim to assess or certify the sustainability performance of specific venues. Rather, one of the Protocol's primary links with the Games lies in the use of Games-related data on the items covered by the Protocol to define weighting factors, consolidate the methodological framework, and refine and validate the assessment procedure through various tests (but not through a systematic and comprehensive application to a single event).

Fondazione, together with the Politecnico di Milano, carried out a structured data collection process involving the contractors responsible for temporary infrastructure delivery, elaborating templates for data collection (one of the outcome support tools integrated into the Protocol) and supporting the stakeholders (contractors and suppliers) in the awareness of data needs through several meetings. The information collected aimed to provide an essential basis for the refinement of the assessment system.
The next phases of development and implementation will be under the coordination of the IOC.

The diagram below represents the framework of objectives and ambition for the sector.

PROMOTE GREATER SUSTAINABILITY OF TEMPORARY INFRASTRUCTURES

GUIDING THE DESIGN OF TEMPORARY INFRASTRUCTURES AND THE SECTOR'S SUPPLY CHAIN.

Skills and professionalism development

STEERING DECISION-MAKING IN THE PROCUREMENT PROCESS

IMPROVING AND COMPARING BIDS FOR DIFFERENT EVENTS

Promotion of the innovation and award of best-in-class operators

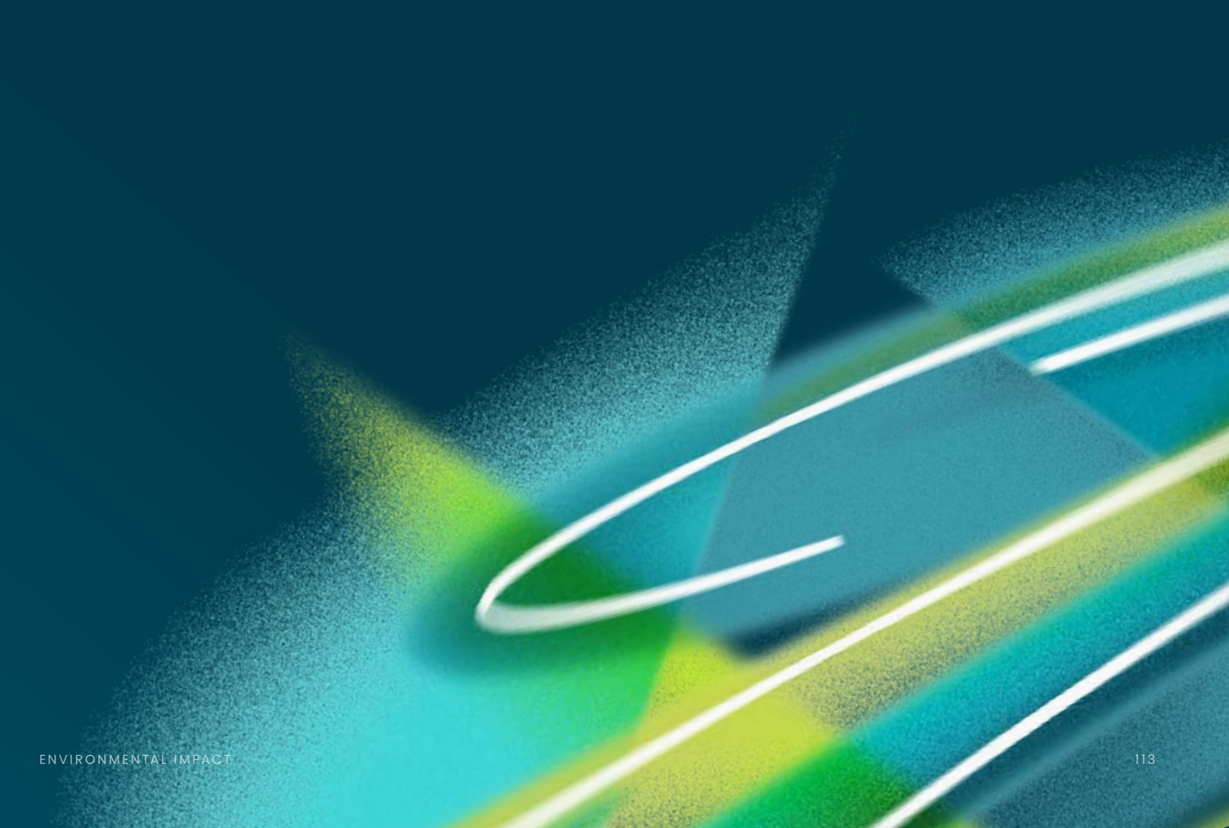
COMPARING DIFFERENT VENUES TEMPORARILY USED FOR EVENTS

IMPROVING THE OVERALL SUSTAINABILITY KPI OF THE EVENTS SECTOR

Synthetic rating system for operators interacting with the sector (e.g. Finance)

Some key aspects of the project:

- What is the scope of the Protocol? The Protocol focuses on key items of temporary infrastructures (e.g. overlay structures, temporary power systems, and other functional installations), covering three key areas: construction, design and energy for events.
- What is the potential level of application? The Protocol is conceived both as a methodological framework and as a sustainability rating system specifically tailored to temporary infrastructures.
- What is the potential final output of the Protocol when applied to an event? The Protocol makes it possible to evaluate the level of sustainability of temporary infrastructures built for temporary events and to support the choice of technologies with high energy-environmental quality. It is also designed to support procurement processes by integrating sustainability criteria into tender evaluation.
- Why is the Protocol innovative? The Protocol fills a gap in the market by focusing on temporary infrastructures, and it is based on the strength of the Life Cycle Assessment (LCA), in order to assess the environmental impacts in the most scientific way possible.



6.2.3 ENERGY MANAGEMENT

Energy management was one of the main operational and sustainability challenges of the Olympic and Paralympic Winter Games Milano Cortina 2026. Up to Games time, Fondazione pursued two overarching objectives: ensuring that all competition and non-competition venues were powered entirely by certified renewable electricity - i.e. covered by Guarantees of Origin (GOs) - supplied through the grid during Games time, and minimising the use of temporary power generators to essential backup functions only, which were powered by Hydrotreated Vegetable Oil (HVO) instead of traditional diesel.

This section focuses on energy used at competition and non-competition venues, whether for the operation of permanent/ temporary infrastructure (electricity, heating), machinery and heavy vehicles, or snowmaking or snow grooming equipment.



ENERGY CONSUMPTION

	Direct GRI 302-1				Indirect GRI 302-2	
Energy Source	**2024**		**2025 and 2026**		**2025 and 2026**	
	GJ	**% of total**	**GJ**	**% of total**	**GJ**	**% of total**
Purchased Electricity	8,973.1	75.4%	264,523.7	68.1%	2,904.4	2.5%
Of Which Covered By GOs	3,843.4	32.3%	254,642.9	65.5%	2,454.7	2.1%
District Heating	1,204.7	10.1%	2,352.4	0.6%	56,823.1	48.2%
Natural Gas	1,348.7	11.3%	4,475.5	1.2%	29.0	0.0%
Diesel	5.3	0.0%	36,360.0	9.4%	55,744.5	47.3%
Gasoline	0.0	0.0%	11,602.7	3.0%	136.6	0.1%
LPG	0.0	0.0%	1.2	0.0%	0.0	0.0%
JET-A1 (For helicopters)	0.0	0.0%	0.0	0.0%	762.0	0.6%
Mobile Combustion	361.8	3.0%	0.0	0.0%	0.0	0.0%
HVO	0.0	0.0%	66,774.0	17.2%	1,389.9	1.2%
Bio LPG	0.0	0.0%	0.0	0.0%	26.1	0.0%
Woodchip fuel	0.0	0.0%	2,613.3	0.7%	0.0	0.0%
Total	**11,893.6**	**100.0%**	**388,702.9**	**100.0%**	**117,815.6**	**100.0%**

Conversion factors based on DEFRA 2025 guidelines.

The target of powering all venues from certified renewable grid electricity was established early in the planning cycle. Achieving it, in line with the needed service levels, required coordinated action across infrastructure, partnership and technical verification. Fondazione worked closely with Enel Italia – the Official Electricity Premium Partner and provider of renewable electricity – to confirm the arrangements required to meet this commitment across every competition and non-competition venue. Technical meetings, venue inspections and engineering assessments were conducted to verify that each venue could be served under the renewable supply agreement and informed the development of a fault-response monitoring framework aimed at reducing intervention times and minimising the duration of any generator activation.

In 2025, critical loads were analysed across all venues to determine where backup redundancy was technically necessary for Games-time needs. Most temporary generators were configured to activate only in the event of a grid fault, with no planned use during normal operations.

At Games time, electricity supplied to venues was certified as **100% renewable** under the European **Guarantee of Origin (GO)** standard[40].

Regarding temporary electricity generation, more than 90% of the 295 generators installed across the venues by temporary power providers were used exclusively for backup power redundancy[41]. For these generators, Hydrotreated Vegetable Oil (HVO) was selected as the exclusive fuel, marking the first time that HVO had been used on such a scale at a Winter Olympic Games. Supplied by ENI under the HVOlution product – produced entirely from renewable raw materials and compliant with the EU Renewable Energy Directive (RED II) – HVO reduces greenhouse gas emissions by between 60% and 90% compared with conventional diesel; it is free of aromatics and polyaromatics, which are compounds that have an environmental impact. Preference was given to Stage V–compliant generators across all venues; where unavailable, machines fully compatible with HVO were selected. In addition to those mentioned above, other temporary generators, most of them fueled with diesel, were installed across the venues for heating, ventilation or air conditioning purposes (i.e. for tents over a certain dimension) and as well in some transport and parking areas, for energy purposes.

MONITORING AND OPERATIONAL INFRASTRUCTURE

To ensure continuous and reliable energy supply throughout the Games, an advanced monitoring and control system was developed in collaboration with **E-Distribuzione** (the distribution company of the Enel Group) and **Alibaba Cloud**, a Worldwide Olympic Partner. The system operated at two levels:

- **Venue Energy Control Rooms**: each venue was equipped with a dedicated local hub where operators could supervise the integration of multiple energy sources (public grid, backup generators and uninterruptable power supply (UPS) systems) in real time, enabling rapid identification of faults and immediate coordination with maintenance teams.
- **Energy Operational Centre (EOC)**: at the central level, the EOC oversaw the entire electrical network across all Olympic and Paralympic sites, managed alerts and anomalies, coordinated the resolution of service disruptions, and served as the sole point of contact between Fondazione and the Distribution System Operators (DSOs). An integrated **energy accounting platform** tracked actual electricity consumption by venue in real time, providing the data foundation for post-Games sustainability reporting.

40 It is to be noted that changing the electricity supplier was not feasible for the two venues located in Rho (MH2 and MSS) within the Milano cluster; nevertheless, the electricity supplied at that site was also certified renewable electricity supported by guarantees of origin. Another exception was represented by the Hotel Villages (i.e., Villages composed of existing hotels – in Antholz/Anterselva, Bormio, and Livigno) where changing the electricity supplier was not feasible.

41 In the limited number of cases where temporary generators were used as a primary power source, this was either to supply small isolated loads located in areas not served by the venue's power infrastructure, or to meet exceptional power demands over a very short period of time, such as during the Opening Ceremony at Milano San Siro Olympic Stadium (MOS), where generators were deployed to provide the additional temporary electricity required for the event.

GRID INFRASTRUCTURE AND TERRITORIAL LEGACY

The Games served as a catalyst for accelerating strategic grid investments across the host territories. Coordinated through the **Games Energy Council** and tracked by Fondazione through regular Energy Project Reviews, all planned infrastructure works were completed ahead of Games time. Terna, the national Transmission System Operator, delivered 11 High-Voltage (HV) projects. Three new primary substations were also constructed at Arabba (in the Belluno province), Porta Romana (Milano), and Livigno. In parallel, more than 70 Medium-Voltage (MV) projects were carried out by the Distribution System Operators (DSOs) across the affected territories, encompassing refurbishments, equipment upgrades, new secondary substations, and the replacement of overhead lines with underground cabling.

Several of these interventions deliver benefits that outlast the Games. The deployment of underground MV cables with SF6 insulation reduces energy dissipation during transmission, improving efficiency across the national grid supply chain on a permanent basis. The new primary substations reduce transportation energy losses for the territories they serve.

The legacy dimension is most evident at the cluster level: Livigno was connected for the first time to two independent HV lines, putting an end to the recurrent weather-related outages that had historically forced residents to rely on private generators. In Antholz/Anterselva –one of the most isolated venues on the circuit – major works delivered reliable grid power to a community where this had previously been technically and economically challenging. In Milano, a new primary substation, the refurbishment of three existing substations and the installation of five new secondary substations strengthened urban grid capacity, with benefits for both the Games and the city's longer-term energy resilience.

6.2.4 TRANSPORT MANAGEMENT

Transport operations had to face the challenges associated with an Olympic and Paralympic edition spread across multiple territories. To address the complexity arising from the wide geographical spread of the Games – with an average distance of 250 to 300 km between clusters and the predominantly mountainous location of venues – transport was designed around the full integration of essential services with public transport, particularly rail. This approach promoted the ASI (Avoid, Shift, Improve) framework, encouraging more sustainable mobility behaviours among the workforce and other stakeholders, including spectators.

Cross-cluster movements relied primarily on an integrated system of trains and buses, with rail serving as the backbone of the overall transport model. Within the Milano cluster, metro lines and suburban rail services fulfilled the same backbone function at urban scale. Increased funding dedicated to strengthening public transport, combined with strong coordination among local transport authorities and operators, made this possible. The combined effect of high-quality services and restrictions on private vehicles naturally shifted mobility patterns towards collective transport.

INFRASTRUCTURE AND SERVICES

Fondazione worked closely for several years with local entities, transport authorities and operators to speed up the upgrade of both rail and public transport services with the aim to satisfy the needs during the Games

TRANSPORT INFRASTRUCTURES AND TERRITORIAL LEGACY

In the Valtellina and Cortina clusters, rail services on the lines Milano-Tirano and Venezia-Belluno were increased to two trains per hour in each direction, operating from 6 a.m. to midnight. Investments in regional railway lines improved the reliability, capacity and accessibility of mountain rail services – not only during the Games, but as a lasting legacy for the territories involved.

The Municipality of Milan, together with ATM – Azienda Trasporti Milanese (operator of the public transport in Milano and its metropolitan area), has accelerated a comprehensive plan to eliminate architectural barriers, aiming to make the entire underground network fully accessible, as before the assignment of the Games only two metro lines were fully accessible.

Interventions include the installation of new elevators, replacement of outdated escalators, and structural upgrades to stations. All the 5 metro lines will be fully accessible by 2026.

On the Games, an app was launched by ATM that provides real-time information on the accessibility of metro stations and bus, tram and trolleybus stops, reporting the operation of lifts and stairlifts in all metro stations, ensuring inclusive mobility for both residents and visitors.

As part of the Milano Cortina 2026 legacy, major accessibility upgrades are underway at railway stations across Trentino-Alto Adige. In Trento, the station is being fully renovated with ramps, tactile paths, improved signage and lighting, upgraded elevators, and platforms raised from 25 cm to 55 cm to enable step-free boarding. In Bozen/Bolzano Province, interventions are ongoing in Bozen/Bolzano, Brixen/Bressanone, Meran/Merano, Auer/Ora, Sterzing/Vipiteno, and Innichen/San Candido, including platform elevation, elevator installation, and a new underpass in Innichen/San Candido. Most stations along the Pusteria line (12 out of 13), including Valdaora-Anterselva, have already been modernized.

These works will ensure safe, independent travel for all passengers, especially those with reduced mobility, across Trento and Bozen/Bolzano Provinces.

For additional information, please refer to the Official Overall Impact & Legacy Study of the Olympic and Paralympic Winter Games Milano Cortina 2026 by Bocconi University under the OECD framework.

The **Train & Ride (T&R)** and **Park & Ride (P&R)** systems formed the backbone of spectator mobility, particularly in mountain areas. T&R services provided seamless connections between rail and shuttle buses, enabling spectators to reach the venues through integrated multimodal journeys. P&R facilities allowed spectators to leave private vehicles outside host cities and continue by collective transport system (bus), reducing congestion and ensuring reliable last-mile access. Based on data collected, more than 250,000 spectators reached the competition venues in the mountain clusters using the dedicated collective transport[42]; this means an estimated percentage of spectators (on total spectators) reaching the mountain venues with collective transport is as follows: 60% in Cortina, 64% in Valtellina, 49% in Val di Fiemme, and 74% in Antholz/ Anterselva. Approximately 315 buses were deployed across the clusters to manage spectator flows.

42 Spectators coming to P&R and T&R

BUSES FOR SPECTATORS

	Total	Breakdown by Cluster				
		Milano*	Valtellina	Val di Fiemme	Cortina	Antholz/ Anterselva
Number of buses	315	-	100	50	100	65

* Covered by the existing local transport system.

43 Persons who hold formal accreditation to access Olympic and Paralympic sites and venues, e.g. workforce, Athletes, coaches, technical/sports personnel, medical personnel and media.

For accredited groups[43], mobility was optimised by leveraging existing railway infrastructure, complemented by an extensive bus network for last-mile connections. Car-based services were organised on car-pooling principles. Overall, accredited mobility was managed through a fleet of just over 2,800 vehicles (including cars and vans) and 400 buses.

FLEET FOR ACCREDITED PEOPLE

	Total	Breakdown by Cluster					
		Milano	Valtellina	Val di Fiemme	Cortina	Antholz/ Anterselva	Not assigned
Number of Vehicles	2,837	1,490	285	265	542	108	147

Below are the numbers of total kilometres by cluster for accredited transport during the Olympic Games via buses.

BUSES FOR ACCREDITED PEOPLE

	Total	Breakdown by Cluster				
		Milano	Valtellina	Val di Fiemme	Cortina	Antholz/ Anterselva
km	2,584,884	205,475	367,220	339,708	1,349,963	322,518

An additional 658,011 km were recorded for the Paralympic Games. Extraordinary restricted traffic zones (ZTLs) played a crucial complementary role. Activated during peak periods, they limited access to authorised vehicles holding a dedicated Host Territories Car Passes – issued to residents, workers and other eligible categories, sometimes with limits per household. This system controlled traffic volumes, ensured accessibility for essential users, and redirected spectators towards collective transport solutions. As a result, host cities remained accessible, uncongested and more liveable, while public transport usage reached significant peaks. Further measures were implemented to reduce the environmental footprint of Games transport:

- Dedicated shuttle bus services were sized using demand modelling and operated with low-emission vehicles (Euro 5 or higher), including HVO-powered options where available.
- Compared to previous Winter Games held in Italy[44], the total number of fleet vehicles was reduced (a reduction of approximately 19%), better aligning services with actual needs. The fleet included 17% fully electric vehicles, mainly used within urban contexts, and the use of HVO was promoted.
- During Games time all the accredited population received complimentary access to local, regional and inter-cluster public transport as part of the Games Transport System.

44 The vehicle fleet for Torino 2006 consisted of approximately 3,500 units.

DIGITAL TOOLS AND STAKEHOLDER ENGAGEMENT

The effectiveness of the transport system was reinforced by digital innovation and proactive communication. Through a Mobility as a Service (MaaS) approach, users could access, plan and book transport services via dedicated platforms. Integration with Google Maps, Apple Maps, Waze and TomTom ensured that temporary arrangements – including ZTLs, P&R locations, and access points – were communicated in real time. In addition, spectators received targeted information through guides, digital channels and media campaigns, while tourists and citizens were involved in the implementation of traffic restrictions through dedicated outreach initiatives.

6.2.5 LOGISTICS MANAGEMENT

The logistics operations were defined by the pronounced geographical dispersal of venues across multiple alpine and urban clusters, aiming to be efficient and adopting good practices to reduce environmental impact. The model adopted was one of centralised planning with decentralised execution: a single Main Distribution Centre (MDC) served as the point of entry, consolidation and dispatch for the materials, with each venue managing its own last-mile operations autonomously. The scope of materials managed spanned furniture, fixtures and equipment, technology hardware, commercial and sponsorship materials, consumables, sports and medical equipment.

INFRASTRUCTURE AND FACILITIES

The MDC was located at Filago, near Bergamo, in a recently built warehouse of approximately 22,900 m² leased for the purpose of the Games by Poste Italiane S.p.A., as official Logistics Premium Partner. No new construction was required and at the conclusion of the post-Games operations, the MDC was returned to its owner in full. The facility held BREEAM[45] Excellent certification. Its key sustainability features included:

- **Renewable energy**: on-site photovoltaic generation supplemented by certified renewable electricity purchased through Guarantees of Origin.
- **Water efficiency**: rainwater harvesting for all non-potable uses within the facility.
- **Daylighting**: zenithal lighting solutions reduced reliance on artificial light, estimated to deliver up to 13% savings in annual operating energy costs.
- **LED lighting**: high-efficiency systems throughout the facility reduced electricity consumption and associated emissions.

The use-and-return principle governed venue-level infrastructure. Where existing structures were available, they were used; where not, temporary overlay solutions, such as tensile warehouses and modular units, were installed and removed entirely at the end of the event. This approach was applied across all four operational clusters.

45 BREEAM (Building Research Establishment Environmental Assessment Method) is used to specify and measure the sustainability performance of buildings.

OPERATIONAL PHASES AND FLEET

Logistics activity was organised across four phases:

- **Bump-in (September 2025 – January 2026)**: deliveries were spread over five months to reduce peak pressure on mountain access routes and local road networks.
- **Games time (February – March 2026)**: transport was limited to small-volume emergency runs using compact vehicles.
- **Bump-out (March 2026)**: outbound movements were coordinated with other stakeholders to minimise congestion, particularly in mountain communities.
- **Dissolution and Reuse (April - October 2026)**

To limit total vehicle movements, loads were consolidated to maximise fill rates, with departures avoided unless vehicles were at or near capacity. Where possible, the logistical needs of multiple functional areas were combined onto a single vehicle, and multi-stop routing was used to serve several venues within one journey.

The distribution fleet agreed with Logistics Premium Partner Poste Italiane[46] comprised a range of vehicle types deployed across phases, from light and medium trucks during bump-in and Games time to a heavier fleet during bump-out, for a total of approximately 270 vehicles. The logistics fleet operated on a mix of fuel types. External distribution used diesel and HVO (hydrotreated vegetable oil) for heavy and medium transport, while electric propulsion was used for a significant share of internal material handling equipment. This combination reduced the overall carbon intensity of logistics operations relative to an exclusively diesel fleet.

46 Poste Italiane S.p.A. also played an active part in collecting data needed for Fondazione 's carbon inventory, providing both the energy and water consumption related to the warehouses (i.e., MDC and the one used by OBS) and data needed to calculate the impact of the fleet.



6.2.6 FOOD AND BEVERAGE MANAGEMENT

Food and Beverage (FNB) services played a key role in enhancing the overall experience of both Athletes and spectators, contributing to their satisfaction, wellbeing and comfort throughout the event.

Approximately
1,636,000
total meals served

Approximately
837,000
refreshment station servings

~20%
Of all meals served were vegetarian

108,628
Meals donated thanks to three NGOs collaborating for food recovery

In this context, FNB services were designed and delivered referring to the **Sustainable Food Policy**[47] developed by Fondazione Milano Cortina 2026 as a guiding framework, covering the full service chain from procurement to waste management. The policy was structured around five main objectives:

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

47 This Policy was part of the documents related to the SEA procedure, as an annex to the Games Delivery Plan.

48 A fixed service point located within a lounge and/or the Media Centre, providing access to hot and/or cold beverages and, where applicable, sweet and savoury snacks. The assortment and level of service varied according to the stakeholder group for which the station is intended.

Services were organised across the clusters through different caterers (the contractors for the FNB service) and across several stakeholder groups with differentiated offers and service levels (e.g., Athletes, team officials, the Olympic and Paralympic Family, workforce, spectators, media and technical officials), comprising hot meals and refreshment stations[48]. In total, approximately 1,636,000 meals were served (1,380,000 during the Olympic Games and 256,000 during the Paralympic Games) alongside 837,000 refreshment station servings/portions throughout the Games. Menus were developed following a five-day rotation to ensure variety and procurement efficiency. Vegetarian options were systematically included; some vegan options were available within the vegetarian offer. For Athletes and team officials in the Villages, gluten-free options were always available and special diets, such as kosher and halal, could be provided upon request. For other accredited groups, dietary requirements were accommodated on request at each venue.

Vegetarian meals accounted for approximately 20% of the total, with uptake varying across user groups and reaching peaks of up to 50% among the workforce. All refreshment station servings/products included also vegetarian options.

Sustainability criteria were embedded directly in caterer procurement requirements, such as certified organic products and products labelled PDO (Protected Designations of Origin) or PGI (Protected Geographical Indication), certified “mountain products”, products from social farming, and zero-kilometre and short supply chain products to reduce transport emissions and promote typical local productions across Lombardia, Veneto, and Trentino.

Waste prevention was addressed operationally through menu optimisation across stakeholder groups, the reuse of non-consumed meals between service rotations where preservation conditions allowed, and the donation of surplus food (see paragraph 6.2.9).

Another element that could have played an important role in reducing waste was the use of washable tableware, and during the planning phase of the Games it was expected that this type of tableware could be widely relied upon. However, operational reality showed that this solution was unfortunately not feasible in most venues, due both to the lack of water supply connections and to space constraints within the venues. For this reason, single use tableware was used in all competition venues; the situation was different for the Main Media Centre (MMC) in Milano and the Villages where tableware was mainly reusable, with the exceptions of the catering service for the workforce at the MMC and the workforce dining hall at the Milano Village where tableware was single-use.

Where single-use tableware was foreseen, including cups for hot drinks, contractors were required to use items made of biodegradable and compostable materials certified in accordance with the EN 13432 standard, and to avoid single-use plastics. Contractors were also required to prioritise tableware made of cellulosic materials with a responsible forest management certification (e.g. PEFC, FSC). Regarding cold drink distribution to the spectators at the competition venues, most beverages were served in PET or aluminium bottles without a cap[49] (for security reasons), thus avoiding the generation of an additional waste stream associated with cup management[50].

Tap or micro-filtered water was promoted for both spectators and workforce, with water fountains provided in all the venues.

Social inclusion was embedded in procurement requirements by encouraging contractors to source goods (e.g., food products from social agriculture) and services from social enterprises that employ disadvantaged people and/or people with disabilities (including Type B or A+B Social Cooperatives and Social Agricultural Cooperatives). An indicative target of at least 10% of total products and/or services was set.

During Games time, onsite sample checks were carried out to verify compliance with the sustainability requirements set out in the Sustainable Food Policy. The results of such verifications indicated a level of implementation that was not always fully consistent or entirely aligned with the policy's standards. This variability is largely attributable to the fact that contractual agreements with the various caterers across the different clusters and venues were finalised very close to Games time.

49 The Italian implementation of the Single Use Plastics (SUP) Directive (2019/904/EU) took place primarily through Legislative Decree No. 196 of 8 November 2021, which came into force on 14 January 2022. Some restrictions related to the separation of caps for the Games were discussed with the Ministry of Environment and Energy Security (MASE), and consequently separate collection of the caps from the PET bottles was approved, avoiding a massive use of single use of cups/glasses.

50 This practice was not permitted during the Ceremonies for security reasons; in such cases, beverages had to be poured into single-use cups – the chosen option by Partners was aluminium cups.

AN INCLUSION PROJECT AT THE MILANO OLYMPIC AND PARALYMPIC VILLAGE

In line with Fondazione's Sustainable Food Policy, the awarding criteria applied during the consultation phase, and the Impact 26 project, all Caterers were encouraged to prioritise the procurement of products and services offered by the Third Sector (non-profit organisations).

In this spirit, the Caterer selected to manage the Food and Beverage service at the Milano Olympic and Paralympic Village established a collaboration with Gruppo L'Impronta, a Third Sector organisation based in Milano, with the aim of managing lunch and dinner service at the canteen dedicated to the Games Workforce at the Village.

The project made it possible to combine the high service standards required with the mission of Gruppo L'Impronta: to enhance the skills and professional potential of people with disabilities and to counter social vulnerability through pathways of inclusion, autonomy, and active participation in working and community life.

The team of workers from Gruppo L'Impronta employed in the canteen service — in particular from Via Libera, its social cooperative for work inclusion — comprised a total of 45 people, of whom 21 had disabilities, accounting for nearly half of the staff involved.

The figures below highlight the positive impact of the project:

INDICATOR	VALUE
Workers involved	45
Of whom with disabilities	21
Total hours worked	3,843
Hours worked by people with disabilities	2,690

This collaboration demonstrated how service quality, professionalism, and inclusion can coexist and mutually reinforce one another. The experience represented a concrete opportunity for professional and personal growth for all the workers involved, reaffirming the value of work as an instrument of autonomy, dignity, and social participation.

6.2.7 WATER RESOURCES

Water management for an international sports event—and even more so for the Winter Games—was a central environmental topic, covering the full cycle from sourcing to discharge. For the Milano Cortina 2026 Winter Games, the most relevant aspects, explored in more detail below, concerned water supply (in terms of quantity and source) for technical snowmaking, and water discharge for ice venues. The main uses of water resources related to the production of technical snow at mountain venues, the production of ice at ice venues, and operational uses (e.g. kitchens), as well as drinking and sanitary purposes, which contributed to avoiding additional consumption in other contexts. No significant water uses were associated with other activities, such as temporary venue construction. Competition venues are summarised below, distinguishing between snow and ice sports and disciplines.

Snow disciplines and venues:

- Stelvio Ski Centre (SSC) – men's Alpine skiing and ski mountaineering (making its debut at the Winter Olympic Games);
- Livigno Snow Park (LSP) – freestyle skiing and snowboarding disciplines;
- Livigno Aerials and Moguls (LAM) – freestyle skiing disciplines;
- Tofane Alpine Skiing Centre (CAL) and Cortina Para Snowboard Park (CSB) – women's Alpine skiing and skiing/snowboarding during the Paralympics;
- Tesero Cross-Country Skiing Stadium (TCC) – all cross-country skiing competitions and Para biathlon;
- Antholz/Anterselva Biathlon Arena (ABA) – Biathlon events;
- Predazzo Ski Jumping Stadium (PSJ) – ski jumping and the jumping part of Nordic combined.

Ice disciplines and venues:

- temporary rinks at Milano Santagiulia Ice Hockey Arena (MH1) and Milano Rho Ice Hockey Arena (MH2) – ice hockey and Para ice hockey (only MH1);
- temporary rink at Milano Ice Skating Arena (MSK) – figure skating and short track speed skating;
- temporary rink at Milano Speed Skating Stadium (MSS) – speed skating;
- Cortina Curling Olympic Stadium (CCU) – curling and wheelchair curling.

Additionally, four rinks were used for training (two for hockey at Milano Rho Ice Hockey Arena and Milano Santagiulia Ice Hockey Arena, and those for figure skating and short track at Milano Ice Skating Arena in Assago).

SUSTAINABILITY MEASURES FOR TECHNICAL SNOW PRODUCTION

To support this commitment, a specific policy for technical snow production was developed, aimed at ensuring management according to environmental responsibility criteria and respecting the fragility of the mountain ecosystems involved.

Technical snow production was planned in compliance with the minimum safety competitive requirements set by International Federations; the volume of technical snow generated amounted to approximately 1,966,000 m³. Technical snow production used renewable energy, water and air, without chemical additives. Regarding energy consumption and greenhouse gas emissions, it is important to note that snow production was included within the perimeter covered by the supply of certified renewable electricity. For final slope preparation, food-grade dyes and, especially for the Paralympics due to seasonal conditions with higher temperature, limited quantities of coarse salt were used to meet technical standards.

On the technological front, snowmaking systems were completely renewed in all mountain locations hosting the Games, except for Cortina, which had already benefited from a major upgrade for the 2021 FIS World Championships. Specifically, next-generation systems allowed energy consumption to be reduced by up to 30% and the optimisation of water use for the same amount of snow produced[51], thanks to:

- automatic snow cannons that precisely regulated the water-air ratio, enhancing the efficiency of the entire snowmaking cycle;
- intelligent control units that adapted production in real time to the actual needs of the slopes and environmental conditions; and
- meteorological monitoring stations that enabled targeted snowmaking during optimal climate windows, reducing unnecessary energy and water consumption.

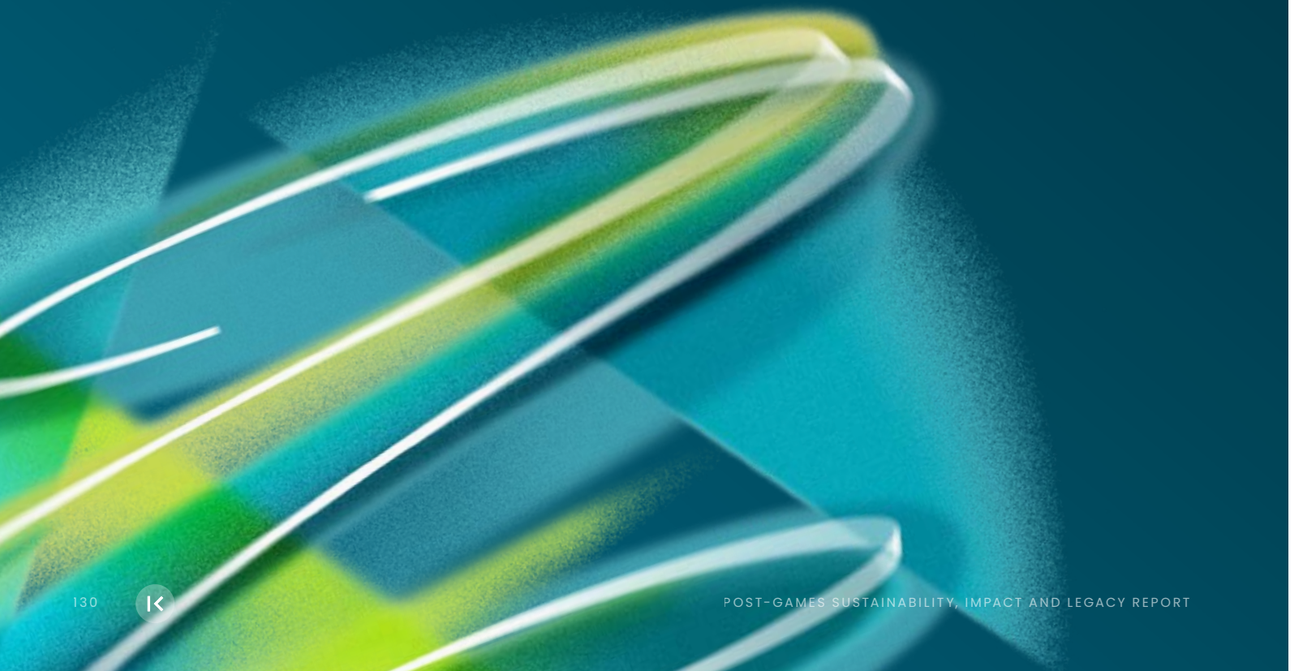
51 Compared to previous generation systems typically installed 10-15 years ago.

Furthermore, in several locations, SIMICO S.p.A., on behalf of the competent administrations, built new high-altitude water storage basins, including "Lago Sant'Ambrogio" in Bormio and the Mottolino and Carosello 3000 basins in Livigno; the water storage basin in Antholz/Anterselva was built by the autonomous Province of Bozen/Bolzano. The strategic placement of these infrastructures brought advantages on several fronts:

- Gravity-fed distribution: when placed at altitude, the need for high-power pumps was significantly reduced or eliminated, decreasing both operational energy requirements and water losses during transport.
- Higher water pressure at the source: natural pressure improved the efficiency of snow cannons, allowing greater snow production per litre of water, especially in marginal temperature conditions.
- Reduced evaporation and losses: elevated and isolated basins helped preserve water quality and volume, minimising losses and ensuring availability during peak production periods.

Operational management was supported by the "Snowsat" computerised system, which integrated GPS, depth sensors and data management tools, enabling snow groomer drivers and operators to optimise snow distribution and avoid unnecessary accumulation.

For slope preparation, new-generation mechanical vehicles compatible with HVO were hired. Dedicated software was used to monitor vehicle working hours and fuel consumption, enabling precise control of environmental performance.



WATER WITHDRAWAL

The estimates below cover water withdrawals for all venue-related uses, including technical snowmaking, ice production and maintenance at indoor venues, and domestic use.

Total water withdrawals (m^3)					
Milano	Cortina, including Antholz/Anterselva	Valtellina	Val di Fiemme	Other/ not specified*	Total
98,536	231,912	682,414	68,333	323	**1,081,517**

* "other / not specified" in this table refers to water withdrawal that are not associated to a specific cluster

52 These data include measured and estimated values: water withdrawal data were collected whenever available. For technical snowmaking, the figures presented represent the best available estimates, derived from the volumes of snow produced and the geographical and meteorological context of the different clusters / venues (this influencing the conversion factor between water input and snow output); this approach is standard practice in Alpine snowmaking assessments and ensures consistency across venues with different monitoring systems.

Technical snowmaking represents approximately 88% of the total withdrawal, amounting in total to 952 thousand cubic metres[52]. Water sources for technical snowmaking included springs, basins, rivers and streams, depending on the venue:

- Bormio: Sobretta, Capitania and Fontalonga springs, plus the new Sant'Ambrogio high altitude basin;
- Livigno: the Spöl river and the natural lake upstream of Carosello 3000, supplemented by two new high altitude basins;
- Predazzo and Tesero: the Avisio river;
- Cortina: the storage basin and the Boite river;
- Antholz/Anterselva: the Antholz/Anterselva river, with water stored in a new basin to increase availability.

In the absence of comprehensive metered data, the pre-Games estimate applied a single water-to-snow conversion factor of 2.5 across all venues. The updated post-Games calculation provide the best available estimate of water withdrawal in each area using area-specific factors ranging from 1.8 to 2.35, reflecting local temperature and humidity conditions.

Consolidated snowmaking data show that the estimated volume of water required was approximately 14% higher than initially projected in the Strategic Environmental Assessment (SEA) documentation, although the volume of technical snow produced was around 6% lower than anticipated. This difference primarily reflects a refinement of the estimation method, rather than an increase in snow production.

	Technical snow production			
	Cortina, including Antholz/Anterselva	Valtellina	Val di Fiemme	Total
Water withdrawals (m^3)	213,180	675,000	64,091	**952,271**
Snow generated (m^3)	475,000	1,350,000	141,000	**1,966,000**

Milano Cortina 2026 competition venues were predominantly located within long established ski resorts equipped with pre existing snowmaking systems, routinely used to support winter tourism operations and host international competitions. **Assuming the same skiable area, a substantial proportion of the snow produced for the Games would therefore have been produced regardless of the event.**

In many cases, snowmaking systems have been modernised with new generation technologies that reduce energy consumption by around 30% and improve overall efficiency, with the Games serving as a catalyst to accelerate these investments and upgrades (see dedicated box).

At some locations (e.g. Antholz/Anterselva), planned production is broadly consistent with historical levels, while at others (e.g. Cortina and Bormio) approximately 60–70% of the planned volume falls within typical seasonal requirements. The remaining 30–40% represents the additional volume required for the Games, primarily to meet international technical and safety standards. The situation differs where the skiable area has been expanded, notably in Livigno, where a largely new competition venue was developed. Accordingly, one should distinguish between the recurring snowmaking requirements of existing winter tourism operations and the additional requirements specifically attributable to the Games.

Water supplied through the mains for ice preparation and maintenance totalled approximately 3,480 cubic metres. This volume can be considered negligible compared with the amount required for snowmaking on ski slopes.

Finally, in addition to the water withdrawals described above, supplementary water for purposes other than snowmaking was delivered by tankers, under the responsibility of the general contractors. However, complete data on the total volume delivered was not available.

WATER DISCHARGE

Water discharged into the sewer system broadly corresponded to the volumes supplied, with the exception of water used for technical snowmaking and the portion of meltwater from ice rinks that was managed separately as liquid special waste. Below are the estimated volumes of water discharged.

Total water discharges (m^3)					
Milano	Cortina, including Antholz/Anterselva	Valtellina	Val di Fiemme	Other/ not specified*	Total
93,351	17,608	7,043	4,030	307	**122,338**

* "other/not specified" in this table refers to water discharges that are not associated to a specific cluster

At ice venues the key issue was the quality of the discharged water: the paints used in the ice required meltwater to be handled carefully. Depending on the facility-specific conditions and the layer of ice concerned, meltwater was either discharged through the sewer system or managed separately as liquid special waste. To ensure full compliance with environmental regulations and facility specific discharge permits, Fondazione implemented targeted measures, including water quality testing and daily checks to verify the correct handling and storage of shaved ice during maintenance and decommissioning.

Finally, Fondazione sought to assess the Games' total water footprint, which would have been a first for the Olympic and Paralympic Winter Games. Despite considerable efforts, however, water consumption and discharges could not be monitored consistently across all venues. Differences in venue infrastructure and in the contractual responsibilities of general contractors and other suppliers resulted in varying data-management arrangements. Consequently, the available data were not sufficiently complete and reliable to prepare a water footprint account compliant with the ISO 14046 international standard or to enable external verification.

6.2.8 BIODIVERSITY

The competition and non-competition venues of Milano Cortina 2026, distributed across four geographical clusters and one stand-alone venue, involved both urban contexts and alpine areas characterised by ecosystems of high natural value. The alpine zones in particular hosted priority habitats and protected species of national and European importance. Within this context, the Organising Committee's SIL Strategy integrated biodiversity protection among its priorities, with the aim of minimising negative impacts on local natural ecosystems potentially generated by the organisation of the Games, and committing to ecological restoration after the period of occupation of temporary venues.

To this end, a survey of grassland areas was carried out in the "Ante Operam" phase through specific **floristic analyses**, conducted both within the venues and in areas used for temporary transport and parking areas; in particular, a total of 44 phytosociological surveys[53] were conducted, mainly in the spring-summer period (April – July) of 2025.

53 A phytosociological survey is a methodology used to record, classify, and map the composition and distribution of plant species within a specific plant community.

	Milano	Valtellina	Val di Fiemme	Cortina*	Total
Venues	2	5	7	15	29
Parking Areas	/	5	5	5	15
Total	**2**	**10**	**12**	**20**	**44**

* Including Anthloz/Anterselva.

Based on these analyses, no floristic or vegetational emergencies were detected, as the areas temporarily used for the Games were mainly characterised by mown meadows/pastures. The exceptions were two habitats within the Natura 2000 Site ZPS/ZSC IT3110017 "Vedrette di Ries Aurina Nature Park" near the Antholz/Anterselva venue, and the presence of two specimens of a species of conservational interest, *Myricaria germanica*, found near the Tesero venue where the Natura 2000 Site ZSC IT3120118 "Lago (Val di Fiemme)" is located, albeit outside the safety perimeter.
It is also worth noting the discovery, during these vegetation surveys, of a breeding site of the yellow-bellied toad (Bombina variegata) near the finish area of the Tofane slope in Cortina; this aspect was further investigated and monitored, and before the start of the planned set-up activities, the abandonment of the breeding sites was verified, so it was not necessary to implement specific protection measures for this species.

In May 2026, a new site visit confirmed that some specimens of the yellow-bellied toad were again present in the same area. Post Games, between late May and late June, a total of 12 "Post Operam" phytosociological surveys were conducted, aimed at verifying the floristic and vegetational conditions of the areas previously occupied by temporary infrastructures serving the Games. Some areas are currently undergoing interventions to restore their original conditions; however, the monitoring returned an overall positive picture, with no significant critical issues detected in the vegetational components attributable to the temporary works or to the Games related activities. Furthermore, no invasive alien plant species (IAS) were detected within the venues; this absence represents an additional positive element, indicating that the temporary activities, material movements and restoration works have not, at this stage, resulted in the introduction or spread of invasive flora.

Also with reference to the analyses carried out in the "Ante Operam" phase, **faunal monitoring** (relating to golden eagles and chamois) was conducted near the Antholz/Anterselva[54] venue, which excluded the presence of active golden eagle nests in the area affected by the Games and documented that the chamois frequented the valley floor area where the venue is located only very occasionally, also due to disturbance from tourist and sporting activities. Post-Games faunal monitoring did not highlight any changes in the number of eagles and chamois. Nothing critical or anomalous was detected compared to last year.

54 In compliance with a requirement set out in the appropriate assessment opinion, issued as part of the SEA procedure for the Olympic and Paralympic Winter Games Milano Cortina 2026 Delivery Plan.

Furthermore, considering the possible impacts on the conservation objectives of the Natura 2000 Network Sites, a specific **Impact Assessment (VIncA)** was carried out as part of the Strategic Environmental Assessment of the Games Delivery Plan (see paragraph 6.2.1). This analysis made it possible to identify possible impacts (e.g. overlap of some infrastructure with habitats, acoustic disturbance to fauna) on the Natura 2000 sites closest to the venues that hosted the Games, which could be mitigated through design measures and good practices implemented both during the set-up/dismantling of the affected venues and during the Games themselves.

Finally, **preliminary environmental studies** were developed by Fondazione as part of the screening procedure for Environmental Impact Assessment (EIA) for those car parks serving the Games venues which, although temporary, fell within the definitions provided by Legislative Decree 152/2006 (art. 6 para. 6).
In particular, twelve temporary parking areas were analysed: two within the Belluno province, four in the Trento province, three related to the Sondrio province and three in the Bozen/Bolzano province.

IDENTIFIED POTENTIAL IMPACTS AND MEASURES ADOPTED

The activities related to the organisation of the Games, although mainly temporary and limited in scope, required the adoption of specific measures to contain the main environmental risks identified, such as habitat fragmentation, noise and light pollution, risk of soil and water contamination, and the barrier effect for fauna.

For each of these aspects, minimisation, mitigation and monitoring measures were developed both for competition and non-competition venues, including parking areas. Among the good practices adopted by Fondazione Milano Cortina 2026 were:

- **Minimising the temporary occupation by overlay infrastructures of non-anthropised land**; where technically necessary, grassland areas were protected with trackways minimising the use of wood chips and gravel.
- **Prevention of soil and water pollution**, through protocols for waste management, safe storage of hazardous materials (e.g. containment basins for fuel tanks), measures for refueling activities, and the provision of spill kits for intervention in the event of spills and mobile containment basins (e.g. for snow groomers).
- **Containment of noise disturbance**, with specific studies within the temporary building permits[55] and measures such as targeted orientation of loudspeakers towards spectator areas and, in car parks outside urban areas adjacent to natural or semi-natural areas, the exclusion of loudspeakers for unnecessary music or announcements.
- **Limiting disturbance from overflights**, by identifying portions of airspace to be avoided and complying with any requirements (e.g. time restrictions) set by the entities responsible for the protection of the areas.
- **Reducing the barrier effect** by leaving sections of fencing open, especially for venues in mountain areas, to allow fauna to pass through, particularly during periods when the areas were not in use for events, with specific operational instructions for daily fence checks and immediate communication to the relevant environmental authorities to recover any animals that might become trapped (no cases registered).
- **Preparation of guidelines and ad hoc procedures** (in particular, "Guidelines for the Protection of Habitats, Protected Areas and Species" and 15 environmental procedures[56] were developed) within the ISO 20121 management system.
- **Inclusion of clauses relating to environmental protection measures**, considering soil protection and restoration of areas at the end of works – in contracts with General Contractors and with temporary construction management and control.

55 For the Anterselva Biathlon Arena, a specific acoustic mapping exercise was carried out in order to assess the noise impact associated with the sound system and its implications for evaluating disturbance to the immediately adjacent protected area.

56 Among these, by way of example, are the following procedures: environmentally responsible snow preparation; restrictions on flights (drones and helicopters); urban waste management; special waste management; management measures for potential environmental incident emergencies at the venue; protection of habitats, protected areas and species; sustainability practices for vehicle drivers; management of chemicals at the venue; daily inspections for wildlife protection; and monitoring of the implementation of sustainability requirements included within the contracts.

Measures Adopted - Valli Bus Industrial Canal

With regard to the protection of habitats and species, during the screening for exemption from EIA for one of the temporary car parks used by Fondazione in Val di Fiemme, the presence of the white-clawed crayfish (*Austropotamobius pallipes*) was detected.

In fact, in 2025, the Valli Bus industrial canal was the subject of a translocation intervention for this species, which is listed as endangered and therefore considered a priority, included in Annexes II and V of Directive 92/43/EEC "Habitats".

Given the importance of the species, the Autonomous Province of Trento required the implementation of appropriate measures to limit the impact that the car park, albeit temporary, could have on the crayfish population.

In particular, considering the expected influx for the event, specific measures were adopted (i.e., fencing of the area with barriers near the stream to prevent people from approaching and to avoid any potential harmful activities, accumulation of the shoveled snow at a safe distance from the stream, and placement of containers for municipal waste, along with the implementation of controls to collect any abandoned materials and ensure their proper disposal) to counter:

- the turbidity and pollution of the waters of the Valli Bus stream due to surface alteration and the possibility of runoff of fine sediments, de-icing products, and pollutants produced by vehicle traffic and exhaust gases, which could occur during rainfall events and during and after use of the car park; and
- the abandonment of waste and the possibility that it could end up in the stream, also given the presence of a pedestrian walkway running parallel to it.



- **Carrying out EHS audits at the temporary infrastructure preparation at the venues**, during set-up, transition (between Olympics and Paralympics), and dismantling phases (see paragraph 6.2.2).
- **Restoration of grassland areas** degraded by activities carried out by Fondazione (and its suppliers/contractors) – refer to Restoration section.

ENVIRONMENTAL INCIDENTS

The preventive actions implemented to avoid environmental incidents and, if necessary, to reduce and limit their impact as much as possible – such as staff awareness/training, preparation of ad hoc procedures, provision of spill kits and mobile containment basins – achieved exactly this aim: to reduce both the number and impact of incidents. However, given the operational nature of the venues, it was not possible to eliminate such events entirely.

In particular, a total of 16 minor environmental incidents were recorded across the territories hosting the Games, most of which were related to small diesel or HVO spills, mainly on asphalted/paved areas during refuelling activities.

In all these cases, immediate safety measures were implemented (e.g. intervention with absorbent and containment materials) by on-site staff; in two cases, there were malfunctions in the sewer network[57], with cleaning interventions carried out by the responsible operators.

For 5 incidents, as limited portions of soil were involved, a specific inspection by a qualified technician was carried out (after the snow had melted) to check the state of the soil and make the necessary assessments. In 3 of these cases, it was necessary to notify the competent authorities and proceed with subsequent management, i.e., a small intervention consisting of the superficial removal of the few square metres of soil involved, followed by an additional analytical check of the quality of the underlying soil, according to the italian legislation.

57 In one of these two cases, the malfunction resulted in wastewater from the Cortina village reaching the Boite river; cleaning operations and water analyses were carried out by responsible operator to verify that environmental conditions were not affected.

58 By minor impacts we refer to short-term, limited-extent negative effects that either recover spontaneously or require only minimal intervention to be restored.

RESTORATION OF GRASSLAND AREAS

Some areas in most of the competition and non-competition venues were identified as requiring environmental restoration after temporary use. The floristic analyses carried out before the Games had not detected the presence of any particular valuable elements, and therefore the restoration plans (managed directly by General Contractors or by Fondazione through the EDEs) included, in most cases, an agronomic project and an assessment of the presence of invasive species.

The mitigation and restoration actions implemented (e.g., containment of noise and reseeding) made it possible to contain the minor impacts[58] on biodiversity in the areas affected by the temporary infrastructures needed for the Games. Verification activities on the status of habitats and key species have been planned in the different seasons by the end of 2026.

Effective results of restoration will be visible only in a two-to-three-year timeframe, after the administrative closing of Fondazione, as mentioned in the SEA documentation. In several areas (e.g. Tesero and Cortina), Fondazione is working with the related EDE and local authorities to guarantee their direct involvement in monitoring the effectiveness of the restoration approach in future years.

Eventual biodiversity impacts associated with permanent construction works have been managed separately, under the responsibility of the relevant construction companies and Authorities.

6.2.9 CIRCULARITY OF GOODS AND FOOD

The organisation of the Olympic and Paralympic Winter Games required the mobilisation of significant material resources across venues, Villages, Ceremonies and hospitality operations. Managing those resources responsibly – minimising quantities and consequently waste, extending the useful life of materials and ensuring that assets retained value beyond the Games – was identified as a priority area within Milano Cortina 2026's broader sustainability framework.

The purchasing process has led to a preference for leasing goods rather than purchasing them. Examples include furniture, temporary generators, technology for performance measurement (e.g., timekeeper), small equipment (Rate Card items), PCs and other digital and sport equipment.

Communication Equipment/Devices (Radios, Telephones, Computers)

- 6,400 laptops
- 4,600 smartphones
- 7,200 two-way radios
- 750 tablets

Equipment/Devices for Athlete Performance Measurement

- 40 servers
- 30 workstations
- 120 desktop printers
- 10 floor-standing multifunction printers
- 30 tablets

Support Equipment for Technological Requirements

- 600 desktop printers
- 70 floor-standing multifunction printers
- 40 servers
- 20 tablets

Furthermore, approximately 20,000 pieces of furniture originally used at the Paris 2024 Games were recovered (rented) for the Milano Cortina 2026 Winter Games and, at the end, resold: most of them to European buyers, while approximately 1,200 to local organisations in Alpine communities. Sport equipment (intended as training/fitness equipment) were rented from RGS Events (Official Supporter) and Technogym (Sponsor) and, at the end of the Games, in some cases they were returned to the Sponsors or sold directly by them to EDEs.

With regards to purchased goods, several items were subsequently resold, such as sport equipment, HVO and the winter tyres of the fleet vehicles. Another example refers to a return management process for approximately 9,000 unused reams of paper, extending the reuse approach to other materials such as stationary kits and operational tools.

Additionally, some specific elements of the Look of the Games such as the "spectaculars" (the Olympic and Paralympic rings) will be reused by municipalities: there is a specific contract to be signed by municipalities, IOC and CONI for spectaculars permanent installation. At the time of writing the present Report, the municipalities of Bormio, Predazzo, Cortina, Antholz/Anterselva and Cino (at the entrance of the Valtellina) signed this contract; the other venues are in the process of creating the project for the permanent installation of spectaculars. Furthermore, Livigno Municipality decided to install a museum with several iconic elements of the Games.

The table below presents the circularity-related actions undertaken across the Games' operational scope.

MAIN CIRCULARITY-RELATED ACTIONS UNDERTAKEN

ASSETS FROM PARIS 2024	See 6.2.9
ICONIC ELEMENTS	See 9.1, 9.5
SALE AND DONATION OF ASSETS BY FONDAZIONE	
DONATIONS OF ASSETS BY STAKEHOLDERS	
CIRCULAR SOLUTIONS FOR DIRECTLY MANAGED OVERLAY ELEMENTS	
SIGNAGE AND WAYFINDING	
LOOK OF THE GAMES	
FOOD SURPLUS RECOVERY	

SALE AND DONATION OF ASSETS BY FONDAZIONE

As part of the Dissolution phase, Fondazione Milano Cortina 2026 has established a formal, cross-functional governance process for the sale, donation, reuse and, where neither sale nor donation was feasible, final disposal of MICO-managed assets, including assets owned by or otherwise within the legal or material availability of the Fondazione.

The process was governed by the Asset Sale and Donation Procedure approved by the CEO, and was designed to maximise financial recovery, extend the useful life of assets, generate social and legacy benefits, minimise logistical, administrative and disposal costs, and ensure transparency, fairness, traceability and compliance.

The Asset Committee governed the process by defining asset lots and the relevant sale or donation methods, evaluating offers and expressions of interest, deciding allocations, managing exceptions and overseeing contractual formalisation. Decisions were taken collectively and documented to preserve traceability and auditability.

Assets were prioritised for sale where a market existed and the expected proceeds justified the related operational and logistical costs. Donation could be activated where no viable market existed, where the offers received were considered non-congruous, or following a strategic decision by the Asset Committee in support of legacy objectives. Final disposal was considered only where neither sale nor donation was feasible. Assets subject to specific Olympic, Paralympic, licensing or intellectual-property restrictions were managed through dedicated authorisation processes.

The asset disposition process was based on the following principles:

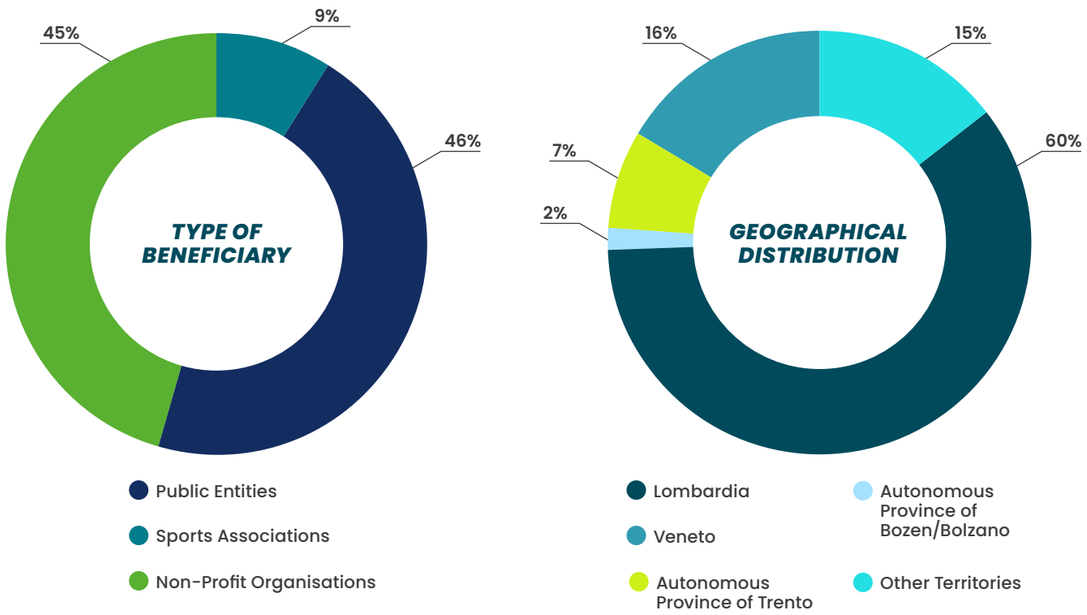
1. **Stakeholder, social and territorial priorities**
    - For donations, priority was given to Members of Fondazione, other public-sector entities and eligible non-profit and sports organisations, in accordance with the hierarchy defined in the Procedure.
    - Within these categories, preference was given to organisations pursuing social objectives related to accessibility and the inclusion of persons with disabilities and operating in the territories involved in the Games.
2. **Transparency and access to the market**
    - Assets were normally offered through public expressions of interest promoted through the Fondazione's institutional channels and through the institutional and operational relationships developed during the Games with contributing entities, including the Event Delivery Entities (EDEs).
    - For technically specialised assets, restricted markets or assets involving significant logistical costs, the Asset Committee could invite selected operators directly on the basis of documented criteria, while preserving transparency, traceability and an appropriate level of market competition.
3. **Fairness and impartiality**
    - Interested parties were provided with equal access to the available information and the applicable procedures, while taking into account the need for rapid and efficient decision-making during the Dissolution phase.
    - Sale offers were assessed by considering economic value, logistical and operational costs, implementation timing, bidder reliability, intended use of the assets, strategic priorities and the outcome of any applicable checks.
4. **Proportionality - Effective reuse and allocation**
    - Donation requests were assessed by considering the proposed reuse, the recipient's capacity to collect and effectively use the assets, and the expected social and territorial impact.
    - Where candidates presented substantially equivalent logistical, operational and timing conditions, an equitable division of the assets was considered on the basis of their capacity to absorb and use them. Where division was not feasible, another fair and traceable allocation method was applied.
5. **Operational efficiency**
    - Decisions took into account demobilisation timelines, personnel availability, logistical constraints, asset usability and available storage space.
    - Assets were grouped into lots where this improved the efficiency and feasibility of the process. The Asset Committee could adopt simplified or accelerated procedures in duly justified circumstances, provided that the reasons were documented and traceability was maintained, in accordance with the Procedure.

6. **Counterparty checks and formalisation**
    - Standard sales were open to legal entities and not to individuals, except for specifically authorised extraordinary initiatives, such as public sales or dedicated events.
    - Counterparties were subject to the required onboarding process and, where applicable, to reputational, compliance and financial-reliability checks.
    - Sales were formalised on an "as is, where is" basis and without warranties. Donations were documented in the legally required form, taking into account the value of the relevant asset or lot. All agreements were signed in accordance with the Fondazione's applicable signature powers.

In parallel, Fondazione Milano Cortina 2026 also supported NOCs, NPCs, broadcasters and other Games stakeholders in donating assets owned by those organisations. These third-party initiatives are described separately in the following section.

The following are examples of the asset sale and donation process. Overall, approximately 3,000 pallets have been allocated for reuse. The donation process involved 110 beneficiaries, distributed as shown in the following charts.

DONATIONS: 110 BENEFICIARIES TYPOLOGY AND GEOGRAPHICAL DISTRIBUTION



59 The items listed serve as an example and do not represent an exhaustive list.

SALES[59]

- Remaining HVO fuel stocks
- Winter tyres from the vehicle fleet
- New personal protective equipment
- Selected sports equipment
- Olympic and Paralympic torches (managed through dedicated initiatives and subject to the applicable brand, licensing and intellectual-property requirements)
- Selected IT and technology equipment
- Mattresses, duvets, pillows and other Predazzo Village equipment

DONATIONS[61]

- Mattresses, duvets, pillows and other Village (Cortina, Milano) equipment
- Flags, trays, T-shirts, posters and other operational materials
- Anti-doping equipment
- Video-wall equipment
- Ultrasound scanners
- Laminators, pouches and lanyards
- Waste bins
- Bicycle racks
- Jersey barriers
- Baby-changing tables
- Environmental emergency and spill-response kits
- Vehicle equipment
- Surplus non-perishable food
- Costumes, wardrobe items, textiles, scenic materials and equipment from the Ceremonies that had been transferred into Fondazione's ownership
- Non-distributed uniform kits
- Selected sports equipment
- Evacuation chairs and equipment for accessibility

DONATIONS OF ASSETS BY STAKEHOLDERS

To support the circular reuse of assets held by third parties involved in the organisation of the Games, including National Olympic Committees (NOCs), National Paralympic Committees (NPCs), broadcasters, media organisations and Athletes, Fondazione Milano Cortina 2026 developed dedicated **donation guidelines** and template deed-of-donation documents. A help desk was made available throughout the Games period to facilitate the practical transfer of assets to Italian non-profit organisations.

NOCs and NPCs were able to donate through two channels: directly to a beneficiary organisation of their choice, or by transferring assets to Fondazione, which then coordinated distribution with the support of the relevant host municipalities. Assets left behind at the Olympic and Paralympic Villages, predominantly bedding, mattresses, pillows and general room furnishings, were inventoried and subsequently donated through an internal procedure in collaboration with the municipalities hosting each Village, and the Guardia di Finanza in Val di Fiemme. Non-profit organisations expressed an interest by submitting a formal letter of intent, and allocations were then made equitably.

Media Rights Holders (MRHs) and Olympic Broadcasting Services (OBS) participated in the same programme, redistributing goods left across competition venues to local Italian non-profit organisations. MRHs followed donation recommendations set by Fondazione, giving preference to organisations based in Milano or the surrounding areas to limit transport emissions and to those working in sport, inclusion and support for vulnerable communities. Donations consisted mainly of stationery items and were distributed across multiple organisations.

OBS also operated the Mindful Departure Programme, an internal initiative through which their members donated unwanted personal items – clothing, shoes and kitchen equipment – for reuse rather than disposal. OBS additionally made food donations from leftovers at the Main Media Centre in Milano.

The Ceremonies service providers autonomously donated various items (including textiles, scenic elements, and equipment), besides costumes that have been donated to cast, educational and cultural and non-profit organisations.

These mechanisms ensured that a broad range of Games assets were redirected towards community benefit rather than disposal, reflecting a shared commitment to circularity.

CIRCULAR SOLUTIONS FOR DIRECTLY MANAGED OVERLAY ELEMENTS

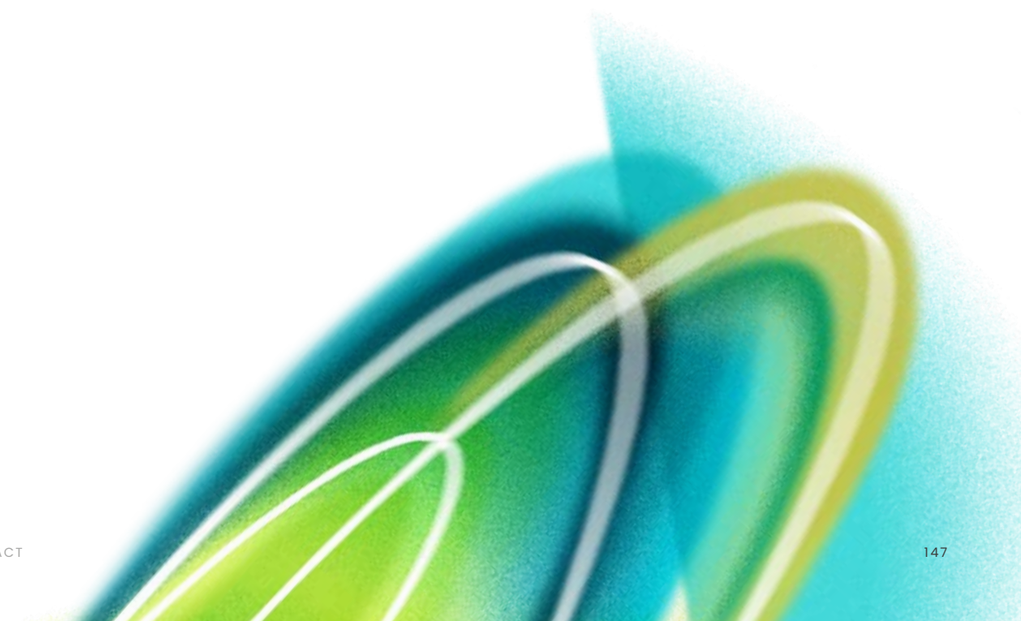
Several criteria were integrated into market consultations for the different elements of temporary infrastructure (overlay, energy, look, signage).

The scope of temporary infrastructure elements is particularly broad and characterized by significant differences across categories. The main categories, listed below for illustrative (non-exhaustive) purposes, include:

- Overlay elements, typically reusable: cabins, containment systems, fences, grandstands, internal partitions, purpose-built wooden or metal structures, scaffolding structures, security perimeters, tents, toilets and trackways.
- Energy elements, typically reusable: generators, UPS systems, lighting; electrical cabins, cabling, HVAC systems.
- Signage materials, including both reusable components and customized elements.
- Branding materials (Look of the Games), predominantly consisting of customized elements.

This is further compounded by the complexity arising from the involvement of a large number of contractors.

In line with sustainability and circularity principles, Fondazione prioritized rental solutions wherever possible in order to maximize the reuse of materials. The shared **material management hierarchy** followed these priorities: reuse, material recovery/recycling, energy recovery, and landfill disposal only as a last resort.



SIGNAGE AND WAYFINDING

Signage and wayfinding systems play a critical role in ensuring efficient navigation and a positive visitor experience during major events. For the Games, sustainability criteria were integrated throughout the procurement, production, use, and end-of-life phases of the signage and wayfinding project.

The service was delivered by a temporary joint venture formed by two local companies based in Verona, Northern Italy, supporting local economic value creation while reducing transportation-related impacts. The supplier employed high-efficiency printing technologies and low environmental impact inks and held FSC (Forest Stewardship Council) certification.

To further promote circularity, the contract was structured around a **buy-back mechanism**, whereby materials were supplied for Games-time operations and subsequently repurchased by the contractor. This approach transferred responsibility for post-event material management to the supplier and maximized opportunities for reuse and recycling, in line with the sustainability objectives of Fondazione Milano Cortina 2026.

Approximately 11,500 m² of printed materials used for signage and wayfinding, corresponding to around 62,500 individual printed items, were produced and installed in the venues directly by the supplier. Recyclable polypropylene accounted for approximately 83% of the total surface area (around 9,500 m²), while the remainder was used for specific applications requiring alternative materials, such as adhesives and rigid composite panels. Following dismantling activities, the polypropylene materials were collected and sent for recycling by the supplier. In addition, 440 wayfinding totems were produced to support visitor navigation and operational requirements across the venues. Through the contractual reuse scheme, the solution achieved approx. 100% reuse rate of all the totems after the event extending the lifespan of these assets beyond the Games and avoiding the need for the production of equivalent new materials.

By combining local sourcing, responsible procurement, material circularity, and end-of-life recovery measures, the signage and wayfinding project demonstrated an important commitment to reducing the environmental impacts associated with its operations while maintaining the high operational standards required for a major international sporting event.



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LOOK OF THE GAMES

"Look of the Games" represents the distinctive visual identity that characterises each edition of the Olympic and Paralympic Games. For the services related to the production, installation and dismantling of Look of the Games elements used to dress Games venues, sustainability criteria were integrated throughout the project.

Approximately 117,000 m² of printed materials were produced and installed by the supplier, encompassing a wide variety of materials used for different applications. The service was delivered by a local supplier based near Milano. Printing activities were carried out using renewable electricity, while the elements were supplied through a rental model, enabling the supplier to manage the dismantling process and maximise reuse, recycling and recovery of the materials in line with the sustainability objectives of Fondazione. Materials that were not suitable for reuse and could not be recycled were sent for energy recovery.

In this context, Fondazione promoted a dedicated initiative to enhance the valorisation and recovery of Look of the Games elements that are typically difficult to recycle, with the support of PVC Forum Italia (the organisation representing VinylPlus in Italy, the voluntary sustainable development programme of the European PVC industry). The project focused on materials such as PVC-coated polyester banners and PVC adhesive films, which are widely used in event branding but often present end-of-life management challenges. In particular, the recovery of PVC-coated polyester banners represents a pioneering effort to explore innovative recycling pathways (see box in the following page).

The recovery of PVC adhesive films also represented an innovative initiative, developed in collaboration with a specialised recycling company based near Milano, through which part of the materials used across the Games venues was sent for recycling (approximately 460 kg).

Moreover, with the same goal of enhancing the recovery of Look of the Games elements, a collaboration was also launched with a technical textile company based near Mantova, Northern Italy, to recycle part of the polyester fabrics used across the Games venues (approximately 500 kg).

Finally, these activities aim to send a positive message to the events sector and bring together market stakeholders to identify solutions that could be widely implemented.

BENCHES MADE FROM MATERIALS RECOVERED FROM THE LOOK OF THE GAMES

Fondazione Milano Cortina 2026 launched a pioneering project dedicated to the recovery and valorisation of complex materials used in temporary installations for events, also employed in the "Look of the Games", due to their technical properties.

The initiative stems from the need to identify real, scalable, local and replicable solutions for managing complex materials, which are often composite materials, making them difficult to recycle through traditional processes.

The project aimed to give new life to composite polymers, such as PVC coated textile fabrics used for banners, by transforming them into granulate that can be employed in the production of new products such as benches.

The working group behind the project was composed of: Fondazione, IOC, PVC Forum Italia, the supplier of the Look of the Games, and a specialised recycling company based near Pordenone, Northern Italy.

Fondazione selected a "bench" as the representative item to be placed in public spaces and accompanied by a plaque describing the project and featuring the Milano Cortina 2026 logo, so that it can remain as a legacy element over time.

The bench, in addition to being a Made in Italy design element, can become an element of urban, environmental and cultural regeneration. It ultimately embodies the symbol of the project by fulfilling a social function: sitting, pausing, sharing.

Following the pilot phase, thanks to the contribution of the Official Supporter SAVE Group, two benches featuring seats made from a blend of recycled materials, including PVC-coated polyester banners used to dress venues of the Games, will be produced and installed at Venice Marco Polo Airport, which served as a Port of Entry during the Games.





FOOD SURPLUS RECOVERY

During the Games, leftover food that was still perfectly edible was recovered thanks to the collaboration with Fondazione Banco Alimentare ETS and Trentino Solidale ODV. The food was collected from both competition and non-competition venues and was redistributed to people in vulnerable conditions in the regions involved.

Fondazione signed protocols with these organisations to define the general conditions and terms of collaboration, aimed at implementing joint projects whose primary objectives were to combat food poverty and reduce food waste.

In addition, Fondazione facilitated the necessary operational agreements between Banco Alimentare Lombardia, Banco Alimentare del Veneto and Trentino Solidale ODV and the caterers operating in the venues, establishing the hygiene and safety requirements for food donation. For fresh food, blast chilling and donation within 24 to 48 hours were required; for dry food, appropriate storage conditions were defined.

The Antholz/Anterselva venue was not included in this project nor was the Valtellina cluster: in these cases, reportedly, any surplus was managed independently by the Event Delivery Entities and by the local bar and restaurants.

In total, final results of the initiatives coordinated by Fondazione and the three non-profit organisations were:

- Banco Alimentare della Lombardia recovered over 22,000 portions of cooked food (150 g each), more than 32 tonnes of raw ingredients, other than two tonnes of bread and around 500 kg of fruits, as well as baked goods, raw ingredients and unpacked food.
- Banco Alimentare del Veneto collected overall more than 5,900 portions of cooked food (150 g each), over 2.7 tonnes of surplus food including more than 80 kg of fruit, nearly 270 kg of vegetables, and more than 110 kg of bread and baked goods, raw ingredients and unpacked food.
- In Val di Fiemme, Trentino Solidale ODV recovered more than 4.4 tonnes of food in total, including both portions of cooked meals and surplus uncooked food, including packaged long-life food and raw ingredients.

The above-mentioned achievements during the Games were possible thanks to solid collaboration and well-structured teamwork involving the networks of the non-profit organisations that recovered leftover food and allowed the redistribution, in all weather conditions, to organisations that provide assistance and help to the vulnerable and marginalised and, in general, to people in need.

Six volunteers were deployed in Veneto, 22 volunteers took part in the operations in Lombardia, and 15 volunteers were involved in Val di Fiemme. Overall, more than 230 hours were spent on recovery operations and over 4,500 km were covered across the territories using 10 vehicles.

Finally, during the Games, **108,628 total meals were recovered and donated**. In fact, Fondazione elaborated a calculation to find out the exact number **of how many meals were recovered**. This calculation is based on a conversion coefficient to number of meals, usually adopted in this field:

- total kilograms of recovered food 50,112 kg to **100,224 meals** (one meal is equal to 500 g of food);
- total portions of cooked food 28,014 to **8,404 meals** (one portion of cooked food is 150 g, divided by 500 g per meal).

In addition, at the end of the Games, Fondazione also recorded a surplus of long-shelf-life dry goods, such as dried fruit, crackers, sugar, biscuits, tea, herbal infusions, coffee and oil, which were donated based on expressions of interest, collected through Fondazione's Board Member entities. A broad network of non-profit organisations who are historically engaged in supporting vulnerable people got involved in the project, especially through the collection of goods and redistribution efforts: Banco Alimentare (Lombardia, Veneto, National), Trentino Solidale ODV for Val di Fiemme, Associazione REMAR Italia Onlus (Lombardia), Cooperativa Lotta contro l'Emarginazione (Sesto San Giovanni), Associazione Papa Giovanni XXIII – Capanna di Betlemme (Lombardia), Maremosso ODV (Brescia), Casa del Volontariato (Monza), Casa delle Comunità ETS (Lombardia), Fondazione Caritas Ambrosiana (Lombardia), MT25 ODV (Bergamo), Cooperativa Namastè Dispensa Sociale (Bergamo), Spazio Aperto Servizi, and Casa Padova (Milano).

All these results combined confirmed what was already outlined during the candidacy phase and reiterated in the Fondazione's Sustainability, Impact and Legacy Strategy: a commitment to enhancing the value of unconsumed food, reducing organic waste, and generating significant environmental and social benefits.

6.2.10 WASTE[60]

60 The waste data reported in this section refers predominantly to Games-time waste production. Waste generated by General Contractors during construction and overlay works and by suppliers/ partners was managed directly by the respective producers, who retained full responsibility for its disposal and recovery.

Fondazione Milano Cortina 2026 developed a structured strategy for waste management across both competition and non competition venues, with the objective of minimising the amount of waste and of promoting recycling. The benefits of waste recycling include the reduction of raw material extraction for new products, the decrease in pollution and CO_2 emissions over the lifecycle of recycled goods, and other disposal systems (landfill and/or incineration).

The strategy has been supported by the role of the CONAI system (National Packaging Consortium) through a Memorandum of Understanding (MOU) signed with Fondazione.
The Games relied on existing infrastructures and practices, in some cases contributing to their further development. In Valtellina, for example, some initiatives were accelerated thanks to the Games: local organic waste collection points and composting facilities were built with regional funding, and the organic waste collection network – already in place for commercial users – was strengthened and extended to households, thereby expanding the overall municipal waste management system.

Another positive initiative was the PET separate collection ("**bottle-to-bottle**"), thanks to the collaboration between Fondazione and the Worldwide Olympic and Paralympic Partner Coca-Cola, with the support of CORIPET[61]. The initiative was implemented in a complex context such as the Winter Games with the aim to valorise the beverage packaging for direct recycling.

61 A voluntary EPR (Extended Producer Responsibility) consortium recognised by the Ministry of the Environment and Energy Security (MASE) for the recycling of post consumer PET.

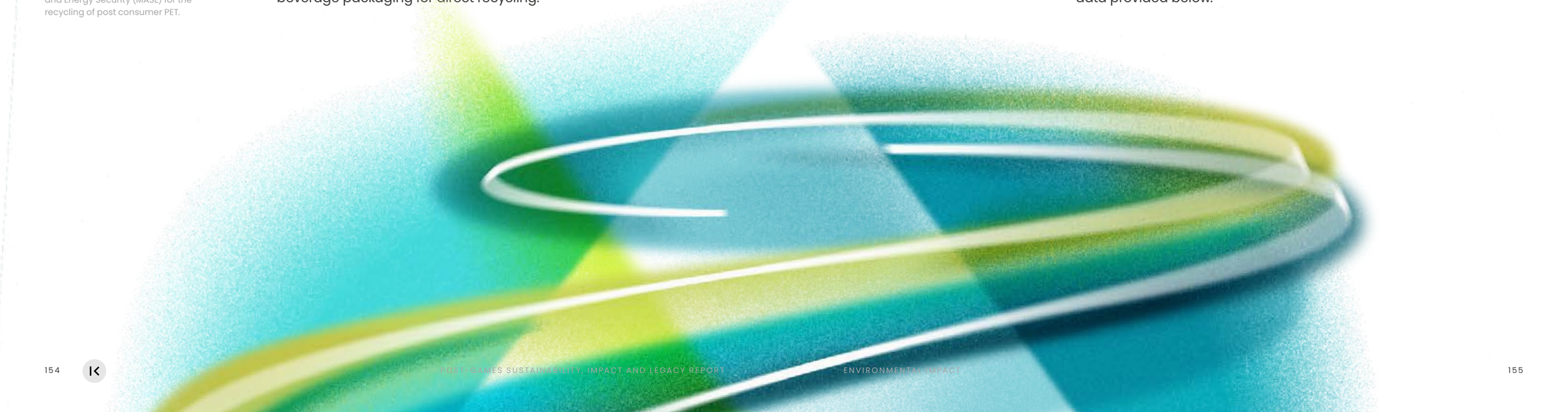
TYPES OF WASTE GENERATED

The waste produced during the Games by workforce, Athletes, the Olympic and Paralympic Family, spectators, and service partners and suppliers was classified into the following categories:

- **Municipal waste**: waste generated by domestic type activities (e.g., compostable organic fraction) in public or privately owned areas open to the public within the venues, as well as non domestic waste, including paper and cardboard packaging, glass, metal, wood, plastic and bulky waste.
- **Special waste**: originating from commercial, craft and service activities, including materials used by operators for venue set up. The responsibility for disposal and recovery remained with the respective producers. This waste may be classified as hazardous or non-hazardous depending on the presence of substances identified as hazardous.

The predominant share of waste generated during the Games was associated with food and beverage activities, with a significant proportion of paper, plastic, organic and compostable packaging, all representing approximately 43% of the total amount of municipal waste.

Special waste generated by a single supplier and/or Partner in charge of operational activities and producing waste was directly managed by them accordingly with the legislation related to the responsibility of the producer and, therefore, is not included in the data provided below.



SEPARATE WASTE COLLECTION SERVICE IN THE VENUES

Across both competitive and non-competitive venues, Fondazione implemented a separate waste collection system using containers specifically designed to facilitate correct disposal by a predominantly international audience. The collection units were developed in collaboration with CONAI as part of the "**Freeze the Waste**" project, carried out together with POLI.design and the School of Design of the Politecnico di Milano. The design draws inspiration from the morphology of Alpine glaciers, combining operational functionality with a visual message aligned with the environmental values of the Games.

In parallel in competitive and non-competitive venues, Coca-Cola implemented a dedicated bin for the collection of food grade PET bottles through the "bottle-to-bottle" system, developed with the support of CORIPET, a voluntary EPR consortium recognised by the Italian Ministry for the Environment and Energy Security (MASE) for the recycling of PET. The bottles provided to spectators were made from 100% rPET, excluding labels and caps, and were chilled in modern, high energy efficiency coolers. Within the venues, 260 dedicated PET bottle collection units and 5 Reverse Vending Machines capable of recognizing, accepting, and compacting exclusively such bottles were installed. The collection units were managed by CORIPET, with collection logistics entrusted to local operators. The collected bottles are to be sent for recycling to produce recycled PET for the manufacture of new bottles.

The initiative was supported by a Coca-Cola communication campaign encouraging participation in collection with a "bottle to bottle" approach. The campaign was rolled out both within the venues—through out of home placements and screens—and across the company's local social and digital channels.

In general, municipal waste collection from each venue was entrusted to the local operators serving the respective territories: AMSA for Milano, Bellunum for Cortina, SECAM for Valtellina, PRA for Antholz/Anterselva, and Fiemme Servizi for Tesero and Predazzo. For special waste, collection and subsequent management were carried out by the Partner A2A Group (A2A Ambiente).

To engage the public and maximise the effectiveness of the collection system, Fondazione developed the "**Follow the Flo**" campaign with the support of CONAI and Coca Cola (see chapter 10.1).



MONITORING OF RESULTS

The monitoring of waste generated in the venues was carried out in collaboration with waste operators[62].

Total waste generated was approximately 1,059,007 kg, both considering municipal and special waste.

Final results on municipal waste materials recovered for recycling is 64%, despite the objective of 70%, due to the complexity of the operational activities and the different culture and behaviors of the stakeholders involved. Specifically, main technical causes can be found in the variety of the packaging used at food and beverage services; the experimentation with bottle-to-bottle collection of PET beverage bottles; the diversity of container types used in local separate collection; and finally the fact that limited engagement for information and awareness was provided at collection points to inform the public about the correct disposal of waste. Total packaging waste collected was 434,421 kg and sent to intermediate sorting platforms linked to final recycling plants, but it was not possible to retrieve the data related to quantities of non-compliant waste.

In the following table, more details (e.g., distinction between municipal and special waste, hazardous and non-hazardous, type of treatment) are illustrated regarding waste managed.

62 With regards to municipal waste, in some cases data are measured, in some other data are estimated based on the number and capacity of the containers used.

MUNICIPAL WASTE

Waste Streams	Total kg	% on Total
Paper and cardboard	197,535	20
Plastic and cans	72,595	7
Mixed packaging	119,707	12
Bulky waste	14,591	1
PET (Polyethylene Terephthalate)	15,875	2
Glass	28,709	3
Organic	165,494	17
Wood	25,064	2
Clothing	360	0
Waste of Electric and Electronic equipment – WEEE	156	0
Unsorted	360,767	36
TOTAL	**1,000,853**	**100**
Separate collection - Fractions to recycling	**640,086**	**64**

SPECIAL WASTE

Waste Streams	Total kg	% on Total
Toner	267	0.5
Batteries	41	0.1
Electrical cables	60	0.1
Insulating materials	80	0.1
Oils and grease	2,451	4.2
Ice	54,810	94.3
Iron	160	0.3
Inorganic waste	200	0.3
Packaging containing hazardous substance residues	5	0.0
Components removed from end-of-life equipment	80	0.1
TOTAL	**58,154**	



TOTAL WASTE GENERATED DURING THE GAMES, BY CATEGORY AND HAZARDOUSNESS

WASTE GENERATED

GRI 306-3			
Waste category	**Hazardous kg**	**Non-hazardous kg**	**Total kg**
Municipal waste	0	1,000,853	1,000,853
Special waste	29,086	29,068	58,154
Total	**29,086**	**1,029,921**	**1,059,007**

WASTE MANAGED

Waste category	**GRI 306-4**	**GRI 306-5**	**Total kg**
	Waste diverted from disposal (sent for recovery, recycling, composting, other) kg	**Waste directed to disposal kg**	
Municipal waste	1,000,853	0	1,000,853
Non-hazardous special waste	3,258	25,810	29,068
Hazardous special waste	6	29,080	29,086
Total	**1,004,117**	**54,890**	**1,059,007**

6.2.11 GHG EMISSIONS

Fondazione Milano Cortina 2026 set out to measure, reduce and transparently report the greenhouse gas (GHG) emissions associated with the planning and delivery of the Games.

Fondazione also took on the responsibility to promote carbon reduction measures associated with the own activities of Games stakeholders.

Fondazione has been a signatory to the UN Sports for Climate Action Framework since 2022, supporting the sports sector's contribution to the goals of the Paris Agreement on Climate Change.

As mentioned in the box, final reported emissions from planning and delivery activities under Fondazione's responsibility were approximately 20% below the corresponding Carbon Footprint Baseline estimate. The difference reflects both the **reduction measures implemented** and updates to activity data and calculation parameters. The reduction measures include:

- prioritising renting rather than purchasing goods (e.g., overlay structures such as cabins, fences, grandstands, scaffolding structures, tents; energy elements such as temporary power generators, HVAC systems; equipment and machinery), and reusing certain assets previously used for the Paris 2024 Games (e.g., some furniture, a quota of lighting fixtures and rigging equipment, see par. 6.2.2 and 6.2.9);
- using grid electricity[63] as the main source of power for venues and limiting the use of temporary power systems (see par. 6.2.3);
- using a lower-emission fuel for snow grooming equipment and temporary power units (i.e., HVO to substitute, at least partially, conventional diesel – see par. 6.2.3 and 6.2.7);
- increasing the availability of vegetarian meal options (see par. 6.2.6);
- adopting rail as the backbone of the overall transport model for cross-cluster movements, implementing the Train & Ride (T&R) and Park & Ride (P&R) systems for spectator mobility particularly in mountain areas, and promoting the use of public transport (see par. 6.2.4).

63 Grid electricity consumed at competition and non-competition venues was matched with certified renewable energy. Under a market-based accounting approach, this corresponds to an emissions reduction estimated at approximately 15,500 tCO_2e, which is not reflected in the figures reported here, as these were calculated using the ISO 14064 Location Based approach.

OVERALL CARBON FOOTPRINT [64]

64 IOC requested disclosure

65 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.

In line with the IOC carbon footprint methodology for the Olympic Games, Fondazione prepared a Carbon Footprint Baseline, published in June 2024 and updated in early 2025, covering three main categories of Games-related emissions:

- **GHG emissions related to the planning and delivery activities**, within Fondazione's operational responsibility and GHG reporting boundary. The Baseline estimate for this category was approximately 301,000 tCO_2e. For this scope, Fondazione sought to identify and prioritise the most impactful activities and define measures to reduce GHG emissions, in line with the evolution of the Games Delivery Plan.
- **GHG emissions associated with the construction of permanent infrastructure**, encompassing construction activities (construction sites and material use) at permanent venues (mainly sport venues but also Olympic & Paralympic Villages) specifically for the purpose of Games delivery[65]. The Baseline estimate for this category was approximately 290,000 tCO_2e. These activities were under the responsibility of Delivery Parties.
- **GHG emissions from associated activities**, i.e. activities indirectly related to the Games and not directly financed or organised by the Organising Committee or Delivery Parties. These mainly consist of spectator and athlete travel to the host country, and spectator accommodation. The Baseline estimate for this category was approximately 414,000 tCO_2e.

Based on the latest available data, overall Games-related emissions are estimated to round it up to 780,000 tCO_2e, around 22% below the overall Carbon Footprint Baseline estimate of approximately 1,005,000 tCO_2e. This difference reflects a combination of emission-reduction measures and updated activity data and calculation parameters, including lower-than-anticipated emissions from spectator and athlete travel and lower-than-anticipated total number of tickets sold.

The approximately 780,000 tCO_2e figure combines categories calculated using different methodologies, data sources and levels of independent assurance. It should therefore be understood as an indicative overall figure, rather than a single independently verified total. The breakdown across the three categories is as follows:

- **Planning and delivery activities**: 237,222 tCO_2e, which is approximately 20% lower than the corresponding baseline estimate. This final number is derived from the Inventory calculation and was subject to third-party auditing, as described in this paragraph.
- **Construction of permanent infrastructure**: These emissions were estimated at approximately 290,000 tCO_2e as part of the baseline calculation, based on available financial information[66]. The estimate was not updated post-Games because more recent data were not available. It should therefore be understood as an indicative estimate and does not carry the same level of assurance as the independently verified emissions from Games planning and delivery.
- **Associated activities**: Spectator and athlete travel to the host country accounted for 227,918 tCO_2e and this calculation was required for compliance with ISO 14064-1:2018 and subject to third-party auditing as described in this paragraph. Spectator accommodation and other travel-related emissions (e.g. spectator transport within host territories) were estimated at approximately 24,417 tCO_2e; this additional estimate was not independently verified. Together, these categories accounted for approximately 252,335 tCO_2e, around 40% below the corresponding Carbon Footprint Baseline estimate. This difference is due to the proportion of long-haul spectators travelling by air being lower than initially assumed and to the total number of tickets sold, which was lower than the figure estimated in the Baseline.

66 For public works, as set out in the Overall Plan of the Olympic and Paralympic Works 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. Furthermore, it is worth noting that this data does not include some private projects in the Milano cluster, such as the activities at temporary speed skating and ice hockey venues in Rho (MI) and those ones at the Milano Ice Skating Arena located in Assago (MI).

THIRD-PARTY VERIFIED GHG INVENTORIES

Starting in 2021, Fondazione prepared an **annual Inventory of greenhouse gas (GHG) emissions relating to the planning and execution of the Games under Fondazione's responsibility**, developed in line with the ISO 14064-1:2018 Standard. This covered all activities related to Organising Committee management and to Games preparation, realization and delivery under Fondazione's operational control.

The GHG inventories for 2023, 2024, 2025 and for 2026 up to the end of June, therefore covering the core period of preparation and delivery of the Games, were verified by an independent third party and **received a Verification Opinion confirming the reported GHG emissions and their compliance with ISO 14064-1:2018**. It is to be noted that 2026 GHG Inventory also included emissions (estimated at 227,918 tCO_2e) related to the travel of spectators and athletes to and from their countries of origin, as required for compliance with ISO 14064-1:2018.

The table below illustrates the total amount of GHG emissions[67] related to Games planning and delivery activities each year and, for 2026, those emissions associated with the travel of spectators and athletes to and from their countries of origin. These inventories do not include third-party activities such as the construction of permanent infrastructure, or other associated activities:

67 For 2023 to 2026 the GHG emissions here reported were calculated according to the ISO 14064 Location Based approach.

GHG emissions [tCO_2e] related to	2021	2022	2023	2024	2025	2026	Total
Planning and execution under Fondazione's responsibility	588	451	3,836	7,633	59,617	165,097	**237,222**
Spectators and athletes travel from/to the country of origin	n.a.	n.a.	n.a.	n.a.	n.a.	227,918	**227,918**
Total by year	**588**	**451**	**3,836**	**7,633**	**59,617**	**393,015**	**465,140**

The calculation of GHG emissions includes both direct emissions, primarily resulting from fuel consumption for heating venues and for the corporate fleet, and indirect emissions, associated with purchased energy, goods and services used by the organization, transportation, business travel, employee commuting, waste management, and all other activities required for the planning and delivery of the Olympic and Paralympic Winter Games Milano Cortina 2026.

Annual emissions increased as Games preparations moved into the operational and delivery phases, with most emissions recorded in 2025 and the first half of 2026.

The following pages present the detailed GHG Inventory for 2025 and for 2026 up to the end of June (including "indirect GHG emissions from other sources" as per ISO 14064-1:2018, i.e. transport of spectators and athletes). GHG detailed inventories related to previous years were included within the previous Sustainability, Impact and Legacy Reports.

GHG Emissions prepared according to the "Location Based" approach

GHG EMISSIONS CATEGORY	SUB-CATEGORY	2025		2026	
according to ISO 14064 standard		TCO_2e	%	TCO_2e	%
CATEGORY 1 **DIRECT EMISSIONS**	Direct Emissions - Stationary Combustion	384	0.6%	205	0.1%
	Direct Emissions - Mobile Combustion	1,445	2.4%	2,414	0.6%
	Direct Emissions - Fugitive Gases	0	0.0%	0	0.0%
	Tot. Category 1	**1,829**	**3.1%**	**2,618**	**0.7%**
CATEGORY 2 **INDIRECT EMISSIONS FROM IMPORTED ENERGY**	Indirect Emissions - Purchased Electricity	730	1.2%	15,805	4.0%
	Indirect Emissions - Purchased Heat	62	0.1%	47	0.0%
	Tot. Category 2	**792**	**1.3%**	**15,852**	**4.0%**
CATEGORY 3 **INDIRECT EMISSIONS FROM TRANSPORTATION**	Indirect Emissions - Employee Commuting	1,228	2.1%	892	0.2%
	Indirect Emissions - Business Travel	355	0.6%	5,730	1.5%
	Indirect Emissions - Upstream transport and distribution of goods	627	1.1%	443	0.1%
	Indirect Emissions - Transport of torchbearers	0	0.0%	588	0.1%
	Tot. Category 3	**2,210**	**3.7%**	**7,652**	**1.9%**
CATEGORY 4 **INDIRECT EMISSIONS FROM PRODUCTS USED BY ORGANIZATION**	Indirect Emissions – Purchase of Goods and Services	54,258	91.0%	135,024	34.4%
	Upstream emissions from the production, transport and distribution of fuels used in mobile sources	204	0.3%	1,125	0.3%
	Upstream emissions from the production, transport and distribution of fuels used in stationary sources, and from the generation, distribution and transmission of purchased electricity	292	0.5%	2,053	0.5%
	Indirect Emissions – Waste treatment	32	0.1%	63	0.0%
	Tot. Category 4	**54,785**	**91.9%**	**138,266**	**35.2%**
CATEGORY 6 **INDIRECT EMISSIONS FROM OTHER SOURCES**	Indirect Emissions – Merchandising	0	0.0%	710	0.2%
	Indirect Emissions – Transport of spectators and athletes	0	0.0%	227,918	58.0%
	Tot. Category 6	**0**	**0.0%**	**228,627**	**58.2%**
	TOTAL GHG EMISSIONS UNDER FONDAZIONE'S RESPONSIBILITY (Cat. 1 + Cat. 2 + Cat. 3 + Cat. 4 + Emissions associated to merchandising)	**59,617**	**100.0%**	**165,097**	**42.0%**
	TOTAL GHG EMISSIONS ASSOCIATED TO TRANSPORT OF SPECTATORS AND ATHLETES	**0**	**0.0%**	**227,918**	**58.0%**
	TOTAL	**59,617**	**100.0%**	**393,015**	**100.0%**
Biogenic emissions	-	747	1.3%	6,365	1.6%

CARBON CREDITS

From the outset, Fondazione Milano Cortina 2026 prioritised reducing the emissions under Fondazione's responsibility, as described above. In addition to these reduction efforts, and not as a substitute for them, Fondazione chose to support climate action outside its value chain by purchasing and retiring carbon credits selected against defined quality criteria (for further details, see the dedicated box).

The volume of retired credits is equivalent to 100% of the residual GHG emissions associated with Fondazione's activities for planning and delivering the Games – as committed within the Sustainability, Impact and Legacy Strategy – and to approximately 36% of the estimated emissions associated with spectators' and athletes' travel. This equivalence is provided for transparency only. Fondazione's reported GHG emissions remain unchanged (the CCs are reported separately and are not deducted from the GHG Inventory), and the retirement of carbon credits does not imply that the Games or their activities have had no climate impact.

In addition, some suppliers voluntarily retired carbon credits for the emissions associated with the services they provided for the Games.



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CARBON CREDITS RETIRED BY FONDAZIONE MILANO CORTINA 2026 AS A CONTRIBUTION TO CLIMATE CHANGE MITIGATION

Fondazione Milano Cortina 2026 has retired a total of 319,407 voluntary carbon credits (CCs) from seven projects. Credits from two projects were obtained through a value-in-kind agreement with an Official Partner. Credits from the remaining five projects were purchased on the voluntary carbon market through a competitive consultation, based on minimum requirements and technical award criteria.

A carbon credit is a tradeable certificate issued under an independent crediting standard. Each credit represents one tonne of CO_2 equivalent (tCO_2e) of emission reductions or removals achieved by a specific project, verified by an independent third party. Depending on the project type, credits may come from avoided or reduced emissions (for example methane capture or avoided deforestation) or from removals (carbon sequestered from the atmosphere, for example in soils or biomass). Carbon credits are reported separately from Fondazione's GHG Inventory and are not deducted from it.

The **consultation included the request and verification of the following criteria**:

- Operator requirements: stable market presence for at least two years; total transaction volumes equal to at least 250,000 tons of CO_2e; guarantee of implementation of an independent technical assessment process for each project included in the proposed portfolio.
- Requirements for the proposed CCs portfolio: credits issued under recognised international standards, from methodologies eligible under the Core Carbon Principles (CCP) of the Integrity Council for the Voluntary Carbon Market (ICVCM) as defined at the time of the consultation; preference for removal projects certified by a third party as delivering co-benefits beyond climate mitigation; vintages from 2023 onwards; at least 10% of the proposed portfolio from projects in Italy and/or Europe, consistent with the activity types covered by Regulation (EU) 2024/3012 (CRCF).

All credits, retired on behalf of Fondazione Milano Cortina 2026 in the respective public registries, were issued under Verra's Verified Carbon Standard (VCS) Program, or, for the project in Italy, the International Carbon Registry (ICR).

Project Name and CCs Vintage	Country	Number of CCs	Description
Agreena Carbon project - 2023	Ukraine	20.000	The AgreenaCarbon project promotes large scale regenerative agriculture across Europe, supporting nearly 2,000 farmers in adopting sustainable practices over more than 3.7 million hectares. By reducing the use of fertilisers and fossil fuels and increasing Soil Organic Carbon (SOC), the project contributes both to emission reductions and CO_2 sequestration. It is registered under Verra and follows the VM0042 methodology, with progressive alignment to ICVCM CCP and CRCF requirements. Note: while the overall project operates across multiple European countries, the CCs retired by Fondazione originate from project activities implemented in Ukraine.
Reducing gas leakages within the Hududgaz gas distribution networks across Uzbekistan Project – 2023/2024	Uzbekistan	20.000	The project aims to reduce methane losses in the gas transmission and distribution network operated by Hududgaz in Uzbekistan, through the implementation of an advanced Leak Detection and Repair (LDAR) programme. The initiative introduces modern technologies for detecting and quantifying leaks, advanced repair materials, and a comprehensive training programme for local personnel. According to the official VCS Validation Report issued in July 2024, the project will contribute to reducing nearly 73 million tonnes of CO_2 equivalent over a 10 year period.
Nanzhao county MSW landfill site LFG pollution treatment and comprehensive utilisation project – 2023/2024	China	65.000	The project is located in Nanzhao County, Henan Province, China, and is owned and operated by Nanzhao County Baichang New Energy Co., Ltd., a subsidiary of Henan BCCY Environmental Energy Co., Ltd. The project involves capturing landfill gas (LFG), primarily composed of methane, from the Nanzhao County municipal solid waste landfill and using it to generate renewable electricity. The captured gas, which would otherwise be released into the atmosphere, is collected, treated and used to power six gas generators with a total installed capacity of 3 MW. The electricity generated is supplied to the Central China Power Grid (CCPG), displacing electricity that would otherwise be generated predominantly from fossil fuel-based power plants. By preventing methane emissions and replacing fossil fuel-based electricity generation, the project contributes to greenhouse gas emission reductions and supports the development of renewable energy in the region.
Xinmi urban domestic waste gas harmless treatment and comprehensive utilisation project – 2023/2024	China	65.000	The Xinmi Urban Domestic Waste Gas Harmless Treatment and Comprehensive Utilization Project was developed by Henan BCCY Environmental Energy Co., Ltd. and concerns the capture and treatment of landfill gas (LFG) generated at the municipal solid waste disposal site located in the city of Xinmi, Henan Province, China. The project involves the installation of a system to capture the methane produced by waste decomposition and its controlled combustion or energy utilisation, thereby preventing its direct release into the atmosphere. In the absence of the project, the landfill gas would be emitted directly into the atmosphere, significantly contributing to the greenhouse effect.

Project Name and CCs Vintage	Country	Number of CCs	Description
AgroEcology_ Italy - 2025	Italy	93	Reducing GHG Emissions and Increasing Carbon Sequestration in Italian Agriculture.
Lower Zambezi REDD+ project - 2024	Zambia	100.000	The Lower Zambezi REDD+ Project, developed by BioCarbon Partners, is a REDD+ initiative aimed at promoting sustainable land management practices to conserve 40,126 hectares of land in Lusaka Province, Zambia. The project area, known as the Rufunsa Conservancy, represents one of the last remaining intact forest landscapes in Lusaka Province and provides a 60-kilometre buffer zone for the Lower Zambezi National Park (LZNP). Both the Rufunsa Conservancy and the LZNP form part of a network of transboundary conservation areas of global significance. As of 2024, the project had reached approximately 5,875 beneficiaries, supporting local communities through forest conservation activities, sustainable land management, and the development of alternative livelihood opportunities.
Ntakata Mountains REDD+ project - 2024	Tanzania	49.314	The Ntakata REDD+ Project, developed by Carbon Tanzania, protects more than 200,000 hectares of forest in the Tanganyika District of western Tanzania. The project is based on the participatory management of forest resources by local communities through Village Land Use Plans, which are land-use planning instruments developed by each village to identify and designate forest areas for protection, addressing the main drivers of deforestation, including shifting agriculture, livestock grazing, mining activities, and infrastructure development. In addition to its climate benefits, the project supports local development, contributes to the conservation of critical habitats for threatened species such as the Eastern chimpanzee, and strengthens community-based land governance.



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7. SOCIAL IMPACT

7.1 Organising Committee Impact 176

7.2 Games Delivery Plan Impact 196

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, gender equality, diversity and inclusion and a more sustainable model of development for the involved communities, 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. Among those, one of the most relevant milestones that Milano Cortina 2026 achieved was overall gender equality in the hiring process as of 2025.



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7.1 ORGANISING COMMITTEE IMPACT

Recognising the value and importance of human capital, Fondazione ensured 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, as well as work-life balance.

7.1.1 FONDAZIONE MILANO CORTINA 2026 TEAM

As of 31 December 2025

1,790

Total paid staff

As of 31 December 2025

1,286

Total employees[68]

As of 31 December 2025

50%

Women employees

As of 31 December 2025

48%

Women employees in top positions (Chief, Director, Head of)

68 Employees includes people engaged under the applicable National Collective Labour Agreement, this category does not include other forms of collaboration such as trainees, continuing employment contracts, external consultants and self-employed persons.

As of 31 December 2025, Fondazione's total paid staff (which includes employees, collaboration contracts, interns, external consultants, self-employed workers, secondments and occupational doctors) comprised 1,790 people. From 2024, when Fondazione had employed 662 people, 2025 numbers represented approximately a threefold increase, driven by the significant acceleration of Fondazione's activities in the lead-up to the Games. This figure fluctuated during 2026 in response to the operational demands of the Games: the number of employees reached a peak of 1,473 during the Games period, before declining progressively as the competitions drew to a close and fixed-term contracts expired. The table below shows the evolution of Fondazione's Team numbers.

Category	2024			2025			2026 (as of 31 March)		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Paid staff	347	315	**662**	953	837	**1,790**	1,013	901	**1,914**
of which employees, collaboration contracts and interns	275	285	**560**	697	689	**1,386**	630	583	**1,213**
of which employees	253	267	**520**	638	648	**1,286**	587	563	**1,150**
of which external consultants, self-employed, secondments and occupational doctors	72	30	**102**	256	148	**404**	383	318	**701**

69 This category does not include other forms of collaboration such as trainees, continuing employment contracts, external consultants and self-employed persons.

Employees engaged under the applicable National Collective Labour Agreement[69] were organised into the following professional categories: Chief, Director, Head of, Manager, Coordinator and Specialist. Women comprised 48% of employees in 2024, advancing to 50% in 2025 and stabilising at 49% in 2026, representing almost full gender parity among employees. With regard to senior positions (Chief, Director and Head of), women consistently accounted for 49% in 2024 and 48% in 2025 and 2026, figures in line with the targets set out in the Sustainability, Impact and Legacy Strategy.

The figures below refer to employees contracted under the National Collective Labour Agreement for the Commerce Sector: 1,286 employees out of the total 1,790 in 2025, and 1,150 employees out of the total 1,914 as of 31 March 2026.

Given the exceptional nature of the event organisation, throughout 2025 and 2026 Fondazione strengthened its paid staff through fixed-term hires, whose share increased from 69% of total employees in 2024 to approximately 88% in 2025 and 87% in 2026.

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Category	2024				2025				2026 (as of 31 March)			
	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%
Paid staff	83	77	160	31	73	77	150	12	75	72	147	13
Fixed-term	170	190	360	69	565	571	1,136	88	512	491	1,003	87
Total	**253**	**267**	**520**	**100**	**638**	**648**	**1,286**	**100**	**587**	**563**	**1,150**	**100**

In 2025, approximately 43% of employees were aged under 30; this proportion remained stable in 2026 during Games time, reflecting Fondazione's commitment to attracting and investing in young talents. The tables below show age distribution of employees: 2024, 2025 and 2026 (as of 31 March).

2024

Age Range	Chief and Director	Head of	Manager	Coordinator	Specialist	Total
Under 30	—	—	5%	33%	76%	**28%**
30–50	32%	53%	70%	59%	21%	**53%**
Over 50	68%	47%	25%	8%	3%	**19%**

2025

Age Range	Chief and Director	Head of	Manager	Coordinator	Specialist	Total
Under 30	—	—	6%	37%	73%	**43%**
30–50	30%	48%	71%	56%	25%	**46%**
Over 50	70%	52%	23%	7%	2%	**11%**

2026 (as of 31 March)

Age Range	Chief and Director	Head of	Manager	Coordinator	Specialist	Total
Under 30	—	—	8%	39%	74%	**43%**
30–50	30%	48%	68%	52%	24%	**44%**
Over 50	70%	52%	24%	9%	2%	**13%**

Diversity was also reflected in the geographical origins of Fondazione's employees, which brought together people from 62 countries. As of 31 December 2025, Italian nationals represented the largest share at 64% of total paid staff, followed by French nationals at 17%. A further 6% came from Germany, Brazil and Russia combined, while the remaining 13% represented 57 other nations from across the world.

In 2025, the ratio between the highest total annual remuneration within the organisation and the median total annual remuneration of all employees stood at 17.75, compared to 8.27 in 2024. This increase is primarily attributable to the composition of paid staff during the year: the significant number of junior profiles recruited, largely in the second half of 2025 to complete the junior and operational levels of the organisational structure, substantially reduced the overall median remuneration. In 2026, the ratio returned to 9.96, broadly in line with pre-Games levels, following the departure of temporary staff as of 31 March.

With regard to the gender pay gap, in 2025 women's average remuneration stood at 85% of men's, rising to 93% in 2026. In the most populous professional categories (Coordinator and Specialist) the gender pay gap was negligible. In the Director category, women's 2025 remuneration exceeded that of their male counterparts.

One of Fondazione's key priorities was the inclusion of people with disabilities in its paid staff, also in alignment with the provisions of Italian Law 68/1999, according to which Fondazione benefited from the agreement envisaged under Article 11 of the Law, which enables employers to fulfill their statutory obligations through a tailored employment plan. Throughout 2025 and 2026, Fondazione developed and implemented several initiatives to promote inclusive hiring. As of 31 December 2025, staff belonging to protected categories pursuant to Law No. 68/1999 totaled 10 people, comprising six men and four women, substantially in line with the 11 recorded in 2024. As of 31 March 2026, this breakdown stood at 10 people, with four men and six women.

An agreement was activated pursuant to Article 14 of Legislative Decree No. 276/2003 with a social cooperative, which was awarded a contract for concierge services at the Via della Boscaiola headquarters. Thanks to this collaboration, an inclusion project was successfully implemented, as the social cooperative hired and trained three people with disabilities to carry out the service. The agreement ended on 30 April 2026 following the closure of the Via della Boscaiola office.

To support employees' employability and professional transition after the conclusion of Milano Cortina 2026 Winter Games, Fondazione, in collaboration with Randstad, launched an **outplacement programme** offered to all employees. The initiative was designed to facilitate the post-Games transition by supporting people in identifying future professional opportunities and enhancing the value of the skills and experience developed during the Games.

7.1.2 DIVERSITY, EQUALITY AND INCLUSION

The principles of diversity, equality and inclusion were reflected in several aspects of Fondazione Milano Cortina 2026's work, including in the recruitment process, which gave preference to applications that promoted these values within the organisation, without discrimination of any kind.

Recognising the importance of a work culture based on mutual respect and human dignity, Fondazione aimed to ensure the best possible implementation of international principles on abuse and harassment[70], as reflected in the IOC and Fondazione's Codes of Ethics[71], that are also based on the fundamental values entrenched in the Olympic Charter. To this end, in November 2024, specific guidelines on the prevention of abuse and harassment were approved in order to ensure a workplace environment where the dignity of every individual is respected, and interpersonal relationships are based on principles of equality, mutual fairness and non-discrimination.

The purpose of these guidelines, therefore, was to ensure a fair and safe environment for all paid staff. The guidelines outlined the following main actions:

- identifying and updating the risk analysis, starting with Fondazione's paid staff, and evaluating it for the potential adoption of corrective measures;
- implementing training tools for the paid staff and promoting awareness activities to create a work environment free of discrimination; and
- providing a reporting and management mechanism for addressing and pursuing negative incidents, through integration with the Whistleblowing Procedure already implemented by Fondazione, ensuring a safe and confidential reporting channel for investigating complaints and adopting appropriate measures to protect and prevent further abuse or harassment.

70 In 2019, the 100th Anniversary Conference of the International Labour Organization (ILO) adopted Convention No. 190 on Violence and Harassment and its related Recommendation.

71 See art. 1.c of the IOC Code of Ethics and art. 4 of Fondazione Code of Ethics.

GENDER EQUALITY, DIVERSITY AND INCLUSION MATURITY ASSESSMENT TOOL

Fondazione implemented several concrete initiatives to embed Gender Equality, Diversity and Inclusion (GeDI) in its work and to raise awareness among paid staff to promote a culture of equality and inclusion. A significant example was represented by the implementation of the **GeDI Maturity Assessment Tool**, a tool created by the IOC in collaboration with the Worldwide Olympic and Paralympic Partner Deloitte. The purpose of the tool was to demonstrate to all Functional Areas within Fondazione Milano Cortina 2026 how their day-to-day actions can contribute to GeDI commitments. It highlights that GeDI is not limited to specific areas such as HUR/SUS, but is a cross-cutting priority that applies to all teams. By doing so, the tool also helps assess the overall level of maturity of the organisation and supports the development of a comprehensive GeDI action plan. Such plan was crucial in actively engaging all relevant stakeholders of Fondazione and setting the road to accomplish the desired level of GeDI maturity during Games time. Fondazione Milano Cortina 2026 is the first Winter Games Organizing Committee to adopt this tool and the adoption will serve as a legacy for future OCOGs and CONI. The assessment showed a growing maturity over the years: 34% in 2024, which increased to 46% in 2025, and increased further during the Games.

The tool enabled Fondazione to achieve several concrete results on GeDI topics, including the scheduling of the women's and men's ice hockey semifinals and finals in the same venue for the first time in the history of the Games. Hosting these matches in the main stadium of Milano Santagiulia Ice Hockey Arena at favourable schedule conditions for the media to cover these events fairly and to enhance equal visibility. Furthermore, Para ice hockey was played in the same stadium, with the highest attendance of the Games, setting a new all-time record with 11,500 spectators for the final and 8,992 spectators for the group match between Italy and the United States.

For additional details on media coverage, see chapter 10.3. The tool's application extends beyond sports scheduling to other key areas, including volunteer management and accessibility initiatives; for further information on these topics, see paragraphs 7.2.2 and 7.2.3 respectively.

7.1.3 SKILLS DEVELOPMENT

TRAINING ACTIVITIES

Training was a central pillar of Fondazione Milano Cortina 2026's people strategy, designed to build both technical competencies and cultural awareness and to accompany the paid staff from onboarding through to the conclusion of the Games, addressing operational, ethical and social dimensions in a coherent way.

The **training journey** began with a mandatory onboarding programme of four hours, which represented the first structured training touchpoint for all incoming paid staff. Building on this foundation, a general training[72] introduced paid staff[73] and volunteers to the core values of the Olympic and Paralympic Movements, covering topics including the promotion of physical activity and movement, respect for people, and dedicated modules on environmental sustainability, human rights and accessibility, all tailored to the specific context of the Games. Considering the paid staff in place as of 31 December 2025, the total training assigned amounted to approximately 14,320 hours[74], corresponding to an average of around eight hours per person across mandatory and non-mandatory courses available through the training platform.

Mandatory training covered areas such as Cybersecurity Awareness, Privacy, and Health and Safety, the latter being addressed separately in paragraph 7.1.4 and not reflected in the figures mentioned above. Completion rates for mandatory courses were strong, with an overall average of 85%, with certain courses peaking at 98%, reflecting a high level of engagement across paid staff. Non-mandatory sessions provided broader orienting content on Olympic and Paralympic values, human rights, sustainability and accessibility. To support continuous learning, a training library was made available to all paid staff, offering resources across multiple domains including sustainability, human rights and accessibility, which Functional Areas could also draw upon to complement their own programmes.

Beyond general training, different tailor-made programmes were developed to address Functional Areas' specific operational needs. Additionally, with the collaboration of the different Functional Areas, role-specific training was designed and delivered for volunteers operating within clearly defined functional roles. This process encompassed the collection of training plans from all Functional Areas, the evaluation of needs to identify priorities and gaps, the review and validation of training materials, and direct support throughout implementation. Additional information on volunteer training, including role-specific and venue-specific training is provided in paragraph 7.2.2.

INFORMATION, KNOWLEDGE AND GAMES LEARNING (IKL)

During the period 2025 – 2026, Fondazione was committed to the planning, organisation and delivery of a wide range of learning, knowledge sharing and legacy oriented programmes. These activities supported both the effective delivery of the Games and the long-term transfer of knowledge to key stakeholders, including the IOC, IPC and future Organising Committees (OCOGs).

Here summarised are the key initiatives implemented to enable staff capability development, support organisational efficiency, and contribute to the long-term sustainability and legacy of the Olympic and Paralympic Games.

- **Games Information Hub**: developed as a dedicated SharePoint site within the Milano Cortina 2026 intranet, and served as a central access point for Games related information. By providing paid staff with timely access to validated resources and tools, the Hub supported efficient operations and informed decision making and organisational alignment, contributing to a reduction in duplication and improved use of institutional knowledge.
- **IKL Orientation Session**: as part of the onboarding process for new paid staff, one-hour orientation sessions introducing available information, learning resources and guidance on their effective use were delivered. This initiative supported faster integration of new personnel and strengthened organisational readiness.
- **Management of OCOG Terms, Acronyms and Codes**: Fondazione coordinated the definition and ongoing maintenance of OCOG terminology, acronyms and codes, ensuring alignment with the Worldwide Olympic and Paralympic Partner Deloitte common codes and the Olympic Data Feed (ODF). This work enhanced consistency, interoperability and data quality across planning and operational systems.

72 The paid staff training is shaped according to people's roles and based on the onboarding date. Therefore, the figure may change for each considered topic.

73 Paid staff includes permanent and fixed-term employees, collaborators engaged under coordinated and continuous contracts (Co.co.co.), partner consultants, self-employed professionals, medical practitioners, and interns.

74 Calculated on the basis of a total paid staff of 1,790 people, with an average of eight hours of mandatory and non-mandatory training per person.

- **Fondazione Newsletter**: from mid-2024 onwards, a monthly Fondazione IKL newsletter was published, sharing updates on Fondazione initiatives and relevant communications from the IOC's Games Learning & Insights (GL&I) programme. The newsletter contributed to continuous learning and information sharing across the organisation.

For paid staff joining Milano Cortina 2026 from September 2025 onwards, Fondazione implemented a targeted onboarding programme for Games time, consisting of:

- A Learning Kit featuring short videos, readings and quizzes hosted on the IOC Games Learning Platform (GLP); and
- A 60-minute Games Learning Seminar, delivered both in person and online, focusing on Games operations, venue structures, accreditation zones, resources and event flow.

These initiatives supported operational preparedness and knowledge continuity during the final delivery phase.

OBSERVERS PROGRAMMES AND GAMES TIME LEARNING

Olympic Readiness Observation Programme (OROP)

In December 2025, Fondazione organised the IOC Pre-Games Readiness Observation Programme, including workshops and site visits. Activities comprised remote and on-site participation by future OCOGs in tabletop and simulation exercises, a two-day Insurance Underwriters Workshop, and a two-day Observers Coordinators Briefing.

Observers' Programme (OBP and FOAL) – Games Time

During Games time, future Organising Committees participated in structured learning opportunities through the Observers' Programmes, delivered by Fondazione in collaboration with the IOC (OBP) and IPC (FOAL).

The Olympic Observers' Programme comprised 77 learning activities, allowing participants to observe Games time operations across competition and non-competition venues. Knowledge transfer was reinforced through:

- 50+ new learning resources published on the IOC Games Learning Platform; and
- 24 activities streamed, recorded and made available for future OCOGs.

In parallel, the FOAL Programme delivered approximately 40 activities focused on Paralympic Games operations. Together, the programmes provided Observers with insights into cost drivers, stakeholder coordination, best practices and operational efficiency, while strengthening international collaboration within the Olympic and Paralympic ecosystem.

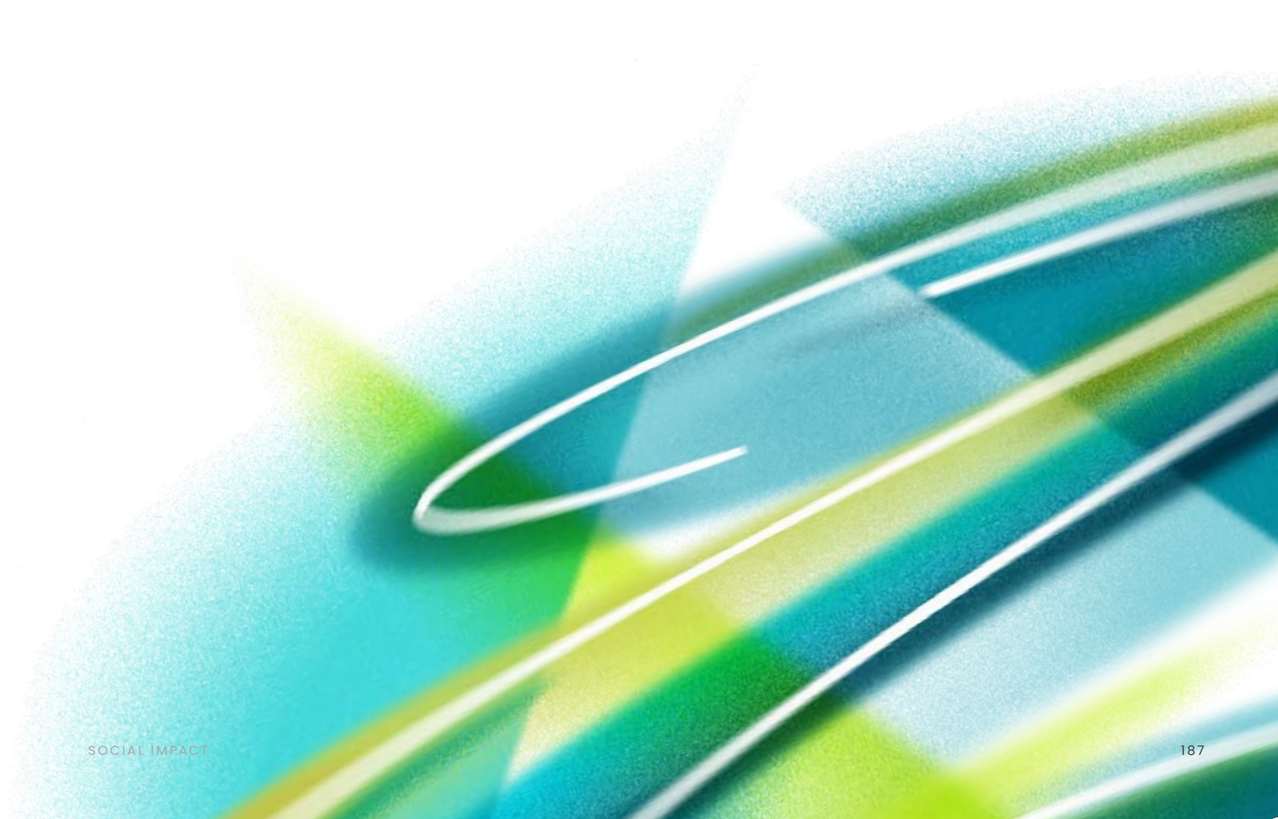
Several activities specifically addressed sustainability related topics, including:

- sustainability overview sessions;
- sustainability considerations for temporary infrastructure;
- impact and Legacy sessions covering human rights, gender equality, and diversity and inclusion.

In line with IOC policies, Observers were also offered opportunities for self-observation and shadowing IOC and Milano Cortina 2026 Functional Area counterparts.

Overall, the OBP welcomed 305 Observers from future OCOGs and interested cities, achieving a Net Promoter Score of 74 as recorded by the IOC.

The FOAL Programme engaged 102 participants from future OCOGs.



POST-GAMES KNOWLEDGE SHARING AND LEGACY

Following the Games, Fondazione delivered a range of knowledge transfer initiatives supporting long-term legacy and compliance with Host City Contract requirements:

- **Artefacts and Memorabilia:** the collection of over 230 artefact and memorabilia requests, preserving the visual legacy of the Games for the Olympic Museum and IPC Heritage.

- **OCOG-Produced Content Collections:** the semi-annual OCOG Produced Content Collection finalised the post-Games transfer of more than 1,000 resources to the IOC, supporting future Organising Committees.

- **Games-Time Data Capture:** In collaboration with the IOC's dedicated team, the coordination of the collection of over 400 Functional Area datasets across Olympic and Paralympic operations was finalised. These datasets support future efforts to improve planning efficiency and cost management.

- **Structured Interviews:** structured interviews programme involving approximately 60 senior OCOG leaders, capturing experiential knowledge to support future Games delivery.

- **Domestic Archiving:** definition and implementation of a framework for a Domestic Archive within CONI, preserving materials of significance for the Olympic and Paralympic Games and supporting long-term legacy for the Italian sporting community.

- **Dissolution and Additional Post-Games Support:** during the dissolution phase of Milano Cortina 2026, coordination and finalisation of knowledge transfer activities before staff exit, ensuring compliance with the Host City Contract. Fondazione also provided coordination support to additional IOC Games Delivery Office projects aimed at capturing executive insights and priority planning and financial data.



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7.1.4 EMPLOYEE HEALTH AND SAFETY

Fondazione Milano Cortina 2026 managed health and safety across the full lifecycle of the Games - from venue preparation and installation through competition to dismantling. Monitoring scope progressively expanded to encompass Fondazione paid staff, volunteers, contractors and spectators, in line with the growing operational perimeter.

FRAMEWORK AND MANAGEMENT SYSTEM

Fondazione's **safety management system** was implemented to fulfil all obligations set out in Italian Legislative Decree 81/08 and Presidential Decree 151/2011, Ministerial Decree 18/03/1996, Ministerial Decree 19/08/1996, Fire Safety Prevention Code Ministerial Decree 03/08/2015, regarding fire safety management. While the system was not certified to ISO 45001, it was aligned with the standard organizational framework, encompassing documented procedures and control activities both in the planning phase and in the field. The adoption of the UNI EN ISO 20121:2024 Event Sustainability Management System further sharpened the focus on critical workplace issues, supporting the continuous identification of preventive and corrective measures.

A dedicated two-way communication channel allowed employees to receive updates and to report occupational health and safety concerns and issues. By Games time, the H&S team comprised approximately 25 direct staff members; when including professionals contracted for specific venue activities across installation, bump-in, competition, bump-out, and dismantling phases, the overall H&S figures involved across all venues reached approximately 100 people (including both paid staff and contractors) plus an additional several hundred spectator marshals for emergency support.

HEALTH & SAFETY DURING INSTALLATION AND DISMANTLING

Health and safety management during the venue installation and dismantling phases was structured around venue-specific teams comprising a Site Operations Manager, a Health and Safety Coordinator for the execution phase, and additional assistants. All companies engaged in installation and dismantling activities were required to submit documentation in accordance with Annex XVII of Legislative Decree 81/08, including operational plans, company fiscal information, evidence of operational suitability, workers' employment contracts, training records, medical fit-to-work certificates, and proof of Personal Protective Equipment (PPE) provision.

The principal risks identified during installation and dismantling included falls from the same level and from height, cuts, welding activities, extreme weather exposure, and other site-specific hazards. These risks were documented in the Safety and Coordination Plan (Piano di Sicurezza e Coordinamento - PSC) and discussed at coordination meetings held at each venue. Compliance was verified through several hundreds of periodic on-site inspections carried out by professionals appointed by Fondazione (see paragraph 6.2.2), encompassing checks on training qualifications, medical surveillance, and correct use of PPE. Additional random inspections were conducted by the local authorities, as required by law.

HEALTH & SAFETY DURING GAMES TIME

For each venue, a dedicated **risk assessment (Documento di Valutazione dei Rischi - DVR)** was prepared, complemented by an interference risk assessment (Documento Unico di Valutazione dei Rischi da Interferenze - DUVRI) shared with all companies operating on site. Risk assessments were updated whenever organizational changes with significant implications for risk prevention occurred, or as required by applicable regulations.

During the preparedness phase, several meetings were held with authorities to finalize the **venue-specific emergency plans** required for the occupancy permits. Those plans were issued by the designated safety expert consultants responsible for spectators and workforce.

Key risk categories addressed included fire emergencies, evacuation management, driving activities, slippery surfaces and adverse weather. For outdoor mountain venues, a dedicated section of the DVR addressed alpine and winter-specific natural hazards: avalanches, strong winds, extreme cold, intense snowfall and hail. Each atmospheric risk was evaluated for exposure, likelihood and severity, and monitored in real time by a dedicated team at the Main Operation Centre, with forecasts updated every six hours on a rolling two-day basis.

Paid staff, volunteers and contractors could report near-misses and incidents via a QR code system displayed in workforce areas throughout all venues. A designated safety expert consultant was appointed at each venue, responsible for safety oversight in accordance with applicable legislation. Each venue was additionally equipped with a dedicated emergency team, an adequate number

of authority-approved stewards, a medical station, and a firefighting emergency team. Police, fire marshals and regional emergency services maintained a permanent presence at all competition and ceremony venues.

The table below summarises the main health and safety indicators recorded from 2021 to the first quarter of 2026, reflecting the progressive expansion of operational scope leading up to and during Games time. The scope of the data includes paid staff.

H&S Main KPIs	2021	2022	2023	2024	2025	2026 (as of 31 March)
Workplace accidents	-	-	-	-	1	5
Fatalities from work-related injuries	-	-	-	-	-	-
High-consequence work-related injuries[75] and fatalities	-	-	-	-	-	-
Commuting injuries	-	2	1	1	2	3
Work-related injury rate[76]	-	-	-	-	0.43	4.32[77]

75 High consequence work-related injuries are defined as injuries that result in an absence from work of at least: 40 days (as per Italian legislation) and 180 days (as per GRI methodology).

76 Calculated as: (number of injuries / hours worked) × 1,000,000 (as per GRI methodology).

77 The rate is calculated as (number of injuries / hours worked during the years 2021 - 2026 (only the first 3 months) × 1,000,000. The injury frequency rate that Fondazione calculated for internal monitoring purposes for the peak period of activities between 1 april 2025 and 31 march 2026) × 1,000,000, amounted to 1.6. In the annual indicators the numbers of hours worked are obviously different.

The recordable work-related injury rate stood at 0.43 per million hours worked in 2025, rising to 4.32 in the first quarter of 2026. This increase should be read in the context of a substantially different operational environment: in 2025, Fondazione's paid staff operated primarily in office settings, where the nature and frequency of exposure to physical risk is comparatively limited. In the first quarter of 2026, and particularly during Games time, the operational perimeter expanded significantly to include outdoor mountain environments and large-scale event operations, all carrying a higher inherent risk profile.

With reference to the incident that occurred at the Cortina Curling Olympic Stadium at the beginning of January, involving a worker employed by a subcontractor of Fondazione's main contractor, which unfortunately resulted in the worker's death, the authorities confirmed from the outset that the event was attributable to natural causes.



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HEALTH & SAFETY TRAINING

All Fondazione employees were required to hold a valid health and safety qualification. The minimum requirement was an eight-hour e-learning course; workers performing tasks in higher-risk environments – such as transport or construction and dismantling sites – completed additional four- or eight-hour courses to maintain access to those areas. Supplementary training was provided to employees holding specific responsibilities, including supervisors, managers, first aiders and fire marshals.

All volunteers completed a minimum eight-hour health and safety course in compliance with Legislative Decree 81/08. Specific safety driving courses were provided both in-person and via e-learning to volunteers involved in vehicle operations. H&S training delivered in 2025 and the first quarter of 2026 totalled **47,580 hours for staff** and **186,320 hours for volunteers**. The table below provides a breakdown by training category.

	Training Category	2025 - Hours	2026 – as of 31 March - Hours
Staff	Mandatory H&S training	10,912	12,856
	Management of emergencies	8,928	1,896
	H&S figures –responsibility training	12,140	804
	Workers' safety representative updates	44	-
Volunteers	Mandatory H&S training	156,468	16,584
	Safety driving course (in-person)	2,800	2,400
	Safety driving course (e-learning)	6,376	1,692

EVACUATION DRILLS AND EMERGENCY PREPAREDNESS

During 2025, emergency evacuation drills were conducted at Fondazione's main office sites: Torre Allianz (June) and Via della Boscaiola (September). On the other hand, Games-time preparedness was addressed through venue-specific emergency plans and pre-event safety inductions delivered to paid staff and volunteers, including video briefings displayed before each event. In every venue, an emergency evacuation drill was planned to be held before the Games opening.

Emergency signage at all venues was verified by the competent authorities during a pre-event safety commission and through on-site checks immediately prior to each event. Evacuation maps were installed throughout all areas. Motorised evacuation chairs for people with reduced mobility were deployed at designated locations and specific training was provided to the appointed person in charge of spectator support. Emergency dedicated spaces for people with sensory disabilities were incorporated into venue emergency plans.



7.2 GAMES DELIVERY PLAN IMPACT

7.2.1 OLYMPIC TRUCE

The Olympic Truce programme at Milano Cortina 2026 was built around three interconnected pillars –education, witness and legacy –designed to translate the Truce from a diplomatic principle into a visible and participatory public commitment.

Its central milestone was the adoption of the **Olympic Truce Resolution** by the United Nations General Assembly at the 46th plenary meeting of the 80th UNGA session on 19 November 2025. The text was co-sponsored by 165 countries after an inclusive diplomatic process led by Italy, with support from the Ministry of Foreign Affairs, the Permanent Mission to the UN, the IOC, and the Group of Friends of Sport for Development and Peace. Speeches by Giovanni Malagò, IOC President Kirsty Coventry, and Acting President of the General Assembly Annalena Baerbock introduced the call to observe the Truce from 30 January to 22 March 2026.

Additionally, to raise awareness of the Truce, a broad set of initiatives across the Games and the country were put in place. Symbolically, a Truce Mural was installed in every Olympic Village and signed by Athletes, IOC representatives, and the President of the Italian Republic, Sergio Mattarella. The Opening Ceremony gave the Truce a dedicated segment under the theme of "Harmony," with the performance of the Italian singer Ghali and of the world-renowned actress Charlize Theron, followed by a human dove formed by eighty dancers, that turned peace into one of the ceremony's core messages for spectators, Athletes and global audiences.

Educational outreach was equally central: the Gen26 programme reached more than two million students, integrating peace as fundamental value of the Games. For more information, see paragraph 7.2.9.

Awareness was further amplified through the French-Italian student relay – the Regatta for Peace in Venice –, Athletes' participation in the #WhiteCard campaign, the Cultural Olympiad initiatives, and the 2025 Sport Movies & TV Festival in Milan, organised by FICTS – International Federation for Sport Cinema and Television – that was specifically dedicated to the theme "Sport, Truce, and Olympic Peace".

One of the most significant and innovative projects, introduced for the first time at these Games, was the incorporation of the Olympic Truce into the Olympic Torch Relay through a dedicated Truce stage and the appointment of 59 "Olympic Truce Torchbearers" throughout Italy. This initiative gave the Truce a strong narrative and human dimension: these torchbearers were selected from institutions, NGOs and civil society, not only for representational purposes, but as credible witnesses of peace, solidarity and civic responsibility, transforming the relay into a nationwide awareness campaign.

Other projects included Team26 volunteer training on the Olympic Truce, the Interfaith Committee's events and spiritual assistance in the Villages, and initiatives developed by local authorities such as the "Peace Trails", covering a total distance of 520 km throughout the four Olympic host regions.



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7.2.2 TEAM26 VOLUNTEERS PROGRAMME

Team26, the Volunteers Programme of the Olympic and Paralympic Winter Games Milano Cortina 2026, mobilized over 18,000 Volunteers across 13 competition venues and an equal number of official non-competition sites, including airports, transport hubs and hotels. Of these, 48% were deployed in the city clusters and 52% in the mountain venues. Their contribution was integral to the delivery of the Games across all areas of operation.

Over

18,000
volunteers deployed across Olympic and Paralympic Games

130,000
Total applications received

10,000
Applications in the first 48 hours

98
Nationalities represented

51%-49%
Gender split between women and men

48%
Volunteers under 35

301
Volunteers who self-declared a disability

7,500+
Volunteers with experience at previous Winter Games editions

SELECTION AND VOLUNTEER PROFILE

Launched in September 2024, the programme was developed in line with the **Team26 Charter**, which established the criteria for selection, appointment and training, and defined the general principles of ethics and conduct. The founding principle was openness: participation was open to anyone who, out of interest and passion, wished to be part of it, with the explicit ambition of building the most diverse team ever to support a Winter Games edition.

The confirmed volunteer pool came from 98 nationalities, with 86% resident in Italy. The strong local response from the host territories was complemented by a meaningful international dimension, with a wide range of languages spoken at native or advanced level, creating the conditions for genuine exchange between volunteers, Athletes, spectators and international stakeholders. Half of the team's volunteers were under 35, and a significant group aged 65+ brought experience and know-how to the team. The team was also broadly gender-balanced.

In terms of sporting engagement, more than half of all volunteers had previously supported events at various scales, and over 7,500 had taken part in previous editions of the Winter Games. At the same time, more than 2,000 were approaching volunteering for the first time, representing a meaningful expansion of the movement in the host territories.

AREAS OF ACTIVITY

Volunteers were assigned to more than 70 different roles across 33 functional areas, which were consolidated into four macro-categories of activity:

39%
Welcome and Hospitality

19%
Event operation

37%
Sport competition support

5%
Languages

This operational structure enabled the deployment of volunteers across a broad range of contexts, from competition field-of-play support to spectator services, accreditation, and language assistance for athletes and delegations.



INCLUSION AND ACCESSIBILITY OF TEAM 26

Inclusion was embedded in the structure of the programme from its inception. The Team26 Charter established the principle of non-discrimination on the basis of age, gender, culture or disability, and selection criteria were explicitly designed to reflect this commitment. A dedicated contact centre support line was made available from the promotional phase onwards for enquiries related to accessibility or involving people with disabilities.

During the selection and training phases, accessible options were provided for volunteers who had declared a disability, including the possibility of attending selection events with an assistant, an interpreter or an assistance animal. Specific arrangements for Games time were discussed on a case-by-case basis to ensure effective participation. In total, 301 volunteers declared a disability and took part in the Games, 31 of whom did so with the support of an assistant or interpreter.

VOLUNTEERS' SKILLS DEVELOPMENT

Training was delivered through a **blended-learning approach**, combining e-learning modules available on the Team26 portal with face-to-face sessions. The training modules were designed to reflect the core values and priorities of Fondazione Milano Cortina 2026, covering the Olympic and Paralympic values, diversity and inclusion, human rights, and environmental sustainability. Modules also addressed the role of sport in fostering individual and collective wellbeing. With an average commitment of two days between July 2025 and Games time, the training journey was structured around four components:

1. **General Training**, providing an introduction to the Games environment and Fondazione's projects and values.
2. **Role-Specific Training**, aimed at developing the knowledge and practical skills necessary to manage tasks and activities during the Games, in relation to each volunteer's assigned Functional Area.
3. **Venue-Specific Training**, focused on preparing volunteers for the specific characteristics and needs of their destination venue. Given that each venue presented different dynamics, spaces and operational requirements, this component ensured that volunteers gained a thorough understanding of their environment, enabling a smooth and efficient experience for all participants.

HUMAN RIGHTS FOCUS

The Managing Human Rights Violations During Games Time Procedure was presented during the general training, with clear instructions on how to recognise, report or respond to violations or harassment, and on the relevant contacts to consult. During the Games, a direct line of contact was established with the Accessibility and Human Rights Functional Areas to provide ongoing guidance.

ENVIRONMENTAL FOCUS

Sustainability content was incorporated into venue-specific training sessions delivered in both the Villages and competition venues. Volunteers received guidance on basic sustainability practices applicable at each site, including correct waste separation, biodiversity protection measures, and responsible mobility within the clusters.

4. **Health and Safety Training**, consisting of two mandatory modules of 4 hours each, completion of which was required to take part in the Games.

LOOKING FORWARD

Working in close contact with local communities and the host territories, Team26 sought to support the growth of the volunteer movement for future generations. The Programme represented an opportunity for broader change at the heart of a social, territorial and cultural transformation: through sport, volunteers had the opportunity to positively influence their communities and contribute to a lasting sports-volunteering legacy across the host Regions.



7.2.3 UNIVERSAL ACCESSIBILITY AND SOCIAL INCLUSION

Universal accessibility and social inclusion stood among the foundational pillars of the Sustainability, Impact and Legacy Strategy. The **Universal Accessibility, Inclusion and Environmental Wellbeing Strategy**, that was finalised and approved by the IPC in 2024, served as the guiding framework for all interventions across host cities and communities, covering venues, transportation, communication, events and tourism services. The concept of accessibility was understood in its fullest sense, encompassing both physical accessibility (mobility and use of spaces, facilities and services) and digital accessibility (access to information and communication for all).

100%
Accessible competitive and non-competitive venues

100%
Audio-described Paralympic competitions

75%
Audio-described Olympic competitions

100%
Subtitled and translated into sign language for Olympic and Paralympic ceremonies

100%
Of mountain and city venues accessible via accessible mobility systems

100%
Venue information points equipped with facilitators to assist people with hearing impairments

100%
Of venues equipped with courtesy wheelchairs

100%
Of competitive venues and ceremonies equipped with a Quiet Area to accommodate people with intellectual and relational disabilities

78 For more details, refer to the Official Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026.

Throughout 2025 and into the Games period, Fondazione worked through multidisciplinary and interdepartmental working groups, coordinated centrally and involving the main regional and municipal authorities: the Lombardy and Veneto Regions, the Autonomous Provinces of Trento and Bozen/Bolzano, and the Municipalities of Milano and Cortina. Between 2024 and 2025, a total of 35 meetings were held, focused on the implementation and monitoring of accessibility measures.

A Gap Analysis Report was developed in collaboration with planners across all Olympic and Paralympic venues, examining applicable regulations and identifying solutions to close any gaps relative to the IPC Accessibility Guide, while factoring in mandatory regional and national requirements. This process enabled the definition and implementation of targeted interventions for permanent infrastructure, as well as the articulation of wider ambitions toward a more inclusive, accessible, and barrier-free society[78].

Additionally, in 2024, a cross-functional working group was established to promote the hiring of people with disabilities. In the lead-up to and during the Games, the group's focus broadened to encompass the experience of employees with disabilities during Games-time operations, as well as initiatives to support ticket accessibility for people with disabilities and encourage their participation as spectators.

PHYSICAL ACCESSIBILITY AT VENUES

Fondazione defined and oversaw the accessibility standards applied across all competition and ceremony venues, with measures implemented directly or in close coordination with venue planners and operators. Each competition and ceremony venue was equipped with a consistent set of measures designed to improve the accessibility and usability of routes and spaces for people with disabilities, reduced mobility, or specific needs. Priority and dedicated lanes were set up at Pedestrian Screening Areas, and specific accessible lanes were defined for security checks. In mountain venues with snow, soil or grass surfaces, hard-rubber pedestrian pathways were installed to facilitate safe movement for everyone, particularly wheelchair users. Where steps or stairs were present, lifts or ramps with a gradient of 5% (or, where spatial constraints applied, a gradient compliant with applicable regulations) were installed, with rest landings every ten metres.



Across all venues, the following dedicated facilities were consistently provided:

- **Accessible seating areas**: designed to accommodate accompanying persons and nearby groups, with transparent balustrades to support sightlines for all spectators.
- **Accessible toilets**: unisex, equipped with grab bars and compliant with current regulations.
- **Mobility Centres**: where spectators could request courtesy manual wheelchairs or electric scooters.
- **Quiet Rooms**: calm, low-stimulus spaces for people with intellectual or relational disabilities needing to step away from noise and crowds, or experiencing sensory overload, as well as serving as privacy spaces for breastfeeding, resting or medication management.

Wayfinding and signage were developed using pictograms combined with high-readability text designed to support orientation, particularly for people with intellectual or relational disabilities. In the Villages of Cortina and Milano, visual-tactile maps and tactile walking surfaces were installed to support the autonomy of people with visual disabilities.

TRANSPORT ACCESSIBILITY

Fondazione worked with transport operators and local authorities to promote and coordinate a series of accessibility improvements across the Games transport network. Airports and railway stations were upgraded to improve the accessibility of routes, spaces and information, with railway stations raising platform heights and installing tactile paving and tactile maps. Staff supporting Passengers with Reduced Mobility received additional preparation and training, delivered in coordination with Fondazione ahead of the Games. In cooperation with local authorities, similar improvements were implemented at bus hubs and stops. Dedicated accessible shuttles operated across all venues, enabling facilitated access particularly in mountain locations or where pedestrian routes were long or steeply graded.

SENSORY ACCESSIBILITY

A comprehensive range of services was activated for spectators with hearing and visual disabilities. Audio description of all Ceremonies was provided in Italian and English, with the service extended – in cooperation with the Regions and Provinces – to cover all sports disciplines: 100% of Paralympic competitions, 80% of Olympic competitions, and all Opening and Closing Ceremonies. Subtitling in Italian, English and French was available for all Ceremonies, and sign language interpreting was provided both in-person and remotely. At all Info Points, spectators could activate a remote sign language interpreting service on request. Further support was offered through noise-reduction headphones, magnetic induction panels compatible with hearing aids and “sunflower lanyards” to identify individuals with invisible disabilities.

DIGITAL ACCESSIBILITY

The official Milano Cortina 2026 apps were developed in full compliance with international Web Content Accessibility Guidelines (WCAG 2.1 – Level AA or higher). All the apps developed by Fondazione were accessible via smartphone, offering English commentary and live audio broadcasts within venues, complementing the Italian-language audio description service.

In each host territory, tourism portals were enriched with accessibility information covering mobility systems, accommodation, restaurants and points of interest including museums, monuments and accessible nature trails.

TRAINING AND AWARENESS

Specific outreach and training activities were carried out across all Functional Areas involved in planning and delivering the Games, with the aim of creating a supportive, non-discriminatory environment. Training addressed four interconnected areas:

- **Disability reception and management**: targeted at accommodation and cultural service providers, volunteers, and Fondazione paid staff.
- **Accessible and universal design**: aimed at local government planners, freelance professionals (architects, engineers, surveyors), and students at technical high schools.
- **Disability representation in communication**: developed with academic support and disability federations, focusing on journalists, editors and media professionals.
- **Inclusive sport**: promoted with the support of CIP, CONI, sports federations and associations, targeting coaches and sports organisation managers.

Schools were also engaged through the IPC’s I’mPOSSIBLE project and the IOC’s Olympic Values Education Programme, as part of the broader Gen26 Education Programme (see paragraph 7.2.9).

Tourist operators received training and guidelines – promoted by local authorities in coordination with Fondazione – on communicating appropriately with people with disabilities, and training modules for the hospitality industry (HoReCa Hotel, Restaurant, Catering) were disseminated through workshops, calls for proposals and coordinated meetings with bodies including FederAlberghi, the Order of Architects and sector fairs.

PARTNERSHIPS

The accessibility agenda was underpinned by a series of formal institutional partnerships. In 2023, Fondazione signed a Memorandum of Understanding with the Ministry of Disabilities, FISH (Federazione Italiana per il Superamento dell'Handicap), and FAND (Federazione tra le Associazioni Nazionali delle Persone con Disabilità), establishing a technical working group to promote accessible projects and activities. A further Memorandum of Understanding, signed in 2021 with the Istituto dei Ciechi di Milano, supported the universal design of communication initiatives.

Thematic working groups were convened with national and regional disability federations – including Ledha Lombardia, ANFFAS, UICI, ENS and the Istituto dei Ciechi – alongside the various Functional Areas of Fondazione, with dedicated efforts made to promote the recruitment of volunteers with disabilities.

The Accessibility Improvement Plan for the host territories involved all clusters and regional and provincial areas, supporting the development of Urban Accessibility Plans and Plans for the Elimination of Barriers (PEBA-PAU) within host municipalities, promoted through regional and provincial calls for proposals and training modules for technical staff and designers.

7.2.4 MEDICAL SERVICES

Medical services represented a fundamental pillar in ensuring the safety and wellbeing of Athletes, spectators, workforce and all stakeholders involved in the event. In a context characterised by high-level competitions, extraordinary crowd volumes and the need to respond promptly to any eventuality, the efficiency of the healthcare system became crucial, not only to manage emergencies, but also to ensure high standards of preventive and specialist care. For Milano Cortina 2026, this challenge was further amplified by the geographically distributed nature of the Games, requiring an innovative and capillary approach to medical services planning.

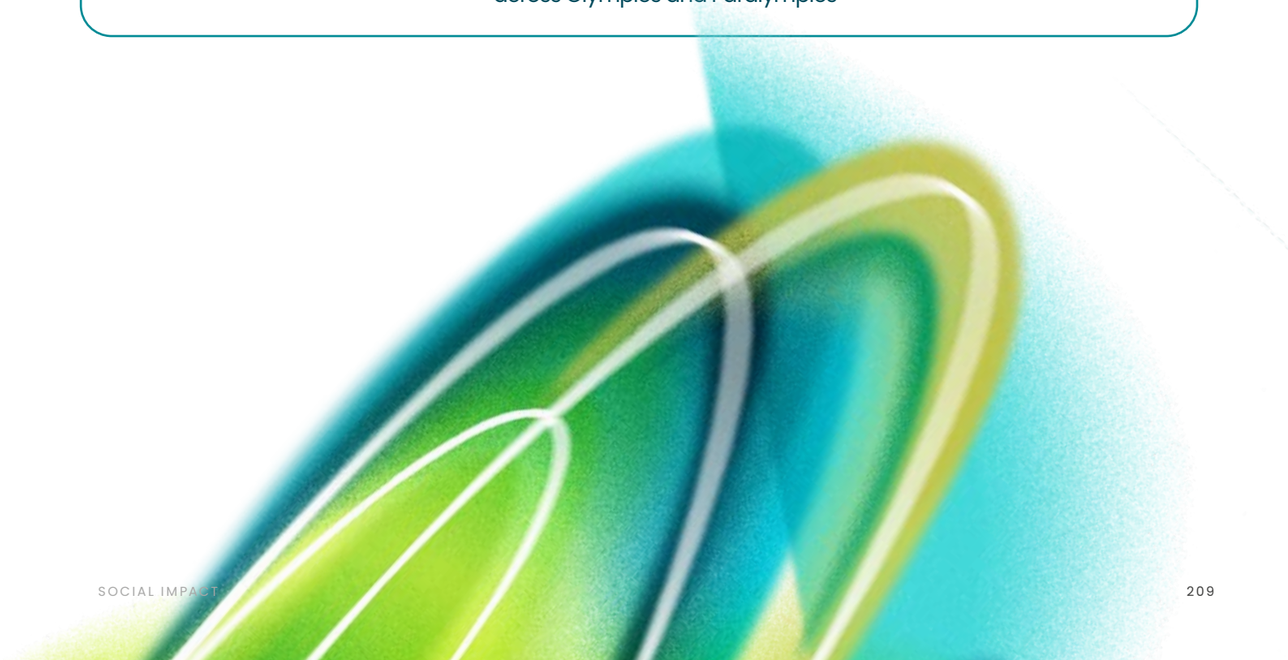
17
Medical stations at venues

6
Polyclinics/medical facilities at Villages

5
Olympic/ Paralympic Hospitals

1,300
Total medical personnel activated during the Games

10,000+
Total medical treatments carried out (emergency/urgent, primary, specialist) across Olympics and Paralympics



Fondazione Milano Cortina 2026 structured an integrated, multi-tiered system, with each level designed to address specific needs across the entire healthcare chain:

- **Emergency and urgent care**: medical stations and mobile teams deployed at both competition and non-competition venues, equipped with appropriate medical supplies and staffed by experienced doctors, nurses and technicians to deliver emergency and urgent interventions, where required, to Athletes, Olympic and Paralympic Families, workforce and other stakeholders, and at competition venues, to spectators.
- **Primary and specialist care in the Villages**: polyclinics and outpatient facilities providing both primary care and specialist medical services, which also served as referral points for emergencies. Villages in Milano, Cortina and Predazzo were equipped with its own polyclinic, ensuring comprehensive and integrated territorial coverage in line with the principles of accessibility and proximity of services.
- **Olympic and Paralympic Hospitals** in Milano, Sondalo, Bozen/Bolzano, Cavalese and Belluno, again reflecting the multi-site geography of the Games.
- **Prevention**: public health activities linked to the hygiene and safety of the Olympic and Paralympic Villages, covering water quality, food safety and environmental monitoring.

In order to structure medical services, Fondazione Milano Cortina 2026 developed an innovative model of collaboration with the National Health Service, tailored to the distinctive character of the first Olympic and Paralympic Games spread across multiple Italian territories.

Rather than creating parallel structures, the decision was taken to build upon and strengthen the national health system already operating across the relevant regions, an approach rooted in efficiency and territorial integration. The governance of this model was formalised by the Presidents of the Regions and Autonomous Provinces through the appointment of regional and provincial Medical Care Managers, responsible for coordinating the entire Olympic and Paralympic healthcare network within their respective territories.

In line with International Olympic Committee (IOC) requirements, the adopted model ensured that ordinary healthcare standards for local citizens would not be compromised by the Games. To accommodate the extraordinary influx of spectators, Athletes, workforce and other stakeholders, health services were enhanced through an additive approach: supplementary beds, additional accident and emergency capacity with dedicated and separate access points, and temporary facilities integrated into the existing system without disrupting its ordinary functioning. In essence, an extension of the regional health service was realised, performing all associated functions, from treatment and care to medical waste disposal and the management of any infectious diseases in accordance with standard health protocols.

The most significant dimension of the healthcare legacy of Milano Cortina 2026 lies in the structural and organisational strengthening of the local health system. Through a model of **“healthcare twinning”**, smaller hospitals and peripheral facilities were linked to major hospital hubs, piloting a networked system that demonstrated the feasibility of delivering high-quality care even in mountain and remote areas.

This approach contributed to reducing territorial disparities in access to specialist health services. Further legacy elements include the development of telemedicine, telecare and teleconsultation systems between large and small hospitals, as well as the transfer of materials and equipment that will remain at more peripheral sites, permanently improving local health services. This approach transformed the Games into an opportunity for the structural strengthening of the territorial health system. Please also refer to the Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026 – that is being prepared by Bocconi University for additional medical services related topics.

7.2.5 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 address any negative impact to which it may contribute or be directly linked, including its contractors, suppliers and Licensees, following internationally recognised principles and frameworks, and in line with the local legal and socio-cultural context.

Considering the urgency during the Games to intervene swiftly and resolve any human rights violations, so as to prevent repetition or escalation, Fondazione established, in 2025, a dedicated mechanism for the **reporting and management of human rights violations** during Games time. This mechanism was specifically designed to ensure faster case handling in light of the particular operational pressures and risks associated with the Games.

The Games-time reporting mechanism was therefore distinct from the "Whistleblowing" mechanism provided for under Italian Legislative Decree 231. The whistleblowing mechanism was a permanent and always active channel required by law, applicable across all phases of Fondazione's activities and not limited to Games time. It was managed by an independent external body and focused on reporting unlawful conduct or breaches of the organisational and compliance framework. Where relevant, cases received through the whistleblowing channel may have been referred to the human rights team for further assessment and follow up.



MANAGING HUMAN RIGHTS VIOLATIONS DURING GAMES TIME

Fondazione established the conditions to facilitate access to a reporting mechanism through which members of paid staff, volunteers, Partners, suppliers and subcontractors could effectively report incidents involving human rights violations, with appropriate safeguards in place to protect victims from any form of retaliation and the possible aggressor from false allegations. The internal policy addressed sexual abuse, harassment, gender-based violence, employment-related concerns and discrimination based on factors like race, sex, religion, nationality, sexual orientation, disability, age or social origin. A dedicated training programme delivered in collaboration with an external provider on the policy involved 169 participants and had a duration of approximately 2.5 hours. The content was structured in two parts: the first focused on the prevention of abuse, while the second addressed the use of reporting channels and appropriate conduct when interacting with victims, including practical guidance on handling reports.

Participants primarily included personnel responsible for managing cases within Games time, such as key points of contact across the responsible Functional Areas. In addition, Town Hall meetings (200 participants divided across two sessions) and a tabletop exercise in July 2025 (over 80 participants both in person and online) were conducted to further reinforce awareness and preparedness.
A working group was also established in October 2025 with the representatives of the most impacted areas in Milano Cortina 2026, in order to enhance readiness and awareness on the Policy. As a result of the working group, different information materials were created in order to ensure consistency in responses from Fondazione Milano Cortina 2026 workforce.

In addition, thanks to the collaboration with the Athletes and Technical Commission and the CONI, all the Italian Athletes who took part in the delegation of the Winter Young Olympic Games (Gangwon 2024), the Paris 2024 and those of Milano Cortina 2026, were trained on these topics.

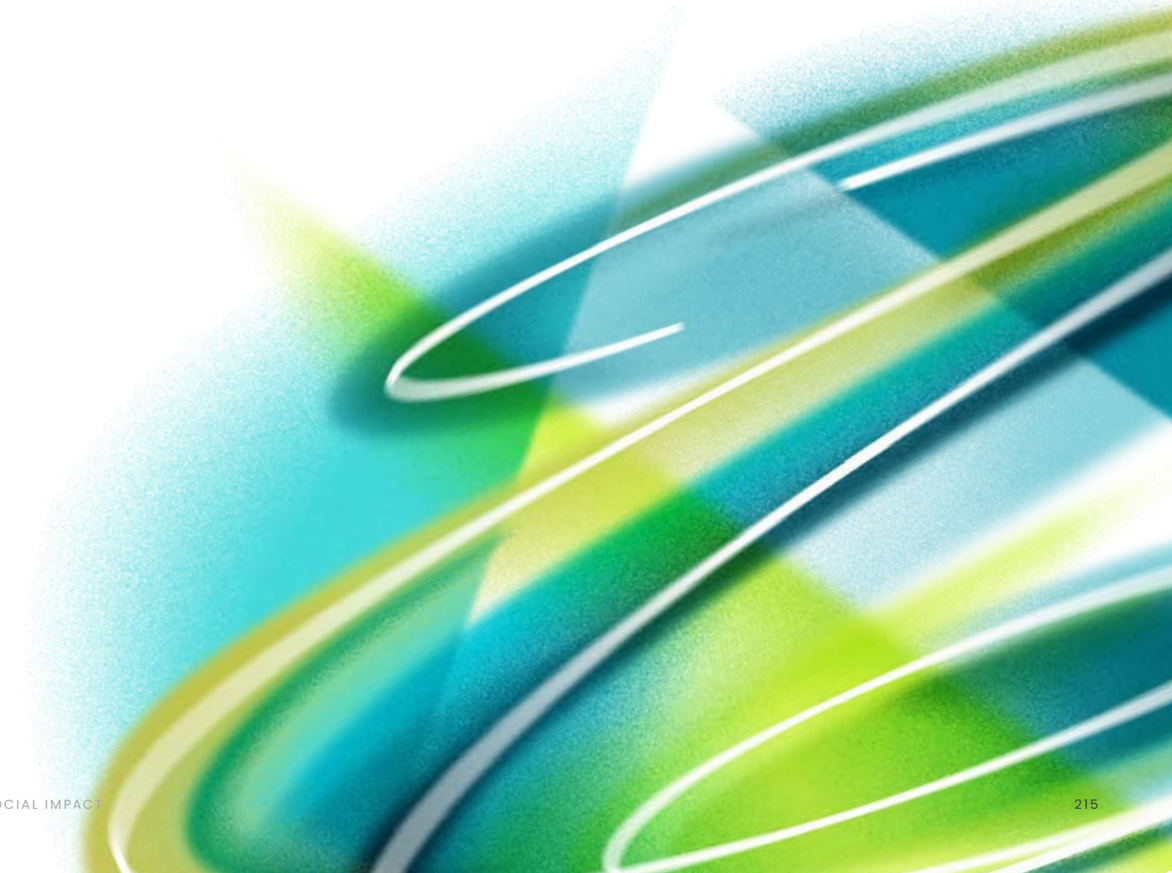
Fondazione Milano Cortina 2026 **managed 31 cases of human rights violations relating to the period of the Olympic Games, while no reports were submitted during the Paralympic Games**. It should be noted that some of the reported cases involved multiple victims and/or multiple alleged perpetrators and were therefore grouped and managed as single cases within the reporting framework.

In addition, while the number of cases formally recorded through the reporting mechanism reflected those escalated through this channel, it does not represent the total number of situations managed during the Games. Milano Cortina 2026 handled a larger number of issues overall, many of which were addressed promptly at venue or operational level through on site management and resolution processes, and therefore were not necessarily submitted through the formal reporting mechanism. Most cases related to sexual harassment (37%), followed by tense working relationships (17%) sometimes reaching the threshold of verbal or physical violence of minor severity (23%) and discrimination (17%).

Finally, there were a few reports of contractors allegedly applying unfair working conditions (7%) to their personnel providing services to Fondazione that were promptly addressed and closely followed by the Legal department. All cases were managed centrally within the Games-time period by Fondazione, ensuring timely intervention, appropriate support especially for the victims and remedies.

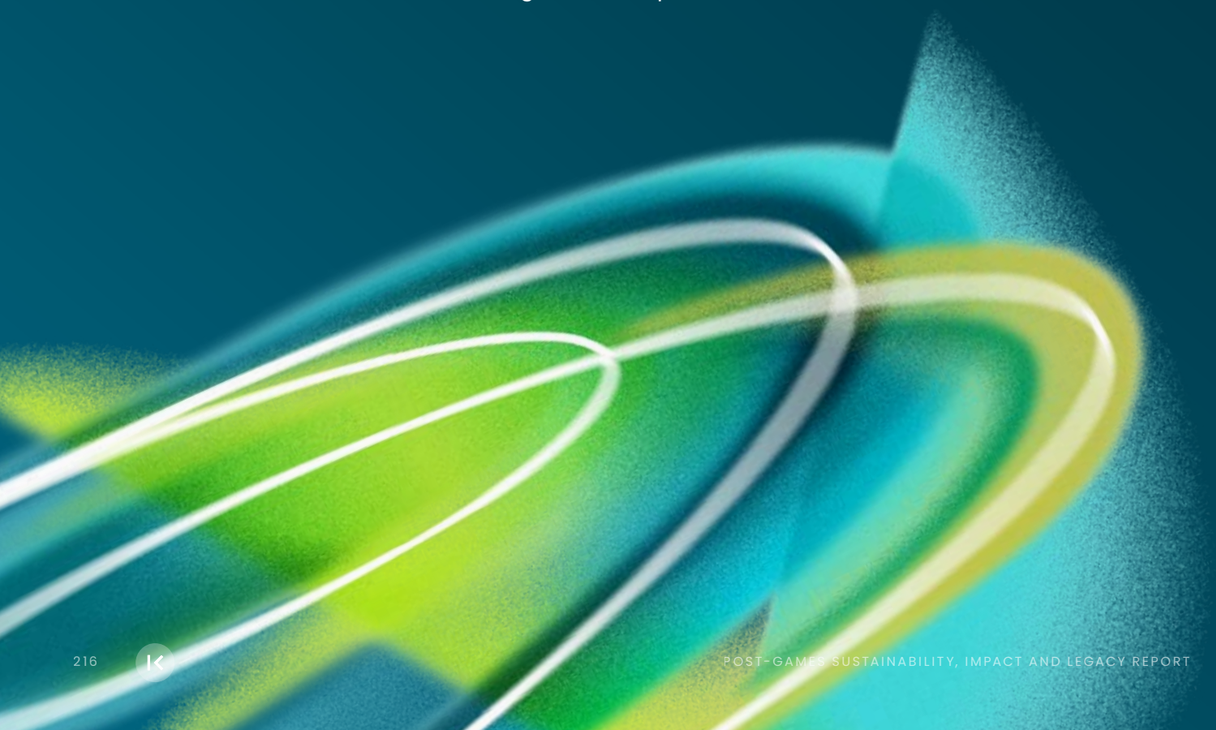
All activities were conducted **in close coordination with the public authorities and relevant Functional Areas**, reflecting Fondazione's commitment to effective human rights governance.

In particular, a strong collaboration was in place among different Functional Areas that oversaw the eventual disciplinary measures to apply to aggressors belonging to the workforce, Partners and contractors. Fondazione also ensured restorative dialogue with victims, offering support and inquiring about their preferred remedies while ensuring overall fairness of the process for the alleged aggressors. This approach allowed Fondazione to close all cases without an escalation of the situation, and remedies included removal of the accreditation in the most significant cases where there was evidence in support of the violation; formal apologies; changing of shifts and venues; preventive measures to reinforce security in critical venues that had higher rates of incidents; and a dedicated session on the Code of Ethics.



POLICY ON MANAGING HUMAN RIGHTS VIOLATIONS DURING GAMES TIME

Following its commitment to upholding human rights, Fondazione Milano Cortina 2026 adopted a specific policy in case any violation occurred during the period of the Olympic and Paralympic Games in any of the venues where they took place. The policy was grounded in the fundamental principles of respect for internationally recognised human rights, equality, and non-discrimination, as enshrined in the Olympic Charter. The policy defined human rights violations as including, but not limited to, sexual and gender-based violence, discriminatory violence, harassment, cyberstalking, abuse of power, labour rights violations, and privacy violations. It contributed to creating a safe and inclusive environment and provided a clear framework for addressing violations ensuring confidentiality and protection from retaliation. The policy applied to Fondazione Milano Cortina 2026 accredited individuals, including paid staff, volunteers, contractors, service providers, marketing partners and spectators, whether as victims, witnesses or alleged perpetrators. All other participants in the Games, including athletes and members of national delegations, were covered by the IOC's safeguarding framework. Cases involving individuals subject to both frameworks were managed by the **Joint Integrity Unit (JIU)**, a joint body comprising representatives of Fondazione Milano Cortina 2026 and the IOC. The JIU ensured effective coordination, information sharing, and decision-making to support the consistent and appropriate management of reported violations.



The victim-centered approach to managing incidents drew from internationally recognised best practices, ensuring that all interactions with affected individuals are supportive, sensitive and non judgemental. It also emphasises that individuals are never pressured to share more information than they feel comfortable disclosing, while ensuring due consideration for the protection of the person identified as a potential perpetrator. In all cases, the possibility of accessing medical care and a quiet room was always offered. Special considerations were implemented to facilitate accessibility for vulnerable groups, including women, children, persons with disabilities, LGBTQIA+ individuals, religious minorities, and the elderly. Intensive training was also conducted for all staff who were most likely to interact with victims to ensure the implementation of this approach.

The reporting mechanisms were based on best practices and included various forms of reporting in-person to the Venue Security Manager (First Point of Contact), who also served as the liaison with the authorities at the venue level, and remote reporting via the whistleblowing platform and telephone line. The choice of having a First Point of Contact who would have the responsibility to initially interact with victims and receive their report, was a crucial element to ensure a proper support system for victims. It allowed immediate coordination with the authorities wherever needed, as well as proper training of the people covering that position, and facilitated continuous learning and consistency in the treatment of cases.

The First Point of Contact was also responsible for notifying the Human Rights Functional Area, who provided support to the victims and coordinated Fondazione's response to violations, including liaising with the Joint Integrity Unit (JIU). Incident management was structured according to a severity scale with minor incidents being managed on-site; moderate incidents requiring central management by Fondazione; and severe and very severe incidents necessitating immediate intervention by public authorities.

SAFEGUARDING

Every athlete deserves to compete in a safe environment free from harm, discrimination and abuse. For this purpose, Fondazione undertook a comprehensive initiative to accelerate and strengthen Italy's **athlete safeguarding system**. This effort reflects the commitment of establishing a lasting legacy in safeguarding standards beyond the Games, as indicated in the candidacy of Fondazione Milano Cortina 2026 to host the Games in 2019. On this purpose, Fondazione pursued two main lines of action:

- In collaboration with the IOC and CONI, key priorities were identified to strengthen the promotion of safeguarding practices in Italy: while the regulatory framework was considered robust, the need to further enhance training activities emerged in order to foster a cultural change and establish a comprehensive system of athlete support. Therefore, Fondazione chose to strengthen capacity and certify a group of 17 experts as trainers in the **IOC Safeguarding Essentials course**, which represents a high and internationally recognised standard on safeguarding. The training enabled the instruction of new experts and expanded the number of qualified figures in athlete protection and in the dissemination of the highest safeguarding standards promoted by the IOC. This activity consolidated a self-sustained system of training that will continue advancing Fondazione's legacy well beyond the Olympic and Paralympic Games. Fondazione is the **first OCOG to propose this type of training** to the trainers, thus marking a milestone in this field. On the other hand, to strengthen the skills of lawyers, who are fundamental in athlete protection systems by providing qualified legal assistance both to victims and to those suspected of committing abuse, harassment or discrimination, Fondazione promoted safeguarding training together with the Milano Bar Association. In addition to having trained an initial group of legal professionals in Milano, Fondazione has organised a two-day training course, dedicated to lawyers at the national level that disseminates IOC standards thanks to the participation of experts certified by Fondazione and the IOC.
- To further support athlete wellbeing during the Games, Fondazione Milano Cortina 2026 promoted the Athlete365 x Powerade Mind Zone initiative in collaboration with the IOC. Dedicated spaces were made available across all six Olympic Villages, offering athletes a safe and welcoming environment to rest, recharge and manage the pressures associated with Olympic competition. Through activities such as guided breathing, virtual reality mindfulness experiences and art therapy, as well as access to qualified safeguarding officers trained in mental health first aid, the initiative contributed to fostering mental wellbeing, performance readiness and a positive Games experience.

In addition, together with CONI and the General Sport Prosecutor, Fondazione held a dedicated training programme on 8 January 2026 engaging the Italian delegation participating in the Olympic Games on match-fixing and safeguarding. While the CONI Sport Prosecutor focussed on the first topic, Fondazione staff, alongside an expert trainer from the established pool, delivered the part on safeguarding. To ensure broader accessibility, the content was recorded and made available for subsequent use and dissemination.

7.2.6 PORTRAYAL GUIDELINES

Considering its commitment on Gender Equality, Diversity and Inclusion topics and its view of gender equality as linked to the concept of representation, Fondazione promoted initiatives to apply and promote the **IOC's Portrayal Guidelines**. The Guidelines call for gender-equal and fair representation of sportspeople in all their diversity in all forms of media and communication across the Olympic and Paralympic Games and throughout the Olympic Movement, to ensure sports content and communication are more inclusive, balanced and representative of the world we live in. In 2025, Fondazione continued and expanded the diffusion efforts, also in regard to the Italian version of the Guidelines which was published in September 2024. For more information, see paragraph 7.1.2.



7.2.7 TICKETING

The audience of the Milano Cortina 2026 Games showed a strong concentration in the Italian market (37% Olympic, 75% Paralympic), reflecting the importance of the domestic base. However, international reach remained significant, with Germany and the United States as the second-largest markets and global coverage spanning over 150 countries. The tables below show the top five markets in terms of spectator presence.

1,283,000
Tickets sold for the Olympic Games

134,490
Tickets sold for the Paralympic Games

64k
OLY Tickets sold to people with specific accessibility needs

2.4k
PLY Tickets sold to people with specific accessibility needs

140
Countries of origin – Olympic spectators

90
Countries of origin – Paralympic spectators

Olympic Winter Games

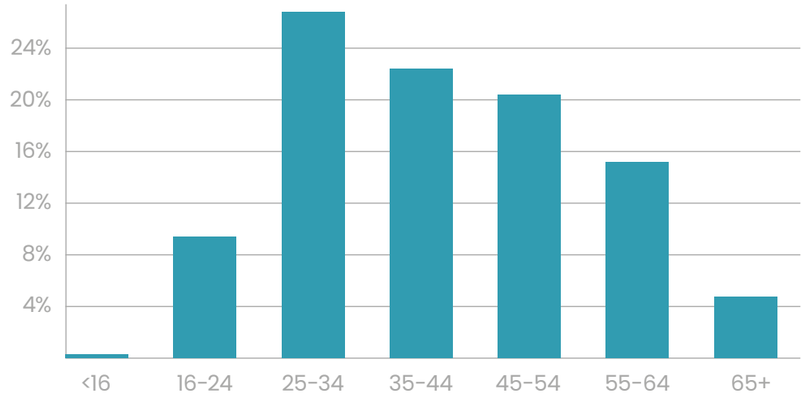
Country	%
Italy	37
Germany	13
United States	11
Switzerland	5
United Kingdom	5
Others	29

Paralympic Winter Games

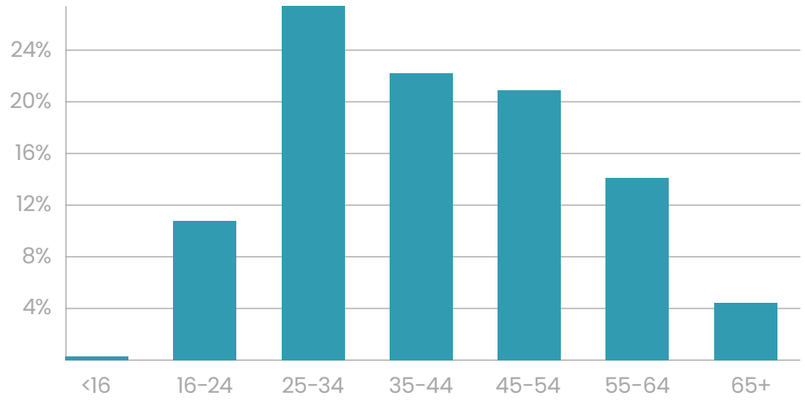
Country	%
Italy	75
United States	5
Germany	4
France	3
United Kingdom	3
Others	10

The audience of the Milano Cortina 2026 Games was predominantly concentrated in the 25–54 age group, with a peak in the 25–34 segment. This demographic profile, marked by a strong presence of young and working-age adults, positioned the Games as an inclusive and contemporary event.

AGE RANGE OF SPECTATORS FOR OLYMPIC GAMES



AGE RANGE OF SPECTATORS FOR PARALYMPIC GAMES



The ticketing process was launched through the activation of a dedicated digital platform, ensuring fully digital ticket sales and fair access via a registration and draw system. The pricing strategy, designed with inclusiveness in mind, was defined to balance pricing and demand. Ticket sales began in February 2025 for the Olympic Games and in March 2025 for the Paralympic Games.

ACCESSIBILITY OF TICKETS

A specific programme offered discounted prices for early purchasers (Early Bird Pricing) valid until 6 May 2025, while a 30% discount was applied to tickets for companions of individuals with disabilities across all categories. For the Paralympics, a special under-14 ticket was introduced at a price of €10, encouraging the involvement of families and youth clubs.

SPECIAL PROGRAMMES

About

4,2k
Resident tickets sold

40k
Tickets reserved for the School Ticketing Programme

MOUNTAIN HOST VENUE RESIDENT PROGRAMME

The programme gave residents of towns and cities hosting competition venues priority access to a reserved ticket quota for events at their local venue, on a first-come, first-served basis. Beyond its social inclusion purpose, the initiative also supported environmental sustainability by reducing private vehicle use and encouraging short-distance local transport. Sales windows dedicated to residents alternated with broader public sales phases, continuing until the start of the Games.

SCHOOLS TICKETING

A dedicated schools ticketing programme offered a limited number of tickets at subsidised rates for selected events, available exclusively to schools participating in the Gen26 Education Programme. Tickets were distributed through Milano Cortina 2026 stakeholders and the Ministry of Education (Ministero dell'Educazione e del Merito), which coordinated purchases on behalf of participating institutions. A total of 20,000 tickets were reserved for the Olympic Games and an equal number for the Paralympic Games, with participation spanning several Italian regions.

Demand significantly exceeded the available supply: schools submitted over 140,000 requests against the 40,000 tickets reserved across both Games. Allocation was governed by two criteria applied in combination – proximity to event venues, to minimise travel and logistical barriers, and a first-come, first-served principle to ensure fairness. This approach ensured that tickets reached the schools best placed to participate, maximising both accessibility and impact.

OTHER PURCHASE PROGRAMMES

In addition to general public ticket sales, dedicated programmes were developed to meet the needs of groups, corporates and institutions requiring larger ticket allocations and coordinated access to events. A B2B sales channel was introduced to facilitate bulk purchases beyond standard platform limits, allowing organisations such as schools, associations and companies to request tickets, receive invoices and complete payments via bank transfer.

Furthermore, for the Paralympic Games, a partnership with the authorised reseller and sponsor Bus For Fun enabled the introduction of integrated ticket-and-transport solutions. This model supported operational efficiency while enhancing the spectator experience, offering combined packages that facilitated access to venues. The solution and choice of Bus For Fun was crucial in allowing hundreds of groups, schools and disability associations to attend the Paralympics in a sustainable manner, in line with the transportation and accessibility requirements of the mountain venues.

PAPERLESS DIGITAL TICKETING

All tickets were only in digital format, dispatched to spectators via a dedicated Milano Cortina 2026 ticketing app[79] which avoided the use of paper for up to 1.5 million tickets.

Aside from a few very rare cases (under 1% of tickets sold) where it was necessary to proceed with printing replacement tickets at the Ticket Resolution Office due to issues with displaying tickets in the app or connection problems, the ticket office was completely paperless and digital.

79 The MilanoCortina2026 Tickets App was launched on December 10, 2025.

© Getty Images

7.2.8 HOSPITALITY

Regarding hospitality, on the basis of an agreement with the IOC, an Official Hospitality Provider/On Location[80] was appointed for Milano Cortina 2026. The provider's platform made available packages including tickets to the venues, travel, accommodation and hospitality in the host cities.

15,932
Total number of room nights across all clusters, for the entire Games period

46
Accommodation facilities involved

101,866
Hospitality packages sold

14
Lounges within the perimeter of venues managed by Fondazione Milano Cortina 2026

Within this framework, two main hospitality formats were developed:

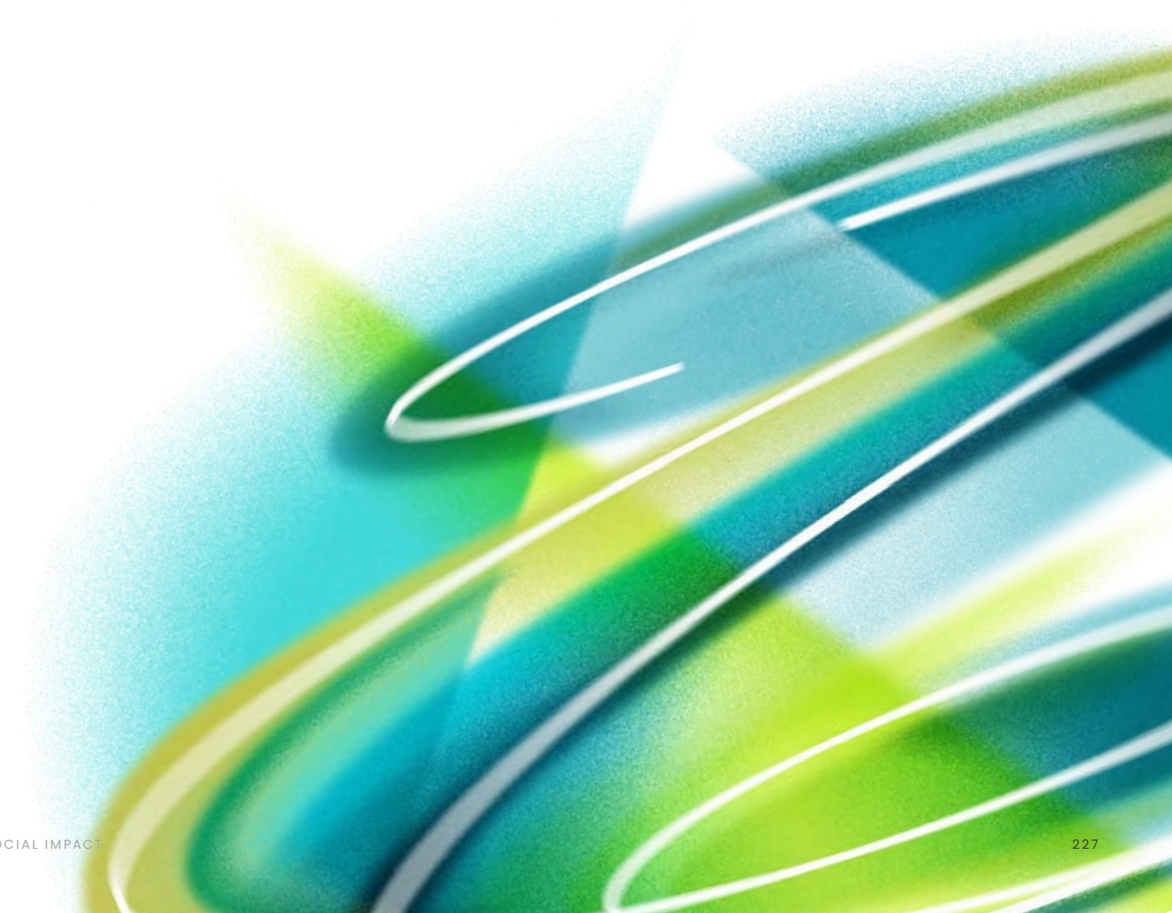
- **In-Venue Hospitality** (IVH) provided a premium experience inside competition venues, combining high-category seating with access to dedicated lounges located in close proximity to the field of play. Guests benefited from reserved seats with excellent views, buffet catering, beverages and tailored services such as welcome desks and on-site assistance, with options ranging from shared lounges to private suites.
- **Off-Venue Hospitality** (OVH) extended the experience beyond the venues through dedicated lounges located in Host City Centres (such as Clubhouse 26 in Milano, Cortina and Livigno). These spaces offered a more immersive and thematic environment, ranging from Olympic heritage showcases in Milano to "après-ski" atmospheres in mountain locations, while maintaining a premium service offering with catering, beverages and curated guest experiences.

80 The Official Hospitality Provider also collaborated for Paris 2024 and will collaborate with Los Angeles 2028.

ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY MEASURES

Separate waste collection was implemented at all venues in the dedicated hospitality areas. All signage and setup elements installed by the production agencies involved by On Location, the official Hospitality provider, were either recycled or returned to suppliers for future events. The majority of the tableware used for food and beverage distribution was reusable and therefore complied with Fondazione's Sustainable Food Policy (see paragraph 6.2.6).

A more structural innovation concerned the supply chain itself. The Official Hospitality Provider introduced a formalised supplier sustainability evaluation system through the ESGEO platform partnership. Its suppliers were assessed via a dedicated questionnaire enabling both quantitative and qualitative measurement of sustainability performance, formally validated with certifications.



7.2.9 GEN26 EDUCATION PROGRAMME

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

Fondazione Milano Cortina 2026, starting in 2023, developed the Gen26 Education Programme to inspire new generations and promote a lasting, intangible legacy for Italy.

The initiative was designed to engage young people from across the country. The Programme was implemented in the different phases of the Games lifecycle through specific initiatives in schools, universities and other institutions, thanks to collaboration with various entities and the support of the IOC and IPC.

The Gen26 Education Programme focused on three macro-objectives:

1	KNOWLEDGE	TO RAISE AWARENESS AND PROMOTE THE VALUES OF THE OLYMPIC AND PARALYMPIC MOVEMENTS
2	LIFESTYLE	TO PROMOTE THE PRACTICE OF SPORT AMONG YOUNGER GENERATIONS
3	COMPETENCE	TO ENCOURAGE THE ADOPTION AND EXPANSION OF HIGHER EDUCATION IN SPORT MANAGEMENT IN SCHOOLS, UNIVERSITIES AND TECHNICAL INSTITUTES

The strategy to achieve these objectives comprised three key pillars:

A	PARTNERSHIPS	STRONG PARTNERSHIPS WITH A VARIETY OF KEY STRATEGIC STAKEHOLDERS TO DELIVER THE EDUCATION PROGRAMME
B	INSPIRING INITIATIVES	DEVELOPMENT AND IMPLEMENTATION OF INSPIRING OLYMPIC AND PARALYMPIC EDUCATION PROGRAMMES FOR SCHOOLS
C	COLLABORATION WITH IOC AND IPC	CLOSE COLLABORATION WITH IOC AND IPC, POSSIBLY LEVERAGING THEIR AVAILABLE TOOLS

The Gen26 Education Programme was built on a network of partnerships involving the government, local authorities, CONI, CIP, National Federations and the education community. A Memorandum of Understanding between Fondazione Milano Cortina 2026 and the Ministry of Education ensured broad collaboration with these stakeholders, establishing a permanent coordinating panel to guide the Programme's implementation.

Over **2M** young people reached across all Italy with the Gen26 Education Programme until 2026

Over **2k** youth groups and schools participating until 2026

Over **150k** teachers involved in the initiatives until 2026

40k Tickets distributed to schools during the Games

Over **100** entities and universities received the Gen26 Label

Over **20** educational toolkits and projects activated

7.2.10 CULTURAL OLYMPIAD PROGRAMME

Over 2025 and 2026, the Cultural Olympiad – a multidisciplinary and widespread programme designed to promote Olympic and Paralympic values through culture, heritage and sport – inspired Italian territories with both co-designed and labelled initiatives, engaging the cultural community and the public at large.
As of 2026, thanks to the active contribution of stakeholders, the Programme involved the participation of about 12 million people and produced more than 2,000 new artistic works.

About
12M
people involved in Cultural Olympiad as of 2026

Over
9,000
event days

About
1,760
total Bodies and Cultural Entities involved

About
130K
students involved

The Programme's main goals, strongly oriented towards social impact, were to:

- involve and inspire people through a unique and widespread programme across the territory;
- enhance the country's rich material and immaterial heritage, promoting outdoor activities and movement;
- spread Olympic and Paralympic values, such as respect, courage and friendship, and promote the Olympic and Paralympic Movements and universal values such as inclusion and peace; and
- build bridges between generations and promote access to culture for younger audiences and people with disabilities.

Fondazione worked on different activation lines in order to advocate and engage the cultural community and the territories to be part of this celebration, in particular:

- **Cultural Governance**: construction of the governance through vertical and collegial meetings with those responsible for culture, the stakeholders, the Ministry of Culture and a board of experts;
- **Building the Programme**: productions, co-productions and labelled initiatives, support cultural initiatives that will receive the Cultural Olympiad sub-brand in various ways;
- **Open Call for submission**: launch of a call to select initiatives to be included in the Cultural programme; and
- **Hub-Webinar**: periodic training and induction between Fondazione and cultural institutions interested in participating in or already accredited for the Cultural Olympiad Programme.

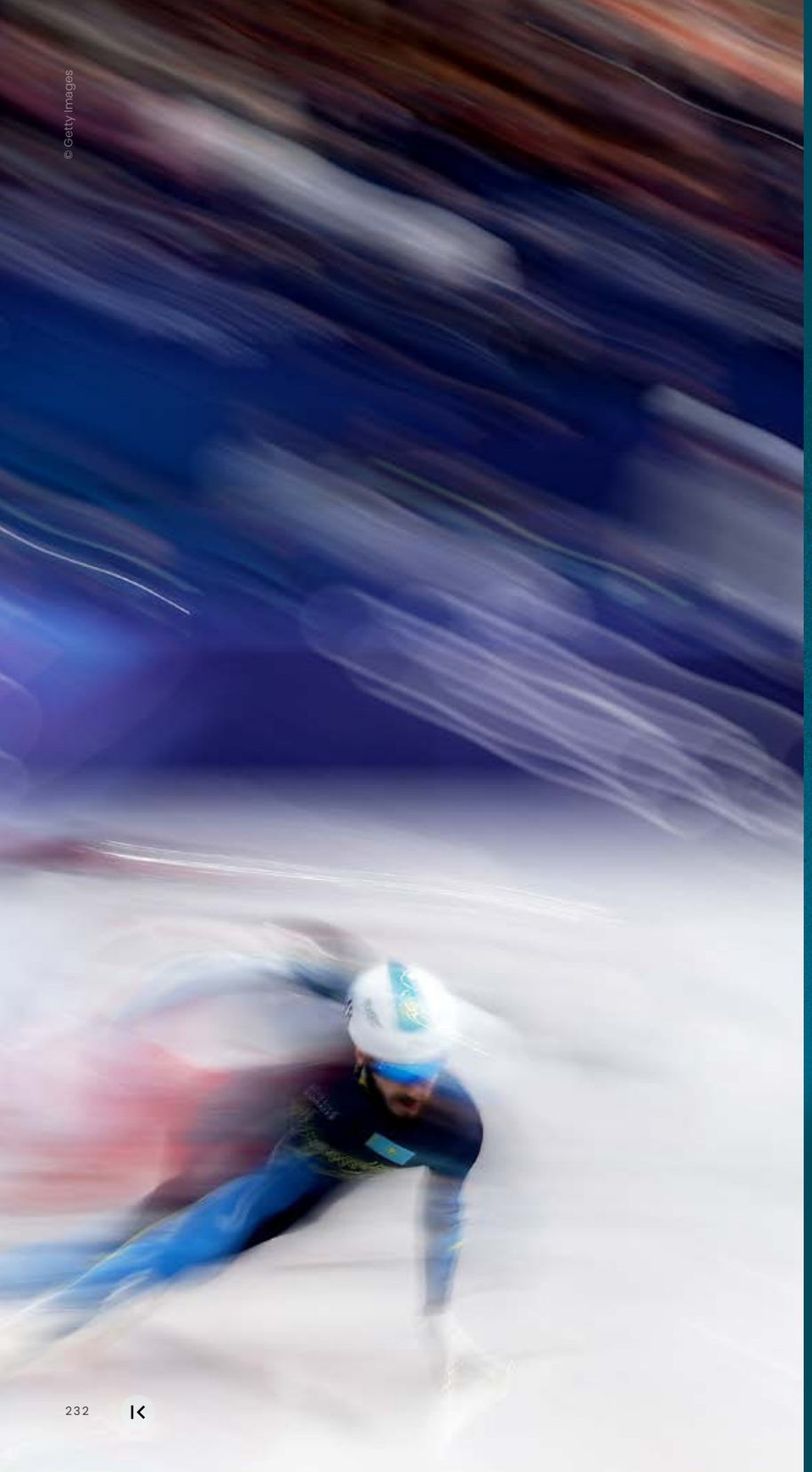
From 2025 through to the close of the Games, the initiatives of the Cultural Olympiad Programme were organised across three thematic areas:

1. ***ENVIRONMENT & URBAN REGENERATION***
2. ***DIVERSITY, INCLUSION & ACCESSIBILITY***
3. ***EMPOWERMENT – WOMEN, YOUNG ARTISTS, YOUNG PEOPLE***

Two flagship projects developed by Fondazione Milano Cortina 2026, in collaboration with the **IOC and Fondazione Triennale Milano** (important cultural institution of the city of Milano), embodied the Empowerment theme and stand as a defining cultural legacy of the Games.

Art posters of Milano Cortina 2026 (19 June 2025 to 15 March 2026)
Within an initiative promoted in collaboration with Triennale Milano, ten Italian artists under 40 – five women for the Olympics and five creators for the Paralympics – were selected to interpret the spirit of the Games through posters. The artworks explore themes like unity, playfulness, mountains and light using diverse techniques such as oil, gouache and digital media. The Paralympic posters focus on resilience, transformation and solidarity through abstract shapes, human figures and floral symbols like snowdrops. The project reflects Italy's artistic diversity and the emotional values of both events.

Iconic Posters of Milano Cortina 2026
The two official Iconic Posters have been commissioned to the two female artists under 35 to portray the Olympic and Paralympic spirit. They celebrate Italian creativity, inclusion, and the energy of sport, expressing the values of respect, courage, friendship, inclusion and peace. For more information, see chapter 9.6.



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8. PROMOTING HEALTH, WELLBEING AND SPORT – ACCELERATING SOCIO ECONOMIC DEVELOPMENT

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8.5 Accelerating Socio Economic Development across Mountain and Urban Areas 240

The Games inspired active lifestyles and strengthened resilience, while accelerating long-term socio-economic development across both mountain and urban areas. This impact was reflected in a broad and interconnected set of actions and initiatives that operated at multiple levels of the Games ecosystem, from institutional reform to programme delivery and stakeholder engagement, as well as support for athletes beyond their sporting careers.



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8.1 THE CONSTITUTION AS A CATALYST FOR CHANGE

For the first time in Italian history, sport and physical activity were explicitly included in the Constitution. This represented a significant historical development and acted as a powerful catalyst for change, generating momentum for stronger national and local policies, alongside increased investment in sport and physical activity at both regional and national level.

This institutional shift was further reinforced by the establishment of a dedicated Ministry for Sport, which helped consolidate governmental commitment and positioned physical activity as a structural component of Italy's broader development agenda.



8.2 PROGRAMMES AND PROJECTS PROMOTED BY FONDAZIONE

Within the framework of its Sustainability, Impact and Legacy Strategy, Fondazione actively promoted health and wellbeing by encouraging people across schools, cities and workplaces in Italy to engage more regularly in sport and physical activity.

Among the most significant initiatives was Walking the Games, a programme designed to promote physical activity among students and encourage healthier habits. Launched in February 2025, it engaged 11,000 students who tracked more than 1.3 million km – equivalent to 160 times the distance from Beijing to Milano. The results were highly positive: 75% of participants reported increased levels of physical activity following the initiative, and many began practising a new sport. Overall, the programme had a tangible impact on students' wellbeing and daily habits.

Another flagship initiative was the Gen26 Education Programme, a comprehensive school-based educational programme launched by Milano Cortina 2026, which reached more than 2 million students through a wide range of targeted initiatives and activities (see paragraph 7.2.9).

In parallel, the Go for 30 initiative, supported by companies such as TicketOne and TIM, promoted active workplace design to encourage daily movement and foster healthier, more sustainable organisational cultures, with a strong focus on physical wellbeing and environmental sustainability. This initiative was widely adopted by organisations and built on international best practices in workplace health promotion.

Another relevant initiative was Walk to Sempione, developed in collaboration with the Wellness Foundation, which engaged approximately 2,000 employees from more than 30 companies within the Assolombarda network. The initiative promoted physical activity in the workplace through active breaks, awareness campaigns and daily movement routines.

Finally, the CSI (Centro Sportivo Italiano) represented another important example of an engagement and collaboration for additional initiatives during these years, closely supported by Fondazione.

8.3 STAKEHOLDER PROGRAMMES AND PROJECTS ACCELERATED BY THE GAMES

As previously highlighted, the Legacy of the Games was not generated solely by the Organising Committee, but by the wider ecosystem of stakeholders. The Games strengthened and amplified initiatives led by commercial partners, host cities, regions, universities and other actors, creating a virtuous system that promoted physical activity, inclusion and wellbeing.

Commercial partner initiatives, such as Visa Playground, played an important role in increasing access to sport and engagement opportunities. Similarly, initiatives led by host cities and regions, including the Cortina Trail and other locally driven projects, contributed to fostering environments that encouraged regular physical activity at territorial level.

University collaborations involved 20 Italian universities, representing around 25% of the national system, strengthening the link between academic institutions and sport and promoting joint educational and sporting initiatives.

A particularly significant initiative was **Italia dei Giochi**, through which locally organised sporting events led by sports organisations, municipalities and other entities promoted participation in sport, the Olympic and Paralympic values, sustainability, and inclusion. This initiative, with 524 events, reached more than four million people across Italy. As a result of this collective effort, 16 municipalities preliminarily agreed to adopt resolutions recognising sport as a key driver of social inclusion, urban development and wellbeing, committing to support sports initiatives and infrastructure improvements within their territories.

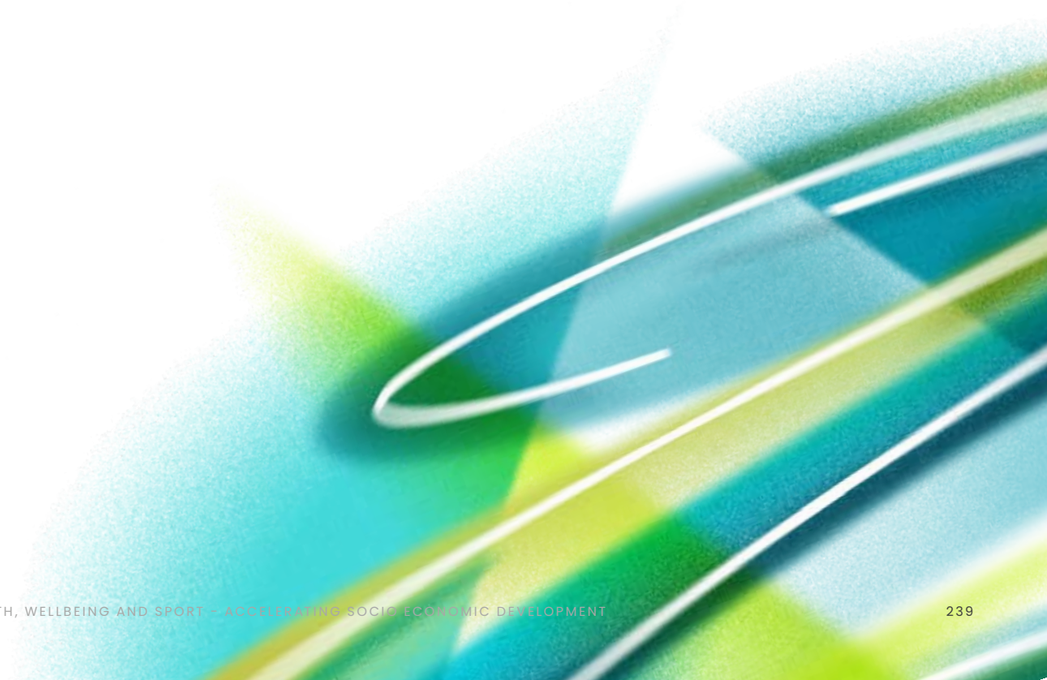
The Wellness Foundation and Technogym initiatives also contributed significantly to this ecosystem through projects such as Milano Wellness City 2030 and Cortina in Wellness, both aimed at promoting healthy lifestyles and strengthening a culture of wellbeing in host communities.

8.4 SUPPORTING ATHLETES IN CAREER DEVELOPMENT

The Games also strengthened support for Athletes beyond competition, recognising the importance of accompanying Olympic and Paralympic Athletes throughout all stages of their lives.

New measures were introduced to support Athletes in pursuing university education while training and competing, as well as to better assist athlete mothers. These included government-backed maternity leave support, CONI scholarships specifically designed for mothers in sport, and measures aimed at safeguarding Athletes' rankings during maternity leave. Together, these interventions reflected a broader shift towards recognising Athletes as complete individuals, whose development extends beyond their competitive careers.

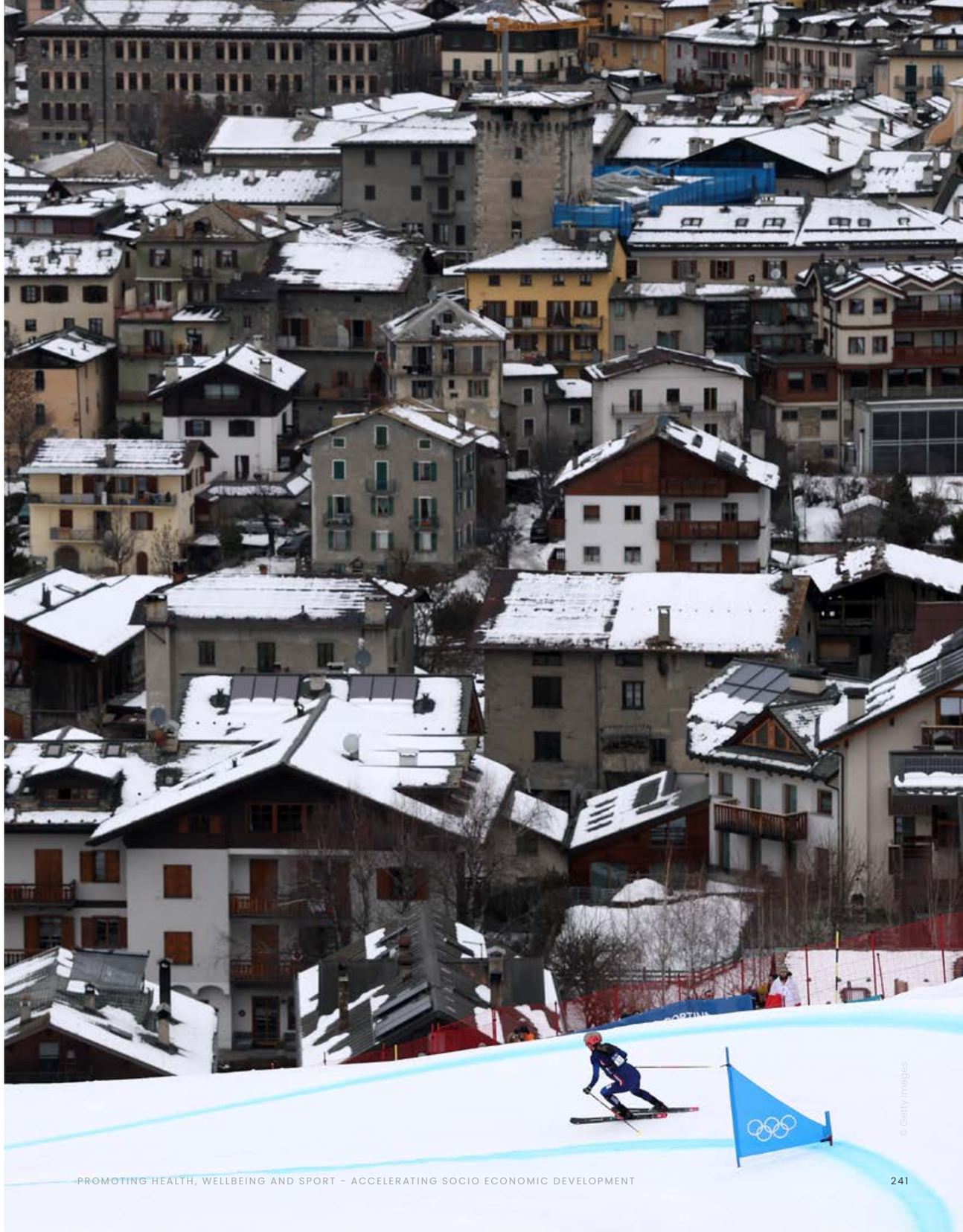
In particular, thanks to the collaboration between the Ministry of Sport and Youth, the Ministry of University and Research, CONI, CIP, CRUI, and the Foundation, various aspects were explored, which then led in 2025 to the approval of the Legislative Decree n. 36/2021, in concert with the Ministries of Sport and Youth, of Labor and Social Policies, of Education and Merit, and of University and Research, which introduced the national system that allows athletes to combine sporting activity with their university studies.



8.5 ACCELERATING SOCIO ECONOMIC DEVELOPMENT ACROSS MOUNTAIN AND URBAN AREAS

The Olympic and Paralympic Winter Games Milano Cortina 2026 presented significant development opportunities for host regions and local businesses, not only as a global sporting event, but as a catalyst for lasting economic and social change. Given the broad scope of this topic, numerous activities and projects aimed at fostering economic and social development were initiated and implemented by a wide range of stakeholders, both public and private. Further details and analysis will be available in the Overall Impact & Legacy Study of Olympic and Paralympic Winter Games Milano Cortina 2026 - that is being prepared by Bocconi University Under the OECD framework.

In particular, Milano Cortina 2026 contributed to the regeneration of urban areas, strengthened the resilience of mountain communities, supported the social economy, and enhanced local skills and expertise in event delivery. In line with these objectives, Fondazione promoted events aimed at raising awareness on the culture of climate adaptation of small and medium enterprises. These initiatives were organised by A2A (2 events) and the Chambers of Commerce of Milano (1 event) and the joint Chamber of Commerce of Belluno and Treviso (1 event).



IMPACT 26

Impact 2026 is the social procurement and local economic development support programme created thanks to the Olympic and Paralympic Winter Games Milano Cortina 2026. The initiative was created by the Milano Cortina 2026 Fondazione in collaboration with the Giacomo Brodolini Foundation and Yunus Sports Hub.

OBJECTIVES AND ACTIVITIES

- **Economic inclusion**: Facilitate access to business and training opportunities for micro-enterprises, SMEs, cooperatives, and social enterprises.
- **Capacity building**: Offer free training programmes to enhance the digital and strategic skills of small businesses.
- **Supply network**: Connect social economy suppliers with major contractors and event partners.
- **Territorial integration**: Integrate public e-procurement platforms (such as the Lombardy Region's Sintel system) with the project's certified entities.

MAIN RESULTS

Over
700
Suppliers and Innovations registered

109
Events held up

255
Contracts awarded

€8.39M
In contracts

34
Partnerships with Public Authorities, market leaders and sports institutions

1
Social procurement replicable model

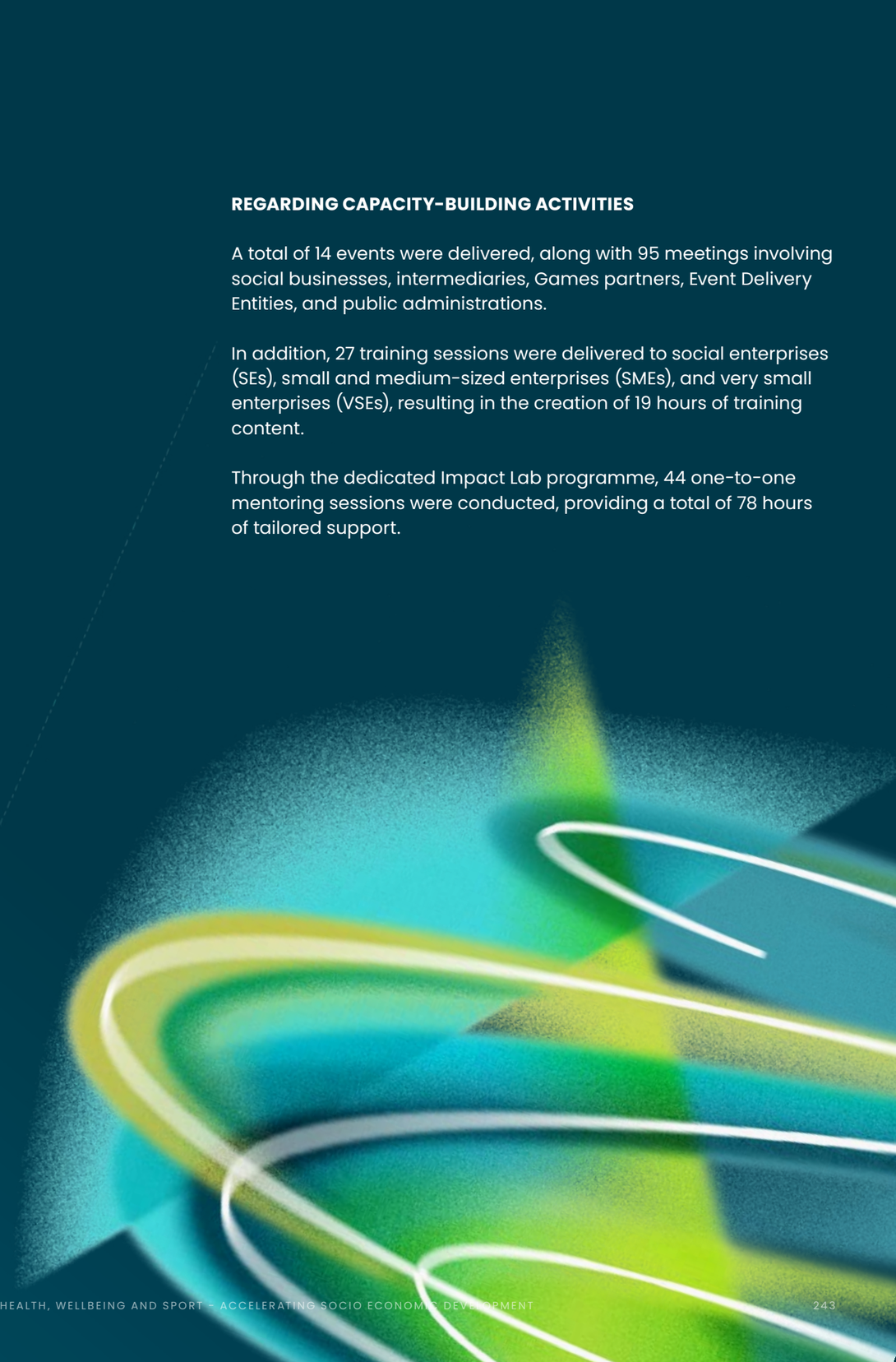
NB: The contract values are reported on a conservative basis, as several General Contractors have not yet shared the value of contracts awarded to companies participating in the Impact 2026 project.

REGARDING CAPACITY-BUILDING ACTIVITIES

A total of 14 events were delivered, along with 95 meetings involving social businesses, intermediaries, Games partners, Event Delivery Entities, and public administrations.

In addition, 27 training sessions were delivered to social enterprises (SEs), small and medium-sized enterprises (SMEs), and very small enterprises (VSEs), resulting in the creation of 19 hours of training content.

Through the dedicated Impact Lab programme, 44 one-to-one mentoring sessions were conducted, providing a total of 78 hours of tailored support.



URBAN REGENERATION

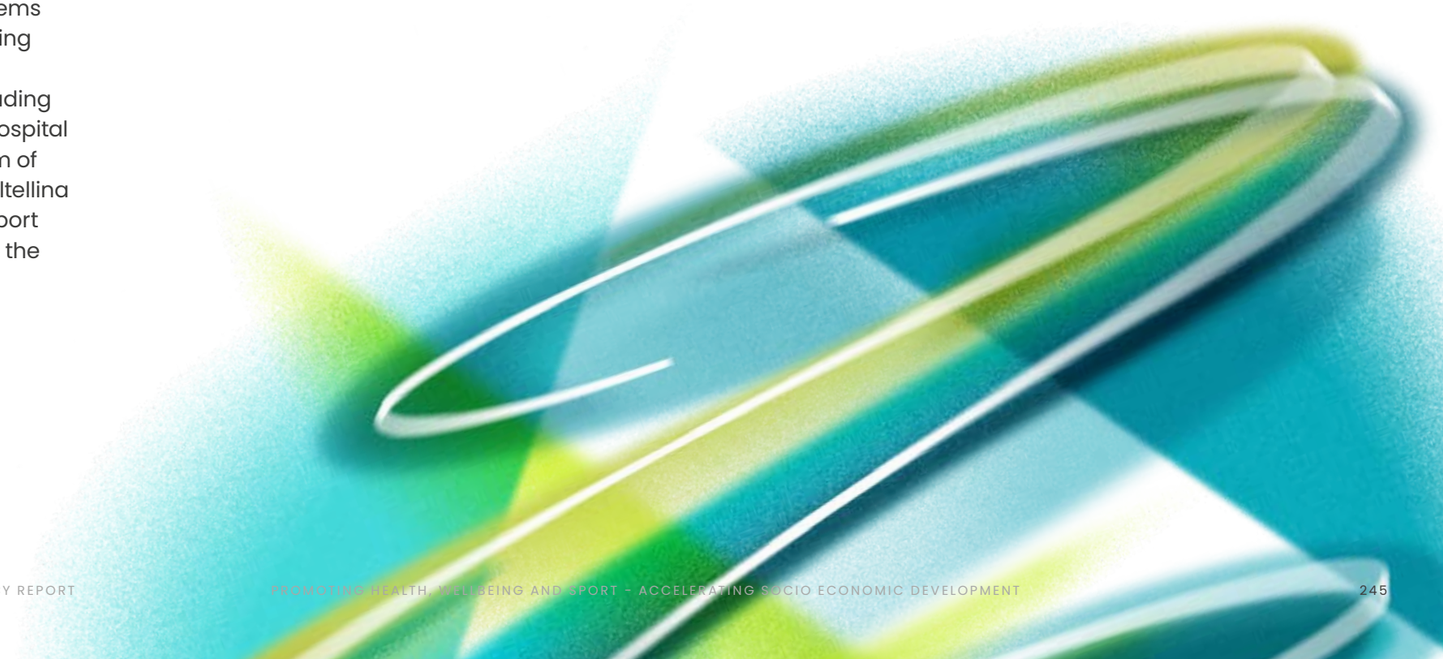
Urban regeneration was one of the most visible dimensions of this transformation. The Games accelerated the redevelopment of several urban areas, turning former industrial or underused sites into new, functional districts. In Milano, the **Olympic Village** located in Porta Romana is a key example: built on a former railway yard, it will become a vibrant community hub, with athlete accommodation converted into student and affordable housing, complemented by ground-floor commercial spaces, cafés and community areas. The project integrates strong sustainability features, including solar panels, roof gardens and mass-timber construction systems, and is designed to meet LEED Gold certification and Nearly Zero Energy Building standards. Similarly, the Milano Santagiulia Ice Hockey Arena formed part of a broader redevelopment of the Santa Giulia district, contributing to the transformation of a former industrial site into a modern urban quarter. Accessibility improvements were also delivered across key public infrastructure, including the Arena di Verona and surrounding areas, as well as across the Milano metro network, which was progressively upgraded to ensure full accessibility.

BOOSTING RESILIENCE IN MOUNTAIN COMMUNITIES

The Games also contributed to strengthening the resilience of mountain areas, with a particular focus on long-term economic vitality, climate adaptation and the mitigation of depopulation trends, while supporting year-round tourism development. Key interventions included upgrades to electricity distribution systems in mountain regions, enhancing energy reliability and supporting the increased use of renewable energy sources. Significant investments were also made in healthcare infrastructure, including the modernisation of the Livigno Health Centre, the Codivilla Hospital in Cortina, and the San Martino Hospital in Belluno, with the aim of ensuring high-quality medical services for the wider Upper Valtellina area. These efforts were complemented by upgrades to transport infrastructure, improving connectivity and accessibility across the mountain territories.

In parallel, the Games supported the development of the social economy and local business ecosystem through the **Impact 2026** social procurement programme, which channelled opportunities towards social enterprises and small- and medium-sized enterprises. This model not only strengthened local economic participation in the Games, but was also designed to create a lasting legacy supporting future events, including the Dolomiti-Valtellina 2028 Winter Youth Olympic Games.

Finally, the Games played an important role in harnessing local know-how and enhancing skills in event delivery. Milano Cortina 2026 built on the strong existing expertise in winter sports already present in the region, while further developing professional capabilities and creating long-term employment opportunities. Four locally based Event Delivery Entities (EDEs) were central to the organisation and implementation of the Games, drawing on extensive experience in major winter sports disciplines such as Nordic skiing, Alpine skiing, roller skiing and biathlon. Through their involvement, these organisations were further strengthened and professionalised, with staff gaining additional skills in the planning and delivery of sustainable major events. In addition, hundreds of thousands of training hours were delivered to 18,000 volunteers, contributing to a significant and lasting upskilling of the local population in major event organisation. Improvements in infrastructure and organisational capacity are expected to increase the attractiveness of the territories for future sporting events, including the Dolomiti-Valtellina 2028 Winter Youth Olympic Games.




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9. SYMBOLS OF THE GAMES

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The Games are historically highly evocative, thanks to several important symbols that embody their values, such as the Torches, Medals and Podiums, to name a few. This section highlights how these powerful elements can inspire and engage local communities, spectators and Athletes while also integrating key environmental and social sustainability aspects and conveying the message that sustainability practices are not only beneficial, but can reinforce and enhance the meaning carried by these symbols.

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9.1 TORCH RELAYS

9.1.1 OLYMPIC TORCH RELAY

The Olympic Torch Relay was conceived not merely as a sporting tradition, but as a nationwide celebration of Italy's cultural and historical heritage, bringing the Olympic Flame into direct contact with communities across the entire country ahead of the Games. Spanning 60 days and 12,000 kilometres, the Relay visited more than 300 municipalities, including many of the nation's UNESCO World Heritage Sites, across 60 celebration cities.

60
Days

12,000km
Distance covered

10,001
Torchbearers

60
Celebration cities

300+
Visited municipalities

The Olympic Flame was lit on 26 November 2025 in Ancient Olympia and handed over to Italy on 4 December at the Panathenaic Stadium in Athens, in the presence of Italian Olympic champions Jasmine Paolini and Filippo Ganna. It arrived in Roma that evening and was received by **President Sergio Mattarella** at the Quirinale on 5 December, with a celebration Cauldron lit in Piazza del Quirinale. The Italian leg officially began from Roma on 6 December 2025, crossing every Italian region and reaching communities far from the host venues. Among the defining milestones of the relay were the stages in Naples on Christmas Day (25 December) and in Bari for New Year's Eve (31 December), as well as the arrival in Cortina d'Ampezzo on 26 January 2026, marking the **70th anniversary of the 1956 Winter Olympic Games Opening Ceremony**, the first Winter Olympics held in Italy. The route also included an ascent to Punta Gnifetti on Monte Rosa (4,554 m) and a passage along the Grand Canal in Venice. The Flame arrived in Milano on 5 February 2026, passing through the city's neighborhoods and its most emblematic squares. Before reaching Milano San Siro Stadium on **6 February 2026 for the Opening Ceremony of the Winter Olympic Games**, it lit the Olympic Cauldron and officially launched the Games' opening.

SUSTAINABILITY INITIATIVES DURING THE OLYMPIC TORCH RELAY

As the Presenting Partner of the Olympic Torch Relay, Coca-Cola worked with two longstanding partners with whom it regularly collaborates on initiatives aimed at the general public: the CIAL Aluminium Consortium and the Fondazione Banco Alimentare ETS.

CIAL – the National Consortium for Aluminium Packaging is the Italian representative of the international Every Can Counts programme (Ogni Lattina Vale), active in 20 countries worldwide – coordinated with Coca-Cola the collection and facilitated the recycling of cans distributed along the relay route. Using a dedicated vehicle in the relay convoy and through specific collection points set up within the village in the various host cities, this initiative included approximately 110 dedicated operations to collect cans organized through tailored agreements with local operators.

Within the Coca-Cola area of the travelling village, visitors were also given the opportunity to support the activities of Fondazione Banco Alimentare ETS through donations, combining entertainment with solidarity. Part of the proceeds were also used to fund the collection and distribution of leftover food during the Games.



9.1.2 PARALYMPIC TORCH RELAY

The Paralympic Flame was lit on 24 February 2026 in Stoke Mandeville, Aylesbury, the historic birthplace of the Paralympic Movement, in a ceremony led by Dame Sarah Storey. From Stoke Mandeville, the Flame travelled to Italy, where the relay covered 2,000 kilometres over eleven days, carried by 501 torchbearers.

11
Days

2,000km
Distance covered

501
Torchbearers

13
Celebration cities

3
Relay formats

Once in Italy, the Relay operated through three formats. Between 24 February and 2 March, five cities hosted **Flame Festivals**: Torino, Milan, Bozen/Bolzano, Trento and Trieste. Simultaneously, four **Flame Visits** extended the Relay's reach to central and southern Italy, with stops in Roma, Bari, Naples and Bologna. On 3 March, Cortina d'Ampezzo hosted the **Flame Unification Ceremony**, in which the separate flames from the five festival cities were merged with the Stoke Mandeville Flame to create a single unified Paralympic Flame.

The Relay then passed through the Veneto Region, with stages in Venice and Padua, before concluding on 6 March at the Arena di Verona, where the Opening Ceremony of the Paralympic Winter Games took place, marking the first time in history that a Paralympic Opening Ceremony was held at a UNESCO World Heritage Site. The Relay paid tribute to Italy's Paralympic history, from the first Paralympic Games held in Roma in 1960 to Torino 2006, the first Paralympic Winter Games hosted in Italy.



9.2 MEDALS

The 2026 Winter Games Medals featured a simple design that placed emotion and teamwork at its core, symbolising not only the union of two cities, Milano and Cortina, but also the soul of victory and the effort it takes to achieve it. They represented two halves brought together by the Olympic and Paralympic values, and two dimensions reflecting the culmination of an Athlete's journey, and all of those who stood by their side along the way. This concept became a powerful metaphor to portray the story of two worlds coming together, united by the spirit of the Olympic Games and Paralympic Games: a world where competition doesn't divide, but unites.

The Olympic and Paralympic Medals of Milano Cortina 2026 were crafted by the Istituto Poligrafico e Zecca dello Stato (IPZS), a company wholly owned by the Ministry of Economy and Finance. The precious metals used for the gold and silver medals were sourced exclusively from London Bullion Market Association (LBMA) certified suppliers. LBMA promotes integrity, transparency and quality in the precious metals market, encompassing human rights compliance, the exclusion of metals from conflict zones, and concrete measures to reduce the environmental impact of production processes. The electricity used in production came entirely from renewable sources, and the medal packaging was FSC-certified. These commitments reflect IPZS's broader sustainability approach: the company holds ISO 14001 certification for environmental management and was awarded with a Bronze EcoVadis[81] Medal.

81 Globally recognised scorecard showcasing performance across environment, labour and human rights, ethics, and sustainable procurement.



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9.3 TORCHES

"Essential" was the name chosen for the Milano Cortina 2026 Olympic and Paralympic Torches, a tribute to the minimalist design that defines it and to the guiding principle behind its creation. The simple form places the flame at the centre, striking a balance between technology, innovation and sustainability, and standing as a testament to the excellence of Italian design and as an example of circular economy. The two versions, Olympic in blue-green tones and Paralympic in bronze, shared the same constructive philosophy.

Eni, a Premium Partner, and Versalis, an Official Supporter, developed the Torches with Studio Carlo Ratti Associati, which were then produced by Cavagna Group. The Torches were composed predominantly of **certified recycled materials** under the **ReMade certification scheme**, with traceability attested by Istituto Giordano:

- Aluminium alloy (structural sections): 90% recycled content
- XL extralight polymer (handle section): 69% recycled content
- Black coil steel (flame deflector): 21% recycled content
- Brass (internal valve): 90% recycled material and industrial by-product

The burner was fueled by bio-LPG produced at the Enilive biorefinery in Gela, using 100% renewable feedstocks. 3,000 units were produced, weighing approximately 1,150 gr each; the Torches were refillable up to ten times, significantly reducing the number of units required across both relays. Lightweight, reusable, incorporating recycled materials and fueled by bio-LPG, they were designed from the outset as circular economy exemplars. Beyond their environmental performance, the torches demonstrated that iconic, beautiful and high-performing products can achieve ambitious circularity goals without compromising functionality, safety or symbolic value. In doing so, they set a powerful benchmark for designers, brands and industries, showing how circular economy principles can move from theory into tangible, real-world solutions, and how circular design can scale to complex, global projects.



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9.4 CAULDRONS

For the first time in the history of the Olympic and Paralympic Games, two Cauldrons burned simultaneously in two different cities: in Milano, at the Arco della Pace, and in Cortina d'Ampezzo, in Piazza Dibona.

Both locations were chosen to ensure the Cauldrons were accessible to everyone. Lighting and extinguishing in perfect synchrony, they stood as a powerful symbol of the harmony between the cities and territories of this distributed edition of the Games. Created through the partnership with Olympic and Paralympic sponsor Fincantieri and born from a project by Marco Balich in collaboration with Lida Castelli and Paolo Fantin, the Cauldrons paid homage to the sun as the primary source of life, energy and renewal.

The design drew on the genius of Leonardo da Vinci and his celebrated Knots, geometric interlacings that symbolise the harmony between nature and human ingenuity: a tribute to Leonardo and his historic connection with Milano, a city synonymous with creativity and innovation. Crafted from aeronautical aluminium, which is among the most resistant and lightweight materials available, the Cauldrons were dynamic structures capable of opening and closing, revealing and sheltering the precious Flame like a jewellery box.

The variable geometry expanded from 3.1 to 4.5 metres in diameter through a mechanical system incorporating 244 joints and 1,440 mechanical components.

The Flame was enclosed in a glass and metal housing and produced scenic effects with no falling debris, low acoustic impact, minimal smoke emissions, and complete safety for areas accessible to the public.

As of the publication date of this Report, a technical and economic feasibility assessment is underway for the reinstallation of the Cauldrons, with the aim of celebrating the Games in the years ahead.


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9.5 PODIUMS

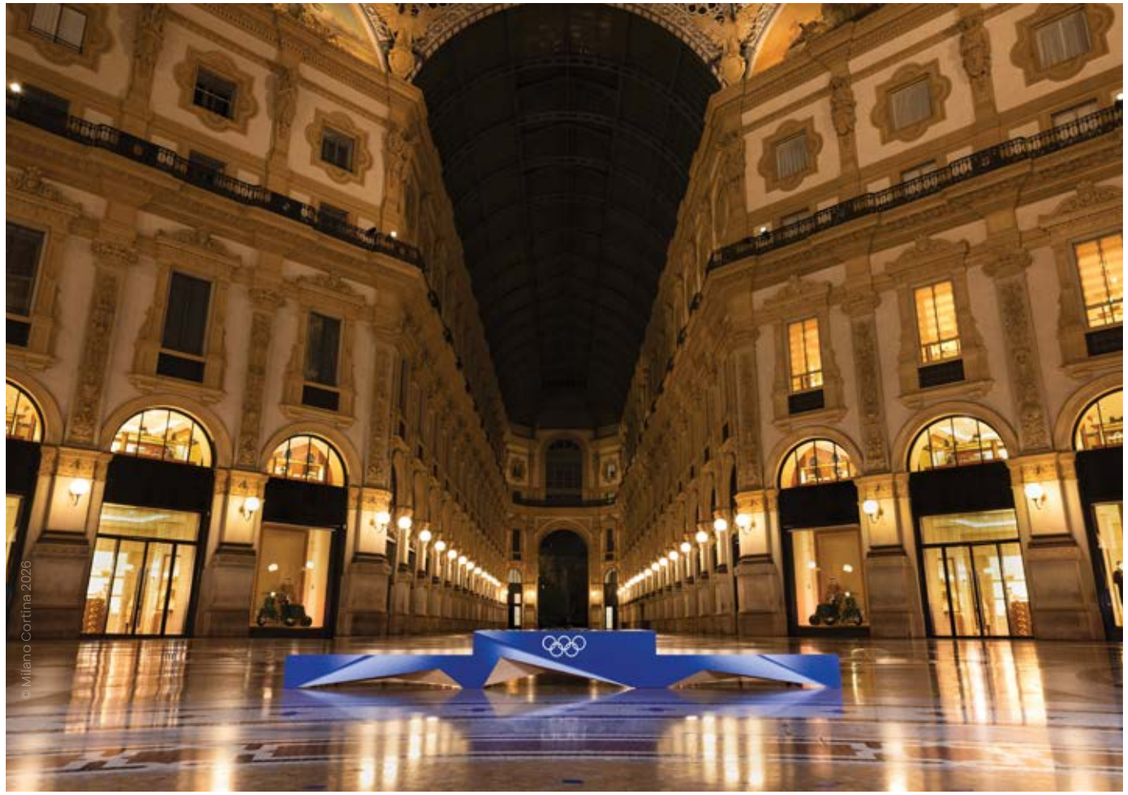


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Created by Fondazione Milano Cortina 2026 the Podiums combined contemporary design with Italian craftsmanship, embodying the identity of this edition through colour gradients and shades that highlighted its dynamism and visual identity. The project stood out for a number of key features, simplicity, modularity, uniqueness and dynamism; guiding principles that inspired not only the design of the Podiums, but the entire system of objects and sets created for the Victory Ceremonies. Crafted from wood, obtained by responsible forestry as declared by the supplier, and metal, the Podiums were designed to adapt to different disciplines, both individual and team events, with the capacity to accommodate up to ten Athletes per medal. They were fully accessible, featuring ramps and anti-fall curbs, to meet the needs of Paralympic Athletes.

The story of the Podiums did not end with the Games. As part of the “Champions Every Day” initiative, Worldwide Olympic and Paralympic Partner P&G, together with Partner Esselunga and Fondazione Milano Cortina 2026, have committed to giving 15 sets of podiums a second life: at the end of the Amici di Scuola e dello Sport campaign, amateur sports clubs that promote inclusive sporting activities will be selected and awarded with an official Podium, with the aim of allocating at least one to each of the regions in which Esselunga operates.

Additionally, several sporting associations and non-profit organisations received the remaining 17 sets of podiums for their own activities.


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9.6 ICONIC POSTERS

The Iconic Posters have become a long-standing part of the Games' narrative, translating the identity of each edition into visual form and becoming cultural symbols over time. With Milano Cortina 2026, this tradition evolved through a contemporary and inclusive lens: the two works featured the "Italian Spirit" through a visual narrative that united competition and enthusiasm, while putting the spotlight on the host territories. The art works of Olimpia Zagnoli and Carolina Altavilla presented two complementary visions of a unique identity: that of the Olympic Winter Games and Paralympic Winter Games Milano Cortina 2026, a visual tale celebrating the plurality of expressions and the symbolic power of art.



© Milano Cortina 2026



For the Olympic Iconic Poster, Olimpia Zagnoli's signature design captured the essence of the Games and the energy and personality of those who live them, blending the DNA of the city and nature, of Milano and Cortina. The poster became an emblem of the Olympic and Paralympic spirit: an open gaze of the world that enthusiastically celebrates diversity through elements that represent us all.



The Paralympic Iconic Poster, by Carolina Altavilla, paid tribute to the collective dimension and inclusive force of the Games. The artwork described the ability of sport to unite, support and inspire, shaping a universal message of belonging and solidarity. With a contemporary style, free from stereotypes, the poster highlighted Athletes' determination and energy. The message "We participate as a community" further expressed a shared vision: to participate, together, as part of a single story.

9.7 UNIFORMS

At a global event such as the Olympic and Paralympic Winter Games, uniforms served as more than technical clothing: they represented identity, belonging and team spirit. Volunteers and paid staff were made instantly recognisable by their uniforms, reinforcing their shared mission and collective commitment to the Games.

Developed over 18 months between the Milano Cortina 2026 Organising Committee and Olympic and Paralympic Premium Partner Salomon's Annecy Design Centre, the project mobilised more than 50 experts, designers, engineers and technicians to create 17 interconnected garments adapted to every role and climate. In total, over 400,000 pieces were produced, combining technical performance and visual identity.

Each volunteer and paid staff member received a complete kit, designed to ensure maximum functionality across all operational contexts from mountain slopes to city arenas. Drawing from Salomon's outdoor performance heritage, every piece was reinterpreted through this lens of adaptability and human-centered design, ensuring that all volunteers and paid staff members could perform their duties in comfort while projecting a unified Olympic and Paralympic identity.

The remaining uniform kits have been donated to different public entities thanks to the collaboration with the Members of Fondazione.


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10. COMMUNICATIONS AND ENGAGEMENT

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Communications and engagement played a central role in advancing the sustainability efforts and objectives of Fondazione. Through integrated communication campaigns, targeted guidelines, digital participation tools and cultural initiatives, Fondazione Milano Cortina 2026 worked to inform, inspire and actively involve all stakeholders – spectators, Athletes, workforce, partners and local communities. These activities translated environmental and social sustainability principles into everyday behaviours and leveraged the visibility of the Games to foster long-term cultural change, ensuring that awareness, inclusion and shared accountability extended well beyond the event itself.

10.1 MILANO CORTINA 2026 WINTER GAMES SUSTAINABILITY COMMUNICATION CAMPAIGNS

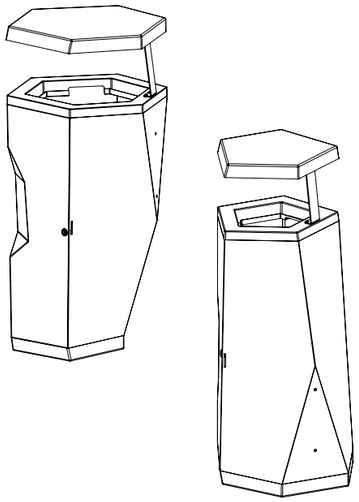
FOLLOW THE FLO

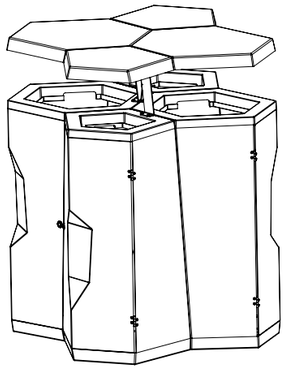
To engage the public and maximize the effectiveness of the waste collection service, Fondazione developed the "Follow the Flo" campaign with the support of CONAI and Coca-Cola. The Flo are small characters inspired by snowdrops and friends of the mascots Tina and Milo, designed to guide the public in the correct separation of paper and cardboard, plastics and metals, PET bottles, organic waste, and compostable bioplastics.

The campaign was produced in Italian, English, and German and disseminated through digital and social channels, as well as physical media such as totems, posters, and screens within the venues. The integration of the "Freeze the Waste" physical infrastructure with the campaign's visual communication created a coherent and easily recognizable system across all Games locations, designed to ensure immediate understanding of waste sorting rules, including for international visitors.









FREEZE THE WASTE – MAKING WASTE SORTING A SYMBOLIC SUSTAINABLE GESTURE

Another key component of the campaign was “Freeze the Waste”, a project developed by CONAI in collaboration with the School of Design of the Politecnico di Milano, which has been included in the **Now26 Sustainability programme** for the Milano Cortina 2026 Olympic and Paralympic Games. “Freeze the Waste” reflected Fondazione’s commitment to engaging all stakeholders in the separation of waste, while promoting recycling. The containers were design modules inspired by the shape of Alpine glaciers which combine aesthetics, functionality and environmental sustainability. The Freeze the Waste project was initially unveiled at the Ecomondo Fair in Rimini in November 2025, during a high-level event hosted at the CONAI stand, which was also livestreamed.

Fondazione installed 500 of these containers across all the Olympic and Paralympic competition venues, across all the territories involved in the Games. The objective of the campaign was to engage stakeholders in “freezing” waste and making waste sorting a symbolic and sustainable gesture at major sporting events. Moreover, the “Freeze the Waste” bins were showcased at the **Triennale Museum in Milano** alongside the Torches and the Art Posters, serving as a distinctive design symbol of the 2026 Winter Games.

All the containers have been reused by CONI, Politecnico di Milano and the Municipalities of Milano, Livigno, Bormio, Tesero, Predazzo and Cortina.



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FONDAZIONE DOLOMITI UNESCO AND THE PROMOTION OF TERRITORY, HISTORY AND RESILIENCE

Fondazione Milano Cortina 2026 extended its engagement campaign to promote respect for nature and the environment, offering guidance to stakeholders on how to value and protect the mountain territories and historic cities hosting the Games. The messaging for mountain areas was aligned with Fondazione Dolomiti UNESCO’s values, while specific attention was given to resilient territories such as Val di Fiemme, profoundly impacted by the 2018 Vaia storm.

As part of a communications initiative run by the Autonomous Province of Trento on the resilience of its territories following the Vaia storm, Fondazione contributed to the production of some key communications elements that were related to the Games. Host of the Nordic events at the Olympic and Paralympic Winter Games Milano Cortina 2026, Val di Fiemme has been a longstanding model of sustainable forest and land management. After the Vaia storm destroyed millions of trees, including the renowned resonance spruce, the valley embarked on an environmental and economic regeneration process. The Games highlighted this journey, promoting sustainable choices, community involvement and respect for the surrounding natural heritage through dedicated signage and posters.

This narrative was also communicated across the Tesero Cross-Country Skiing Stadium Lounge, created for the Games, as it embodied precisely this type of resilience. Designed and crafted by students of the Tesero School of Wood within a project promoted by the Autonomous Province of Trento, the furnishings used wood felled by the Vaia storm and recovered after the bark beetle outbreak.

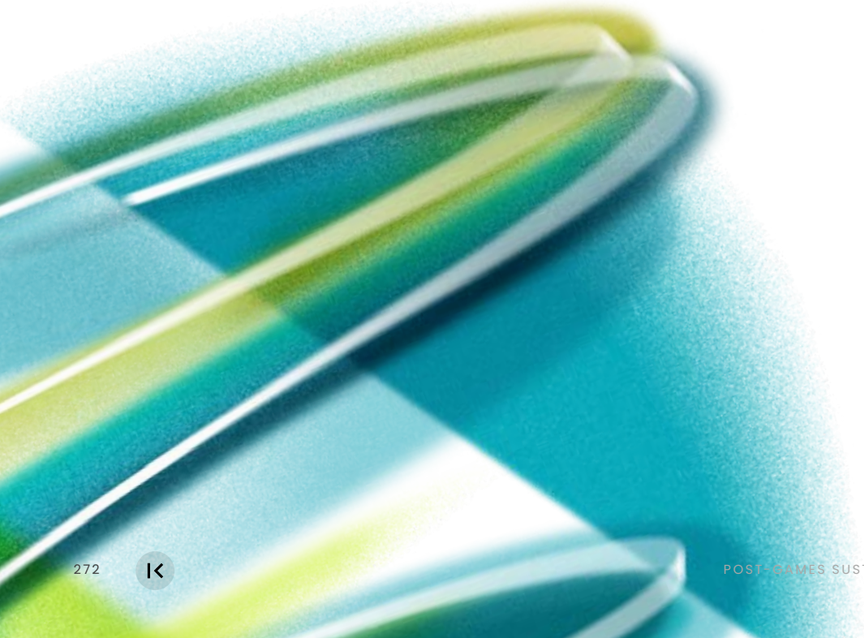
Transforming this material into furnishings in the Tesero Cross-Country Skiing Stadium Lounge gave new life to a fragile resource, creating a tangible symbol of resilience, sustainability and shared local identity.

HUMAN RIGHTS AND SOCIAL SUSTAINABILITY

Alongside environmental protection and the celebration of resilient territories, social sustainability was a core pillar of the awareness campaign. In line with Fondazione Milano Cortina 2026's commitment to preventing and addressing human rights violations, the campaign also focused on combating gender-based violence, stereotypes and discrimination, abuses of power, cyberstalking, and cyberbullying, as well as unsafe or unfair working conditions.

Through the call to action "*Follow the Flo*", the initiative promoted respect for human rights, inclusion and gender equality, reinforcing shared values of dignity, safety and respect for all stakeholders and communities involved in the Games.

The main spectator, workforce, and Olympic and Paralympic Family flows in all venues were analysed in order to identify key points where totems, posters, QR codes and videos could be positioned strategically in order to capture the attention of the widest audience.





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10.2 STAKEHOLDER ENGAGEMENT

GUIDELINES

As part of its communications and engagement activities, Fondazione Milano Cortina 2026 developed and published a comprehensive set of Sustainability Guidelines aimed at promoting responsible behaviour across all Games stakeholders. These guidelines were designed to translate sustainability commitments into practical, venue-specific actions, ensuring broad coverage while responding to the unique characteristics of each location.

Tailored guidance was produced for key audiences, including:

- Chefs de Mission of National Olympic Committees and Paralympic Committees;
- Olympic and Paralympic Families;
- Athletes;
- Volunteers; and
- Spectators.

The distinguishing feature of this approach was the level of detail and specificity provided for different venues and stakeholders in order to clearly communicate how to act responsibly within the diverse mountain and urban contexts hosting the Games. The guidelines focused on sustainability-related topics, addressing environmental protection, respect for natural ecosystems, responsible resource use and health-conscious behaviours, including anti-smoking measures. Through clear and accessible communication, the initiative supported the adoption of consistent, sustainable practices before and during the Games, reinforcing shared accountability and helping embed sustainability principles into the overall Games experience.

AWORLD - THE MILANO CORTINA 2026 COMMUNITY FOR ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

Fondazione Milano Cortina 2026 launched a digital engagement initiative to promote environmental and social sustainability as a shared responsibility. The project placed stakeholders at the centre – including spectators, fans, paid staff and Volunteers – encouraging concrete actions and measurable behaviours linked to everyday choices. Fondazione Milano Cortina 2026 and AWorld signed a Memorandum of Understanding to regulate the collaboration.

AWorld is the official app supporting the United Nations' Act Now campaign. It is an all-in-one platform designed to measure individual impact, engage people, foster a sense of community, and make sustainable living an accessible and rewarding experience. The platform combines real-time carbon footprint tracking, personalised educational content, and an advanced system of missions, challenges and rewards, making sustainability easy to access and engaging to follow.

The Olympic and Paralympic Winter Games Milano Cortina 2026 served as a catalyst for cultural change, translating sustainability commitments into tangible individual and collective action. Key results achieved during the mission named "Milano Cortina 2026 – NOW26" (27 January–16 March 2026) include:

- The initial target of 10,000 actions within the app was reached within a few days; the ambition was subsequently increased to 100,000 actions, with more than 113,000 actions completed overall.
- A total of 618 users joined the Milano Cortina 2026 – NOW26 Community, contributing to savings of approximately 818 tonnes of CO_2 and 12 million litres of water, thanks to their behaviours and daily commitment.
- The content shared to the users' community via news, quizzes and rewards covered environmental, social and food-related sustainability topics. A total of 615 hours of training activities were delivered.

The NOW26 mission demonstrated how the integration of digital engagement tools within a major sporting event can amplify sustainability impacts and foster long-lasting behavioural change.

TRAINING VIDEOS

Fondazione collaborated with several creative agencies and the IOC to develop a series of educational videos focused on human rights. The videos addressed key themes including gender equality, diversity and inclusion, as well as the prevention of sexual harassment. Designed to support training activities, the content was made available to workforce members, volunteers and contractors. To maximise accessibility and reach, the videos were produced in Italian and English, and included subtitles.

10.3 AWARENESS RAISING

THE SECOND EDITION OF THE ART EXHIBITION “UNA VITA PER LO SPORT” (A LIFE FOR SPORT)

As part of the Cultural Olympiad, the second edition of the photographic exhibition “A Life for Sport. Faces and Achievements of the #100experts” was created by Fondazione Bracco in collaboration with the Municipality of Verona and with the support of Fondazione Milano Cortina 2026. The launch event took place in Milano on 28 January at Palazzo Visconti. The exhibition opened its doors to the public on Wednesday 4 February in Verona, a symbolic city for the Olympic and Paralympic Winter Games Milano Cortina 2026, with the aim to celebrate women’s contributions to the world of sport, promoting gender equality beyond the stereotypes that still limit female visibility.

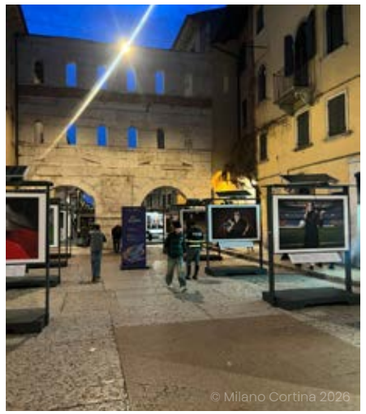
The exhibition was set up in an open-air location in the heart of the historical city for the entire duration of the Winter Games, and was open to the public free of charge from 4 February until 15 March 2026. It offered a visual journey, celebrating the talent, determination and achievements of 22 leading figures in sport – including Athletes, executives and professionals. Their stories, accomplishments and values are conveyed through portraits by photographer Gerald Bruneau.

The Verona edition was the exhibition’s second, following the Milano edition held in 2025. It was enriched by three new faces, including Kirsty Coventry (pictured in the following page) the first female- and first African-elected President of the International Olympic Committee. A key figure for the global future of sport, her photograph was symbolically taken at the Fondazione Milano Cortina 2026 offices.

The exhibition tells the stories of Italian women – multi-medal Athletes, Paralympic champions, senior leaders within sports organisations, and activists for rights and inclusion – who have left a lasting mark on the sporting landscape. The photographs capture not only their professional achievements, but also the passion, challenges and positive social impact of their commitment. The aim of the exhibition was to raise public awareness of the need for fair and inclusive representation of women in sport. In this context, the initiative was part of the Cultural Olympiad promoted by Fondazione Milano Cortina 2026.



© Milano Cortina 2026


© Milano Cortina 2026

The exhibition was presented at a dedicated event for the press and institutions on 28 January 2026 in Milano, shortly before the Opening Ceremony of the Games, together with research on media coverage of the Olympic and Paralympic Games analysed from a gender perspective. The study was conducted by the Osservatorio di Pavia and promoted by Fondazione Bracco and the International Olympic Committee.

GENDER EQUALITY REPRESENTATION: HOW ITALIAN MEDIA TOLD THE STORY OF THE GAMES

The Osservatorio di Pavia research "*Gender Equality and Media Representation: from Paris 2024 to Milano Cortina 2026*," examined how sport is portrayed in Italian major television news, with a specific focus on the presence and narrative of female Athletes within sports journalism. Designed as an observation over time, **the study analysed media coverage** across different specific phases, focusing on the main Italian national television news channels representation between July 2024 and March 2026: from the Paris Games 2024, through a year of routine sports reporting, to the Milano Cortina 2026 Games.

The result is not only a snapshot of the present, but also a lasting legacy of knowledge and good practices. At the conclusion of the Milano Cortina 2026 Winter Games, **at the end of March 2026, Fondazione Bracco and the International Olympic Committee, in collaboration with Fondazione Milano Cortina 2026, presented the findings of the research conducted by the Osservatorio di Pavia during the high-level event in Milano "How the media tell the Olympic Games**: the outcome of the research of gender equality media monitoring", in the presence of the President of the Lombardia Region, Attilio Fontana.

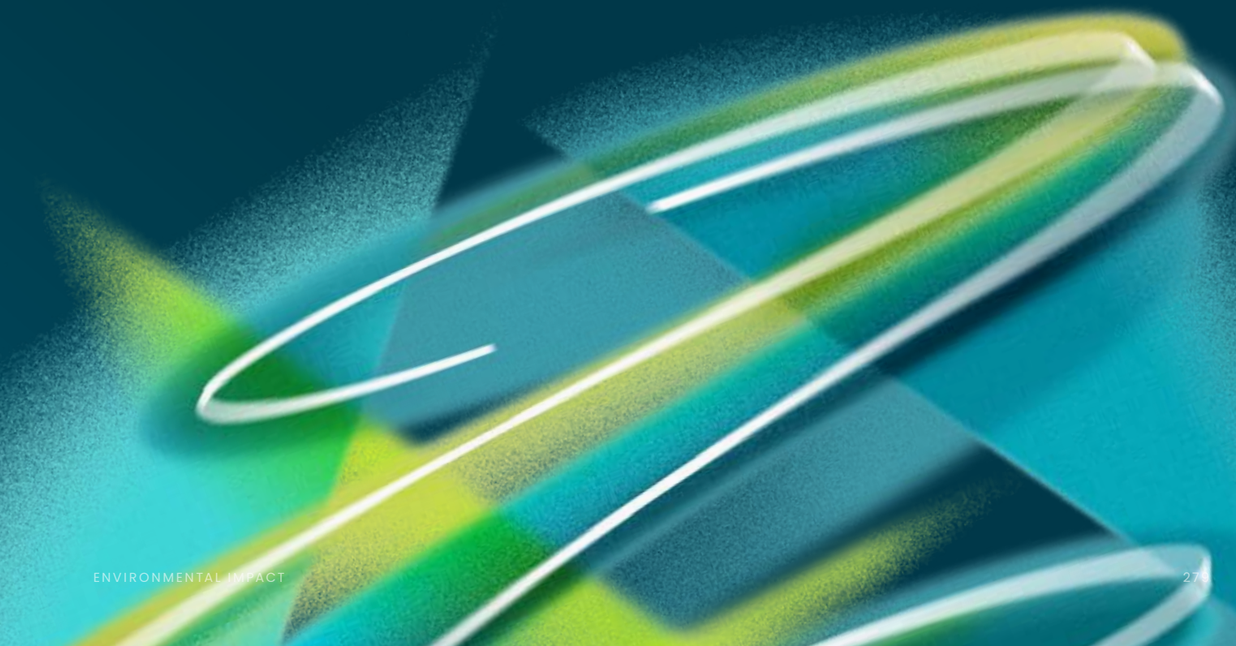
The research found that the Olympic and Paralympic Games Milano Cortina 2026 brought women's sport back to the forefront of attention. Indeed, an increase in the visibility of female Athletes compared with the Paris Games, as well as of women's sports disciplines within Italian television news, emerged. Media coverage between women's and men's competitions was balanced, and the female and male voices interviewed were equally represented. However, an imbalance was found among expert commentators: only 12% of the experts invited to comment were female experts. Coverage of the Paralympic Games proved to be even more unbalanced. Female Athletes, who accounted for only 26% of total participants, received limited media attention, featuring in just 14% of the news coverage.

The analysis of the "ordinary time" sports reporting phase, that followed the Paris Games in 2024, assessed whether media attention to women's sport was sustained. The findings showed that only 25% of overall sports news concerned women: 13% focused exclusively on women's disciplines or Athletes, and 12% covered both women's and men's or mixed disciplines.

Skiing, the third most covered sport overall (with 7% of total coverage), emerged as the discipline offering the greatest visibility to women. However, this result was largely attributable to the successes of Italian female skiers such as Federica Brignone and Sofia Goggia, who accounted for most of the media attention.

The analysis therefore showed that **much work remains to be done during "ordinary time" in between editions of Olympic and Paralympic Games**. In fact, **with the exception of the Games and other major international sporting events, there is a general lack of coverage of women's sport and sportswomen, with the vast majority of resources and exposure concentrated on men's sport**. The visibility of women in sport tends to increase during periods of heightened media attention. On these occasions, storytelling opens up to a greater diversity of disciplines, stories and protagonists.

This analysis demonstrates the importance of sharing the Italian translation of the **Portrayal Guidelines** across the media landscape (in Italian, Linee Guida sulla rappresentazione nello sport. Parità di genere, equità e inclusione). The main focus of the Portrayal Guidelines is the promotion of gender equality through a more balanced and fair representation of Athletes, both in official communications and media broadcasts. The document not only encourages proper visibility for women in sports but also suggests ways to avoid gender stereotypes that often emerge in traditional sports narratives. Fondazione Milano Cortina 2026 has taken an important step in raising awareness and educating the public, the media and Italian sports institutions on the importance of more inclusive communication practices that respect gender diversity.



21 STEPS FOR GENDER EQUALITY IN ITALIAN SPORT (21 TAPPE PER LA PARITÀ DI GENERE)

The educational project “21 Steps for Gender Equality in Italian Sport,” organised by CONI in collaboration with Fondazione Milano Cortina 2026 and launched in 2023, continued its journey across Italy to raise awareness, share tools and promote best practices in supporting gender equality in sport. The initiative brought together managers, coaches and sports professionals across the entire country in a constructive dialogue on inclusion and equal opportunities within the sector.

Since October 2024, 14 events have taken place in several Italian cities, including Milano, Genoa, Bari, Catania, Aosta, Cagliari and Florence, featuring contributions from experts from CONI and Fondazione Milano Cortina 2026, along with Athletes and academics. Hosted by universities and regional sports centres, the meetings offered a platform to explore key topics such as equal access to sports professions, representation in leadership roles, and the responsibility of media to portray sport fairly and inclusively. In this context, the “21 Events for Gender Equality in Italian Sport” project contributed to building a lasting social legacy, aligned with the vision of sustainability and legacy that has guided Fondazione Milano Cortina 2026.



BOOKS ON THE EVENT

Milano Cortina 2026 inspired the publication of many books and articles related to the Games and Mega Events. In December 2025, the book “Colori Olimpici” was published by Casa Editrice EGEA. The book is a an overall look on the power of Sport to generate wellbeing. There is a specific focus on Milano Cortina 2026 Games, with a preface of the IOC President Kirsty Coventry and a postface by Minister Andrea Abodi. The book is also and official Licensee Product of Fondazione.

At the end of March 2026, the book “Sports as infrastructure for development” was published by Editoriale Scientifica in collaboration with the Università del Foro Italico. The book presents a contribution by Fondazione on a case study which focuses on the integration of environmental and social sustainability principles in the organisation of mega sporting events, with a focus on tools, milestones and challenges. The preface of the book is by Fondazione’s President Giovanni Malagò and includes a message from CONI President Luciano Buonfiglio. The official launch of the book was held in Roma at the CONI headquarters.

UN WORLD DAYS ACTIVATIONS

On important occasions, the Fan26 newsletter shared key sustainability messages with the 400,000 Italian subscribers. For example, on World Habitat Day on 1 October, a newsletter was sent to highlight Fondazione’s actions in the areas of circular economy, reuse and environmental protection. Moreover, on the International Day for the Elimination of Violence against Women, on 25 November 2025, a dedicated newsletter was sent to the Italian Fan26 community with the aim of raising awareness and highlighting the actions implemented by Fondazione to promote gender equality and the respect of human rights at all levels.

10.4 EVENTS

Fondazione has promoted many events related to the Games and Mega Events.

EVENTS ORGANISED DIRECTLY BY FONDAZIONE ON ENVIRONMENTAL SUSTAINABILITY AND HUMAN RIGHTS

- Online event in collaboration with Sondrio's Chamber of Commerce "The accommodation sector's contribution to the sustainability of Valtellina and of the Milano Cortina 2026 Games", 22 September 2025 (see chapter 5.7, Promotion of Sustainability Standards for Hotel Accommodation)
- Online event in collaboration with Politecnico di Milano, IBU and FIS on "Protocol for the Sustainability of Temporary Infrastructures", 1 October 2025, with a follow-up event of the same name held on 13 November 2025 (see paragraph 6.2.2, Temporary Infrastrucutres Management)
- Online event in collaboration with the Ministry of Environment and testimonies from a selection of Italia dei Giochi event organisers on "How to Integrate Sustainability in the Organisation of Sporting Events", 20 November 2025 (see chapter 10.5, Italia dei Giochi)
- Event in collaboration with IOC and CONI: "Equità di Genere e Sport", Milano Casa Italia, 16 february 2026. Panel event on gender equality in sport, organized by Fondazione Milano Cortina 2026, CONI and the IOC, with the participation of UN Women Italy, highlighting how sport can drive cultural change, inclusion, and female leadership while advancing a lasting legacy of equal opportunities.
- Event in collaboration with the Milano Bar Association: "Athletes Safeguarding: Legal Foundations and the Experience of Milano Cortina 2026", Milano Palace of Justice, 10 December 2025 (see paragraph 7.2.5, Protection of Human Rights)
- Workshop organised in collaboration with UEFA and in partnership with EFC and SDA Bocconi at Fondazione HQs, "Sustainability in Football Compact Course (SFC)" part of the UEFA Academy. The SFC aimed to equip those responsible for sustainability within football organisations with the essential knowledge, practical tools and soft skills needed to enhance and drive sustainability within their organisations. Target audience was made of sustainability managers in football organisations in particular clubs and national associations which were formed on Milano Cortina 2026 sustainability best practices.



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10.5 ITALIA DEI GIOCHI

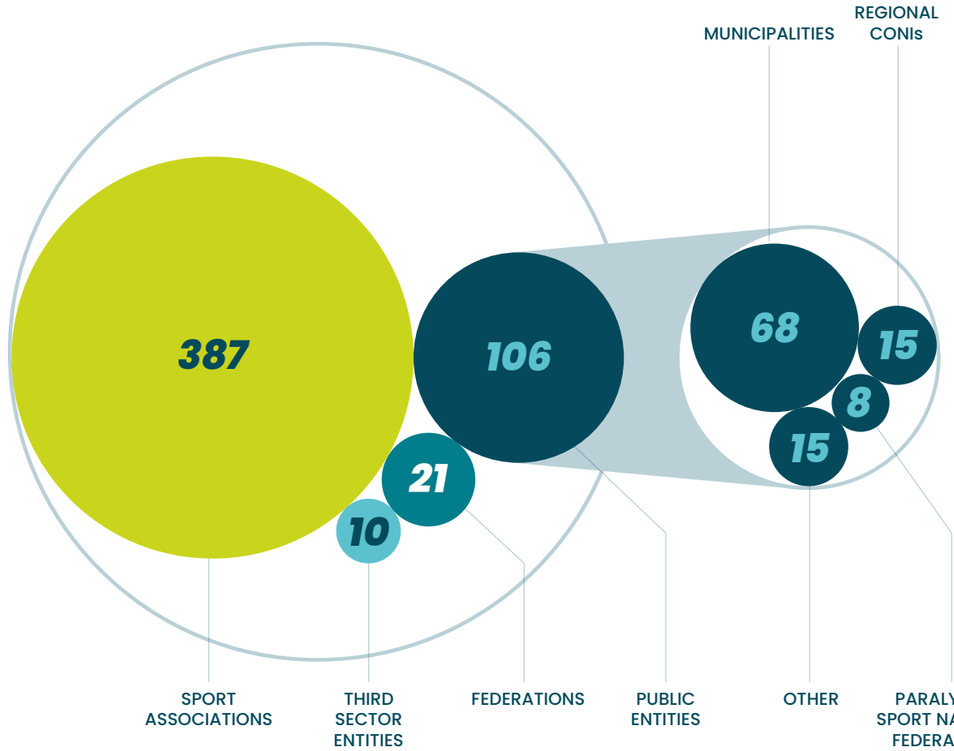
Launched in January 2024 and implemented over a two-year period leading up to and through the Games, Italia dei Giochi was developed by Milano Cortina 2026. The programme supported public authorities, sports associations and third-sector organisations in delivering their own initiatives, aligned with clearly defined principles: the promotion of sports participation, inclusion and sustainability. Local authorities, sports clubs and other non-commercial subjects were able to organise and manage initiatives on the ground within a defined framework, ensuring both quality and coherence with the values of the Olympic and Paralympic Movements.

524
Events

Over
4M
people reached

Over the course of its two years, Italia dei Giochi reached more than 4 million people and delivered 524 events across all 20 Italian regions, spanning both summer and winter disciplines. Sport was valued as a driver of social change, sustainability as a guiding criterion for responsible event organisation, and inclusion as an essential condition to ensure access and participation for people of all ages and abilities. Some of the virtuous events' organisers that took part in the Italia dei Giochi Programme, were invited to share their knowledge, from an environmental and social perspective, during Milano Cortina 2026's online workshop "How to Integrate Sustainability in the Organisation of Sporting Events" on 20 November 2025.

DIFFERENT CATEGORIES OF ENTITIES APPLIED FOR A TOTAL OF 524 EVENTS



Several initiatives stood out for their social and environmental impact. The ASD Giro delle Dolomiti (Trentino-Alto Adige) organised its annual multi-stage cycling event for amateurs in the Dolomites, promoting a combination of sport, vacation, sustainability and community engagement. Recognised as a "Green Event" by the Autonomous Province of Bozen/Bolzano, the event involved people experiencing housing insecurity and donated remaining supplies to Caritas Bolzano. Sponsored by Dolomiti Unesco, Partner ENIT – Agenzia Nazionale del Turismo and the Ministry of Tourism, the Giro delle Dolomiti is also a partner of World Bicycle Relief, helping raise funds to build and distribute bicycles in Africa. The event highlights the beauty of the Dolomitic provinces.

Dolomiti Basket Altitude (Trentino-Alto Adige) brought basketball to unconventional mountain locations, with a strong commitment to environmental sustainability: a plastic-free format, medals made from recycled materials, and zero impact on the natural setting. The initiative also left a tangible legacy for the host community through the creation of a new multi-purpose sports field in Fai della Paganella – combining a basketball court and a football pitch – providing a permanent venue where young people can engage in sport year-round, in line with the values of Milano Cortina 2026.

The Kima Trophy (Lombardia) continued its more than twenty-year tradition as a flagship event for skyrunners, featuring a 52km route across seven mountain passes and four races open to Athletes of different levels. Through the MiniKima, the event extended its reach to children, families and people with disabilities, introducing younger generations to sport and the outdoors. The Kima Association engaged local schools to share knowledge about the natural and cultural value of the mountains, safety in nature, and responsible environmental behaviour.

Italia dei Giochi has been more than an engagement programme. It has represented a concrete expression of the social and environmental legacy of the Games across Italy, leaving behind a legacy of networks, skills and good practices that will continue to foster sport that is more sustainable, more accessible, and more deeply rooted in community life.

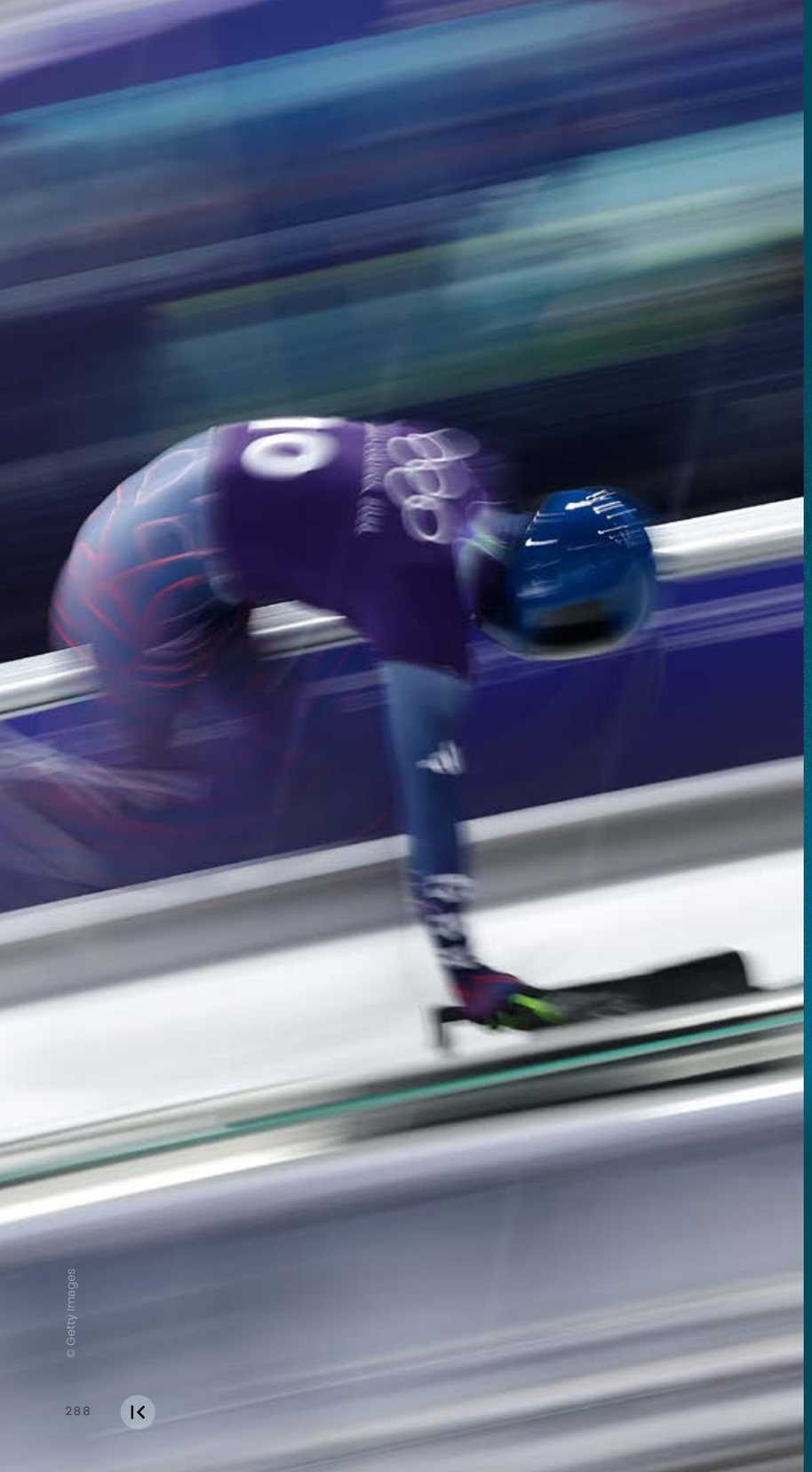
10.6 FAN26 – THE DIGITAL COMMUNITY

Fan26 was the official digital community of Milano Cortina 2026, a platform through which supporters and fans from around the world joined the journey of the Games and became active participants in the experience. Over the course of its lifecycle, Fan26 grew to more than 1.2 million members across around 190 countries, with 629,000 new registrations recorded from 2025 onwards. The platform offered multilingual content and was accessible to fans worldwide, reflecting the Games' commitment to broad and inclusive participation.

Over
1.2M
subscribed community members

Fan engagement evolved across the different phases of the Games cycle. In the pre-Games period, the platform focused on information and education, helping fans learn about sports, rules and Athletes. During Games time, the emphasis shifted to engagement and entertainment, with partner activations and exclusive offers bringing added value to the community experience.

Fan26 also served as a channel to foster sustainability communication. Through Milano Cortina 2026's CRM, the AWorld sustainability campaign to promote behavioural changes (see chapter 10.2) was featured in two dedicated editions of the Special Fan26 newsletter, in January and February, reaching approximately 400,000 people. The newsletter was distributed in four languages (Italian, English, French and German), with the January edition targeting the Italian audience and the February edition distributed globally.



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11. GRI CONTENT INDEX

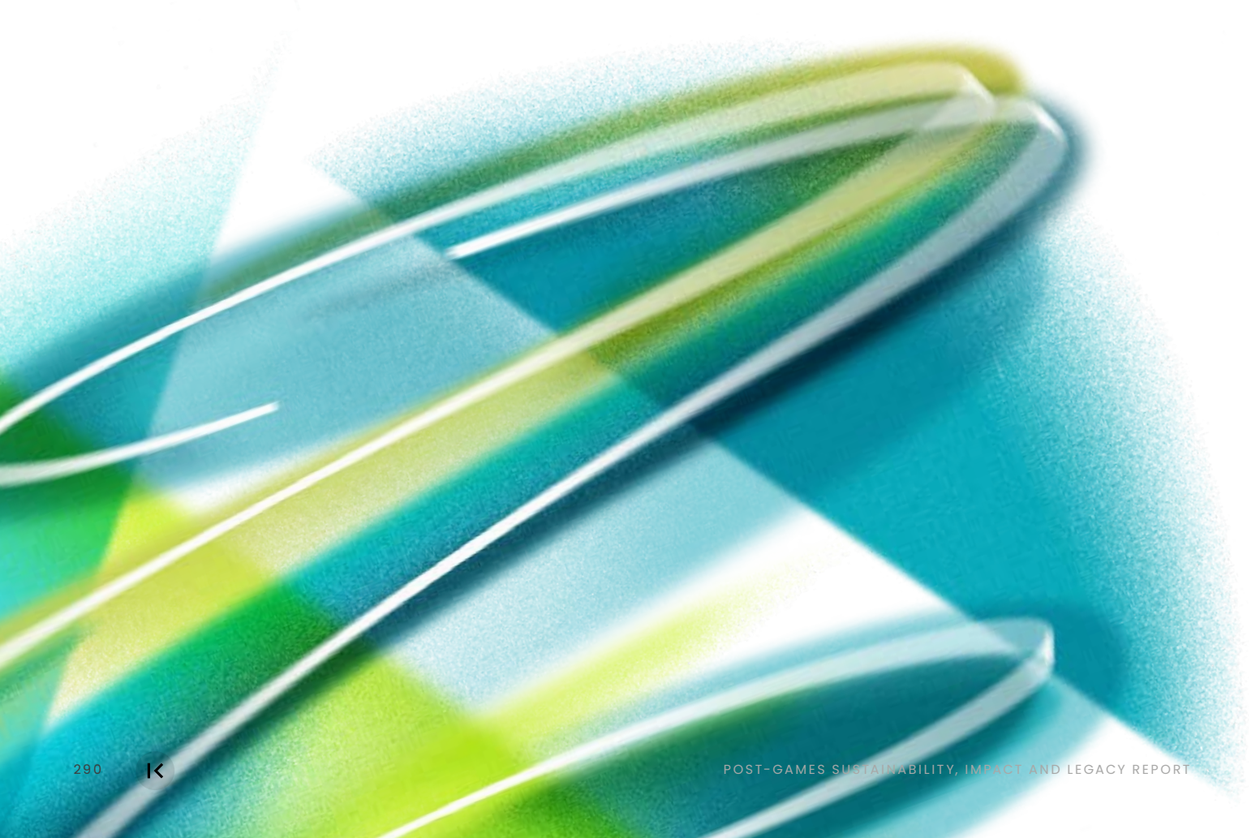
The table shows the performance indicators in accordance with GRI Sustainability Reporting Standards.

STATEMENT OF USE

Fondazione Milano Cortina 2026 has reported in accordance with the GRI Standards for the period 01.01.2025 – 30.06.2026

GRI 1 USED

GRI 1: Foundation 2021



GRI Standard	Disclosure	Location	Omission/Notes
General Disclosures			
GRI 2: GENERAL DISCLOSURES 2021	**2-1 Organisational details**	Sec 1.2, 2.2 About Us | Milano Cortina 2026 (olympics.com)	
	2-2 Entities included in the organisation's sustainability reporting	Sec 1.5	
	2-3 Reporting period, frequency and contact point	Sec 1.5, 3.5	
	2-4 Restatements of information		Any restatements, where applicable, are clearly indicated within the Report.
	2-5 External assurance	Sec 1.5	
	2-6 Activities, value chain and other business relationships	Sec 2.2	
	2-7 Employees	Sec 7.1.1	
	2-8 Workers who are not employees	Sec 7.1.1	
	2-9 Governance structure and composition	Sec 3.1, 3.4.2	
	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 5.1, 5.4	
	2-13 Delegation of responsibility for managing impacts	Sec 3.3.1	
	2-14 Role of the highest governance body in sustainability reporting	Sec 1.5	
	2-15 Conflicts of interest	Sec 3.4.2, 3.4.5	

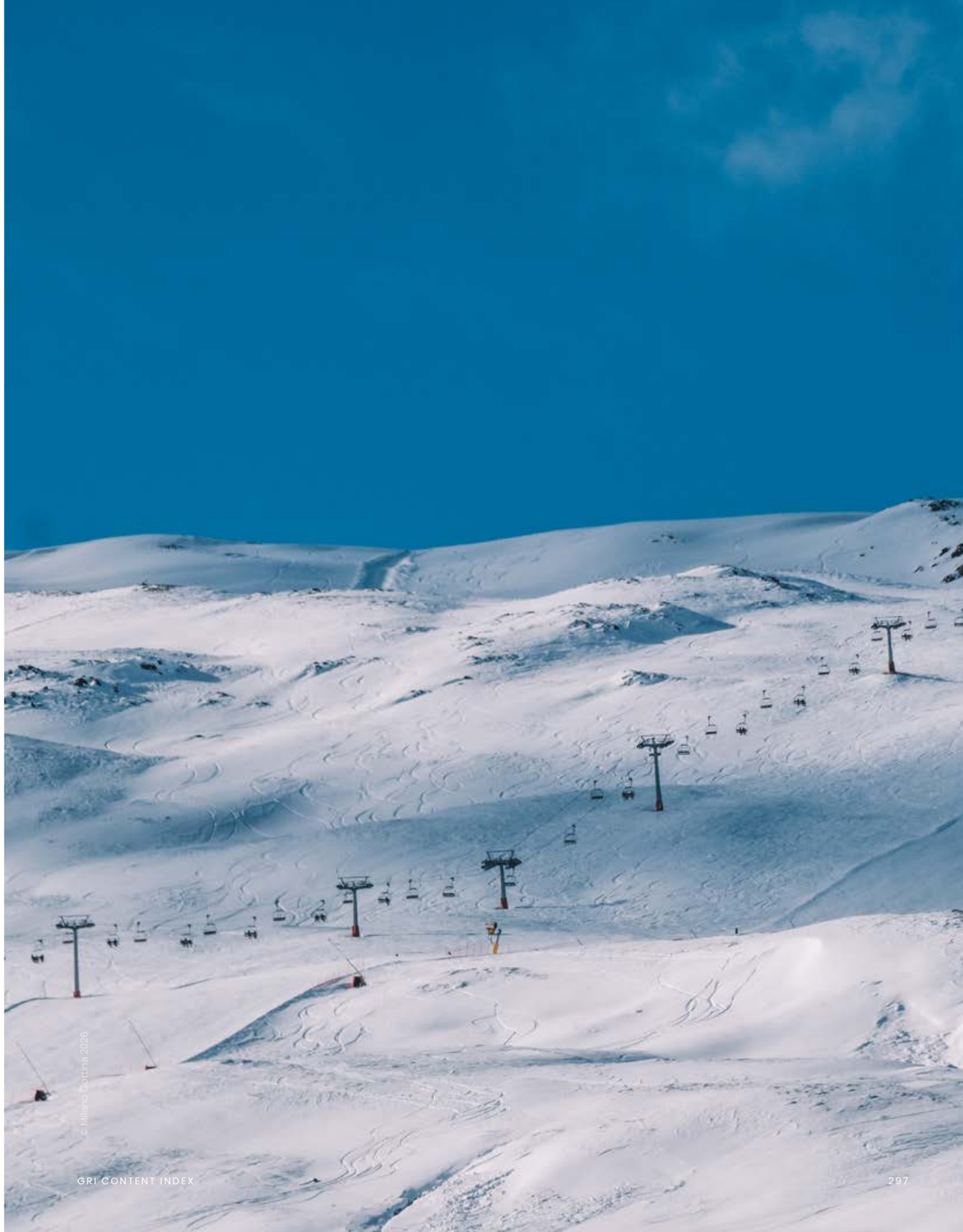
GRI Standard	Disclosure	Location	Omission/Notes
GRI 2: GENERAL DISCLOSURES 2021	2-16 Communication of critical concerns	Sec 3.4.2, 7.2.5 Whistleblowing - Fondazione Milano Cortina 2026	
	2-17 Collective knowledge of the highest governance body	Sec 5.3	
	2-18 Evaluation of the performance of the highest governance body		The performance of the highest governance body is not currently subject to formal evaluation processes.
	2-19 Remuneration policies	Sec 3.1	
	2-20 Process to determine remuneration	Sec 3.1	
	2-21 Annual total compensation ratio	Sec 7.1.1	
	2-22 Statement on sustainable development strategy	1.3	
	2-23 Policy commitments	Sec 3.4.1, 3.4.2, 3.4.3, 5.4, 5.6, 7.2.5	
	2-24 Embedding policy commitments	Sec 3.4.2, 3.4.3, 5.4, 5.5, 5.6, 7.2.5	
	2-25 Processes to remediate negative impacts	Sec 6.2.1, 6.2.8, 7.1.4, 7.2.5	
	2-26 Mechanisms for seeking advice and raising concerns	Sec 3.4.2, 7.2.5 Whistleblowing - Fondazione Milano Cortina 2026	
	2-27 Compliance with laws and regulations	Sec 3.4.5	
	2-28 Membership associations		Not applicable. Due to the specific nature of the event and the organisational structure of Fondazione Milano Cortina 2026, membership in external associations is not relevant.
	2-29 Approach to stakeholder engagement	Sec 5.2, 5.3	
	2-30 Collective bargaining agreements	Sec 7.1.1	

GRI Standard	Disclosure	Location	Omission/Notes
Material Topics			
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	Sec 5.2, 5.3	
	3-2 List of material topics	Sec 5.3	
Climate Change Adaptation and Mitigation			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Sec 5.3, 5.4, 6.2.11	
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Sec 6.2.11	
	305-2 Energy indirect (Scope 2) GHG emissions	Sec 6.2.11	
	305-3 Other indirect (Scope 3) GHG emissions	Sec 6.2.11	
Energy management			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Sec 5.3, 5.4, 6.1, 6.2.3	
GRI 302: ENERGY 2016	302-1 Energy consumption within the organisation	Sec 6.2.3	
	302-2 Energy consumption outside of the organization	Sec 6.2.3	
Water, Biodiversity and Natural Capital			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Sec 5.3, 5.4 6.1, 6.2.7; 6.2.8	

GRI Standard	Disclosure	Location	Omission/Notes
GRI 101: BIODIVERSITY 2024	**101-1 Policies to halt and reverse biodiversity loss**	Sec 5.4. 6.2.2, 6.2.8	As set out in the Sustainability, Impact and Legacy Strategy, Fondazione Milano Cortina 2026 committed to restoring natural (and semi-natural) ecosystems affected by temporary land occupation for the Games to their original condition. Due to the temporary nature of the event and the limited operational timeframe of Fondazione Milano Cortina 2026, long-term biodiversity goals and targets are not applicable.
	101-2 Management of biodiversity impacts	Sec 5.4, 6.2.1, 6.2.2, 6.2.8	
	101-4 Identification of biodiversity impacts	Sec 6.2.1, 6.2.8	
	101-5 Locations with biodiversity impacts	Sec 6.2.1, 6.2.8	
	101-6 Direct drivers of biodiversity loss	Sec 6.2.8	
GRI 303: WATER AND EFFLUENTS 2018	**303-1 Interactions with water as a shared resource**	Sec 6.2.7	
	303-3 Water withdrawal	Sec 6.2.7	
	303-4 Water discharge	Sec 6.2.7	
Circular Economy, Resources and Waste Management			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 5.3, 5.4, 6.2.2, 6.2.6, 6.2.9, 6.2.10	
GRI 306: WASTE 2020	**306-1 Waste generation and waste-related significant impacts**	Sec 6.2.2, 6.2.6, 6.2.9, 6.2.10	
	306-2 Management of waste-related significant impacts	Sec 6.2.2, 6.2.6, 6.2.9, 6.2.10, 10.1	
	306-3 Waste generated	Sec 6.2.10	
	306-4 Waste diverted from disposal	Sec 6.2.10	
	306-5 Waste to be disposed	Sec 6.2.10	
Gender Equality, Diversity and Inclusion			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 5.3, 5.4, 7.1.1, 7.1.2, 7.2.6, 10.1, 10.2, 10.3	

GRI Standard	Disclosure	Location	Omission/Notes
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	**405-1 Diversity of governance bodies and employees**	Sec 3.1, 7.1.1	
	405-2 Ratio of basic salary and remuneration of women to men	Sec 7.1.1	
GRI 406: NON-DISCRIMINATION 2016	**406-1 Incidents of discrimination and corrective actions taken**	Sec 3.4.5	
Workforce Development and Wellbeing			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 5.3, 7.1	
GRI 404: TRAINING AND EDUCATION 2016	**404-1 Average hours of training per year per employee**	Sec 7.1.3	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Sec 7.1.1, 7.1.3	
Occupational Health and Safety			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 5.3, 6.2.2, 7.1.4	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	**403-1 Occupational health and safety management system**	Sec 7.1.4	
	403-2 Hazard identification, risk assessment and incident investigation	Sec 7.1.4	
	403-5 Worker training on occupational health and safety	Sec 7.1.4	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sec 6.2.2, 7.1.4	
	403-9 Work-related injuries	Sec 7.1.4	
Social inclusion, Accessibility and Equality			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 5.3, 5.4, 7.2.2, 7.2.3, 7.2.7, 7.2.10	
Community Support and Development and Economic Benefit			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 3.5, 4.1, 5.1, 5.3, 5.4, 7.2.9, 7.2.10, 8.5, 10.5	
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	**203-2 Significant indirect economic impacts**	Sec 8.5	

GRI Standard	Disclosure	Location	Omission/Notes
Business Ethics, Integrity and Compliance			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 3.4, 5.3	
GRI 205: ANTI-CORRUPTION 2016	**205-2 Communication of and training on anti-corruption policies and procedures**	Sec 3.4.2	
	205-3 Confirmed incidents of corruption and actions taken	Sec 3.4.5	
Sustainable Supply Chain Management and Responsible Purchase			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 5.3, 5.4, 5.6, 6.2.2, 7.2.5	
GRI 204: PROCUREMENT PRACTICES 2016	**204-1 Proportion of spending on local suppliers**	Sec 5.6.1	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	**308-1 New suppliers that were screened using environmental criteria**	Sec 5.6, 5.6.1, 6.2.2	
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	**414-1 New suppliers that were screened using social criteria**	Sec 5.6, 5.6.1	
Local Community Engagement			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 2.2, 4.1, 4.2, 5.1, 5.2, 5.3, 5.4, 5.7, 7.2.2, 7.2.9, 7.2.10, 10.5	
Cybersecurity and Data Privacy			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 3.4.3, 5.3	
GRI 418: CUSTOMER PRIVACY 2016	**418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data**	Sec 3.4.3	
Safety and Security			
GRI 3: MATERIAL TOPICS 2021	**3-3 Management of material topics**	Sec 4.2, 4.3, 5.3	



ANNEXES

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ANNEX

FRAMEWORK FOR MILANO CORTINA 2026

This Annex provides additional details on the governance framework and bodies underpinning the organisation of Milano Cortina 2026, supplementing the information presented in the main Report.

FRAMEWORK FOR MILANO CORTINA 2026

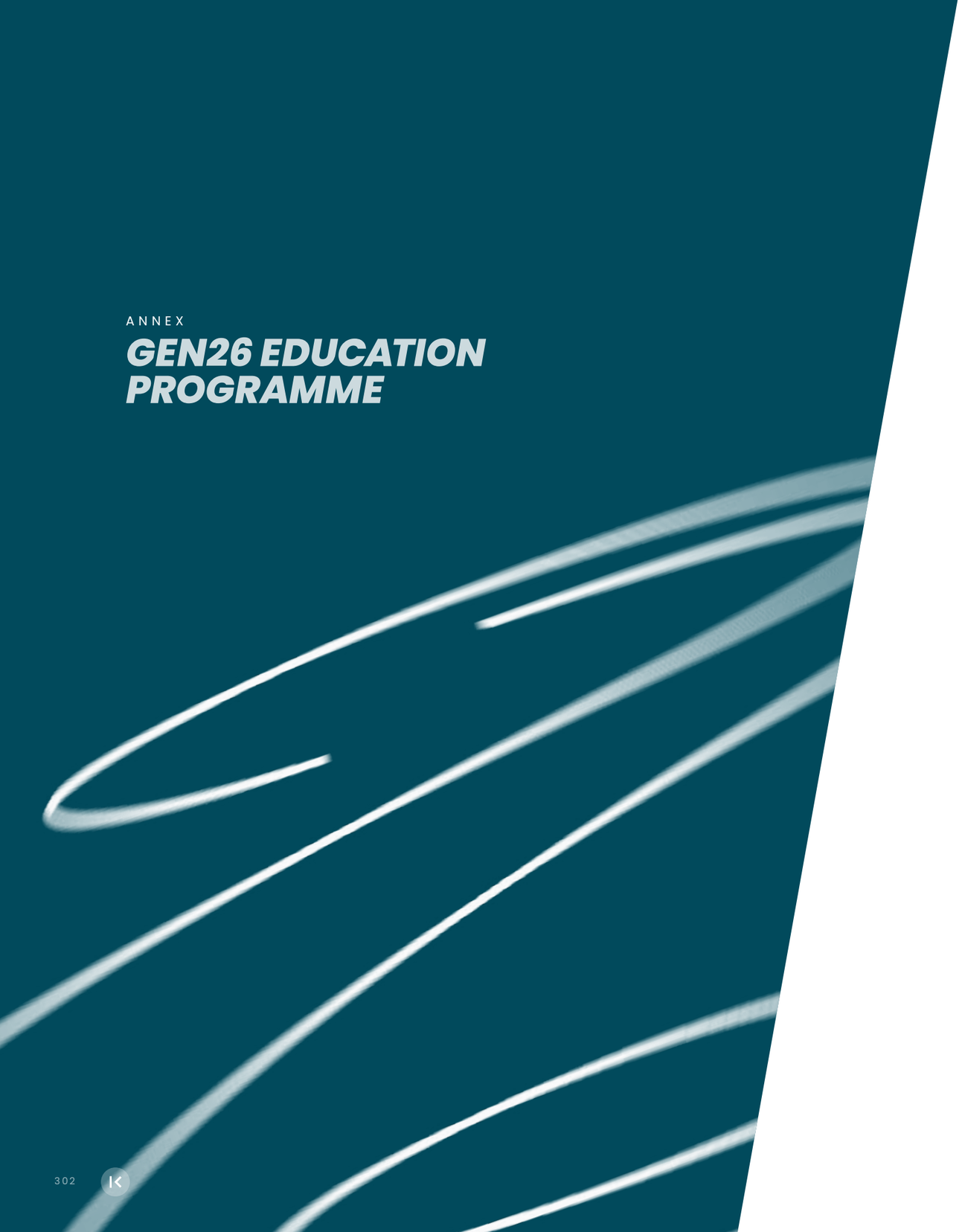
The vision for the Olympic and Paralympic Winter Games Milano Cortina 2026 was inspired by that of the International Olympic Committee (IOC), i.e. to "build a better world through sport", and of the International Paralympic Committee (IPC), to "make for an inclusive world through sport".

To achieve its goal, the organisation of the Milano Cortina 2026 Winter Games was based on IOC and IPC requirements.
It consequently refered to:

- 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 social and environmental sustainability. These documents offer recommendations on gender equality, human rights and 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 a.the HCC Principles; b. the HCC – Operational Requirements; c. the Games Delivery Plan; and d. the Candidature 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; and
- 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 promotion 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.

ANNEX

GEN26 EDUCATION PROGRAMME



The following table presents the full range of initiatives delivered under the Gen26 Education Programme during 2025 and 2026. For more information on previous initiatives please refer to the 2023 and 2024 Sustainability and Impacts Reports.

Each initiative is tagged with its primary focus area: Knowledge, Lifestyle and/or Competence

KNOWLEDGE **LIFESTYLE**

WALKING THE GAMES VIRTUAL INTER-CLASS CHALLENGE

FEBRUARY 2025

Virtual challenge engaging 9,613 students in symbolically covering the 11,520 km between Beijing and Trento through step-tracking and a dedicated app, promoting physical activity, inclusion and Olympic values.

KNOWLEDGE **LIFESTYLE**

SCHOOLS AT TEST EVENTS

14 FEB / 29 NOV / 9 DEC 2025

TEV Assago (14 Feb 2025): 3,500 students.
TEV MSS – Speed Skating ISU Junior World Cup (29 Nov 2025, Rho Fiera – Milano): 823 students (including 412 secondary school and 411 university students).
TEV MH2 – Ice Hockey U20 (9 Dec 2025, Rho Fiera – Milano): 2,600 students.

KNOWLEDGE **LIFESTYLE**

MILANO CORTINA 2026 IN SCHOOLS – LAUNCH OF THE I'MPOSSIBLE TOUR "CHAMPIONS EVERY DAY" (P&G)

26 SEPTEMBER 2025

First school stop of the "Champions Every Day" tour by Worldwide Partner Procter & Gamble, within the I'mPOSSIBLE programme, in a school in the Milano area (Busto Arsizio). Two sessions for primary and lower secondary schools, including programme presentation, testimony by Paralympic champion Daniele Cassioli, Q&A, and educational activities using the I'mPOSSIBLE toolkit.

KNOWLEDGE

COMPETENCE

SPORT MOVIES & TV 2025 – INTERNATIONAL FICTS FEST (GEN26 LABEL)

3–11 OCTOBER 2025

International festival in Milano dedicated to the relationship between sport, cinema and media, including a Gen26 Education Day for schools, educational sessions on Olympic and Paralympic values and student award ceremonies.

KNOWLEDGE

COMPETENCE

MEDICAL SERVICES IN LOMBARDY AND OLYMPIC HEALTHCARE LEGACY

13 OCTOBER 2025

Stakeholder-focused meeting, held in Milano, illustrating the medical services model of Milano Cortina 2026 and the development of Olympic healthcare legacy pathways, highlighting the network between Regione Lombardia, Fondazione Milano Cortina 2026 and the regional healthcare system.

KNOWLEDGE

COMPETENCE

EUROPEAN SAMSUNG SOLVE FOR TOMORROW COMPETITION

29 OCTOBER 2025

Samsung, Worldwide Partner of IOC, through its European branch has organised a European event to mark 100 days to the Milano Cortina 2026 Games. The competition brought together 19 finalist teams from 10 European countries presenting innovative projects on Sport & Technology and Sustainability. Fondazione Milano Cortina 2026 contributed with a reflection on the educational power of the Games and the Gen26 Programme.

COMPETENCE

GRADUATION DAY – MASTER MASPES (UNIVERSITY OF MILANO-BICOCCA)

3 NOVEMBER 2025

Graduation ceremony in Bicocca University (Milano) of the MASPES Master's programme, including a talk by Milano Cortina 2026 focused on professional orientation and strengthening links between universities and the Olympic system.

KNOWLEDGE

LIFESTYLE

UNICEF RIGHTS MARCH – RIGHT TO PLAY

20 NOVEMBER 2025

Educational initiative addressed to schools in Milano and its metropolitan area on the occasion of World Children's Day. Students developed creative materials related to Olympic and Paralympic values, which were shared during the final march event.

LIFESTYLE

PARA SPORTS FOR ALL – 2ND EDITION (POLITECNICO DI MILANO)

22 NOVEMBER 2025

Free morning event dedicated to sport and inclusion at Parco dei Gasometri (Milano Bovisa), featuring experiential workshops and Paralympic disciplines to raise awareness on accessibility and Paralympic values.

KNOWLEDGE

MILANO CORTINA 2026 IN SCHOOLS – SCHOOL CEREMONY: LA SEGALA TOWARDS MILANO CORTINA 2026

1 DECEMBER 2025

Interactive school activity dedicated to Olympic and Paralympic values, including multimedia presentations, experiential moments and symbolic games linked to the journey towards Milano Cortina 2026, held at the La Segala school, in Milano.

KNOWLEDGE

COMPETENCE

OVEP – DISSEMINATION THROUGH MIM (SCUOLA FUTURA / EFT)

2 DECEMBER 2025

Teacher training within the OVEP – Olympic Values Education Programme, implemented through the Équipe Formative Territoriali via the Ministry of Education and Merit's Scuola Futura platform. In 2025, 476 teachers registered for EFT courses (468 active participants). Based on an estimated 1:20 teacher–student ratio, the training enabled a potential spill-over impact on approximately 9,000 students across different education levels. Activities were delivered in webinar format.

KNOWLEDGE
COMPETENCE

ROUND TABLE YOUTH WORK & SOCIAL SPORT – COORDINATION MEETING

2 DECEMBER 2025

Strategic and communication alignment meeting, held in Milano, involving the Italian Youth Agency, the Erasmus+ Programme and Fondazione Milano Cortina 2026, aimed at defining objectives, positioning, stakeholders and areas of collaboration for the international Youth Work & Social Sport Round Table planned for 2026.

KNOWLEDGE
COMPETENCE

BEYOND THE GAME: ADDRESSING BIAS, CHAMPIONING ETHICS (UNIVERSITY OF ROMA - FORO ITALICO)

4 DECEMBER 2025

Hybrid (in-person and online) event addressing ethics, bias, inclusion and equity in sport, with an international academic panel and testimonials, held in conjunction with the Olympic Torch Relay in Roma.

KNOWLEDGE

SAN DONATO TAKES THE FIELD: STATELESS ATHLETES, HEROES OF SPORT

20 JANUARY 2026

Institutional event in Milano with the Municipal Administration, CONI Lombardia, Italia dei Giochi and Gen26, held during the visit of the IOC Refugee Olympic Team delegation. The initiative focused on Olympic values, inclusion and Games legacy.

KNOWLEDGE

STOPPANI MUSEUM FOR THE OLYMPIC AND PARALYMPIC GAMES

28 JANUARY 2026

Inauguration of a permanent school-based museum in Milano, developed within the Gen26 Education Programme, featuring students' works, IOC educational materials and memorabilia from Athletes, conceived as a long-term educational legacy for the school community.

LIFESTYLE

SGABBIATI! WITHOUT CAGES = MORE FREE

30 JANUARY 2026

Final award ceremony of a creative competition focused on the prevention of smoking and binge drinking and the promotion of healthy lifestyles and physical activity.

KNOWLEDGE
LIFESTYLE

IO TIFO POSITIVO – ONE DAY CALL TO ACTION

7 FEBRUARY 2026

Project promoted by Comunità Nuova in the Monza Brianza area, targeting children and young people to foster positive, inclusive and responsible sports fandom through educational activities linked to official sporting events.

KNOWLEDGE
COMPETENCE

SOLVE FOR TOMORROW: EXCELLENCE SOLUTION EXHIBITION EVENT

8 FEBRUARY 2026

Institutional event hosted at Samsung House (Milano), with the participation of Samsung's global and European top management and representatives of the International Olympic Committee. The initiative fostered dialogue between Olympic leadership and a technology partner, contributing to institutional relationship-building and the relational legacy of Milano Cortina 2026.

KNOWLEDGE
LIFESTYLE

DEAR FUTURE (HUB FONDAZIONE LAUREUS)

11–13 FEBRUARY 2026

Three-day initiative in Milano, dedicated to inclusion, sports storytelling and social impact. The programme included panels on gender stereotypes, body confidence and early dropout, insights into the role of media and writing in inclusive sport narratives, a focus on sports diplomacy and international cooperation, experiential workshops on body and wellbeing, and discussions on integrated sport, Paralympic sport, safety and safeguarding. The initiative concluded with networking activities and consolidation of the educational and social message.

KNOWLEDGE
LIFESTYLE

IO TIFO POSITIVO – PARTICIPATION IN OFFICIAL SPORTING EVENT

12–13 FEBRUARY 2026

Activity involving students' participation in an official sporting event, with a focus on inclusion, accessibility and fair play.

ANNEX

CULTURAL OLYMPIAD

The main initiatives that composed the Cultural Programme of Milano Cortina 2026 are listed below.

ENVIRONMENT & URBAN REGENERATION

ANELLI DI CONGIUNZIONE

LE GALLERIE, TRENTO

FEBRUARY 2025 – JANUARY 2026

Three-year exhibition transforming Le Gallerie into a cultural hub dedicated to the Olympic and Paralympic Games, with a focus on applied technology and venues.

SUSTAINABLE DEVELOPMENT FESTIVAL 2025

NATIONWIDE

MAY 2025

Italy's largest sustainability event, organised by Italian Alliance for Sustainable Development (ASviS) that brings together almost 300 member organizations among the civil society, mobilising communities through conferences, cultural events and artistic initiatives tied to the UN 2030 Agenda.

BAM FAIR PLAY

BAM – BIBLIOTECA DEGLI ALBERI, MILANO

SEPTEMBER 2025 – JUNE 2026

Cultural season transforming the park into a hub for environmental sustainability through installations, walks and public programming fostering ecological awareness.

PUSH YOUR LIMITS

VIA GUGLIELMO PEPE / VIA PIETRO BORSIERI, MILANO

SEPTEMBER 2025

In collaboration with Worldwide Partner VISA, creation of a mural by a young emerging artist regenerating a degraded urban corner into an accessible outdoor sports space, activating community participation.

I SETTE PALAZZI CELESTI – ANSELM KIEFER

PIRELLI HANGAR BICOCCA, MILANO

SEPTEMBER 2025

Seven monumental towers of reinforced concrete and lead in a repurposed factory, combining architecture with themes of history, memory and transcendence.

3RD NATIONAL FORUM ON SUSTAINABLE TOURISM OF UNESCO WORLD HERITAGE SITES

CASTELBRANDO, CISON DI VALMARINO
NOVEMBER 2025

National forum exploring how sustainability can guide territorial regeneration through responsible tourism.

APRI LA VITA

ASST GRANDE OSPEDALE METROPOLITANO NIGUARDA, MILANO
NOVEMBER 2025

Large-scale mural renewing the façade of the Olympic Hospital, enhancing the environmental quality of a key civic landmark.

STOANERNE MANDLN

BOZEN/BOLZANO
NOVEMBER 2025

Five sculptures inspired by South Tyrolean alpine identity, positioned at key Olympic-route roundabouts, combining local materials with the five Olympic colours.

RICONCILIAZIONE

BOZEN/BOLZANO
NOVEMBER 2025 TO JANUARY 2026

Monumental habitable wooden trunk surrounded by life-size figures in Bozen/Bolzano's main square, celebrating unity between people and the earth.

UNIVERSAL LANGUAGE – NULLA VIRTUS

ISTITUTO CANOSSIANO, MILANO
DECEMBER 2025

Mural along Via Benaco conveying a message of peace and inclusion, portraying sport as a universal language that overcomes prejudice.

ARCHITECTURE AND RESTORATION FOR THE FUTURE

VARIOUS VENUES
DECEMBER 2025

Cycle of talks by THE PLAN and Confrestauro highlighting restoration as a driver of urban sustainability and resilience.

DIVERSITY, INCLUSION & ACCESSIBILITY

BEYOND BARRIERS

PIAZZA BRÀ, VERONA,
FEBRUARY 2026

Permanent natural stone sculpture celebrating Olympic and Paralympic values, weaving Verona's civic identity with a message of inclusion and universality.

BRAVERY BAR – "BE AWARE: RETHINKING PARALYMPIC DESIGN"

MILANO DESIGN WEEK
APRIL 2025

Event on inclusive design and the redesign of accessible spaces, held under the patronage of the Italian Paralympic Committee.

OOPS – A LIGHT AND MUSIC SHOW FOR UNICEF

PALAZZO VESCOVILE, BRIXEN/BRESSANONE
NOVEMBER 2025 - JANUARY 2026

Luminous urban experience supporting UNICEF, using light, music and storytelling to highlight children's rights and inclusive communities.

I LIMITI NON ESISTONO

CAVALESE, MILANO, CORTINA
JANUARY 2026 – MARCH 2026

Inclusive artistic journey making art accessible through tactile and multisensory works based on Braille, across three Olympic territories.

TWO OF US ON THE PINK SOFA

FELTRINELLI, PIAZZA GAE AULENTI, MILANO
JANUARY 2026

Public conference on women living with metastatic breast cancer, addressing health inclusion, dignity and female wellbeing.

VERONA ARCHEOLOGICA – THE ROMAN THEATRE FOR EVERYONE

TEATRO ROMANO DI VERONA
FEBRUARY 2026 - MARCH 2026

Inclusive guided tours using AAC symbols, with workshops in accessible educational spaces.

LET EVERYTHING HAPPEN

PALAZZO ASSESSORILE, CLES
FEBRUARY 2026 - MAY 2026

Major exhibition on disability and inclusion, featuring established and emerging artists alongside people with disabilities.

ARTIFICIAL SNOW - ART PROJECT

MILANO, CORTINA
FEBRUARY 2026

Artistic and scientific project on robotics and sport for Paralympic Athletes, comprising a site-specific installation, a photographic-poetic exhibition and a conference on human-robot interaction.

PRIDE HOUSE

MEET DIGITAL CULTURE CENTRE, MILANO
FEBRUARY 2026

Safe and visible space for LGBTQIA+ Athletes, fans and activists, promoting inclusion through accessible shared events, organised by CIG Arcigay Milano.

I AM POSSIBLE

EX FORNACE, MILANO
FEBRUARY 2026

Photographic exhibition portraying people with disabilities finding self-realisation through sport, reframing disability as a source of dignity and possibility.

LO SPORT CHE UNISCE: MEMORIA CONTRO IL RAZZISMO

MEMORIALE DELLA SHOAH, MILANO,
FEBRUARY 2026

Learning pathway promoting anti-racism and rights protection, with thematic tours, screenings and educational activities for schools and families.

TACTILE NARRATIVES

PALAZZO LITTA, MILANO
MARCH 2026

Multisensory museum project with tactile maps, audio guides, LIS interpreters and barrier-free routes, establishing Palazzo Litta as a model of inclusive cultural access.

ARTPARA

EX FORNACE, MILANO
MARCH 2026

International itinerant exhibition of artists with developmental disabilities, supported by UN, UNESCO and OECD, coinciding with the Paralympic Games.

EARTH PIECES

TEATRO DEL VERME, MILANO
MARCH 2026

Concert inspired by the UN 2030 Agenda, open to disadvantaged groups, on the closing day of the Paralympic Winter Games.

LA MIRANDOLINA

TEATRO ELFO PUCCINI, MILANO
MARCH 2026

Teatro Stabile del Veneto production with a DEIA pathway: audio description via Lyri for blind audiences, real-time subtitles via smart glasses for deaf audiences, and hearing-health headphones developed with the University of Padua.

NONAMES – MANY VOICES

TEATRO WAGNER, MILANO
MARCH 2026

Benefit gospel concert supporting AIMUSE, which assists children with selective mutism.

BAM FAIR PLAY PODCAST

BAM, MILANO

Eleven-episode podcast on sporting values, accessible via a walking path through BAM's circular forests, hosted by figures from Italian sport and culture.

BAM ROSE GARDEN ACCESSIBILITY

BAM, MILANO

Accessibility improvements to the Rose Garden: ramps, LVE tactile paths, LIS video, and Easy-to-Read and AAC guides, developed with Associazione L'abilità Onlus, the National Deaf Association and I.N.M.A.C.I.

EMPOWERMENT – WOMEN, YOUNG ARTISTS, YOUNG PEOPLE

WOMEN'S EMPOWERMENT

IO SONO LEONOR FINI

PALAZZO REALE, MILANO
MARCH 2025 TO JULY 2025

Tribute to the renowned Italian surrealist artist Leonor Fini.

BODY OF EVIDENCE

PADIGLIONE, MILANO
MARCH 2025 - JUNE 2025

First major solo exhibition in Italy by Iranian female artist Shirin Neshat.

ENDORFINE ROSA SHOCKING

CINEMA CANDIANI, VENEZIA MESTRE
SEPTEMBER 2025 - OCTOBER 2025

International women's film festival exploring personal transformation and global issues such as gender violence and climate change through sport.

GIOVINETTE – LE CALCIATRICI CHE SFIDARONO IL DUCE

TEATRO CARCANO, MILANO
JANUARY 2026

Theatrical performance telling the true story of Italy's first women footballers, who challenged fascist prejudice in 1932.

GG WORLD CUP MILANO 2026

MILANO
JANUARY 2026 - JUNE 2026

Women-only five-a-side football tournament supported by UNDP, promoting leadership, equality and the UN SDGs through sport, talks, workshops and a photographic exhibition.

UNA VITA PER LO SPORT – VOLTI E CONQUISTE DELLE #100 ESPERTE

PORTA BORSARI, VERONA
FEBRUARY 2026 - MARCH 2026

For more information please refer to https://www.comune.verona.it/Vivere-il-comune/Eventi/Olimpiadi-e-parita-di-genere-Una-vita-per-lo-sport.

DONNE, SCI E LIBERTÀ

SPAZIO ALDA MERINI, MILANO
FEBRUARY 2026

Exhibition highlighting early-20th-century female alpine trailblazers who defied convention, from skiing suffragettes to Italy's first downhill champions.

NATI PER RISPLENDERE

SPAZIO SEICENTO, MILANO
FEBRUARY 2026

Installation by five female artists from Artemisia, celebrating diversity and human dignity, inspired by Nelson Mandela's words on shared light.

YOUNG ARTISTS EMPOWERMENT

FLAGS OF ART

ANTHOLZ/ANTERSELVA VALLEY
DECEMBER 2025 TO MARCH 2026

Fifteen contemporary artists from South Tyrol, Veneto and Lombardia reinterpreted the spirit of the Games through large-scale flags at the entrance to Antholz/Anterselva Valley.

YOUTH INVOLVEMENT

MILANO CORTINA 2026 AL GIFFONI FILM FESTIVAL

GIFFONI, JULY 2024

Collaboration between Fondazione and FICTS to promote Olympic and Paralympic values through sport-related cinema and a dedicated talk at the Giffoni Film Festival.

CARNEVALE DEI RAGAZZI

LA BIENNALE DI VENEZIA
FEBRUARY 2026

Creative workshops at the 17th International Kids' Carnival, led by Olympian Artists, empowering children to explore Olympic and Paralympic values through art.

PICCOLO ORSO E LA MONTAGNA DI GHIACCIO

TEATRO MALIBRAN, VENICE
JANUARY 2026 – FEBRUARY 2026

New participatory opera commissioned by Teatro La Fenice and AsLiCo, inviting children aged 6–13 into a creative journey blending music, storytelling and climate themes.

ANNEX

PUBLIC EVENTS ATTENDED BY FONDAZIONE

TO SHARE AWARENESS ON SUSTAINABILITY AND HUMAN RIGHTS

2025	Training day on the integration of environmental sustainability best practices in events planning, organised by the Italian Agency for Development Cooperation with the Municipality of Milano and the support of the Ministry of the Environment and the Albanian National Agency for Protected Areas, Palace of Culture of Vlora, Albania, 16 September.
	Event “Imagination” by Nativa, Milano, 18 September.
	Event “The future of innovation is plural”, by Fondazione Brodolini, Milano, 18 September.
	Event “Diritto allo Sport”, by the Bar Association of Milano, Palace of Justice of Milano, 26 September.
	Event “Turismo e Inclusione”, by ELTA Lgbtq+, Milano, 1 October.
	Event “Sport Positive Summit”, by Sport Positive, London, 8 October.
	UN SDG Action Awards - Heroes of tomorrow, by the United Nations, Roma, 29 October. An international award and event organised by the United Nations that shines a spotlight on those who are changing the world and which, each year, bring together innovators, activists, communities, and artists to inspire concrete action toward the 2030 Agenda Sustainable Development Goals. Fondazione Milano Cortina 2026 took part in the jury of the “Creativity Award” with one of its representatives.
	Online event “Gender plus”, by CONI Lombardy Regional school, Milano, 4 November.
	Ecomondo, Expo Centre, Rimini, 3-6 November. Fondazione Milano Cortina 2026 took part in the international green economy fair in Rimini with a dedicated stand in collaboration with the Lombardia Region and Fondazione Lombardia per l’Ambiente.

Event on sustainability in events organization, by the Ministry of Environment, Roma, 7 November.

Event “Partnership Platform on Localising the SDGs: Integrating Sport into Sustainable and Climate-Smart Urban Development”, COP30 in Belem, Brazil, 12 November.
President Giovanni Malagò took part in a panel on the role of sport in sustainable development processes and for climate action, which took place at the Italian Pavilion.

Lecture on Human Rights and Public International Law and Business, by Università Cattolica del Sacro Cuore, Milano, 26 November.

IOC course on Safeguarding, Roma, 27 and 28 November.

Online event “Human Rights International Corner, Sport and Human Rights, Justice and Inclusion Inside and Outside the Field of Play”, 5 December.

2026

Event “Actions for the sustainable transition”, by Confcommercio, Milano, 21 January.

Event “AI, Sustainability and Sport”, organised by Socialing Institute, Royal Villa of Monza, 12 February.

Online event “Olympic optimists”, by Stratosferica, 22 February.

Event “Sustainability beyond environment – Fondazione Milano Cortina 2026 and Plenitude”, by Club Diplomatici, Università Cattolica, Milano, 2 March.

XVII International Forum for information on the safeguarding of nature, by Greenaccord, Treviso, 18 March.

Event “Leadership and how to drive change in sporting events” by Women in Business, Bocconi University, Milano, 2 April.

Training on safeguarding at national level, by National Forensic Council, Roma, 14–15 May.

Sustainable Development Festival, by ASviS, Italian Alliance for Sustainable Development (ASviS) that brings together almost 300 member organizations among the civil society, Salone del Libro, Torino, 14 May.

Event “Mirabilia Day”, by Chamber of Commerce of Treviso and Belluno, Treviso, 22 May.

Event “Sport e Sostenibilità”, by Planet Life Economy Foundation (PLEF), Milano, 9 June.

Webinar “Sustainability, a Whole New Ballgame“, by AccountAbility, 31 August.

Event “Interlace Design Forum - The Next Need”, by Fondazione Architetti Mantova, Ordine degli Architetti, P. P. e C. della provincia di Mantova, Giovanardi and Agorà Design, Mantova, 25 September.

EMBE - Executive Master in Business of Events, by Bocconi University, “The Role of the Sustainability Manager“, Milano, 1 October.

TTG Travel Experience ”Choosing to Be There – Travelers, Events, and Territories Tested for a Regenerative Experience” by ISNART, Rimini Expo Centre, 14 October.

VI Sport Sustainability Summit, by Spanish Olympic Committee, Madrid, 28 October.

Event “FSB Forum Italy“, by Koelnmesse Italia and Istituto per il Credito Sportivo e Culturale, Bergamo, 11-12 November.

ANNEX

PARTNERS CONTRIBUTION TO THE SUSTAINABILITY OF THE GAMES

ALIBABA

WORLDWIDE OLYMPIC AND PARALYMPIC PARTNER

Through a suite of advanced cloud and AI-driven solutions, Alibaba Cloud empowered the IOC and Milano Cortina 2026 to monitor and manage energy consumption, optimize transportation systems, enhance broadcasting operations, and foster IOC's first use of Large Language Models (LLM) technology.

Alibaba Cloud's AI-driven sustainability solutions and energy-efficient cloud infrastructure enabled Milano Cortina 2026 to effectively measure and analyze carbon emissions. This move sets a scalable model for future host cities to deliver more energy-efficient and carbon-saving Olympic and Paralympic Games.

- Enhanced Energy Data Management System deployed across all competition venues, allowed the Milano Cortina 2026 Organizing Committee and the IOC to monitor and analyse electrical energy consumption and carbon emissions in real time. The IOC has also been testing the Intelligent chatbot powered by Alibaba's Qwen large language models, which enables staff to access both historical and real-time insights on electricity usage and power demand contingency.
- Energy Issue Tracking System that digitalised workflows for identifying, escalating, and resolving energy anomalies, ensuring rapid responses and improving operational efficiency.
- Cloud broadcasting significantly reduced the physical footprint. Milano Cortina 2026's International Broadcasting Centre was 25% smaller than Beijing 2022 and 30% smaller than Pyeongchang 2018.
- The Transportation Management System (TMS), built on Alibaba Cloud, seamlessly connected venues across vast distances and delivered precise mobility assurance for Olympic stakeholders. Throughout the Games, the app mobilized over 80,000 individuals.
- Key platforms — including the Olympic AI Assistant, NOC AI Assistant, and the Sports AI Platform — used Alibaba Cloud's infrastructure to enable multilingual fan interactions, intelligent content search, and large-scale media management. Collectively, these AI-driven systems set new benchmarks for accessibility, efficiency, and intelligence within the Olympic environment.
- Alibaba Cloud introduced an "Intelligent Pin Trading Station" in the Milano Olympic Village, adding an AI-enabled twist to one of the Games' most cherished traditions. The Intelligent Pin Trading Station facilitated over 8,000 pin exchanges among Athletes, fostering cross-cultural connection and community building.

ALLIANZ

WORLDWIDE OLYMPIC AND PARALYMPIC PARTNER

As Worldwide Insurance Partner, Allianz contributed to the successful delivery of the Olympic and Paralympic Winter Games Milano Cortina 2026 by offering integrated insurance and risk management solutions in support of the Organizing Committee, Athletes, and spectators. The Company developed a dedicated insurance offering covering the entire Games ecosystem, designed to address the main risks associated with the organization and delivery of the event, including property, liability, cyber threats, and travel disruption risks, operating in coordination with the Organizing Committee, the International Olympic Committee, and the broader insurance market. Allianz also provided specific services for spectators and the Olympic family, including ticket cancellation coverage for fans and medical assistance coverage for members of the Olympic family on site. In parallel, Allianz promoted safety in sport through innovative initiatives, including the Allianz Safety Sled, a project developed by the Company consisting of a forerunner bobsleigh capable of analysing ice and track conditions and sharing data with pilots, thereby helping to raise safety standards in the sport. In this context, Allianz also supported Athletes through dedicated development and mentoring programs, contributing to the success of the event and to the promotion of Olympic and Paralympic values.

Allianz's contribution was primarily focused on social sustainability, through initiatives aimed at generating value for individuals and communities. The first area of intervention concerned the inclusion of people with disabilities. Through Allianz UMANA MENTE Foundation and collaboration with FISIP (Italian Paralympic Winter Sports Federation) and other organizations, Allianz promoted access to winter sports, supporting young Paralympic Athletes and fostering the dissemination of inclusive skills and models. Introductory sports initiatives, training activities, and open days helped reduce access barriers and strengthen a more inclusive ecosystem. A second area focused on promoting the values of sport through projects such as "*Sognando Milano Cortina 2026. Sulle spalle dei Giganti*", which fostered the intergenerational transmission of principles such as commitment, respect, and inclusion. Finally, Allianz also promoted well-being and sustainability within its own organization, engaging employees and their families. Through a dedicated programme – Well4All – launched in the lead-up to the Milano Cortina 2026, employees were supported in adopting healthy lifestyles and sustainable behaviours, through initiatives related to physical activity and alternative mobility. The programme continues beyond the Games, representing a tangible internal legacy of the initiative. In parallel, the MoveNow program, aimed at employees' children, contributes to spreading the culture of sport and Olympic and Paralympic values among younger generations, strengthening the link between well-being, education, and sustainability. Overall, these initiatives contribute to a concrete legacy, aligned with the sustainability objectives of the Games and aimed at generating a positive impact beyond the event.

COCA COLA

WORLDWIDE OLYMPIC AND PARALYMPIC PARTNER

As a Presenting Partner of the Olympic Torch Relay, Coca-Cola supported a nationwide programme of activities across more than 300 cities and towns. Torchbearers included individuals selected to reflect a range of community, cultural and sporting contributions. The Coca-Cola Truck formed part of the relay convoy, supporting local celebrations alongside City Celebration events, which included the Coca-Cola Village, stage programming and fan activities.

During the Games, Coca-Cola delivered fan engagement through a series of on-site activations. "The Peak", a pavilion located in Milan and replicated in Cortina d'Ampezzo and Livigno, provided a space for visitors to engage with the Games through brand storytelling and interactive experiences. The temporary structure in Milan was built using materials of which 70% were subsequently allocated for reuse in the construction sector (data provided by local supplier). The pavilion was designed to remove architectural barriers and to provide descriptive documentation for visitors with neurodivergences, as well as audio guides for partially sighted and blind visitors, with the support of the Milan section of the Italian Union of the Blind and Visually Impaired (UICI). Inside the pavilion, visitors were encouraged to recycle Coca-Cola mini cans distributed at the entrance, thanks to the collaboration with the CIAL Consortium.

Part of the proceeds, coming from an initiative organized by Coca-Cola together with Banco Alimentare Food Bank during Torch Relay, were also used to fund the collection and distribution of leftover food during the Games, reaffirming the Company's commitment to social sustainability and the community.

Athlete support remained a central focus through Powerade and Coca-Cola initiatives. Powerade partnered with Olympic and Paralympic athletes, supporting campaign storytelling around preparation and performance, while the Athlete365 x Powerade Mind Zone was implemented across the Athlete Villages, providing athletes with dedicated spaces for rest and mental preparation. Coca-Cola also introduced a recreational area within the Athlete Villages, offering athletes a space to relax and socialize.

P&G

WORLDWIDE OLYMPIC AND PARALYMPIC PARTNER

P&G has developed over 15 concrete initiatives to promote access to sports for young people with disabilities in Italy, many of which are in partnership with Milano Cortina 2026.

On the occasion of the Games, Procter & Gamble launched the global campaign "Everyday Champions," with the aim of delivering tangible actions to promote access to sport for children and young people with disabilities, encouraging a healthy lifestyle, inclusion and socialization and, ultimately, contributing to the development of the Italian Paralympic Movement. Among the more than 15 initiatives carried out by P&G in Italy.

P&G, joining forces with Esselunga and Fondazione, has committed to giving a second life to the Olympic and Paralympic Podiums. Fifteen official podiums, used during the Milano Cortina 2026 award ceremonies, have been donated to an equal number of Amateur Sports Associations and Clubs registered for the 2025 edition of "Amici di Scuola e dello Sport" (Friends of School and Sport), a campaign promoted by Esselunga.
These organizations were recognized for their dedication to promoting inclusive sport and its values, including through the involvement of athletes with disabilities in their programs.

I'M POSSIBLE is the educational toolkit of the IPC that P&G, together with Fondazione Milano Cortina 2026, translated and made available to Italian schools. Launched in Cortina on 6 March 2025, the programme introduced students to Paralympic values through the stories of Athletes who redefine what is possible. Available to all Italian schools, the toolkit contributed to Sustainable Development Goals 4, "Quality Education," and 10, "Reduced Inequalities." To date, more than 30,000 students across Italy have been involved.

P&G funded the accessibility assessment of mountain lodges in the Milano Cortina 2026 locations: Bormio, Livigno, Cortina d'Ampezzo, Tesero and Antholz/Anterselva. The project, developed with Fondazione and carried out by the association "Lo Spirito di Stella," mapped lodges and ski facilities in order to define their level of accessibility. Subsequently, Dash, a P&G brand, donated 84 wheelchairs to the lodges and facilities classified as "accessible," to ensure equal opportunities for refreshment and conviviality for people visiting the ski resorts.

As part of Fondazione's Adaptive Winter Sports program, P&G supported FISG (Italian Ice Sports Federation) and FISIP (Italian Paralympic Winter Sports Federation) in the purchase of technical and adaptive equipment to introduce young people to Paralympic Ice Hockey, Alpine Skiing and Nordic Skiing. The initiative enables young people with disabilities to get closer to sport, develop athletic skills and benefit from the values of sport, both individual and team-based.

P&G has developed "InSport," an application designed to help overcome one of the many informational barriers that prevent people with disabilities from participating in sports. The goal of InSport is to guide people with disabilities and their families to sports centers and associations in their area that can welcome and support them in practicing sports.

Furthermore, Gillette, a P&G brand, has renewed its commitment to more accessible and inclusive sports by launching the "La Neve Non Fa Distinzioni" (Snow Makes No Distinctions) project. This initiative creates opportunities to encourage young people with disabilities to participate in sports, promoting a healthy lifestyle, inclusion, and socialization.
The project, developed in collaboration with the association "Lo Spirito di Stella," involved five snow events between December 2025 and March 2026 in some of Italy's most iconic ski resorts, engaging young people with disabilities.

ENEL

OLYMPIC AND PARALYMPIC PREMIUM PARTNER

As Electricity Premium Partner of the Olympic and Paralympic Winter Games Milano Cortina 2026, the Enel Group, long committed to the territories and communities in which it operates, contributed 100% certified renewable energy and an advanced electrical infrastructure for the distribution of energy to the Games. Energy was an essential component of a widespread and complex event such as the Olympic and Paralympic Winter Games.

To meet the Games' energy needs, Enel built two new primary substations, twenty secondary substations and eighty-six kilometres of new electricity grid across Lombardy and Veneto, managing energy supplies for a total capacity of more than 170 MW. It also upgraded and undergrounded the existing network and built alternative lines to ensure service continuity.

The project involved seven competition venues: the Stelvio Ski Centre piste in Bormio, for men's skiing; the Livigno Snow Park and the Livigno Aerials & Moguls Park, for snowboard and freestyle; the Cortina Olympic and Paralympic Village; the Tofane Alpine Skiing Centre, for women's skiing; and the Cortina Sliding Centre and the Cortina Curling Olympic Stadium. A back-up network ensured service continuity in the event of interruptions, while an innovative centralised control and monitoring system, developed by E-Distribuzione, managed the energy consumption of each Olympic venue in real time.

Among the most significant projects is the new Livigno primary substation, located at an altitude of 2,175 metres, the highest in Italy, built entirely inside the mountain to ensure it blended seamlessly into the Alpine landscape. Connected by 60 kilometres of medium-voltage lines and four secondary substations in Valtellina, the project combined sustainability and innovation through the reuse of excavated soil, the planting of native species, the undergrounding of more than 30 kilometres of power lines, and the removal of 11 kilometres of overhead lines, benefiting the safety and appearance of the area. The primary substation, built with components suited to high altitude and extreme weather conditions, helps improve the quality of the electricity service and the resilience of the grid.

These initiatives create a lasting positive impact for local communities, generating new opportunities for economic and social development linked to the tourism sector while contributing to a more sustainable, efficient and connected energy future for the areas involved. Enel's commitment alongside Milano Cortina 2026 therefore leaves a tangible legacy in terms of skills, infrastructure and collaborative models, available to communities, businesses and local territories.

ENI

OLYMPIC AND PARALYMPIC PREMIUM PARTNER
AND PRESENTING PARTNER OF THE OLYMPIC FLAME JOURNEY

VERSALIS
OFFICIAL SUPPORTER

Eni supported the Games by making available its expertise, technologies and products capable of contributing to the reduction of greenhouse gas (GHG) emissions. Overall, more than 90% of the fuels that Eni, through Enilive, supplied to power the Games were derived from renewable feedstocks.

Mobility and electricity generation: at its Venice and Gela biorefineries, Enilive produces HVO diesel biofuel mainly from waste and residues, such as used cooking oils, animal fats and residues from the agri-food industry. For the Olympic and Paralympic Winter Games Milano Cortina 2026, at its Venice biorefinery Enilive produced an 'arctic' HVO diesel featuring exceptional cold performance properties and capable of ensuring full operability down to -28°C. This biofuel was specifically developed to power a wide range of high altitude applications, including buses used to transport Olympic Family Athletes, National Committees, Federations and Spectators, vehicles used by Fondazione Milano Cortina 2026, as well as vehicles used for the set up and preparation of competition venues, such as snow groomers, and generator sets used for electricity production.

For Milano Cortina 2026, around 250 electricity generators of varying power ratings and efficiency levels, fuelled by HVO diesel, were deployed, contributing to a reduction in the Games' greenhouse gas (GHG) emissions. The average GHG reduction was calculated along the value chain, based on the feedstocks processed and on the intended uses for the Milano Cortina 2026 Games, and ranged between 70% and 80%*.

Olympic and Paralympic Torches: the Torches were developed by Eni and Versalis, Eni's chemical company, and were the first torches in Olympic history to achieve ReMade® Class A certification for the recycled material content used in their production**. In addition, the burner, the true technological heart of the torch that brings the Flame to life, was fuelled with bio LPG, produced from 100% renewable feedstocks at Enilive's Gela biorefinery.

The handle features an insert made of XL EXTRALIGHT®, an ultra lightweight polymeric material produced by Finproject, a Versalis company, derived from a Versalis polymer containing 60% bio naphtha obtained from renewable raw materials.

As Presenting Partner of the Olympic Flame Journey, Eni promoted moments of sharing among communities and local areas, involving and engaging 10,001 torchbearers to enhance the connection with the territories in which it operates, telling the story, achievements and commitment of Eni and its subsidiaries in Italy. Through the truck "*Against all limits, Together we grow*", Eni also transformed each stage of the Olympic Flame Journey into a celebratory event in Italian city squares, fostering entertainment and social cohesion.

* The calculation of greenhouse gas (GHG) emissions savings achieved through the use of Enilive's HVO during the Olympic and Paralympic Games does not refer to each individual litre of product used, but results from a weighted average of the individual GHG savings associated with production volumes destined for the Italian market.

** Recycled material content of over 60%.

GRUPPO FS

OLYMPIC AND PARALYMPIC PREMIUM PARTNER

Through its partnership with the Games, the FS Group has made available efficient, reliable, and sustainable transport solutions. With this objective, and through synergy among all the companies involved in the partnership, the FS Group has successfully increased rail and bus connections, offered dedicated travel services, improved customer assistance, and supported the redevelopment of stations and areas involved in the Games.

On the occasion of the Winter Games Milano Cortina 2026, the FS Group has strengthened both rail and road connections to promote more sustainable mobility. High-Speed and Regional services have been enhanced, integrated train+bus solutions introduced, and Busitalia's offering expanded with approximately 500 buses per day and 84 direct connections to Olympic and Paralympic venues. Frecciarossa trains have ensured direct links between Milano and Malpensa Airport, extending routes to Venice and Udine, while FrecciaLink intermodal services have provided connections to Cortina d'Ampezzo, Tesero, and Predazzo. It has therefore been possible to reach Olympic and Paralympic venues by combining trains and dedicated buses. To support increased traffic flows, Trenitalia and Busitalia have introduced over 1,500 additional staff, including operational and assistance personnel.

Thanks to train travel related to the Milano Cortina 2026 Olympic and Paralympic Games, according to FS Group estimates, more than 6,000 tonnes of CO_2 equivalent emissions were avoided compared to car travel.

At the same time, RFI (Rete Ferroviaria Italiana) has carried out numerous interventions to improve the accessibility of stations in Olympic and Paralympic areas, in line with the "Design for All" principle, understood as design for human diversity, social inclusion, and equality, in accordance with the EIDD Stockholm Declaration (2004). Key actions have included: installation of elevators, raising platform heights, tactile paths for visually impaired passengers, redevelopment of underpasses, and reorganization of external spaces. These interventions have made stations more accessible, inclusive, and functional, improving travel experience for all users, particularly for people with reduced mobility.

A2A

OLYMPIC AND PARALYMPIC PARTNER

Within the framework of the partnership with Fondazione Milano Cortina 2026, in which A2A is engaged as Recycling Solutions Partner, the role was enhanced through a series of messages and initiatives related to sustainability, in line with the values of the Games and the identity of the A2A Group.

The Group sustainability messaging primarily fell within the role of Recycling Solutions Partner, which represents one of the Group's strategic pillars.

For A2A, environmental sustainability primarily means promoting a circular economy model capable of giving new life to resources: with the belief that waste does not exist, but rather materials that, if properly managed, can generate value again and concretely contribute to reducing environmental impact. In this sense, the company's commitment is not limited to waste management, but extends to spreading a responsible culture.

A2A actively works across local communities to raise awareness about caring for the planet through communication projects and experiential initiatives aimed at different audiences.
One example is the "Mettiamoci la testa" activation, which engaged the citizens of Milano in an immersive experience designed to increase awareness of the importance of waste sorting and responsible daily behavior. The initiative reflects an experiential communication approach: rather than relying on a purely informational message, it turns an everyday gesture – the correct use of street bins – into a moment of collective reflection, generating lasting engagement and real behavioral change.
During Olympic Day 2025, A2A also brought the Ecothlon—a plogging project aimed at younger generations—to several Italian cities. This initiative combined sports activity, team spirit, and tangible environmental commitment through litter collection across local areas. The project's first stages took place in Bormio and Chiavenna, involving over 140 children and teenagers from local summer camps and sports associations in the Valtellina and Valchiavenna areas, before continuing on to Liguria and Sicily. By speaking directly to younger generations, Ecothlon reflects a clear communication logic: engaging children and teenagers through the language of sport and teamwork helps build, from an early age, a more conscious relationship with the environment, turning care for local territories into a shared habit and a lasting value. Initiatives such as "Mettiamoci la testa" and Ecothlon are concrete examples of how A2A translates its sustainability commitment into projects that speak directly to citizens and, above all, to future generations, promoting care for the planet as a shared, long-term responsibility.

Alongside the environmental dimension, for A2A as a Life Company, sustainability is also social. The Group's commitment extends to people, communities, and the territories where it operates: with the belief that the sustainable transition should go hand in hand with collective well-being, inclusion, and cultural growth.

In this context, the VODCAST project developed with Prof. Vincenzo Schettini was also relevant. It used the language of sport as an educational tool to convey positive values, engage younger audiences, and share not only performance-related messages but also small life lessons capable of generating lasting social impact.

GL EVENTS

OLYMPIC AND PARALYMPIC PARTNER

As a partner of Fondazione Milano Cortina 2026, GL events delivered temporary infrastructure across the majority of the competition venues, including highly demanding alpine sites such as Bormio, located in the Italian Alps. The scope of delivery represented a major operational challenge, combining technical complexity and tight timelines. Over the course of a few months, GL events installed 15,000 spectator seats, corresponding to approximately 700 tons of temporary grandstands, sometimes in remote mountain locations. Several installations were carried out under extreme winter conditions, with temperatures dropping to -17°C and snowfall affecting access.

Venue delivery relied on exceptionally large volumes of temporary infrastructure, including 40,000 m² of tents, equivalent to around twice the surface of Milano's Piazza del Duomo, and 24,000 linear meters of barriers, exceeding the distance covered in a biathlon race.

In line with the sustainability ambitions of the Olympic and Paralympic Movement, 100% of the grandstands and structural systems installed for Milano Cortina 2026 were reused assets, primarily from previous major international events, including the Paris 2024 Olympic and Paralympic Games, and will be reused again at future events. This approach significantly limited the use of new resources and reduces manufacturing-related emissions.

The successful delivery relied on the mobilisation and coordination of a wide range of specialised skills, including structure and grandstand assembly, electrical and refrigeration systems, site logistics, security, and audiovisual services, operating simultaneously across geographically dispersed venues.

Local economic integration and competences were key components of the delivery model. Italian suppliers accounted for 40% of the supplier base, with more than 150 local companies involved. In total, 332 professionals were mobilised, including 45 locally recruited staff, supporting employment, skills development and economic activity in host regions.

By delivering the Milano Cortina 2026 venues, GL events demonstrates that operational performance and sustainability go hand in hand.

This contribution fully supports the Games' legacy: well-managed temporary infrastructure, enhanced local employment, shared expertise, and a more circular event model, benefiting host territories.

RANDSTAD

OLYMPIC AND PARALYMPIC PARTNER

The contribution of Randstad Italy as HR Partner of Milano Cortina 2026 centered on social sustainability, managing organizational complexity, promoting professional inclusion, and cultivating a lasting human capital legacy for local territories. By deploying custom, agile HR systems, Randstad turned the Games into a catalyst for skills, inclusive growth, and social responsibility, leaving permanent value for Italy's future labor market.

To support the Organizing Committee in delivering a complex multi-site event, Randstad activated an integrated operational model across specialized business lines. Randstad managed the recruitment of over 1,400 specialized talents hired directly by the Fondazione, administered more than 1,000 temporary workers for Games-time operations, and selected top C-level executives.

To fuel the operational backbone of the Games, Randstad managed the massive talent pool of the Team26 Volunteer Program, collecting over 130,000 applications and conducting more than 37,000 interviews since early 2024 to successfully engage 18,000 active volunteers and 3,000 reserves. To prepare this workforce, Randstad designed and delivered Randstad designed and delivered over 150,000 hours of training.

Recognizing the temporary lifecycle of organizing committees, Randstad implemented a Career Transition Programme for approximately 1,000 Fondazione employees, supporting them in translating their Olympic experience into long-term, competitive employment assets for their return to the national economy.

To measure this historic legacy, the Randstad Research Observatory conducted two independent studies in partnership with Fondazione Milano Cortina 2026:

- "Oltre il traguardo: la legacy delle competenze di Milano Cortina 2026": This study analyzed 759 job postings published between 2023 and 2025 across 9 Economic-Professional Sectors (SEP). It revealed that specialized roles—such as sustainability coordinators (ISO 20121), logistics managers, and legal specialists—acquired unique, internationally aligned competencies in project management, global compliance, and complex stakeholder coordination.

- "In pista per il valore. La legacy di competenze dei volontari di Milano Cortina 2026": Focused on the 18,000 Team26 volunteers, this study demonstrated how volunteering served as an incubator for key soft skills (teamwork, real-time problem solving, stress management, and cross-cultural communication).
Since over 45% of volunteers were already employed professionals, the Games acted as an immediate upskilling catalyst, injecting enhanced professional maturity directly back into Italy's productive and social systems.

TIM

OLYMPIC AND PARALYMPIC PARTNER

For the Olympic and Paralympic Winter Games Milano Cortina 2026, TIM built a high-performance connectivity infrastructure based on 5G and ultra-fast connections, providing new coverage and upgrading existing networks across all competition venues and along the main routes connecting the cities involved. The project was developed on a 7,000 km national backbone, with 1,600 km of new fibre and full coverage of key sites, including Milano San Siro, the Verona Arena and the Alpine locations, through four dedicated connections for each venue, two for broadcasting and two for data transmission.

Overall, the infrastructure served 22 equipped venues, comprising 14 Competition Venues, the Media Press & Broadcasting Centre, 6 Villages and 2 Ceremony sites, supported by more than 1,000 operational technicians working 24/7, along with 6,000 WiFi hotspots, 25,000 network points, around 3,500 SIM cards dedicated to Athletes, and over 10,000 4G/5G SIM cards and routers.
A system designed to ensure operational continuity and connectivity across more than 20,000 km² of territory, making possible the staging of the first distributed Games in history.

The infrastructure investment for Milano Cortina 2026 was designed to generate positive effects that extend beyond the event itself, laying the groundwork for further economic and social development.

- Connectivity for the territories: the infrastructure built has strengthened fixed and mobile connectivity in the Olympic and Paralympic areas and along the main connecting routes, leaving the territories with access to high-speed digital services for citizens, businesses and public administrations.

- Smart City and Smart Land: the digital infrastructure installed at the venues provides a foundation for developing Smart City and Smart Land services to support mobility, tourism, safety and public administration, laying the groundwork for a long-term increase in the competitiveness and appeal of the territories.

- Social participation: by involving employees and their families in volunteer activities supporting the event, the project helped spread Olympic and Paralympic values such as inclusion, social participation and collaboration.

FINCANTIERI

OLYMPIC AND PARALYMPIC SPONSOR

Fincantieri sponsored the Olympic and Paralympic Winter Games Milano Cortina 2026 as it shares its core values: determination, resilience, team spirit, and inclusion. These same values guide every athlete in their sporting journey and, every day, shape the work and identity of the Fincantieri Group, in its constant engagement with industrial, technological, and organizational complexity.

Fincantieri has developed a dedicated communication plan, both internal and external, aimed at making these principles tangible, using the Games sponsorship as a lever for awareness, engagement, and cultural dissemination. In this way, the narrative of Olympic and Paralympic values has been integrated into the company's storytelling, strengthening the connection between sporting experience and everyday professional life.

Within this shared value framework lies the theme that uniquely connects Fincantieri and the Paralympic world: the dialogue between mind, body, and technology. Three forces that, working in synergy, make it possible to overcome limits.

Technology, understood as an enabling factor, thus becomes a tool to amplify individual capabilities, improve quality of life, and make excellence achievable, both in sport and in industry.

Through this sponsorship, Fincantieri has contributed to promoting a narrative of the Games that places at its core people's strength, the ability to face challenges and the ability to innovate even in complex conditions. This vision promotes a positive interpretation of disability, recognizing it as an expression of talent, skills, and value, and reinforces a corporate and social culture based on respect for diversity and full participation in professional and collective life.

From this perspective, Fincantieri and the Milano Cortina 2026 Paralympic Winter Games act as levers for change, where human and technological skills work in synergy in the service of inclusion and social sustainability, contributing to building a more equitable, accessible, and shared future.

GRANA PADANO

OLYMPIC AND PARALYMPIC SPONSOR

The participation of the Grana Padano Protection Consortium in the Games represented a strategic choice aimed at enhancing the Italian agri-food system, the production supply chain, and the territory.

The partnership was developed with a structured, long-term approach, aimed at strengthening the role of Grana Padano PDO (Protected Designation of Origin) as a flagship of Italian agri-food excellence. Through shared communication, promotion, and outreach activities, the initiative helped reinforce the product's perception, promoting the values of quality, authenticity, traceability, and responsibility that characterize the PDO. The approach adopted aimed to generate positive, lasting impacts across the entire supply chain, fostering greater brand awareness, strengthening the competitiveness of consortium members, and creating economic, social, and reputational value for the region and the communities involved.

The Consortium's contribution is expressed within a system-wide sustainability framework, with effects that extend beyond the single event.

On a social level, participation in the Games supported the dissemination of healthy lifestyles and a culture of well-being linked to balanced nutrition.

On the environmental and organizational front, the Consortium oversees a complex and highly traceable supply chain, ensuring compliance with the Production Specification and promoting an approach geared toward continuous improvement. Through ongoing dialogue with supply chain operators, the dissemination of best practices, and support for innovation and sustainability initiatives, the Consortium helps strengthen process efficiency, product quality, and cohesion among the various stakeholders involved, generating shared value for the region and the production system.

The Winter Games were therefore used as a lever to generate long-term value in terms of reputation, relationships, and system development.

KIKO

OLYMPIC AND PARALYMPIC SPONSOR

As Official Make-up Sponsor of the Olympic and Paralympic Winter Games Milano Cortina 2026, KIKO Milano developed the educational project "*Every Journey Has a Colour – Ignite Your Inner Beauty*" in collaboration with secondary schools in Lombardy and Veneto.

The initiative was created to promote self-confidence, emotional wellbeing and inclusive beauty among younger generations through an educational and experiential workshop inspired by the values of the Olympic and Paralympic Movement: respect, inclusion, determination and balance.

The programme was delivered across 8 secondary schools, involving 22 classes and a total of 476 students. Designed around the idea that "every journey has a colour", the workshop used colour as a simple and universal language to help students reflect on identity, emotions and self-perception.

Each workshop began with an introductory video featuring the Olympic and Paralympic Athletes of KIKO Athletes Team and a psychologist, exploring themes such as resilience, self-confidence, determination and personal growth. Students were then invited to reflect on a central question: "*What colour are you?*" Through this accessible and engaging approach, participants associated colours with emotions, values and aspirations, using colour as a tool for self-expression and self-awareness.

The experience continued with interactive discussions, which guided students through conversations about authenticity, individuality and beauty beyond stereotypes. The workshop culminated in the creation of a personal "Face Manifesto" through a Face Chart activity, where students visually represented their identity, strengths and aspirations using colours and make-up.

The project contributes to the social sustainability legacy of Milano Cortina 2026 by fostering inclusion, empowerment, emotional awareness and respect for diversity among younger generations.

Through educational dialogue and creative expression, the initiative promotes a broader and more conscious vision of beauty, far from stereotypes and strongly connected to wellbeing, personal growth and healthy relationships.

By linking sport with mental wellbeing and self-expression, "*Every Journey Has a Colour*" supports the creation of more inclusive educational environments and encourages students to recognize and celebrate their individuality and uniqueness, leaving a positive social legacy inspired by the values of KIKO Milano partnership with the Winter Olympic and Paralympic Games Milano Cortina 2026.

RINASCENTE

OLYMPIC AND PARALYMPIC SPONSOR

As an Official Sponsor of the Olympic and Paralympic Winter Games Milano Cortina 2026, Rinascente launched an institutional initiative dedicated to celebrating Italian excellence, personal expression, and shared values.

Centering on the philosophy of authentic beauty, elegance, and individuality, the windows takeover project of Milan's Flagship store in Piazza Duomo used style and design as universal languages to help visitors explore the Olympic Spirit. Through creative activities, the project has contributed to the social sustainability legacy of Milano Cortina 2026 by fostering inclusion, empowerment, and respect for diversity.

By linking the energy of sport with personal expression and well-being, Rinascente supports the creation of inclusive environments that celebrate uniqueness, leaving a positive and lasting social impact aligned with the values of its partnership with the Winter Olympic and Paralympic Games Milano Cortina 2026.

TERNA

OLYMPIC AND PARALYMPIC SPONSOR

Terna, the Italian National Transmission Grid (NTG) operator, has carried out a range of works with the aim of increasing energy reliability in the locations where the Milano Cortina 2026 Winter Olympic and Paralympic Games were held, by boosting grid resilience in areas potentially affected by extreme weather events.

In addition to effectively guaranteeing energy to power the competition sites, logistical sites and connected infrastructure for the entire duration of the Games through an efficient and reliable transmission grid, the company also handled its management, carrying out supervisory and monitoring activities on the assets as well as real-time coordination of electricity flows 24/7.

Terna's contribution to the sustainability of the Olympic and Paralympic Winter Games Milano Cortina 2026 has transformed into a lasting infrastructural legacy that cares for the environment.

In fact, the company made use of its engineering skills to execute strategic projects with a reduced environmental impact in Lombardy, Trentino-Alto Adige and Veneto.

For example, 130 km of completely "invisible" power lines were constructed, as well as three new electrical substations using compact gas-insulated technology, which feature a minimal footprint and are in harmony with the surrounding mountain landscape.

Such infrastructure has been designed to increase the resilience of the electricity grid and, in the case of Valtellina, enabled the connection to the national electricity grid of areas previously not reached by high voltage, with benefits for citizens and businesses even after the event.

UBER

OLYMPIC AND PARALYMPIC SPONSOR

Uber supported mobility across host cities and regions through a technology platform capable of dynamically matching shared transport supply with user demand.

Through the Uber app, residents and visitors, including a significant share of international users visiting host regions for the first time, accessed a range of mobility options, including private hire vehicles, taxis, electric micromobility, and pre-booked trips. These services facilitated connections between airports, train stations, Olympic and Paralympic venues, and urban areas, thereby reducing the number of private cars' use and parking and, ultimately, traffic congestion.

Working alongside public transport and other operators, Uber contributed to managing demand peaks typical of large-scale events, supporting a more coordinated and reliable mobility system for both residents and visitors.

Uber's contribution to Milano Cortina 2026 reflects a shared effort to support a more sustainable, inclusive and resilient mobility system, in line with the Games' focus on creating a positive and lasting impact for territories and communities.

- Environmental sustainability: during the Games, Uber supported lower-emission mobility by promoting the use of electric and low-emission vehicles available on the platform, while improving efficiency through better matching of supply and demand, helping reduce unnecessary mileage and optimize vehicle use.
- Local economic impact: the platform created earning opportunities for 5,000 drivers during a period of increased demand, while supporting the movement of visitors and contributing to the accessibility and attractiveness of host destinations.
- Accessibility and inclusion: Uber contributed to expanding access to mobility by offering on-demand transport options designed to be easy to use, including for people with specific accessibility needs. This helped residents and visitors move more easily across host cities and regions during the event.
- Innovation and legacy: the Games highlighted the value of coordination between public and private actors in managing mobility at scale. The use of data, dedicated pick-up areas and integrated planning helped improve passenger flows and can inform future approaches to urban mobility, contributing to a lasting legacy beyond the event.

These learnings provide a foundation for future large-scale events, demonstrating how technology, collaboration, and flexible mobility models can help cities reduce environmental impact while addressing evolving transport needs. In this context, Uber aims to continue partnering with cities and institutions to help design and deliver mobility systems that are more sustainable, resilient, and efficient over time.

VALTELLINA TASTE OF EMOTION

OLYMPIC AND PARALYMPIC SPONSOR

Through “Valtellina Taste of Emotion,” the Valtellina Quality Agri-food District, that represents all Geographical Indication products from the province of Sondrio, is bringing the region’s flavors to the global stage in the lead-up to the Milano Cortina 2026 Winter Olympic and Paralympic Games.

The new brand—born from a collaboration between the Provincia di Sondrio, the Camera di Commercio di Sondrio (Chamber of Commerce), Confcommercio Sondrio and Confindustria Lecco and Sondrio—symbolizes a land where alpine landscapes, biodiversity, and food and wine traditions intertwine. These outstanding local products, distinguished by Geographical Indication status, serve as ambassadors of quality, strengthening Valtellina’s identity and competitiveness on the international stage.

The initiative went beyond mere visibility during the Games. Educational programmes were launched in schools at all levels to highlight the value of the land and sport, alongside activities in hospitality, agricultural, and vocational institutes designed to pass on skills as well as economic and cultural values to the next generation. At the same time, integrated communication campaigns promoted an increasingly interconnected tourism and culinary offering. Ongoing collaboration with APF Valtellina—the body responsible for promoting tourism in the region—has led to significant results, creating synergies that help develop initiatives and engage a growing number of enthusiasts.

“Valtellina Taste of Emotion” demonstrates how collaboration and identity can leave a lasting mark on the region. It is important to highlight that this sponsorship was the result of a collaborative effort involving public bodies, companies, trade associations, and numerous local partners, thereby demonstrating that joining forces across sectors can lead to significant achievements. The parallel with sports is clear: while everyone must give their best, it is the team that secures the results.

KÄSSBOHRER ITALIA

OFFICIAL SUPPORTER

As an Official Supporter of the Milano Cortina 2026 Olympic and Paralympic Winter Games, Kässbohrer Italia supported the preparation of snow competition venues with around 40 PistenBully snow groomers, the digital snow management solution SNOWsat, comprehensive technical support and hands-on training programs. The aim was to create optimal competition conditions while using snow, energy and machinery as efficiently as possible.

Almost all vehicles deployed at Milano Cortina 2026 were equipped with SnowSat. The digital system combines snow, geo, vehicle and operational data, providing a reliable basis for planning and monitoring grooming operations. Accurate snow depth measurement makes it possible to identify areas with sufficient snow cover and locations where snow needs to be redistributed. As a result, existing snow resources can be used more effectively, unnecessary snow movement can be avoided, and slopes and cross-country trails can be prepared according to actual demand. At the same time, real-time vehicle, task and consumption data increase transparency across operations. Management teams, operators and service technicians work from the same data platform, improving coordination, reducing inspection and additional runs, and supporting an efficient, economical and resource-conscious approach.

The PistenBully fleet used at Milano Cortina 2026 operated predominantly on HVO (Hydrotreated Vegetable Oil). This synthetic fuel, produced from renewable resources as well as biological waste and residue streams, can be used in current-generation PistenBully vehicles without any engine modifications.

Depending on feedstock, production process and calculation methodology, HVO can reduce lifecycle CO_2 emissions by up to 90 percent compared with conventional fossil diesel, making it a significant contribution to more climate-friendly winter operations.

Modern assistance systems and precisely controlled implements enabled outstanding grooming quality with a minimal number of work passes. This helped reduce additional runs, fuel consumption, operating hours and component wear.

In addition, the ProAcademy trained operators in the efficient use of vehicles, implements and SnowSat technology. Well-trained teams are able to optimize routes, move snow more effectively and avoid unnecessary corrective work.
An experienced service team ensured maximum vehicle availability throughout the Games.
Fast response times, regular maintenance and durable components contributed to reliable operations and the responsible use of resources.

The combination of SnowSat, HVO fuel, efficient vehicle technology and highly qualified teams made slope and trail preparation at Milano Cortina 2026 more precise, efficient and sustainable. Snow resources were used strategically, operations were optimized and emissions were significantly reduced. Together, these measures created the foundation for world-class competition conditions while supporting a more sustainable future for winter sports.

LISKI

OFFICIAL SUPPORTER

Liski Sport Equipment, as Official Supporter of Milano Cortina 2026, made a substantial contribution to the sponsorship through the supply of materials for all sport and safety equipment, namely:

- for the setup of the competition venues for alpine skiing, snowboard, freestyle, cross-country skiing, ski jumping, nordic combined, biathlon and ski mountaineering, including the start huts for alpine skiing races;
- materials for ice sports and for the bobsleigh, skeleton and luge track;
- for the safety net systems of type A on the Stelvio slope in Bormio and on the Slope Style and Big Air slopes through Simico;
- for the safety delimitation of venues with nets.

Of the above mentioned supplied material, 35% was provided in the form of rental.

Some Liski products demonstrated particular environmental performance:

- supply of 16,400 bibs for Athletes, 3,900 bibs for the Workforce, including Volunteers, and thousands of wristbands made from 100% recycled polyethylene fabric;
- supply of approximately 620 foam mattresses in various formats, with 67% by weight of recycled foam, partly sourced from the ski boot recycling chain as part of a Life project funded by the European Union and developed with several leading companies in the sector;
- supply of polycarbonate net support poles with 30% use of secondary raw materials.

Liski holds ISO 9001, 14001, 45001 and 50001 certifications and therefore integrates environmental sustainability, product quality, employee welfare, labour standards and energy consumption into its management system.

The company has installed a 100 kW photovoltaic system and, by optimising energy consumption, has nearly achieved energy parity between energy produced and consumed.

The high quality of Liski products enables a substantial reduction in the dispersal of macroplastics into the environment, a path begun approximately 20 years ago and now firmly established.

Production waste is fully processed and reused as secondary raw material within production cycles or through third-party companies.

RGS EVENTS

OFFICIAL SUPPORTER

RGS Events was proud to support the Olympic & Paralympic Winter Games Milano Cortina 2026 through the delivery of comprehensive Furniture, Fixtures & Equipment (FF&E) solutions across Olympic and Paralympic Venues including the Villages over all of the Clusters, throughout the Games' territories.

From project inception, sustainability was embedded into every stage of procurement, delivery, operational use, and post-event asset management, ensuring the project aligned with modern environmental and circular economy principles.

Working across multiple venues and villages, RGS Events sourced and supplied a broad range of FF&E products with a strong focus on sustainable procurement practices.

Priority was given to environmentally responsible materials, including recycled and recyclable components, FSC-certified timber products, low-impact finishes, and durable furniture designed for long-term reuse. Product selection considered lifecycle performance, transportation efficiency, and the ability for assets to be repurposed beyond the Games.

RGS Events also partnered with accredited and responsible suppliers throughout Europe and internationally. Suppliers were evaluated not only on quality and operational capability, but also on their environmental credentials, ethical sourcing standards, and compliance with recognised sustainability frameworks.

By engaging suppliers with established sustainability policies and certifications, the project ensured a transparent and accountable procurement chain that supported the broader environmental objectives.

A key component of the programme was the development of a comprehensive end-of-life and repurposing strategy for all FF&E assets. Rather than allowing products to enter landfill following the event, RGS Events implemented a circular redistribution model designed to maximise reuse and minimise waste. At the conclusion of the contract, products were successfully rehomed through multiple sustainable channels:

- redistribution to existing dissolution and commercial clients for ongoing operational use;
- donations to our charity partner, extending the social impact of the project and supporting organisations in need; and
- a strategic partnership with a circular economy company to repurpose, refurbish, and resell a significant volume of products into secondary markets.

This multi-channel recovery strategy ensured that a substantial proportion of the FF&E inventory continued to generate value well beyond the Games, significantly reducing environmental impact while supporting circular economy outcomes.

Additionally, RGS has also offset 100% of its carbon footprint for its international freight for this project. This initiative forms part of its broader long-term sustainability commitment, which has been consistently implemented across all previous projects. By investing in verified carbon offset programmes alongside responsible logistics planning, the company continues to reduce the environmental impact of global freight operations while supporting more sustainable event delivery practices.

SEA MILAN AIRPORTS

OFFICIAL SUPPORTER

For the Olympic and Paralympic Winter Games Milano Cortina 2026, Milano Malpensa Airport has welcomed more than 350,000 passengers with more modern, accessible, and efficient infrastructure. The SEA Group, through a €30 million investment, has launched a series of strategic initiatives to improve the experience of arriving and departing passengers, as well as the quality of services for those who work in and live around the area every day. At Terminal 1, the redevelopment of the external departure and arrival areas, the renovation of the arrivals area, and the creation of new green and relaxation spaces, featuring upgraded lighting, sustainable materials, and seating equipped with charging points, have enhanced the quality of the spaces and ensured suitable hospitality for Olympic and Paralympic Athletes, Delegations, media representatives, and passengers. The entire airport has become more accessible thanks to a new parking area for buses, as well as dedicated, barrier-free routes for Athletes and passengers with reduced mobility.

In this way, SEA strengthens Malpensa's international vocation, transforming Olympic and Paralympic-related upgrades into a lasting legacy for citizens and travelers alike.

TECHNOALPIN

OFFICIAL SUPPORTER

Within the scope of the collaboration, TechnoAlpin supplied technological solutions and specialized know-how to support the preparation of the competition venues, contributing to the creation of reliable snow conditions suited to the operational needs of the events. The partnership specifically covered the provision of snowmaking systems and technologies, integrated into the infrastructure projects planned for the Olympic and Paralympic sites.

TechnoAlpin's contribution to the sustainability of the Games was based on the use of next-generation snowmaking technologies, designed to ensure high efficiency standards and responsible use of resources. Technological innovation, energy efficiency, and operational reliability are key elements of TechnoAlpin's approach and helped support the organization of the Games in an increasingly complex climatic and operational context.

Through its participation in Milano Cortina 2026, TechnoAlpin contributed not only to the staging of the competitions, but also to building a technical and infrastructural legacy for the host areas. The implemented solutions will continue to support these locations after the Games, strengthening facility management capabilities and promoting an increasingly efficient, innovative, and sustainable approach to winter sports.

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