Post-Games

SUSTAINABILITY, IMPACT AND LEGACY REPORT

EXECUTIVE SUMMARY

Olympic and Paralympic Winter Games Milano Cortina 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

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

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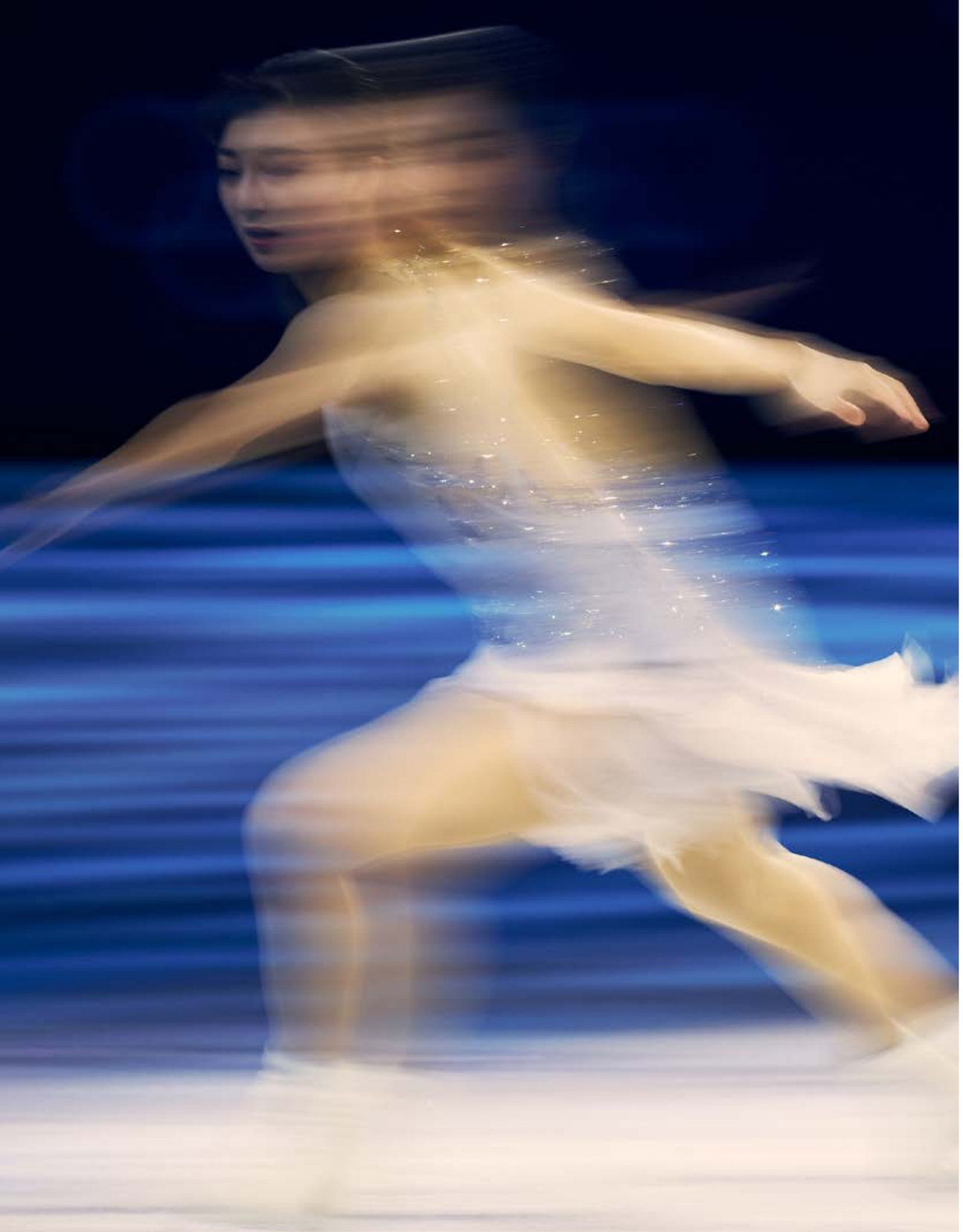


TABLE OF CONTENTS

1. Introduction 8
2. Letter from the Chief Executive Officer 10
3. About Fondazione Milano Cortina 2026 12
4. The Games 18
5. Key Numbers 24
6. Ethical Management of the Games 30
7. Sustainability and Legacy Approach of the Games 35
8. Main Games Stakeholders 37
9. Sustainability, Impact and Legacy Strategy 38
10. About the Report 46

1. INTRODUCTION

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 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.



2. 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.

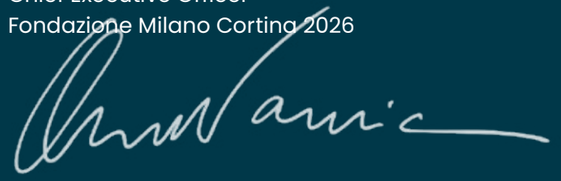
In mountain areas, we introduced technological upgrades in **snowmaking systems** to optimise water and energy use while ensuring competition conditions. We also strengthened the electrical distribution network, limiting the need for temporary generators to emergency situations only. These investments 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.

3. ABOUT FONDAZIONE MILANO CORTINA 2026

Fondazione Milano Cortina 2026[4], 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. 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.

Fondazione was established on 9 December 2019. The duration of Fondazione was set until the approval of the financial statements up until 31 December 2026.

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. 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.

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.

4 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. 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.

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.

GAMES GOVERNANCE

Other entities planned as those responsible for the Games are the following:

- **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.
- 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).

The Decree Law No. 16 of 11 March 2020, converted into Law No. 31 of 8 May 2020, planned 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 Joint Olympic Council was effectively superseded and replaced by the Steering Committee, which assumed in the planning phase a central role in directing and coordinating activities.

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 the 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 Bolzano and the Presidents of CONI and CIP, shall meet, in order to be directly informed of the progress of activities and to discuss Fondazione's programmes. 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 **Ministry for Sport and Youth** was appointed by the central government to act as the primary liaison with the OCOG. Its role was also 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 strengthen the OCOG-government relationship.

Moreover, the Ministry for Sport and Youth 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.

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.

The following Event Delivery Entities, 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.

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

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.

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.

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.

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 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.

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

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.

The main 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.

CAT26 supported a range of activities, including 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, *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.).

4. 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.

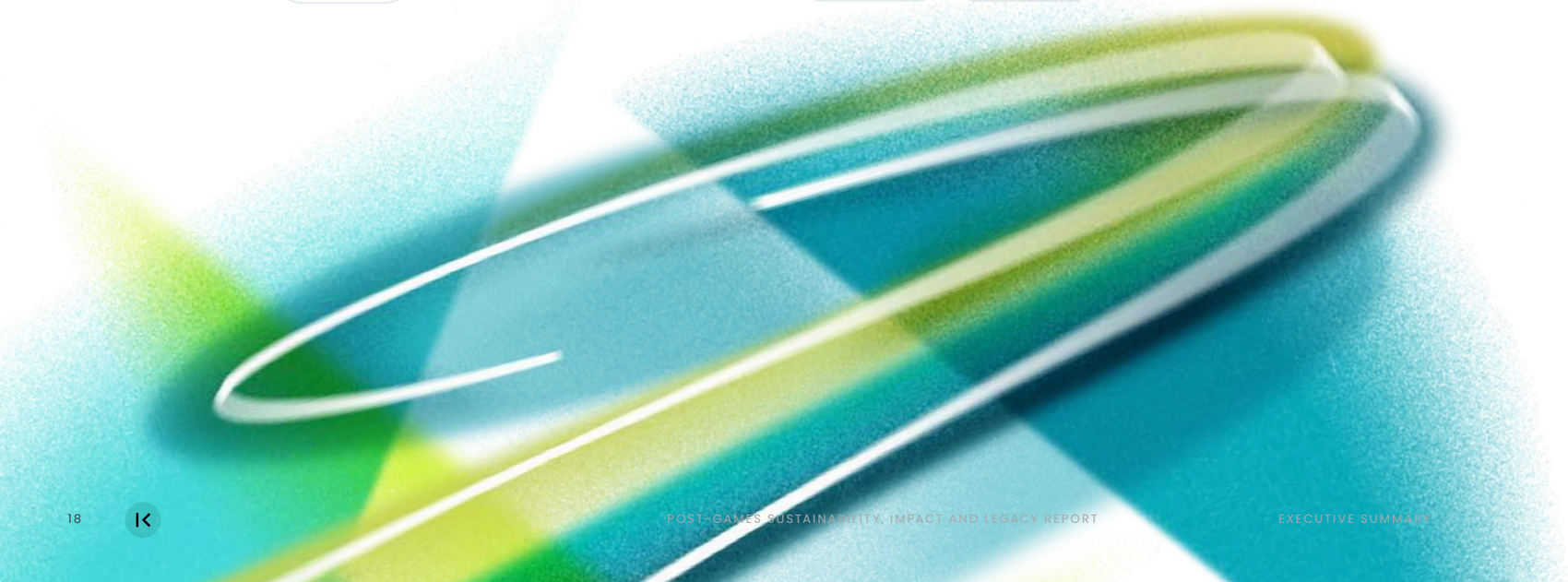
For more details visit *olympics.com/olympic-games/milano-cortina-2026 and paralympic.org/milano-cortina-2026.*

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.

Olympic City
Cluster
City

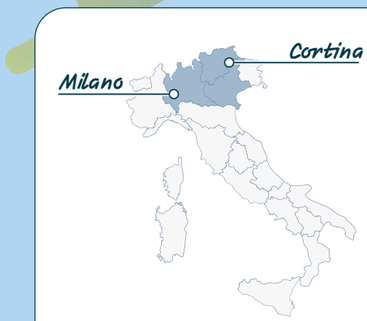
Motorway
National Road
Mountain Road
Railway

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

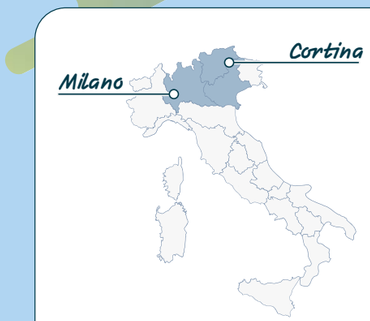
Verona

OPENING CEREMONY

TORINO

GENOVA

BOLOGNA/ROMA



5. 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 (Hydrotreated Vegetable Oil) 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.

About
3,000
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





6. 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.

6.1. CODE OF ETHICS AND ORGANISATION, MANAGEMENT AND CONTROL MODEL

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.

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. It is currently undergoing a final review to reflect the operational closure of all activities, with only administrative and accounting functions remaining.

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, additionally providing 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[10]	**15 ODV MEETINGS**

10 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.

6.2. 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. 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.

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 and 95% of paid staff before the games.

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

6.3. MARKETING 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.

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.

6.4. 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.

Following its commitment to upholding human rights, consistent with the Olympic Charter, 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 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-centred 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.

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.



7. SUSTAINABILITY AND LEGACY APPROACH OF THE GAMES

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.

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.

8. 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, under the UNI EN ISO 20121:2024 standard – a standard for constructing an Event Sustainability Management System.

IOC/IPC STAKEHOLDERS	BOARD OF DIRECTORS	DELIVERY PARTIES	SUPPORTIVE PARTIES
ATHLETES AND NOC/NPC OFFICIALS	NATIONAL GOVERNMENT AND PRIME MINISTER	EVENT DELIVERY ENTITIES	SCIENTIFIC AND ACADEMIC COMMUNITY
OLYMPIC AND PARALYMPIC FAMILY	LOMBARDIA AND VENETO REGIONS, BOZEN/BOLZANO AND TRENTO AUTONOMOUS PROVINCES	NATIONAL AND INTERNATIONAL SUPPLIERS	OTHER OCOGs
TOP AND NATIONAL MARKETING PARTNERS AND GUESTS	MUNICIPALITIES OF MILANO AND CORTINA	OTHER HOST VENUE CITIES	INTERNATIONAL INSTITUTUIONS
INTERNATIONAL AND NATIONAL FEDERATIONS, TECHNICAL OFFICIALS	CONI AND CIP	INFRASTRUTTURE MILANO CORTINA 2026 S.P.A - SIMICO	THIRD SECTOR AND NON-PROFIT ORGANISATIONS
PRESS AND PHOTOGRAPHERS		TOURISM BOARDS AND PUBLIC AGENCIES	CIVIL SOCIETY
BROADCASTERS		ON LOCATION	TRADE UNIONS
SPECTATORS			BUSINESS ASSOCIATIONS
WORKFORCE AND VOLUNTEERS			CITIZENS
VISITORS			

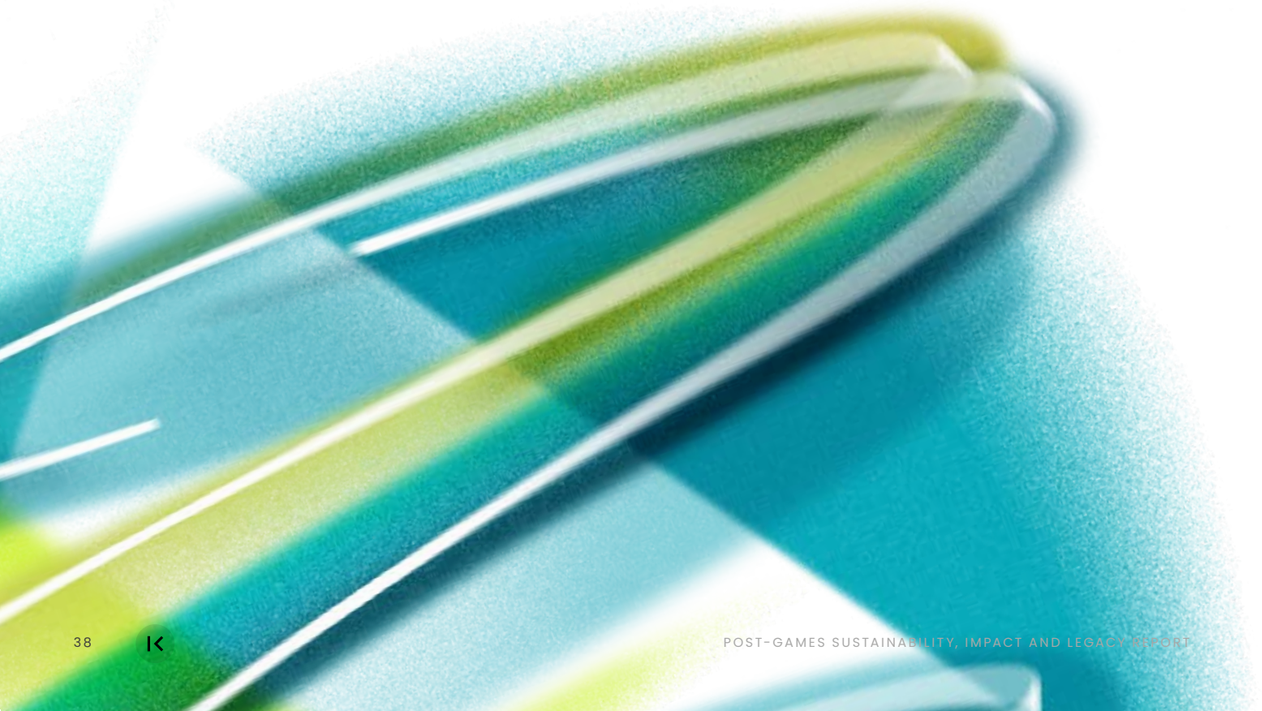
9. SUSTAINABILITY, IMPACT AND LEGACY STRATEGY

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

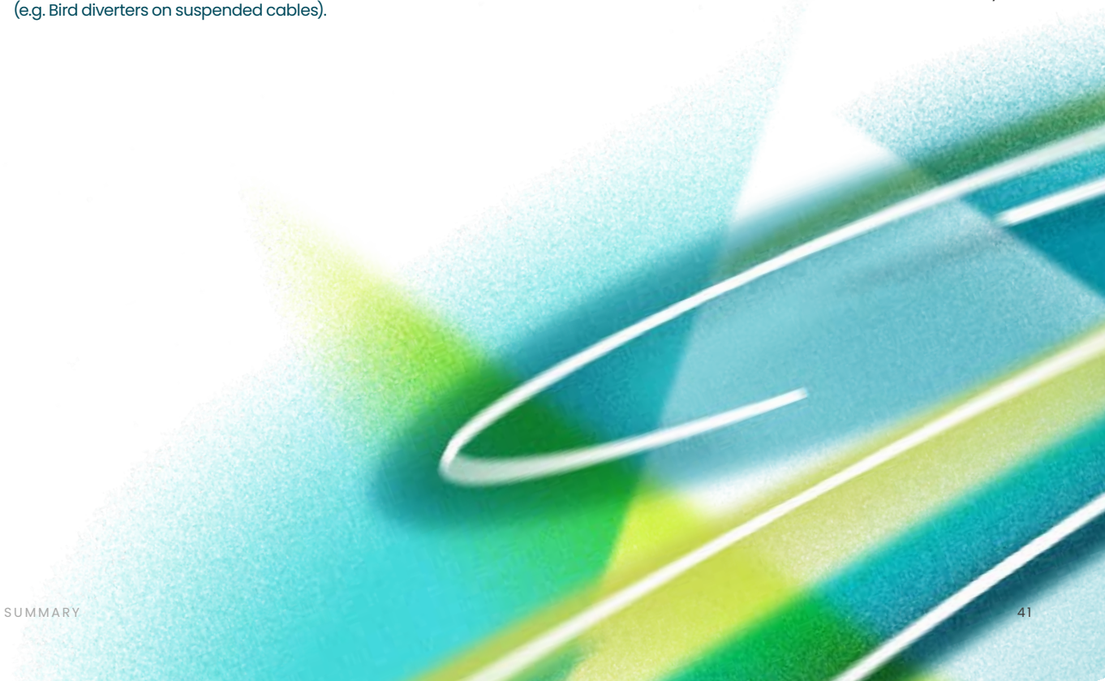
The following table reports the level of achievement for each objective, indicating the chapter where the related information and data can be found.

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 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 complete Post-Games Sustainability, Impact and Legacy Report.

AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	COMPLETE REPORT REFERENCE
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. 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.	🟠	6.2.11 GHG Emissions
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. 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.	🟠	Annex – Partners for information on commitments and results
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. Note: The opportunity to address the issue was limited, mainly due to the timeframe and resources available during the implementation phase.	🟠	5.7 Promotion of Sustainability Standards for Hotel Accommodation 8.5 Accelerating Socio-Economic Development Across Mountain and Urban Areas
5 Minimise impacts on local natural ecosystems		
Positive (best effort) balance with the restoration of natural ecosystems after the occupation of temporary venues. 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.	🟢	6.2.1 Strategic Environmental Assessment Procedure 6.2.8 Biodiversity
Adoption of measures resulting from the Milano Cortina 2026 Strategic Environmental Assessment (of the Games Delivery Plan). Note: A few requests from local authorities could not be met due to technical challenges (e.g. Bird diverters on suspended cables).	🟠	6.2.1 Strategic Environmental Assessment Procedure 6.2.8 Biodiversity



AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	COMPLETE REPORT REFERENCE
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.		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 unfavourable weather conditions and safety measures required for the slopes.		6.2.7 Water Resources

AREAS, OBJECTIVES, ACTIONS AND TARGETS	LEVEL OF ACHIEVEMENT	COMPLETE REPORT REFERENCE
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	COMPLETE REPORT REFERENCE
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: a 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	COMPLETE REPORT REFERENCE
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

10. ABOUT THE REPORT

This document is the executive summary of 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 redacted without reference to any regulatory requirements, and has not undergone external assurance.

For further information, please refer to 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

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.

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.

Published date: November 2023
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

Published date: October 2026
POST-GAMES SUSTAINABILITY, IMPACT AND LEGACY REPORT

MILANO CORTINA 2026 MILANO CORTINA 2026

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