



GHG Management Strategy

Communication Document

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Fondazione Milano Cortina 2026 Sustainability Policy Statement

Achieving forms of development that are **environmentally, socially and economically sustainable**, represents a **key challenge** for the XXI century. As stated by the United Nations in their 2030 Agenda, **sport** may play a **leading role** in promoting such forms of development, by accelerating progresses in social inclusion and environmental protection.

According to this view, the Olympic and Paralympic Movements, through the IOC (“International Olympic Committee”) and IPC (“International Paralympic Committee”), have constantly increased their commitment towards a sustainable concept of Olympics and Paralympics, by requiring the integration of such matters within the preparation, delivery and post-Games phase of the Event.

In particular, the Olympic and Paralympic Winter Games Milano Cortina 2026 aim at being a reference **model** in the transition towards **more sustainable forms of sporting events**. Such aspiration is fully embedded in the vision of the Games, which may be summarized in the following concepts mutualized by IOC and IPC: “To build a better world through sport” and “To make for an inclusive world through sport”.

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

Fondazione Milano Cortina 2026 (“Fondazione”), as the Organising Committee for the Olympic and Paralympic Winter Games, wants to encourage reflection upon the fragility of the planet, emphasizing that every single small gesture, from each of us, may help preserve everyone’s resources and beauty now and for the future. The challenge is to leave a positive legacy, the lightest possible trace in nature, in our mountains, in our valleys, in our forests. Thus, Fondazione, according to the Values, Principles and Standards of its Code of Ethics, aims to act promoting and respecting the following **Values, Principles and Standards** in **managing** all the aspects of the Games:

Values, Principles and Standards		
UNIVERSAL PRINCIPLES	Olympism	Legality, crimes prevention and transparency
	Human Rights and non-discrimination	Universal Principles of Good Governance
	Sustainability & Legacy	Human Capital
ETHICAL STANDARDS OF CONDUCT	Diligence and integrity	Gifts and hospitality
	Integrity of competitions	Conflict of interest

Table 1 - Values, Principles and Standards (for more information, please refer to the Fondazione’s [Code of Ethics](#))

Such vision requires a significant engagement from the **hosting communities** in order to create tangible shared value and contribute effectively to the sustainable strategies of the local territories.

Through **engagement**, it is possible to address today's **challenges**, from climate change to social inclusion, from circular economy to gender equality, from accessibility to sport and well-being, and sustainable local economic development. Through engagement it is possible to leave long-lasting effects after the Games, by relying on the extraordinary network of communities, sporting associations, NGOs, that will take on the idea that sport can drive progress across society. Through engagement, it is possible to introduce the ideals of the Olympic and Paralympic Movements to future generations.

Thus, Fondazione is committed to promote and enhance the sustainable development principles in managing and organizing the Games. In this perspective, it has established **internal departments (Sustainability and Impact, Legacy)** to manage the integration of the sustainability matters during the **entire life cycle of the Games** (Strategy, Planning, Readiness, Games and Legacy), while fostering on-going dialogue with local and national communities to enable a positive change in how they operate and a beneficial legacy of the Event.

Also considering its supply chain's characteristics and its Stakeholders, Fondazione has developed a [Sustainability, Impact and Legacy Strategy](#), which identifies the 5 **strategic topics** for sustainable development on which it wants to concentrate its efforts, to respond to the short, medium and long-term needs and expectations of its stakeholders while contributing to the United Nations 2030 Agenda, in compliance with applicable legislative requirements:

- 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

Each of these strategic topics includes a series of **objectives, actions and targets** to be achieved. In order to manage such commitments, Fondazione will develop and implement procedures and processes as part of the **sustainability management system** which will follow the entire life cycle of the Games, in compliance with the **UNI EN ISO 20121:2013 standard**. This, through the fundamental collaboration of all the relevant stakeholders (e.g. public authorities, partners, NGOs, ...). The sustainability management system will facilitate a continuous improvement of its operations and will be monitored in a transparent way, ensuring prompt and effective response to evolving conditions. In particular, the monitoring will be based on regular publication of sustainability reports, ensuring that all management-related contents are disclosed and communicated to the key stakeholders and the public, thereby strengthening consultation and external communication.

Andrea Varnier¹

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¹ Signed in April 2024.

Preface

Fondazione Milano Cortina 2026 is aware of the environmental impacts associated with the organisation and delivery of the Olympic and Paralympic Winter Games Milano Cortina 2026 (“the Games”). Recognising its key and symbolic role, Fondazione aims at engaging all its stakeholders in the journey towards increasingly climate-responsible Games.

Fondazione intends to address this challenge in an effective, tangible, and transparent manner. To this end, it is developing a plan for managing greenhouse gas emissions²: the Greenhouse Gas (GHG) Management Strategy.

The Greenhouse Gas (GHG) Management Strategy is an important document that accompanies the “Programma di Realizzazione dei Giochi”, aimed at defining strategic lines and concrete direction to more sustainable practices of staging the Games from an environmental, social and economic point of view.

In relation to the pursuit of this objective, Fondazione – whose main responsibility is to organise, manage and produce every sporting aspect of the Games (infrastructures excluded) – is currently operating in an international situation and economic framework which has deeply changed compared to the conditions at the time of the candidature in 2019. The financial sustainability of the “Programma”, and the confirmation of the budget hypotheses formulated in the Candidature Dossier, require an accurate and realistic evaluation of the resources, to guarantee the commitments also in terms of environmental and social sustainability.

The approach adopted is the following: awareness of the importance of the objective and, at the same time, the necessary pragmatism in the search for solutions. Fondazione aims to obtain concrete and lasting results, avoiding proposals that could prove unsustainable over time. Rigorous compliance with all Italian and European regulations is the basic reference, while the effort is to adopt, where possible, the best practices and the most technologically innovative solutions, to contribute to a new delivery model of a major event such as the Winter Games, progressively more respectful of the society we live in and its renewed sensitivity to environmental matters. The commitment is also to advocate these principles with the local territories participating in the Games, and commercial Partners.

The Games are less than two years away: the fully executive phase into which the Foundation has entered requires the organisational structure to adopt a continuous and careful process of adaptation to constantly evolving conditions. All the documentation collected for the present document, will therefore be subject to further checks, additions, and updates which, however, will not change our commitment to an edition of the Games fully respectful of the Olympic and Paralympic values, included legacy for sustainability.

Anthropogenic activities increase the concentration of greenhouse gases in the atmosphere, causing global warming and thereby altering natural bio-geo-chemical cycles. In mountain regions, like the ones around the Alps hosting the Games, the alterations due to climate change

² Greenhouse gases expressed in CO₂eq emissions.

are causing glacier retreats as well as other issues such as decreasing amount of snow precipitations and treeline upward shifts. As reported in a recent article³, “climate change threatens the winter sports landscape and poses daunting challenges for the future of the Olympic Winter Games since the warming weather will sharply curtail the number of sites capable of hosting these snow events. We need to very quickly address this dramatic impact of climate change on winter sport,” International Olympic Committee (IOC) President Thomas Bach said at the 141st IOC Session in Mumbai, India, in October 2023. Overall, the consequences of climate change affect ecosystems and human society, resulting in lower water availability, loss of biodiversity, changes in soil conditions and frequency of extreme weather event.

The objective of the present document is to disclose and communicate the initial structure and logic behind the Olympic and Paralympic Winter Games GHG Management Strategy, adopted by Fondazione to answer and manage the need of the first two strategic topics outlined in its Sustainability, Impact and Legacy Strategy (i.e., climate change and natural ecosystems, circular economy).

The first step of the GHG Management Strategy was performed in the second half of 2021, with Fondazione beginning the process of calculating the carbon footprint of the Games⁴ to properly measure and understand the scope and scale of Games-related GHG emissions and identify areas of potential reduction. As this was the first comprehensive Carbon Footprint Baseline study of the Olympic and Paralympic Winter Games Milano Cortina 2026, there have been inevitable data gaps and cases where low-quality data had to be used and assumptions had to be made. It is also worth mentioning that carbon footprint itself is an emerging science, and that the estimates will evolve over time as the Games planning progresses and more and more details are determined.

Nevertheless, despite these cautions, this exercise has proved extremely valuable in defining the scale of the GHG emissions related to the Games and in identifying the major areas of impact.

Fondazione is convinced that publishing this communication of the Olympic and Paralympic Winter Games Milano Cortina 2026 GHG Management Strategy is crucial to underline the commitment to transparent reporting and to build a positive knowledge legacy.

³ Steve Wilson, “The heat is on”, 22 Dec 2023 – Olympic Review Issue 121.

⁴ According to the official IOC “Carbon Footprint Methodology for the Olympic Games”.

1 International and National Climate-Related Frameworks

Fondazione Milano Cortina 2026 is building a path of concrete commitments and actions in order to respect its sustainability goals in delivering the Games.

In this context, Fondazione has incorporated the principles of reliable and well-consolidated climate frameworks and strategies, such as:

- 1. UNFCCC Sports for Climate Action Framework** – Signed by Fondazione Milano Cortina 2026 in 2022. All sport organisations, regardless of size or geography, have opportunities to take actions that will result in a measurable reduction in greenhouse gas emissions and that will inspire a wider societal change. Hence, the signatories to the Sports for Climate Action Initiative support the goals of the Paris Agreement in limiting global temperature rise to 1.5°C above pre-industrial levels and commit to:
 - undertake systematic efforts to promote greater environmental responsibility;
 - reduce overall climate impact;
 - educate for climate action;
 - promote sustainable and responsible consumption;
 - advocate for climate action through communication.
- 2. Paris Agreement on Climate Change** – The Paris Agreement is a legally binding international treaty on climate change, adopted by 196 Parties including Italy, which requires the signatories to commit together to reduce their GHG emissions and communicate actions they will take to build resilience to adapt to the impacts of climate change. According to the UN's Intergovernmental Panel on Climate Change (IPCC) climate scenarios, crossing the +1.5°C threshold with respect to pre-industrial levels risks unleashing far more severe climate change impacts, including more frequent and severe droughts, heatwaves, and rainfall. Hence, the Paris Agreement's overarching goal is to limit the temperature increase below this threshold. Acknowledging the sport sector's contribution to climate change through travel, energy use, construction, catering, etc., Fondazione aims at playing its part in contributing to the goals established in this agreement.
- 3. UNFCCC Conference of Parties XXVIII** – Conference of Parties (COP) is the event where once a year, countries of the United Nations meet to discuss climate change-related topics of global importance. Last year Conference (COP28) was recently held in Dubai and brought a significant step ahead, with the final Global Stocktake directly mentioning a) *"that human activities, principally through emissions of greenhouse gases, have unequivocally caused global warming of about 1.1 °C"* and b) *the need of transitioning away from fossil fuels in energy systems, in a just, orderly and equitable manner, while reaffirming the relevance of recognising extreme climate and weather events and increasing resilience in acting and fighting ensuing damages.* Fondazione is aligned with the main outcomes of COP28, acknowledging its own role in delivering climate-responsible Games.

4. **European Green Deal** – As a European organisation, Fondazione is aligned with the stated goal of this program, which is striving to become the first climate-neutral continent. Recognising the existential threat from climate change and environmental degradation, the programme aims at ensuring no net emissions of greenhouse gases by 2050, together with economic growth decoupled from resource use to ensure that no person or place is left behind. It includes the European Climate Law, that helps implement measures to combat climate change.
5. **UN Sustainable Development Goals (SDGs)** – As part of the 2030 Agenda for Sustainable Development, Fondazione Milano Cortina 2026 recognises the SDGs as a “universal call to action to end poverty, protect the planet and improve, safeguard and secure the lives and prospects of everyone, everywhere”. Fondazione aims at operating in respects of the SDGs.
6. **Italian Strategy for Sustainable Development** – In 2017, Italy adopted a National Strategy for Sustainable Development, which represents the tool for coordinating the implementation of the United Nations 2030 Agenda in Italy. The Strategy is the result of a long process of institutional and public consultation carried out by the Ministry of the Environment with the other institutions involved in the implementation of the 2030 Agenda and its sustainable development goals. Currently, the Strategy acts as a national reference framework for planning, programming and evaluation processes, in accordance with Art. 34 of Legislative Decree 152/2006 and subsequent amendments. The updated and revised Strategy document was approved in September 2023. Fondazione, as part of the national actors, recognises the Strategy and follows its priority guidelines for intervention and action.
7. **Italian Plan for Adaptation to Climate Change** – On 21 December 2023 the Italian Minister of the Environment and Energy Security approved the National Plan for Adaptation to Climate Change (Piano Nazionale di Adattamento ai Cambiamenti Climatici – PNACC), whose main objective is to provide a national policy framework for the implementation of actions aimed at minimising the risks from climate change as much as possible, to improve the adaptive capacity of socioeconomic and natural systems, and to take advantage of benefit from any opportunities that may arise with the new climate conditions. The Plan includes the following: a) the legal framework; b) the national climate framework; c) climate change impacts in Italy and sectoral vulnerabilities; d) PNACC measures and actions⁵; e) financing climate change adaptation, and f) adaptation governance.

⁵ The PNACC brings together 361 “possible adaptation actions” that will be applied in different planning instruments, at national, regional and local level.

2 Actions by Fondazione Milano Cortina 2026

Further to what has been outlined above, Fondazione is adhering to International Olympic Committee (IOC) guidelines as well as implementing internal projects and initiatives:

1. **IOC Carbon Footprint Methodology for the Olympic Games** - The Games' Carbon Footprint Baseline was carried out according to the official IOC *Carbon Footprint Methodology for the Olympic Games*, released in December 2018, with the aim of developing a carbon management plan to measure and minimise Games-related GHG emissions.
2. **Sustainability, Impact and Legacy Strategy** - The organisation and management of the Games profoundly affects the territories that host them. Fondazione's goal is not only to mitigate the negative impacts of an event of this magnitude, but to enhance and amplify the positive ones. For this reason, Fondazione intends to adopt a realistic and progressive approach to environmental and social sustainability, as well as to legacy, in which all stakeholders are involved. The Strategy, approved in its revised version by the Board of Directors of Fondazione on 24 October 2023, is focused on the five pillars above mentioned, and encompasses the following:
 - a. **Sustainability Management System** - Implementation of this management system will enable activity coordination, monitoring and mitigation of potential environmental risks and impacts, as well as ensuring compliance with applicable environmental, social and governance legislation and enhancing the positive impact of activities. Fondazione Milano Cortina 2026 is adopting the UNI EN ISO 20121:2013 standard and initial certification is expected in 2024. This system will include the measures identified during the **Strategic Environmental Assessment Procedure** (Legislative Decree 152/2006) aimed to minimise potential effects on the environment.
 - b. **Sustainable Sourcing Strategy and Objectives** - Fondazione Milano Cortina 2026 adopted a Sustainable Sourcing Strategy to serve as a reference framework for all sourcing of goods and services carried out by suppliers. Economic operators are invited to incorporate environmental and social criteria throughout their own value chains. Among the goals of such strategy, Fondazione seeks to improve the environmental performance of the Games as a whole, adopting principles of reduced environmental impact - reduced consumption, waste, emissions and discharges and a reduced impact on biodiversity.
 - c. **Greenhouse Gas Management Strategy** - To achieve the environmental impact reduction goals outlined in the Sustainability, Impact and Legacy Strategy, it is necessary to correctly quantify and monitor Games-related GHG emissions, as well as to define a coherent reduction and mitigation plan. For this purpose, Fondazione is drawing up the GHG Management Strategy, the structure of which and initial results will be outlined in the following sections. The definition and certification ISO14064 of the **GHG Inventory** is envisaged as part of the GHG Management Strategy.

3 The Greenhouse Gas Management Strategy

The GHG Management Strategy covers three main objectives:

1. Developing a **Games' Carbon Footprint Baseline** to identify and prioritise the most impactful activities, and a **GHG Inventory** to accurately calculate the operational carbon footprint year-by-year;
2. Creating an **Emissions Reduction and Mitigation Plan** capable of identifying solutions to reduce the Games' carbon footprint;
3. Defining a **Carbon Offsetting Plan** for unavoidable GHG emissions through the purchase or co-financing of certified carbon credits from high-quality avoidance or removal⁶ projects (e.g. nature/technology-based solutions, socially impacting solutions, etc.), preferably with significant co-benefits.

3.1 Carbon Footprint Baseline

The **Carbon Footprint Baseline** is a preliminary estimate of the greenhouse gas emissions associated with the organisation and delivery of the Games.

The purpose of the carbon footprint baseline is to analyse and monitor the emission profile of the Games during the planning and preparations of the event, in order to identify the most impactful activities (in terms of greenhouse gas emissions) and raise awareness and direct the reduction efforts to be undertaken.

As previously mentioned, this is the initial Carbon Footprint Baseline of the Games. The calculation involves the use of estimates and assumptions, which are necessary due to the lack of information on specific organisational aspects. Assumptions are particularly important due to the very nature of the Games. The frequency and continuously changing geography of the Games requires an iterative approach, in order to overcome the lack of historical data. Therefore, the calculation process will be iterative and will use increasingly accurate data as the Games approach.

The Carbon Footprint Baseline was calculated according to the *IOC guidelines on Carbon Footprint Methodology for the Olympic Games*, dividing all the related emissions into three macro-categories:

1. **Games planning and delivery:** all actions related to Organising Committee management, and Games preparation, realization and delivery activities under its operational control. Activities in this category include, by way of example, transportation of accredited parties⁷, temporary setup of competition and non-competition Games venues, use of energy therein, logistics and official merchandise sold at official Games points of sale.

⁶ Avoidance projects are those aimed at limiting or preventing practices leading to the emission of GHG in the environment, whereas removal projects are those focused on directly lowering GHG concentration in the atmosphere by eliminating preexisting emitted gases.

⁷ Persons who hold formal accreditation to access Olympic and Paralympic sites and venues, e.g. athletes, coaches, technical/sports personnel, medical personnel and media.

2. **Construction of permanent infrastructure⁸:** this encompasses construction activities (construction sites and material use) at permanent sports venues built specifically for the purpose of Games delivery. Other venues and works for urban and transport infrastructure previously planned under regional/ provincial planning initiatives are not taken into consideration, given that they were already planned and merely accelerated by Games delivery.
3. **Associated activities⁹:** activities not directly financed or organised by the Organising Committee or Contributing Parties, indirectly related to the Games, such as spectator travel and accommodation.

Overall, the Games Carbon Footprint Baseline has been estimated to be 1,000,000 tons of CO₂eq, an amount similar to the emissions of 4 million average-size, petrol-fuelled cars driving from Paris to Rome¹⁰. As terms of comparison, annual GHG emissions from Lombardia and Veneto regions are around 73,500,000 and 33,500,000 tons of CO₂eq, respectively¹¹.

The emissions due to the single macro-categories are shown in the table below (Table 2).

Macro-Category of Emissions	GHG Emissions [tCO ₂ eq]
Games Planning and Delivery	324,000 tCO ₂ eq
Construction of Permanent Infrastructures	300,000 tCO ₂ eq
Associated Activities	376,000 tCO ₂ eq

Table 2 - GHG emissions by macro-category

Data from previous Olympic and Paralympic Winter Games (Pyeongchang 2018 and Beijing 2022) are shown in the graph below (Figure 1, data reported for both Games are referred to the estimated carbon footprint baseline) to facilitate a high-level comparison between the estimated emissions of the Olympic and Paralympic Winter Games Milano Cortina 2026 and the ones of similar events, baseline emissions for the Games are lower than those of the cited previous Winter Games mainly due to the reductions associated with the decision to conduct most sports events in pre-existing infrastructures. Associated activities are lower for the Beijing 2022 Games than for the Pyeongchang 2018 Games and for the Olympic and Paralympic Winter Games Milano Cortina 2026 due to the Covid emergency that created a lower affluence of international spectators to the Beijing Games. The steadily decreasing trend of baseline emissions over the years reflects the IOC's commitment to offer Games characterized by a greater emphasis on environmental sustainability.

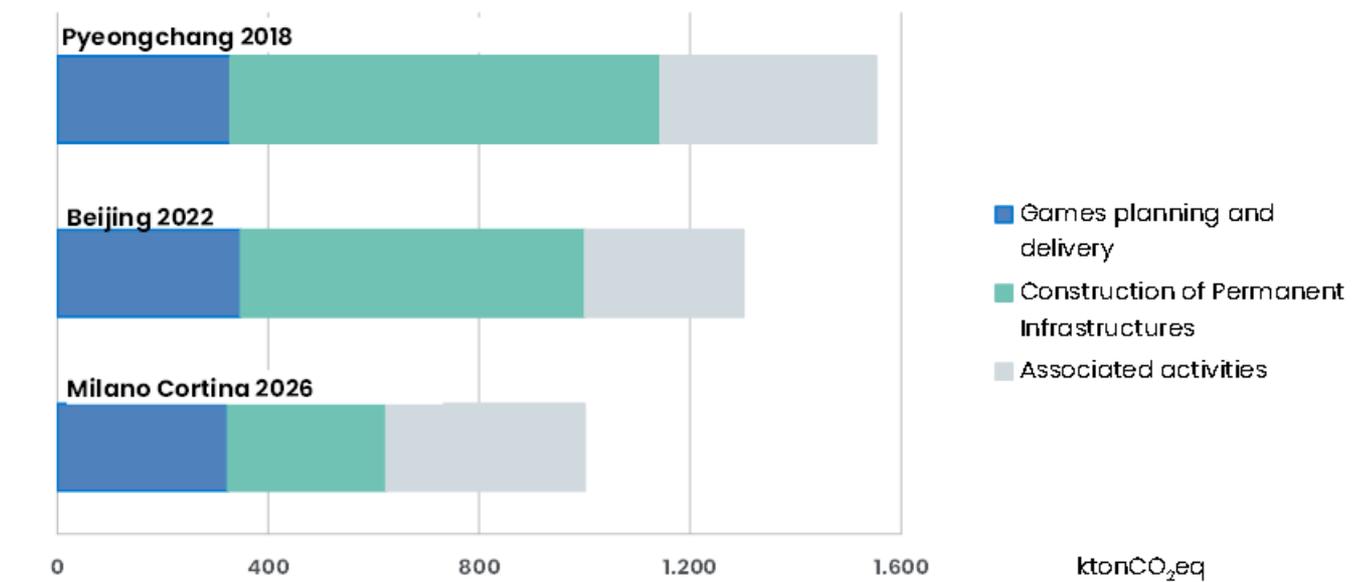
⁸ These activities do not fall under direct control of Fondazione Milano Cortina 2026.

⁹ These activities do not fall under direct control of Fondazione Milano Cortina 2026.

¹⁰ Calculations referred to a Paris-Rome driving distance of 1,460 km, emission factor of the car extracted from the UK DEFRA database.

¹¹ Data ARPA Lombardia e Veneto, 2019.

Figure 1 - GHG emissions (ktonCO₂eq) Benchmark between Milano Cortina 2026 and previous Winter Games



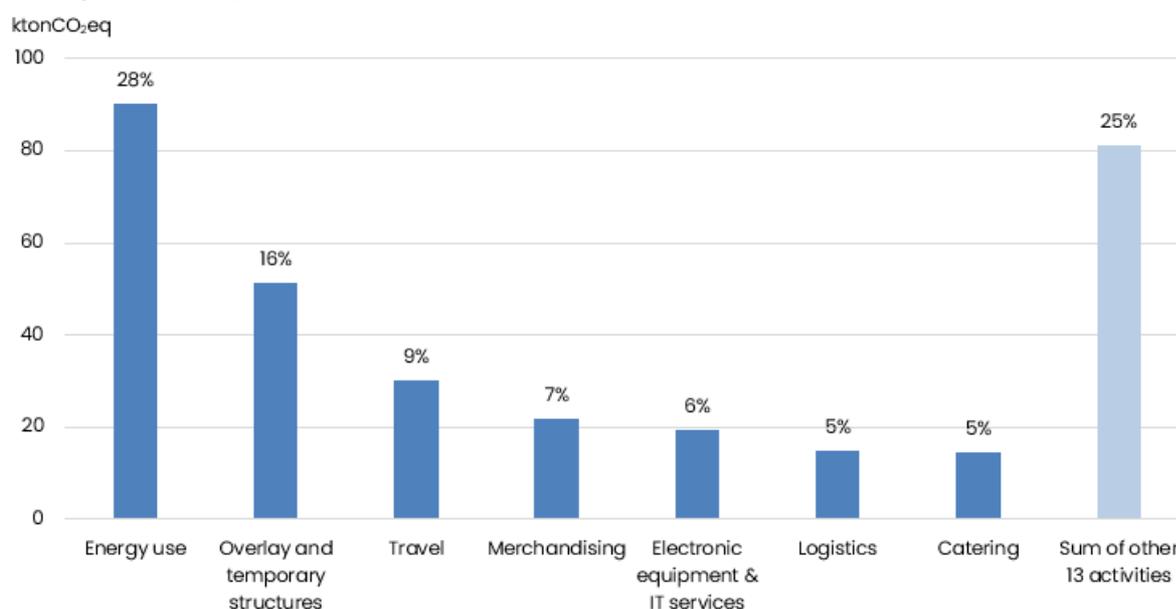
Fondazione is focused on reducing emissions related to the first macro-category (*Games planning and delivery*), i.e., associated with activities under its direct control, through organisational choices and technological innovations.

Furthermore, Fondazione plans to offset 100% of the residual emissions associated to *Games planning and delivery* through direct or indirect support of avoidance/removal initiatives that contribute to mitigating climate change.

As for the emissions related to the remaining macro-categories (*Construction of Permanent infrastructures* and *Associated activities*), Fondazione intends to direct its stakeholders towards the adoption of initiatives aimed at reducing climate-changing emissions through moral suasion activities, with the aim of influencing the choices and behaviour of the public and private entities involved in the 'Construction of Permanent Infrastructures' and 'Associated activities'.

Understanding the activities that generate the highest amount of GHG emissions is critical to developing an effective emission reduction strategy. The graph below (Figure 2) shows the top 7 activities - out of total 20 considered (19 indicated by IOC methodology + 1 buffer activity) - contributing the most to the emission of greenhouse gases in the *Games planning and delivery* macro-category. A brief description of the activities is supplied in the table below (Table 3).

Figure 2 – Top 7 out of 20 activities responsible for GHG emissions (% of emissions associated to “Games planning and delivery”)



Activity	Description	Emissions (ktonCO ₂ eq)
Energy Use	Energy use for the entire period during which competition and non-competition venues are under the Fondazione's operational control, which corresponds to the periods covered by the respective venue use agreements for each site.	90.2
Overlay and Temporary Structures	The overlay required for all Games competition and non-competition venues, and any temporary structures that are built only for the Games and dismantled afterwards. The GHG emissions of rented equipment production are allocated to the Games as a portion of the equipment's life cycle.	51.3
Travel	National and international travel financed by Fondazione and its Contributing Partners during the preparation of the Games and during the Games. The local travel during the Games is included in the transport services to venues and public transport to venues activities.	30.1
Merchandising	Emissions due to the production of all authorised merchandising sold in the official shops and points of sale of the Games.	22.0
Electronic Equipment and IT Services	Emissions associated to every electronic device used by the media, staff, technicians and referees during preparation and execution of the Games.	19.4
Logistics	The freight transport and the storage of goods and materials: the transport of several types of equipment such as furniture, sport and technology equipment, but also uniforms and merchandise, inbound and outbound flows to and from the venues, crew movement and special projects; the energy consumption in warehouses used for the Games and the total fuel	15.0

	consumption for venue and warehouse logistics operations onsite.	
Catering	Food and beverage for workforce ¹² and Olympic and Paralympic Family delivered inside the Games perimeter. Food and beverage sold to spectators inside the perimeters of venues are also included. In addition to food and beverage production and cooking, packaging production and delivery transport are included. Meals purchased outside of the Games perimeter are not included.	14.7
Security	All security activities under the responsibility of Fondazione. Normally this is restricted to in-venue security operations and equipment. Where items are specifically procured for security operations and can be identified separately from general overlay and equipment categories, these should be included here and data both for production and operation should be captured. Items such as uniforms, food and beverage and accommodation provided for security personnel will normally be included within those specific categories.	12.0
Accommodation	The number of nights spent in hotels that were reserved and funded by Fondazione and Contributing Partners. Nights spent in Olympic and Paralympic Villages, or any other venue and nights reserved and paid for by clients on their own are not included in this category.	11.7
Live Sites	The materials and energy consumption related to Live sites in host cities and any other side events organised by Fondazione. Events organised by the host cities are not included here.	10.0
Office Headquarters	The activities of the years of preparation preceding the delivery of the Games by the workforce located in Fondazione offices (i.e. the energy consumption (electricity, energy for heating), the production and consumption of goods (paper, food, etc.) and transport services for the staff prior to the Games.	8.3
Transport Services to Venues	All transport organised by Fondazione in dedicated vehicles for accredited groups, during the Games, to and from Olympic and Paralympic venues. Among other groups using this service, there are athletes, IF officials and media (non-comprehensive list). The use of other transport solutions is not included in this category, but in activity public transport to venues.	7.9
Uniforms	All uniforms funded by Fondazione, Contributing Partners and the cities. It includes in particular the uniforms provided to the workforce (staff, technical officials, volunteers and contractors), to the city volunteers and other uniforms as well as, for example,	6.3

¹² Including paid staff, volunteers, contractors/service providers.

	the bibs provided to accredited media. The costumes used for the ceremonies are not reported here. Many stakeholders have uniforms paid for by other entities, such as NOCs. These uniforms are not included here.	
Other	This activity has been created as a buffer to eventually cover emerging emissions that were not initially considered.	5.9
Ceremonies	All the consumables (e.g., medals, costumes, stages, décor, etc.) necessary for staging the opening, closing and medal ceremonies organised by Fondazione.	5.0
Sports Equipment	All the emissions related to the material for sports equipment.	4.4
Look of the Games	The materials used for dressing Games venues and public areas across the cities and co-host cities with a single brand identity: the "Look of the Games". Typical items included in the Look programme are flags, banners, fence coverings, building wraps, facias and decals.	3.8
Waste Management	The treatment of the different categories of waste and the transport of waste from sites to treatment locations.	3.5
Torch Relays	The transport of the Olympic and Paralympic flames from Athens to the host country. Other aspects to be included are the transfer of the Olympic and Paralympic Torch Relay teams from one section of the relay route to another, the fuel consumption of the vehicles accompanying the torchbearers, the accommodation and catering of the core team during the torch relay, the transport of torchbearers from their home to the relay route, the production of the torches, and the consumption and combustion of fuel for torch flame. The transport of spectators to the relay route is not included in this category.	2.0
Public Transport to Venues	The use of public transport by Olympic and Paralympic Family as well as by the workforce. The use of the dedicated transport services by Fondazione is instead accounted for under transport services to venues	0.4
Total GHG emissions for Macro-category I: Games planning and delivery (ktonCO₂eq)		324

Table 3 - Games planning and delivery: description of the 20 activities responsible for GHG emissions

3.2 Emissions Reduction and Mitigation Plan

The Emissions Reduction and Mitigation Plan is being built upon the abovementioned findings, targeting primarily, but not only, the high-impact categories.

It is noted that some activities detailed in the baseline have already been subject to optimisation in a preliminary organisational phase. Hence, reduction of emissions from the demand-side of the Games has been already pursued to a certain extent, for instance through the optimisation of the electricity consumption, of the number of vehicles and items required (e.g. overlays and temporary structures, banners, flags, etc.), of the logistics operations (e.g. transportation scheduling, shortest routes, etc.), and of media and staff transportation exploiting public service mobility at the maximum possible extent. Therefore, reduction initiatives proposed and under assessment are mainly focused on aspects such as the use of solutions and/or technologies generating lower emissions. Moreover, the aforementioned forecasts are periodically reviewed to include eventual updated information.

The Emissions Reduction and Mitigation Plan is envisaged to design several scenarios according to the feasibility, the forecasted impact and the rate of success of the proposed reduction initiatives. Currently, a plausible reduction of the total baseline has been estimated within a range of 5-25%. Regarding the first macro-category, Games planning and delivery, the reduction is foreseen within a range of 20-43%. The iterative update of the baseline and application of the calculation model will enable a more accurate estimate during the following months/years, as the data quality issues will decrease over time. As an example, many sponsorship contracts will be defined in the upcoming months/years.

Deep-dive Box 1: Reduction Initiatives for Energy Use

Energy Use represents the highest activity in terms of emissions amongst those within the *Games planning and delivery* macro-category; it is worth noting that the Games activities involve peaks in energy requirements due to the need to ensure high performance, in accordance with the service/performance levels required by the relevant stakeholders (e.g., IOC, BRS).

The main reduction initiative for this activity will be the purchase of electric energy from the grid produced from renewable sources and certified with Guarantees of Origin (GOs). A second initiative regards the use of a less emissive fuel for power units, to substitute (at least partially) the conventional diesel-fueled generators. The development of such an endeavour is being defined, as it must be subject to technical and economic feasibility assessments. Fondazione will also use renovated snow-related facilities* and plants employing energy-efficient technologies to produce technical snow and/or to run ski-lift systems.

The use of electricity from the grid as the main source of power for temporary venues (the existing grid's capacity, resilience and redundancy will be improved in lead up to the Games) and limiting the use of temporary power systems as back-up, is also a great legacy for mountain areas in terms of electrification, creating a level of service and energy supply that promotes local development through strategic projects related to infrastructures for electricity transmission and distribution.

*Cortina d'Ampezzo, Anterselva/Antholz, Val di Fiemme (Tesero, Predazzo), Valtellina (Livigno, Bormio)

Deep-dive Box 2: Reduction Initiatives for Overlay and Temporary Structures

Overlay and temporary structures represent the second-highest activity in terms of emissions amongst those falling under the Games planning and delivery macro-category.

Reduction initiatives related to this activity follow two directions in the value-chain:

- Upstream: reusing items from previous Games or sport events, or purchasing items manufactured with recycled materials.
- Downstream: considering possible reuse of the items for future Games or sport events and handling their end-of-life in the most efficient way.

Furthermore, Fondazione developed a collaboration with Politecnico di Milano focused on developing a method for assessing the environmental sustainability of temporary structures related to sport events, to be implemented as part of the sourcing process. This method consists in the definition of life cycle-based environmental criteria and their subsequent use to develop a scoring evaluation protocol (Sustainability Rating System). These criteria will also support Fondazione's sourcing activities for overlay and temporary structures in promoting solutions aimed at reducing the GHG emissions of the Games.

Deep-dive Box 3: Other Reduction Initiatives (Non-comprehensive List)

Additional reduction initiatives are being assessed, considering practical and economic feasibility as well as expected impacts, including but not limited to:

- Catering: the implementation of the Food and Beverage Action Plan by Fondazione is envisioned to reduce emissions related to production, preparation and consumption of the meals within the scope of the activity Catering, for instance by ensuring a higher percentage of vegetarian meals and by promoting procurement choices that favour local, seasonal and certified solutions.
- Mobility: increasing the use of public transport for the Olympic and Paralympic Family, the media, and the workforce during the Games is one of the core actions envisaged to reduce transport-related emissions.
- Sourcing: building on Fondazione's Sustainable Sourcing Strategy, emissions related to goods and services necessary for the Games will be reduced by resorting to best practices such as preferring low-impacting materials and local-based production, while promoting circular models for goods consumption and services use, including the rental of goods and equipment/machines (e.g., furniture, rental service for mechanical vehicles and accessories for ski slope grooming), the reuse of goods and resources at the end of the Games, and materials recycling from waste.

It is worth noting however that the high service/performance levels required for the Games by the relevant stakeholders have an impact on the potential for reducing the carbon footprint of Fondazione's activities.

3.3 Carbon Offsetting Plan

Recognising the impossibility of achieving the complete abatement of GHG emissions associated with the organisation and delivery of the Games, the objective of Fondazione is to mitigate the residual emissions under its direct control, ensuring the use of high-quality solutions (e.g. improved cookstoves solutions represent a type of avoidance, technology-based project, generating also positive effects on the social side). Fondazione will perform a careful projects selection (possibly considering the creation of additional environmental and social benefits), also requesting the due diligence activities on the projects carried out by the owners of the projects. As part of its stakeholder consultation process, Fondazione intends to consider two main criteria in choosing projects generating Carbon Credits¹³ (CC):

- Certification of the projects according to the most reliable international standards (e.g. Verra, Gold Standard, etc.) for both avoidance and/or removal projects;
- Location of the projects in the geographical context of the Games.

¹³ Unit representing one ton of GHG emission that has been independently verified as permanently avoided or removed according to a specific Carbon Standard.

4 From the Present to the Games

What has been shown in the previous sections of this document represents preliminary work, acting as the base for a comprehensive and reliable greenhouse gases management plan included in the Sustainability Strategy envisioned by Fondazione Milano Cortina 2026.

Due to the many uncertainties and possible change of activities that may occur in the period leading to the delivery of the Games in 2026, the GHG Management Strategy is an iterative process. Fondazione will implement updates and calculation refinements of both the Carbon Footprint Baseline and the Emission Reduction and Mitigation Plan, as well as constant disclosure and communication to all internal and external stakeholders involved in the planning and delivery of the Games.

Intermediate steps in the Strategy roadmaps are:

- continuous updates of emissions reporting through GHG inventory, released annually in the Sustainability, Impact and Legacy Report;
- the update of the Carbon Footprint Baseline in 2025 with the involvement of the Functional Areas of Fondazione and of the internal stakeholders (e.g., Contributing Partners);
- a revision of this document in 2025, with the purpose of publicly disclosing what has been done for the GHG Management Strategy. Moreover, a methodological annex will be published in the IOC Olympic Library following the update of the communication document;
- the publication of the results obtained through the implementation of the Emissions Reduction and Mitigation Plan in 2026, following the delivery of the Games.
- Obtaining the ISO 14064 Standard certification for the GHG Inventory of the Games.

Figure 3 – Top 7 out of 20 activities responsible for GHG emissions (% of emissions associated to “Games planning and delivery”)

	2024	2025	2026
Publication of the GHG Management Strategy Communication Document			
GHG inventory annual preparation and data collection			
GHG inventory annual finalization			
Certification ISO 14064			
Baseline and reduction plan refinement			
Publication of the updated GHG Management Strategy Communication Document			

Work task
 Publication/certification/communication

Annex

As for inventorying the years 2021 and 2022 – which, compared to the baseline mentioned above, are within the Games planning and delivery category – emissions already calculated using accurate, actual data are presented below. The GHG Inventory related to 2023 is currently being finalised and will be reported on as part of the update of the Sustainability, Impact and Legacy Report to be released soon.

Figure 4 – Fondazione’s GHG emissions inventory calculated for years 2021 and 2022

FONDAZIONE MILANO CORTINA 2026 CARBON INVENTORY							
Emissions Category	Sub-Category	Emissions Source	2021		2022		
			tCO ₂ eq	% of total	tCO ₂ eq	% of total	
CATEGORY 1 Direct GHG Emissions	1.1	Direct Emissions – Fixed Combustion	Diesel (backup generators for HVAC)	0.3	0.1%	1.1	0.2%
	1.2	Direct Emissions – Mobile Combustion	Vehicles (owned/leased)	21.2	3.6%	10.1	2.2%
CATEGORY 2 Indirect GHG Emissions	2.1	Indirect Emissions – Purchased Electricity*	Electricity Consumption	0.0	0.0%	0.0	0.0%
	2.2	Indirect Emissions – Purchased Heat	District Heating	71.3	12.1%	73.7	16.4%
CATEGORY 3 Direct GHG Emissions from Transport	3.1	Business Trips	Transportation – Air	172.1	29.3%	48.0	10.6%
			Transportation – Train	12.0	2.0%	8.6	1.9%
			Hotel Stays	4.6	0.8%	7.7	1.7%
	3.2	Home/Work Commuting	Home/Work Travel (aggregate)	175.8	29.9%	208.1	46.2%
CATEGORY 4 Indirect GHG Emissions from Products Used by the Organisation	4.1	Purchase of Goods and Services	Purchased Goods	130.4	22.2%	93.1	20.7%
			Water Consumption	0.2	0.0%	0.3	0.1%
	4.2	Waste generated by activities	Waste – Non-recycled	0.001	0.0%	0.003	0.0%
			Waste – Recycled	0.002	0.0%	0.002	0.0%
TOTAL EMISSIONS				588.06	100.0%	450.64	100.0%



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