

# CONI

AN OPEN DOOR TO SPORT



SUSTAINABILITY REPORT  
2016



**Sharing values, objectives and passions  
is our most ambitious goal.**





# SUSTAINABILITY REPORT

## 2016



CONI



CONI  
SERVIZI



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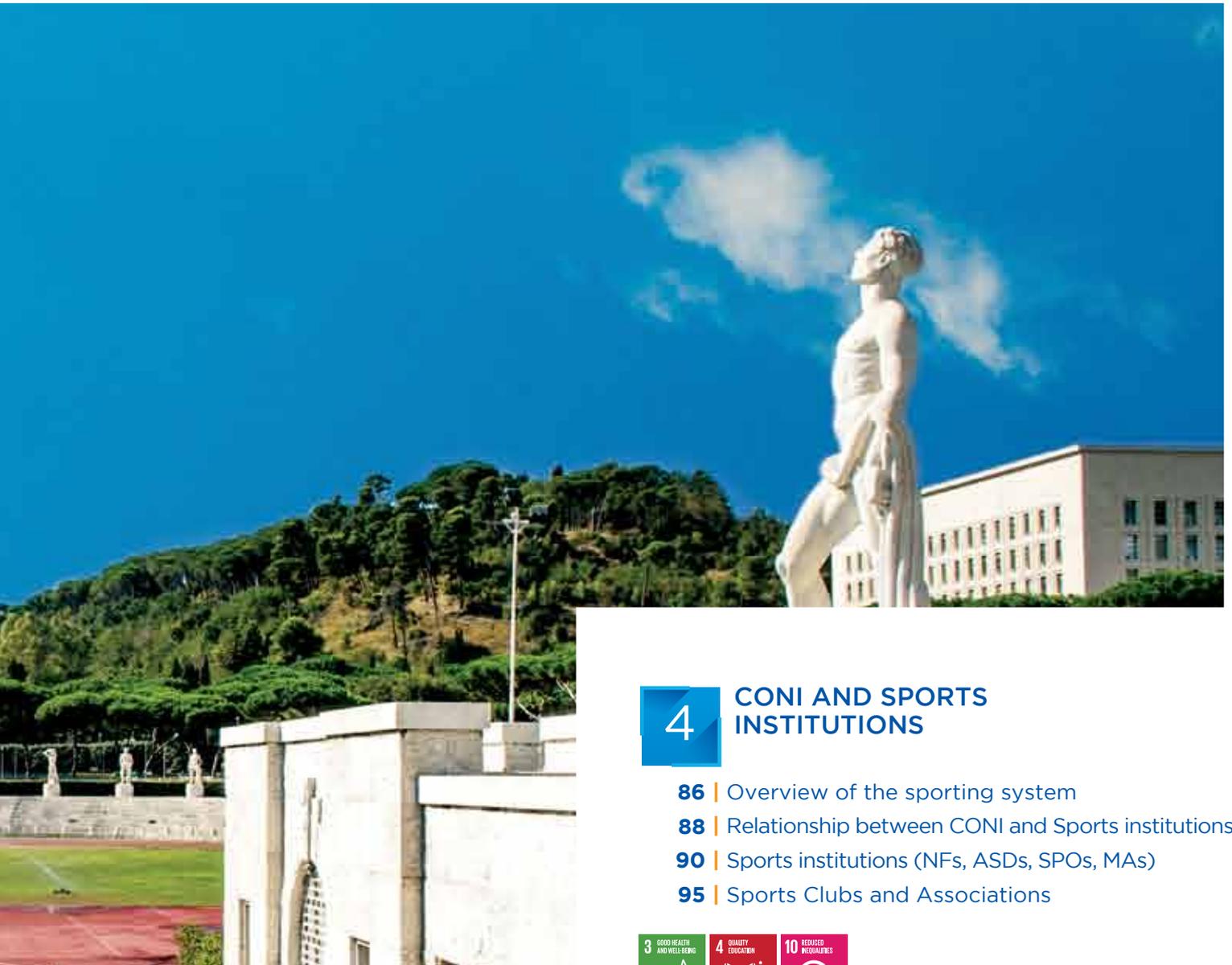
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## PRESIDENT'S LETTER

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Over the past few years, CONI has undergone major changes and renewals that have strengthened the key role it plays within Italy's sports system.

The sustainability strategy adopted during the past few years is based on four drivers that define the identity, modus operandi and action priorities of CONI and Coni Servizi: a governance and reporting system designed to ensure thorough transparency; an open and meaningful dialogue with all stakeholders; increasingly greater support to sports institutions; continuous focus on top level sport; responsible awareness of the social role played by sport.

This strategy is being implemented year after year by undertaking actions aimed at supporting sports organisations at all levels, protecting and providing support to the athletes with even greater commitment, promoting engagement in sport for the new generations and empowering talent.

2016 was an important year.

It was the year of the Rio de Janeiro Olympic Games, which turned out to be successful. Italy ranked 9<sup>th</sup> in the Olympic medal table making it onto the podium 28 times, bearing out the pride and passion of all the people who worked hard to reach such outstanding results.

Rio 2016 was preceded by an intense Olympic training period characterised by significant co-operation schemes with many Sports Federations, without leaving anything to chance, but adopting a far-sighted approach rather.

It is through the very development of a common project that CONI supports top level sport by improving its excellence centres, implementing sports grounds and facilities, providing across-the-board support to Italian athletes in national and international competitions, thanks to an increasingly

synergetic relationship with National Sports Federations with a view to improving results while ensuring a smooth and far-reaching path leading to sports success.

We are likewise committed to developing sport for all and enhancing the social role that sport plays in terms of physical and moral training of each individual, so that sport may be increasingly viewed as an open space where each individual can feel welcome, empowered and guided in their development, education and health path and may thus express their own potential.

All the activities carried out by CONI result from a close-meshed network of trust relationships that have been established with the stakeholders over time, such relationships resting on transparency, democracy and fairness, with a daily commitment to improving the information, dialogue, consultation and engagement process primarily with sports organisations, to whom CONI extends a number of services aimed at ensuring the development of well-being and opportunities for the sports system.

Broadly speaking, sports institutions represent a point of reference, bodies for whom and with whom CONI creates shared value, with a view to integrating its own strategic decisions while being aware that the growth of the entire sports system draws on a common and shared vision.

2016 was also a year characterised by key decisions, as partnerships with our institutional stakeholders continued, shaping, year over year, projects intended to be deployed throughout the country. Suffice is to mention the launch of a major project called "Sport and Suburbs" – with funds allocated by the Prime Minister's Office - designed to improve sports grounds

## Giovanni Malagò

President of the Italian National Olympic Committee



and facilities, increase national competitive sports activity and build a sports culture in disadvantaged areas and suburban areas, the purpose of such a project being to remove social and economic imbalance and ensure urban security.

In addition, as the Rome 2024 project was interrupted, CONI had to rethink and redesign its own commitments and strategies from both an organisational development as well as sports facilities perspective. We therefore decided to undertake new initiatives, one of them being to have Milan host the 134<sup>th</sup> IOC Session, an event where the 2026 Winter Games will be awarded and which will attract all the major players of the world's sports system.

Finally, I wish to thank all those who believed in my project to boost Italy's sports system growth as they once more placed their trust in me for the next Olympic four-year term.

We need to do something more and different as compared to what has been done so far, continuing to develop synergies that will bring in additional resources. The results achieved, as shown in this Sustainability Report, are only a starting point as we resolutely move forward relying on courage and ideas. People make the difference, especially the women and men who make up our own world and build paths and success everyday with passion, professional commitment and pride. This is why the ability to listen and the willingness to engage in dialogue are and will be key drivers to ensure a transparent, conscientious and responsible decision-making process.

A handwritten signature in blue ink, appearing to read 'G. Malagò', positioned below the text on the right side of the page.

## A SUSTAINABLE STRATEGIC MODEL



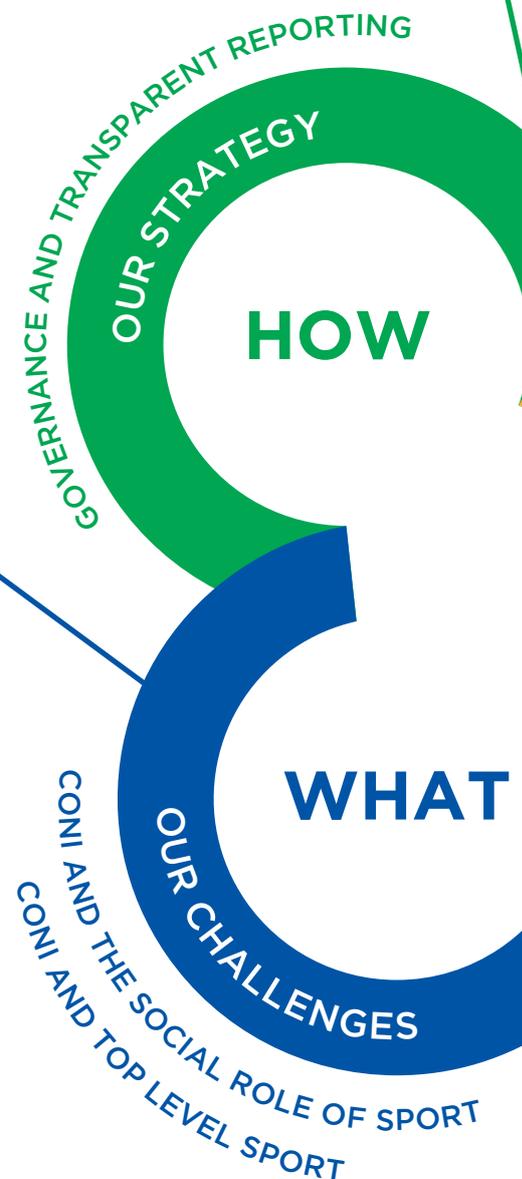
### GOVERNANCE AND TRANSPARENT REPORTING

The governance model adopted is based on lending an ear to, establishing a dialogue with and engaging the many stakeholders from the sports system as well as other areas, starting from the initial sharing of goals, growth strategies and the common project. To reach common growth and development goals for Italy's sports system, significant efforts are made in order to establish a constant and continuous dialogue with national and international institutions and build meaningful synergies with accredited private partners. Chapter "Governance and transparent reporting" outlines the tools of the good governance model adopted by CONI System.



### CONI AND THE SOCIAL ROLE OF SPORT

CONI has always been committed to carrying on social-related projects in conjunction with partner companies, institutions and organisations, identifying specific action areas on which to focus its efforts: Sport, Youth and School, ensuring educational growth through youth-oriented initiatives, including within school premises, aimed at promoting sports values and physical, motor and sports activities. Sport and Social Development, fostering the right to sport for all and empowering sport as a social inclusion, development and integration tool. Sport, Health and the Community, promoting healthy and appropriate lifestyles through sport, at all ages. CONI's also endeavours to enhance facilities intended for the community. CONI's social commitment-related projects are listed in Chapter "CONI and the social role of sport."





## CONI AND SPORTS INSTITUTIONS

CONI's objective is to provide well-being and opportunities to the entire sports system, supporting the sports institutions at all levels, while promoting engagement in sport for the new generations and empowering talent. Broadly speaking, sports institutions represent a point of reference, bodies for whom and with whom CONI creates shared value. Chapter "CONI and sports institutions" highlights the relationships between CONI and top level and grassroots sports institutions that make up Italy's sports movement.



## OUR STAKEHOLDERS

The activities carried out by CONI result from endeavours based on a close-meshed network of trust relationships that have been established with the stakeholders over time. CONI builds with each of them relationships based on transparency, democracy, commitment and fairness. The commitment aimed at improving the information, consultation, dialogue and engagement process with a view to ensuring integration with its own strategic decisions is a key enabler of CONI's sustainability. Chapter "Our Stakeholders" outlines the relationships between CONI and its stakeholders.



## CONI AND TOP LEVEL SPORT

The organisation of top level sport is a mainstay of CONI's mission. By deploying an accurate management of its own assets (Olympic Training Centres, sports facilities, School of sport and Sports Medicine and Science Institute) and implementing appropriate anti-doping and sports justice policies, CONI provides Italy's sport with the tools required to reach outstanding results. Chapter "CONI and top level sports" outlines the activities conducted by CONI in respect of Olympic Training and top level sports.

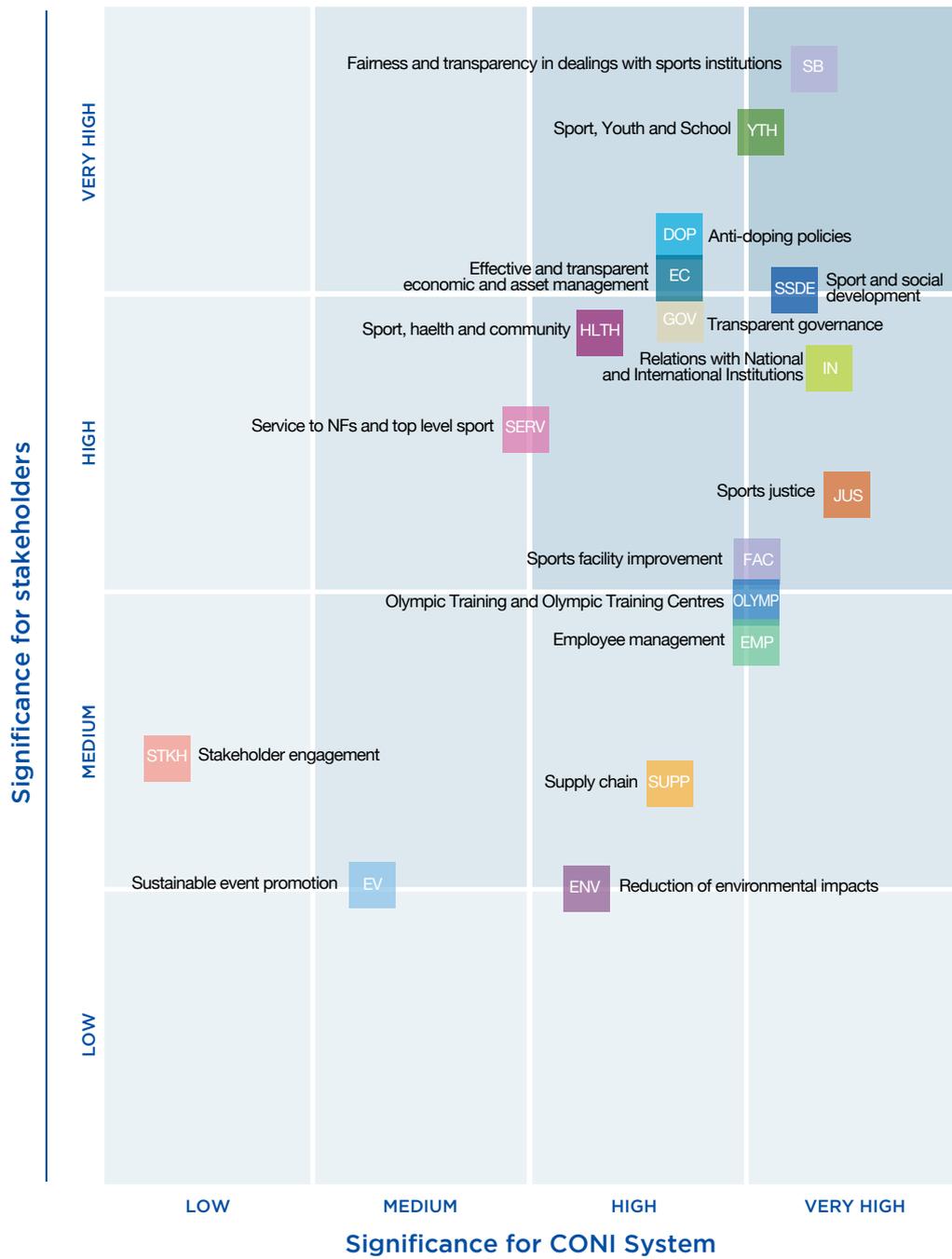
WHO

OUR WORLD  
OUR STAKEHOLDERS  
CONI AND SPORTS INSTITUTIONS

# MATERIALITY ASSESSMENT: ANALYSIS OF RELEVANT THEMES

CONI has updated its Materiality Assessment in order to define the relevant themes for CONI<sup>1</sup> System’s stakeholders. To this end, a questionnaire was sent to a significant sample of CONI and Coni Servizi

stakeholders and to CONI and Coni Servizi management. For more information about the process followed, please see section “Methodological note and materiality process”.



1) As used in this document, CONI means the Italian National Olympic Committee, “Coni Servizi” means the company Coni Servizi S.p.A., while “CONI System” refers to data and information pertaining to both entities.

## SUSTAINABLE DEVELOPMENT GOALS (SDGs)

“ The 2030 Agenda for Sustainable Development is an action plan signed in September 2015 by the governments of 193 UN Member countries. It incorporates 17 Sustainable Development Goals into one large action plan totalling 169 targets. ”

CONI's virtuous path towards sustainability is supported by its recent commitment to reaching the Sustainable Development Goals (SDGs) introduced by the UN in 2015.

By carrying out individual projects and activities, CONI is committed to implementing actions in its own policy plan and integrating these goals with both its strategy and sustainability reporting processes.

### Sport for sustainable development

In May 2017, as part of the Sustainable Development Festival organised by ASviS, CONI launched three videos relating to the Sustainable Development Goals adopted. The videos were made with the support of three great sports champions:

> Margherita Granbassi, as a sportswoman, encourages people to train their bodies and minds and supports Sustainable Development Goal 3, to ensure Health and

Well-being for all, at every stage of life;  
 > Andrea Lucchetta advocates the fight against any form of discrimination against women, supporting Sustainable Development Goal 5, to defeat gender inequality;  
 > Carlo Molfetta promotes action aimed at countering social inequalities and disparities, supporting Sustainable Development Goal 10.

To learn more:



### The 17 sustainable development goals



## 2016 HIGHLIGHTS

### 2016

#### JANUARY

- 21 Roma 2024 in Lausanne**  
Meeting between IOC President Thomas Bach and Prime Minister Matteo Renzi with the presence of CONI President Giovanni Malagò supporting Roma 2024.
- 26 Cortina d'Ampezzo**  
National Board of CONI at Cortina d'Ampezzo to celebrate the 60<sup>th</sup> anniversary of the opening ceremony of the 1956 Winter Olympic Games.
- 29 2024 Committee Meeting**  
2024 Committee Meeting Day with universities, startupper talents and innovators with the support of Regione Lazio and Unindustria.

#### FEBRUARY

- 1 Destination Rio**  
Presenting "Destination Rio" six months ahead of the Rio 2016 XXXI Olympic Games.
- 2 De Agostini**  
Presenting the co-operation between School of Sport and De Agostini Scuola for the School of Sport's 50<sup>th</sup> anniversary.
- 8 Campus Bio-Medico University**  
Presenting the four-year agreement between CONI and the Campus Bio-Medico University.
- 12 WYOG Lillehammer 2016**  
21  
Italia Team takes part in the II Winter Youth Olympic Games Lillehammer 2016.
- 17 Rome 2024 Ceremony**  
Ceremony presenting Rome 2024 Olympic Bidding Dossier delivered to the IOC.
- 19 CONI Ragazzi**  
21  
Joint presentations by CONI and the National Statistical Institute at the 'A. De Curtis' Primary School about figures on sports engagement in Italy and the "CONI Ragazzi" project.
- 23 DHL Express**  
21  
Presenting agreement between CONI and DHL Express.

#### MARCH

- 15 Palermo**  
21  
CONI National Board meets in Palermo for the first time.

#### APRIL

- 6 Sports Facility Census**  
6  
Conference on the Report of the sport facility census pilot project.
- 26 Amerigo Vespucci**  
26  
Amerigo Vespucci's sailing ship, Rome 2024 ambassador, sets sails from La Spezia harbour for a naval campaign in the Mediterranean sea.
- 27 Italy's standard bearer in Rio**  
27  
Ceremony announcing Italy's standard bearer at the Rio 2016 Games: Federica Pellegrini.
- 29 Global Compact**  
29  
CONI joined the organisations participating in the United Nation Global Compact.

#### MAY

- 7 Hall of Honour**  
7  
Open House Roma 2016: Hall of Honour open for public access.
- 9 "Moving Passion"**  
9  
Presenting "Moving Passion" partnership with Coca Cola aimed at supporting Italy Team.
- 9 Golden Palm**  
9  
"Golden Palm" awarded to Claudio Ranieri for technical merits.

#### JUNE

- 1 President of the Republic**  
1  
Athletes' delegation received by the President of the Republic Sergio Mattarella during the celebrations for the 70<sup>th</sup> anniversary of the Republic with the presence of CONI President Giovanni Malagò.
- 10 Cortina 2021**  
10  
2021 World Alpine Skiing Championships awarded to Cortina.
- 14 "Onesti nello Sport"**  
14  
5<sup>th</sup> edition of the "Onesti nello Sport" Competition organised by the Giulio Onesti Foundation in conjunction with the MIUR (Ministry of University and Research).
- 14 Prime Minister**  
14  
Meeting between Prime Minister Matteo Renzi and CONI President Giovanni Malagò accompanied by the standard bearers of the Italian Federation of Winter Sports who won the World Cup in the Olympic events.
- 21 "Giulio Onesti 2016" Award**  
21  
"Giulio Onesti 2016" Award to three Italian female athletes (Cagnotto, Conti and Clapcich).
- 22 National flag**  
22  
National flag handed over by the President of the Republic Sergio Mattarella to the Italian standard bearers at the XXXI edition of the Summer Olympic Games.
- 30 Samsung Galaxy Team**  
30  
Presentation of the Samsung Galaxy Team.

#### AUGUST

- 5 Rio 2016**  
21  
Italia Team takes part in the XXXI Summer Olympic Games.

#### SEPTEMBER

- 13 Sports Facility Census on Rome sports facilities**  
13  
Presenting the census on Rome sports facilities.
- 13 "Sport is life"**  
13  
"Sport is life" workshop as part of the European week of sport, staged with the support of the Prime Minister's Office.
- 22 UEFA Euro Roma 2020 Logo**  
22  
Presenting UEFA Euro Roma 2020 Logo to UEFA President Aleksander Ceferin and CONI President Giovanni Malagò.
- 22 CONI Trophy**  
22  
National final of CONI Trophy in Cagliari.
- 28 National flag handover**  
28  
Medallists handed back the national flag to the President of the Republic Sergio Mattarella.

## 2017

## OCTOBER

- 3** **SdS Anniversary**  
50<sup>th</sup> Anniversary of the School of Sports.
- 9** **Interruption of Roma 2024**  
Press Conference on the interruption of Rome bidding project for the award of the XXXIII edition of the Summer Olympic Games.
- 12** **"Sport & Suburbs"**  
Presenting the action plan under the "Sport and Suburbs" Fund to Prime Minister Matteo Renzi and CONI President Giovanni Malagò.
- 24** **Earthquake in Central Italy**  
CONI President Giovanni Malagò visits central Italy areas hit by earthquake.

## NOVEMBER

- 11** **2015 Sustainability Report**  
Presenting CONI 2015 Sustainability Report.
- 28** **Literature, sports and journalist competitions**  
Annual award ceremony of literature, sports and journalist competitions CONI-USSI.
- 28** **"Sport di Classe"**  
"Sport di Classe" signature of agreement and presentation of "Sport di Classe" to CONI President Giovanni Malagò and Ministry of Education, University and Research.

## DECEMBER

- 12** **"Vincere da grandi"**  
Open Day of the "Vincere da grandi" sports, social and cultural project supported by Lottomatica held at Corviale-Rome.
- 13** **"Sport e Integrazione"**  
Award ceremony of the "Sport e integrazione" project in conjunction with the Ministry of Labour and Social Policies.
- 19** **Golden Collars**  
Award ceremony of Golden Collars and Golden Palm live broadcast by RAI with Minister of Sport Luca Lotti in attendance.
- 19** **Vatican**  
Mass for sportspeople at Saint Peter's Basilica.
- 21** **Master class**  
Presenting Sports Education and Training Master Class in conjunction with LUMSA.
- 22** **Bambino Gesù Hospital**  
CONI President Giovanni Malagò visits Bambino Gesù Paediatric Hospital.

## JANUARY

- 19** **Agreement between CONI and Toyota**  
Presenting CONI-Toyota agreement.
- 28** **Cortina d'Ampezzo World Cup**  
Rio 2016 Italia Team meets Italian athletes engaging in fast competitions during Cortina d'Ampezzo World Cup.

## FEBRUARY

- 1** **Sports High School at Amatrice**  
Presenting the Sports High School at Amatrice in conjunction with MIUR.
- 3** **The School of Sport 2017**  
Presenting the 2017 School of Sports' training programme.
- 8** **"Students and athletes? Now you can!"**  
Presenting the "Students and athletes? Now you can!" Project in conjunction with MIUR, Lega Serie A and CIP.
- 11** **Erzurum 2017**  
Italia Team takes part in the Erzurum 2017 XIII European Youth Olympic Festival.
- 12** **Gigi Riva**  
CONI President Giovanni Malagò awards the Golden Collar for sports merits to Gigi Riva at the Sant'Elia Stadium.
- 23** **Belarussian Olympic Committee**  
Co-operation agreement with the Belarussian Olympic Committee signed by CONI President Giovanni Malagò.
- 23** **Engagement in sport in Italy: figures**  
Presenting the "Engagement in sport in Italy: figures" research in conjunction with Istat.

## FEBRUARY

- 28** **Acqua Acetosa Sports High School in Rome**  
Inauguration of the Acqua Acetosa Sports High School.

## MARCH

- 2** **2017 Sports legal year**  
Opening of 2017 Sports legal year.
- 9** **"Together against cancer"**  
Two-year MoU signed to promote awareness campaigns in conjunction with "Together against cancer".
- 15** **Milan 2019**  
Presenting Milan's bidding dossier to host the 134<sup>th</sup> IOC Session.
- 31** **Horse riding International Competition**  
Presenting agreement between Coni Servizi and the Italian Federation for Equestrian Sports to organise Rome Official International Horse riding Competition - Fratelli d'Inzeo Master.

## APRIL

- 19** **PyeongChang 2018**  
Presenting "Destination PyeongChang 2018" to illustrate the projects and initiatives ahead of the XXIII Winter Olympic Games, launching the "Incredible does not mean impossible. Fire on ice" claim and go live of the dedicated Olympic site.

## MAY

- 11** **Election of CONI President**  
Giovanni Malagò was elected CONI President for the 2017-2020 four-year term during the 252<sup>nd</sup> National Board meeting.
- 18** **Samsung Smart Fitness**  
Presenting the Samsung Smart Fitness project at Foro Italico Park.
- 23** **134<sup>th</sup> IOC Session**  
IOC inspection visit in Milan for the bid to host the 134<sup>th</sup> IOC Session
- 29** **"Open Goal"**  
Meeting between Canadian Prime Minister Justin Trudeau and CONI President Giovanni Malagò during the "Open Goal" event.

# RIO 2016 XXXI OLYMPIC GAMES

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## THE GAMES

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The Games of the XXXI Olympiad took place in Rio de Janeiro, Brazil, from 5 to 21 August 2016.

It was the first Olympic edition held in South America.

11,238 athletes and 205 National Olympic Committees attended the event, as well as the delegations of the Independent Olympic Athletes and Refugee Olympic Athletes.

## THE ITALIAN TEAM

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The Italian Team consisted of 314 athletes, comprising 170 men and 144 women.

CONI set up special pre-Olympic centres in Rio to facilitate training ahead of the competitions.

The National Team was afforded exclusive use of three sports centres (Tijuca, Cruzeiro and Notre Dame) hosting the Fencing, Volleyball, Judo, Free-style Wrestling, Graeco-Roman Wrestling, Weightlifting and Boxing teams.

In addition to Rio, a training centre at Sao Paulo was also provided, where the track and field team trained.

Italy qualified for 33 sport disciplines of 21 National Sports Federations.

## STATISTICS

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The average age of the medallists, 69 in all (10% more than London) totalling 72 podiums, stood at 27.21. The average age of gold medallists was 25.

15 Regions won medals, as opposed to 13 in 2012 (new entries included Piedmont, Trentino and Abruzzo, while Calabria did not make it): Latium won most medals (ahead of Tuscany, Liguria and Sicily), with Rome taking the lion's share with 6 medals, followed by Catania and Naples.

Medals were awarded to 87 countries (including the Independent Olympic Athletes' team) as opposed to 85 in London and 86 in Beijing. The number of countries that were able to win at least one gold medal also increased: 59 in Rio vs. 54 in the two previous editions.



## THE MEDAL TABLE

The United States ranked first in the Medal Table by Nation, scoring 46 gold medals, 37 silver medals and 38 bronze medals, with Great Britain following with 27 gold medals, 23 silver medals and 17 bronze medals, while China finished third with 26 gold medals, 18 silver medals and 26 bronze medals. Italy ranked 9<sup>th</sup> winning 8 gold medals, 12 silver medals and 8 bronze medals.

## RIO 2016 XXXI OLYMPIC GAMES MEDAL TABLE

Ranking	Country	 1	 2	 3	 4	 5	 6	 7	 8	 9	 10	Finalists
1	United States	46	37	38	20	32	14	19	11	121	96	
2	Great Britain	27	23	17	16	17	14	12	8	67	67	
3	China	26	18	26	25	20	13	11	11	70	80	
4	Russia	19	18	19	11	17	6	12	9	56	55	
5	Germany	17	10	15	13	18	14	12	6	42	63	
6	Japan	12	8	21	8	13	6	6	13	41	46	
7	France	10	18	14	11	16	10	16	16	42	69	
8	South Korea	9	3	9	4	15	2	3	4	21	28	
9	<b>ITALY</b>	8	12	8	10	12	20	6	9	28	57	
10	Australia	8	11	10	12	17	12	19	11	29	71	

# RIO 2016 XXXI OLYMPIC GAMES

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## CASA ITALIA

Casa Italia at Rio 2016 turned out to be a great communication project seeking to convey sports values and the Italian experience. HORIZONTAL, i.e. the Italian approach to the South American territory, was the vision underlying the great communication project designed for Casa Italia at the Rio 2016 Olympic Games. 97 works of art, 503 design elements, 7,200 plants, 1,147 lighting fixtures, cuisine, sport featuring 240 athletes and a welcoming environment proved to be a unique experience for the 19,000 guests who visited Casa Italia, 300 of whom were institutional guests, including the Prime Minister. The physical boundaries of Casa Italia were overcome through CIAOLÀ, a concept created from a crasis between the Italian “ciao” and Portuguese “olá” expressing greetings and welcome. This is how the mingling started: two cultures of savoir vivre blending.

The indoor space intended for the athletes and their meetings with the 429 media representatives visiting Casa Italia and with the public was the technological core of the facility, with 100 sq m of monitors and LEDs providing insights into the future and innovation. CONI's partners, together with Casa Italia's 18 suppliers, believed in this vision. A backdrop of co-operation and synergy made it possible to envisage a project based on values such as courage and teamwork, as is the case with sport, thereby allowing Casa Italia Rio 2016 to bring Italy's sport and beauty on the international scene, showing that co-operation and dialogue can help launch long-term projects.

The project came from the idea of enhancing an iconic place in Rio while respecting the surrounding environment, without altering its characteristics. The goal was to leave a legacy, a tangible heritage, that could live through time.



## ITALIA TEAM

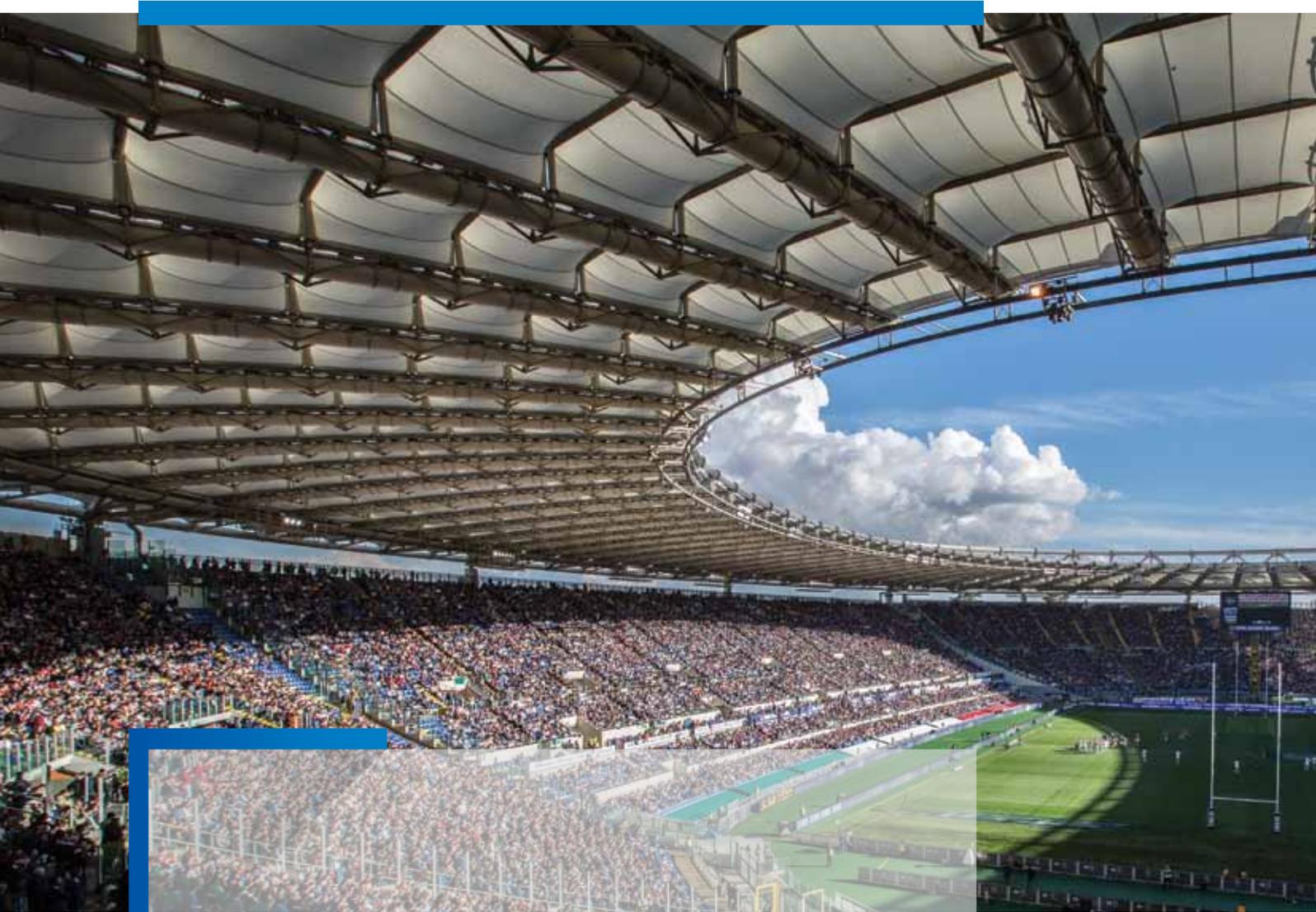
Italia Team is an integrated communication tool provisioning powerful image-related contents. It is one of the main assets on which CONI develops marketing and promotion endeavours.

Italia Team reflects the winning Olympic Team but, more importantly, it also means pursuing one's dreams and working hard to make them come true. Italia Team represents merit, as shown by the 28 medals won at Rio 2016. Ahead of the Rio 2016 Olympic Games, the communication campaign of Italia Team had a strong and target-oriented claim encompassing all the aspirations of each athlete: "Ready to fly. Dreams cannot be pursued on foot." Facebook, Twitter and Instagram were the key channels on which a communication based on photo, animated and video contents was primarily focused. The publishing calendar covered the sports successes achieved by the athletes in national and international competitions, qualification competitions for the Games as well as events, emotions and Italian lifestyle. To learn more, visit the Italia Team's official website, a completely restyled section of CONI institutional platform that was extensively relied upon for all matters concerning the Team at the Olympic Games, from schedules to medals won, day after day right on the "battlefield".

## PARTNERSHIP WITH ACTIONAID

Ahead of the Rio 2016 Olympic Games, CONI and ActionAid formed a partnership to help, through sport and sports activities, the children who live in the favelas and their families. Casa Italia made it possible to convey an extremely important message: the sacrifice, commitment and effort needed to pursue one's own dreams, the values of the Olympiads and sport in general. CONI considered the legacy project to be of importance: the desire for inclusion and integration. In the most difficult areas of Rio de Janeiro, attempts were made to bring hope for the future by restoring a nursery school, creating an organic vegetable garden and upgrading a sports field where at present more than 600 kids play, in two of the city's favelas: Rocinha e Cidade de Deus.

The project with ActionAid enabled CONI to address the topics of nutrition and healthy diet through training and urban agriculture activities.



Showing oneself openly  
in the eyes of society  
is a privilege of anyone  
whose choices are based  
on integrity, fairness  
and a sense of responsibility.



# 1

## GOVERNANCE AND TRANSPARENT REPORTING

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# 1. GOVERNANCE AND TRANSPARENT REPORTING

## THE ROLE OF CONI IN THE ITALIAN SPORTS SYSTEM

“ CONI manages its operations based on transparency and good governance to ensure that its institutional goals are reached, exchanges with the main stakeholders are enabled and all the players of Italy’s sports system are represented. ”

The Italian National Olympic Committee (CONI) is the authority that governs, regulates and manages sports activity at a national level, dealing with the athletes’ training, the organisation of events

and the supply of all the resources required to ensure the Italian delegation’s participation in the Olympic Games as well as other sports events.



To learn more about the nature of the activities and tasks of CONI, reference should be made to the Articles of Association and [www.coni.it](http://www.coni.it) website.

## WHAT WE BELIEVE IN

### CONI's Mission

CONI's mission is reflected in the Articles of Association and the Olympic Charter adopted by the International Olympic

Committee (IOC), where the mission of the National Olympic Committees is set forth.

### ARTICLES OF ASSOCIATION

According to the **Articles of Association**, CONI's mission includes governing, regulating and managing sports activities across the national territory, such activities being viewed as a key driver for an individual's physical and moral training as well as an integral part of national culture and education (Article 1 of CONI's Articles of Association). CONI's mission is attained through the lines of action outlined within the Articles of Association (Articles 2 and 3).

CONI's Articles of Association can be viewed by following this link:

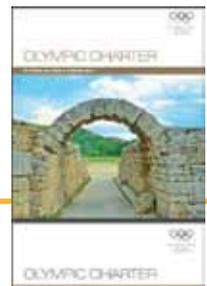


## CONI'S MISSION

### THE OLYMPIC CHARTER

The **Olympic Charter** governs the organisation and running of the Olympic Movement and sets forth the conditions for holding the Olympic Games. The latest changes and amendments became effective on 2 August 2016. The document states: "The mission of the National Olympic Committees is to develop and protect the Olympic Movement in compliance with the Olympic Charter."

The Olympic Charter can be viewed by following this link:



The **IOC Code of Ethics** provides value-related guidance for CONI's attitude towards its own stakeholders.

The values of integrity, transparency and responsibility are the mainstays of the good governance system adopted by CONI. Compliance with a clear and accepted set of values allows CONI's governance system to ensure a dialogue and an exchange with its key stakeholders, while safeguarding the representativeness of the players of Italy's sports system and facilitating engagement.

The IOC Code of Ethics can be viewed by following this link:



## CONI GOVERNANCE STRUCTURE

“ The governance model adopted by CONI aims at supporting the trust relationship between CONI and its own stakeholders to help reach the institutional goals.

CONI is placed under the supervision of the Prime Minister's Office and is funded by the Ministry of Economics and Finance. ”

To learn more, please visit the institutional website at [www.coni.it](http://www.coni.it)



## ■ Governance Structure at 30 June 2017.

### The National Council

The National Council, in its capacity as the highest body representing Italy's sport, endeavours to spread the Olympic idea, ensures the activity required for Olympic Training, governs and coordinates national sports activity and harmonises the operation of National Sports Federations and Associated Sports Disciplines.

#### Members

- CONI President, acting as chairman
- 45 Presidents of the National Sports Federations
- Italian members of the IOC

#### Elected members

- 9 athletes representing the NFs/ASDs
- 4 representatives of NFs/ASDs
- 3 representatives of regional organisations
- 3 representatives of provincial organisations
- 3 representatives of Associated Sports Disciplines
- 5 representatives of Sports Promotion Organisations
- 1 representative of Meritorious Associations

National Council meetings are attended by the members of the Board of Statutory Auditors.

#### PRESIDENT

**Giovanni Malagò** (designated as CONI President by the National Council meeting held on 11 May 2017 and appointed pursuant to Presidential Decree dated 13 July 2017).

#### VICE PRESIDENT

**Franco Chimenti (Senior),  
Alessandra Sensini**

### The National Board

The National Board is the body that defines the policy of, performs and controls CONI administrative tasks; it has control over the National Sports Federations and Associated Sports Disciplines – and, through them, over their internal bodies – as well as Sports Promotion Organisations.

#### Members

- CONI President, acting as chairman
- Italian members of the IOC

#### Elected members

- 7 representatives of NFs/ASDs (of whom maximum 5 may be NF/ASD Presidents)
- 2 athlete representatives
- 1 coach representative
- 1 national representative of Sports Promotion Organisations
- 1 representative of regional organisations
- 1 representative of provincial organisations

National Board members also include:

- **with voting right**, one representative of the Italian Paralympic Committee for resolutions concerning matters specifically connected with sports endeavours for the disabled;
- **without voting right**, the General Secretary and Italian honorary IOC members.

National Board meetings are attended by the members of the Board of Statutory Auditors.

#### GENERAL SECRETARY

The General Secretary is appointed by the National Board. The current General Secretary is **Roberto Fabbri** (appointed as CONI General Secretary during the Board meeting held on 11 May 2017).

#### DEPUTY SECRETARY

**Carlo Mornati**

#### THE BOARD OF STATUTORY AUDITORS

The Board of Statutory Auditors, appointed by decree of the Supervisory Authority, consists of three members, one of whom is designated by the Minister of Economics and Finance, one by the President of the Prime Minister's Office or by the Minister responsible for sport, if appointed, and one by CONI. During its first meeting, the Board elected **Alberto De Nigro** as Chairman. The other members include: **Biagio Mazzotta, Enrico Laghi**.

On 11 May 2017, CONI elective offices were renewed.

### CONI TERRITORIAL ORGANISATION

CONI operates across the territory by relying on a territorial organisation consisting of: regional committees, provincial delegates and local fiduciaries. The governance structure of the Regional Committees reflects CONI central governance structure, as the bodies of the Regional Committees consist of: a President, a Regional Board and a Regional Council. CONI regional bodies hold a four-year term of office corresponding to the Olympic four-year term.

To learn more, reference should be made to the regulations of CONI territorial organisations (Resolution No. 1567 of 20 December 2016) which can be viewed by following this link:



## THE ROLE OF CONI SERVIZI

“ The relationships between CONI and Coni Servizi are governed under a yearly “service agreement”, a baseline document outlining procedures for preparing financial statements as well as policy and financial contents. ”

The “service agreement” allows CONI to pursue its own goals by relying on the management flexibility and streamlined operations typical of a company governed under private law. As a result, CONI acts as a policy-making body for Coni Servizi. This relationship is part of the “decapitalisation” process applied to CONI, which retains policy-making, promotion, organisation

and regulation tasks, while the new entity is responsible for management. More specifically, through its own endeavours Coni Servizi allows CONI to allocate greater funds to the National Sports Federations; provides high added value services to the National Sports Federations; develops its own know-how, unparalleled in Italy, in the field of sport and associated disciplines; enhances its own assets of professional and material resources.

To learn more about the nature of Coni Servizi, reference should be made to the Company’s Articles of Association available at this link:



### CONI SERVIZI'S MISSION

Coni Servizi’s mission is to create value for Italy’s sport, helping CONI in the pursuit of its own institutional goals and providing consistent support to the activities carried out by the National Sports Federations (NFs).

To learn more, please follow this link:



### THE CODE OF ETHICS AND VALUES OF CONI SERVIZI

The Code of Ethics ensures the proper and smooth running of Coni Servizi in the pursuit of its institutional mission, while providing guidance with respect to the ethical and moral conduct expected of all stakeholders. A number of principles intended for the employees are included in the Code and, at the same time, the activities of all the individuals that interact with the Company are governed, consistent with the values of public sector ethics.

The Code of Ethics of Coni Servizi can be viewed and downloaded from the following link:



## CONI SERVIZI GOVERNANCE STRUCTURE

In its meeting of 11 May 2016, the following individuals were appointed as members of Coni Servizi Board of Directors for the 2016-2018 three-year term: Franco Chimenti (Chairman), Alberto Miglietta (Managing Director), Francesco Parlato, Giovanna Boda and Anna Rita Balzani (members), thereby increasing women representation within the Board to 2/5. In its meeting held on 19 May 2017, following Chairman Chimenti's resignations the Board co-opted Giovanni Malagò, pursuant to Article 11(4) of the Articles of Association,

as Chairman of Coni Servizi Spa, such resolution being later approved by the Shareholders' Meeting in its meeting of 26 May 2017, where the new Board of Statutory Auditors was nominated.

The meetings of the Board of Directors and Board of Statutory Auditors are also attended by a judge from the Court of Audit appointed by the Court itself. In addition, as part of its audit function, the Court of Audit submits an annual report on the results pertaining to audit tasks performed on Coni Servizi's financial management.

### Governance Structure at 30 June 2017.

#### Board of Directors

**Chairman:** Giovanni Malagò  
**Managing Director:** Alberto Miglietta  
**Members:** Francesco Parlato; Giovanna Boda; Annarita Balzani  
**The Board of Directors will:**

- Operate and manage the Company performing strategic policy-making tasks;
- Convene ordinary and extraordinary meetings;
- Appoint a Secretary, who need not be a member of the Company;
- Grant operating proxies to the Chairman and Managing Director;
- Appoint, upon proposal of the Managing Director, a Chief Executive Officer defining his/her duties and responsibilities;
- Appoint, subject to mandatory opinion of the Board of Statutory Auditors, the executive responsible for the preparation of corporate accounting documents;
- Approve and submit to the General Meeting the draft balance sheet and recommended profit allocation.

#### CHAIRMAN

- **Election method:** he/she is nominated by the shareholders' meeting following compliant nomination by CONI.
- **Duties:** he/she acts as general representative of the Company before any judiciary or administrative authority - Powers and proxies.

#### MANAGING DIRECTOR

- **Election method:** he/she is appointed by the Board of Directors.
- **Duties:** he/she acts as general representative of the Company before any judiciary or administrative authority - Powers and proxies are granted by the Board of Directors.

#### Board of Statutory Auditors

**Chairman:** Carlo Sica  
**Members:** Raffaella Fantini, Mario Pingerna

- **Election method:** he/she is appointed by the Minister of Economics and Finance
- **Duties:** it ensures compliance with the law, Articles of Association and sound administration principles, monitoring in particular the adequacy of the organisational, administrative and accounting framework adopted by the Company as well as its actual operations.

On 11 May 2016 and 19 May 2017, Coni Servizi governance offices were renewed.



To learn more, please visit the institutional website by following this link:

#### CONI SERVIZI'S SHAREHOLDINGS

As at 2016 year end, Coni Servizi held:

- a 100% shares in **Foro Italico Sports Park;**
- a 100% shares in **ConiNet S.p.A.;**
- a 6.702% shares in **Istituto per il Credito Sportivo.**



## CONI'S AND CONI SERVIZI'S CONTROL AND RISK MANAGEMENT SYSTEM

### CONI's and Coni Servizi's fight against corruption

**“ The three-year corruption prevention plan ensures a full mapping of CONI's and Coni Servizi's risk activities. ”**

Pursuant to Law 190/2012 implementing “provisions for the prevention and suppression of corruption and misconduct in Public Administration” and the “Document shared between the Ministry of Economics and Finance and ANAC for strengthening actions aimed at preventing corruption and ensuring transparency in the companies owned and/or controlled by the Ministry of Economics and Finance”, since

2015 CONI and Coni Servizi have been preparing a common three-year corruption prevention plan supplemented with Model 231 of Coni Servizi. CONI's 2016-2018 three-year corruption prevention plan has defined strategic goals in line with the provisions of the National Anti-Corruption Plan currently in force and has outlined the process and method whereby corruption risk is to be managed.

#### COMPANY PROCEDURES FOR THE PREVENTION OF CORRUPTION

Managing National Board and National Council Meetings	Managing the Register of Auditors Nominated by CONI
Managing CONI Accounts and Financial Statements	Granting Aids to Sports Bodies
Preventive Audits on NFs and ASDs	Recognising Sports Bodies
Detailed Inspection Audits	Checking Compliance of Articles of Association and Regulations of NFs and Sports Bodies
Approving NFs' financial statements	Managing CIS Preliminary Inquiries
Granting aids for Olympic, paralympic and top level training activity of NFs	Providing support to Sports Justice Bodies

## 2016 ANTI-CORRUPTION-RELATED ACTIVITY AND RESULTS

- All anti-corruption procedures regarding the main risk areas were adopted and a general anti-corruption policy is being drawn up. The above procedures supplement those under Article 231/2001.
- Important measures were implemented, such as: the adoption of a register of auditors appointed by CONI; a manual for reporting on the aids granted to Sports Promotion Organisations; the introduction of anti-corruption forms for assignments and contract awards. All the departments were proactive in implementing these measures.
- Process automation actions were taken to reduce corruption risks, such as: procedure and software application to apply for and nominate the auditors of the National Sports Federations; procedure and software application for disclosing co-workers and consultants; SAP (accounting and administrative system) report to authorise consultants' fee payment; introduction of anti-corruption forms as part of the purchasing process on SAP.
- The 2016-18 Audit Plan involved the use of a questionnaire designed for Coni Servizi suppliers for the purpose of hearing concerns about fraud or corruption conducts. With a view to ensuring an appropriate level of confidentiality for the reporting individuals as well as unbiasedness of Coni Servizi, de-identified information was collected from 7 to 30 September 2016 using a specific web-based application managed by third parties. Access for data collection purposes was granted to 431 suppliers of Coni Servizi who had been invited to take part in proceedings in 2015 but who were not awarded any contract. Unique logins used to access the application were 72, while the web-based questionnaire available on the platform was completed by 50 suppliers (12% response rate).
- Further to the issue of Legislative Decree 97/2016 and the National Anti-Corruption Plan, changes were made to the role of the Independent Assessment Body (IAB).
- In 2016, control tools included again whistleblowing as an application and procedure for managing concerns ensuring, to the extent as permitted by law, confidentiality for those raising such concerns. In 2016, no concerns were raised.

### WAYS FOR STAKEHOLDERS TO RAISE CONCERNS

Internal and external stakeholders may raise concerns, including anonymously, about violations or alleged violations by email to the following address: [odv231@coni.it](mailto:odv231@coni.it) or by writing to:

**Coni Servizi S.p.A. Organismo di Vigilanza**  
**231 Largo Lauro de Bosis 15 – 00135 Rome**



## 2016 TRANSPARENCY MANAGEMENT-RELATED RESULTS

■ For the purpose of strengthening the dialogue with the citizens and the main stakeholders, during both activity planning and reporting, in 2016 CONI and Coni Servizi adopted the Three-year Transparency and Integrity Plan (consistent with Legislative Decree 33/2013).

“ **The 2016-2018 Three-year Transparency Plan helps to develop the idea of “transparent administration”, reducing the possibility of creating situations which may give rise to corruption conducts.** ”

The Three-year Transparency Plan defines a number of strategic transparency-related goals and outlines the way specific annual goals are identified, such goals being set

by CONI and Coni Servizi Transparency Managers.

The 2016-2018 Three-year Transparency Plan acts as a synergetic element for the common three-year plan addressing corruption prevention, helping develop the idea of “transparent administration”, while reducing the possibility of creating situations which may give rise to corruption conducts.

■ Each year, CONI and Coni Servizi run a feedback management process to define the specific goals identified by the stakeholders. This process is also implemented through the administration of online questionnaires on the corporate website to (i) collect opinions regarding the website ease of navigation, thoroughness of the data and information published by CONI and Coni Servizi, and (ii) receive feedback on further disclosure requests relating to other types of information other than mandatory information.

### COMMUNICATING WITH EXTERNAL STAKEHOLDERS

CONI and Coni Servizi have introduced a certified email system for the purpose of creating a system to communicate with the citizens, allowing them to access documents and information stored by CONI and Coni Servizi. The [responsabiletrasparenza@cert.coni.it](mailto:responsabiletrasparenza@cert.coni.it) mailbox can be used by anyone, free of charge, to request documents that CONI and Coni Servizi are required to disclose.

To learn more, please follow this link:



## 2017-2020 GOALS - ANTI-CORRUPTION AND TRANSPARENCY

- 1 Performing a feasibility assessment to achieve the certification of compliance with the first international anti-bribery standard (ISO 37001) according to such a timescale as to ensure that CONI is the first public entity to be certified at a national level and the first Olympic Committee certified at an international level.
- 2 Adopting an Anti-bribery Policy designed for CONI, Coni Servizi and National Sports Federations (technical round table discussions are underway with MAECI and ANAC).
- 3 Implementing an integrated application for the management of CONI and Coni Servizi bribery risks.

## THE ECONOMIC SUSTAINABILITY OF CONI SYSTEM

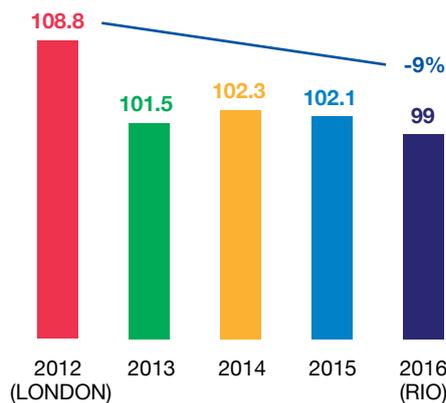
Over the years, CONI and Coni Servizi have developed a virtuous economic and financial system that has enhanced and increased the effectiveness of the resources used in CONI System processes. These results were achieved by upgrading CONI's know-how and developing CONI's own assets, resulting in a:

- Reduction in the value of Coni Servizi service agreement;

- An increase in market-oriented activities;
- Greater attraction of public and private investments.

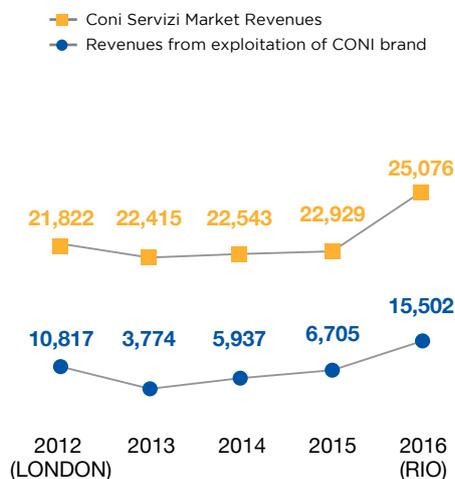
As a consequence, this system has created shared value for Italy's sports system and a greater availability of resources to be deployed for the sustenance and development of sports bodies, allowing CONI System to create greater value for its stakeholders over the years. These results

### SERVICE AGREEMENT (€/M)



The synergies developed between CONI and Coni Servizi allowed the service agreement to be reduced by 9% compared to 2012. This reduction was also due to an increase in revenues from market operations developed by CONI System.

### CONI SYSTEM MARKET REVENUES (€/M)



Market revenues consisted mainly of:

With regard to **CONI**:

Amounts due for the commercial exploitation of CONI's brand as a result of marketing activities developed by Coni Servizi. Commercial revenues rose by 43% compared to the London 2012 Olympic Games and included € 1.654 million revenues from IOC Top Program as agreements with Top International Partners were extended and new Sponsors were attracted.

With regard to **Coni Servizi**:

Management of the Foro Italico Sports Park, management of the Olympic Training Centres (Rome, Fomia and Tirrenia), payments to third parties for medical and training services (provided by the Sport Medicine Institute and the School of Sport, respectively), management of engineering company, management of projects funded by the European Union. Market revenues increased by 15% compared to 2012.

also allowed the following CONI System goals to be reached:

- Reduction in public spending;
- Greater efficiency and management independence;
- Greater resources available to be allocated to Italy's sports system;
- Enhancement of its own professional and material assets.

To learn more, reference should be made to the Financial Statements (as at 31 December 2016) of CONI and Coni Servizi by following these links:



## ADDED VALUE DISTRIBUTED BY CONI SYSTEM (CONI AND CONI SERVIZI)

With a view to providing a thorough overview of CONI System and its parts (CONI and Coni Servizi), below are the

Added Value tables of the two entities as well as CONI System consolidated table.

### ■ Breakdown of Added Value distributed<sup>2</sup> (€)

CONI ADDED VALUE	2016	2015
<b>Added Value from operations</b>	<b>458,125,886</b>	<b>432,413,365</b>
Grants from government, public entities, IOC and other bodies	429,851,852	415,773,361
Revenues from Regional Committees	8,948,789	7,068,014
Other revenues	19,325,245	9,571,990
<b>Economic value distributed to stakeholders</b>	<b>455,630,591</b>	<b>421,555,864</b>
Support to Italy's sports system	278,626,981	266,606,042
Support to local organisations and Italian communities abroad	27,836,083	19,926,147
Suppliers*	121,809,040	109,794,305
Corporate bodies	2,027,917	1,941,857
Government remuneration	25,319,702	26,273,896
Lenders	10,868	13,617
<b>Economic value withheld internally</b>	<b>2,495,295</b>	<b>10,857,501</b>

(\*) "Suppliers" include the consideration of the service agreement entered into with Coni Servizi, other costs for goods and services supplied by Coni Servizi on CONI's request and falling outside the scope of consideration under the aforesaid agreement, other costs for goods and services.

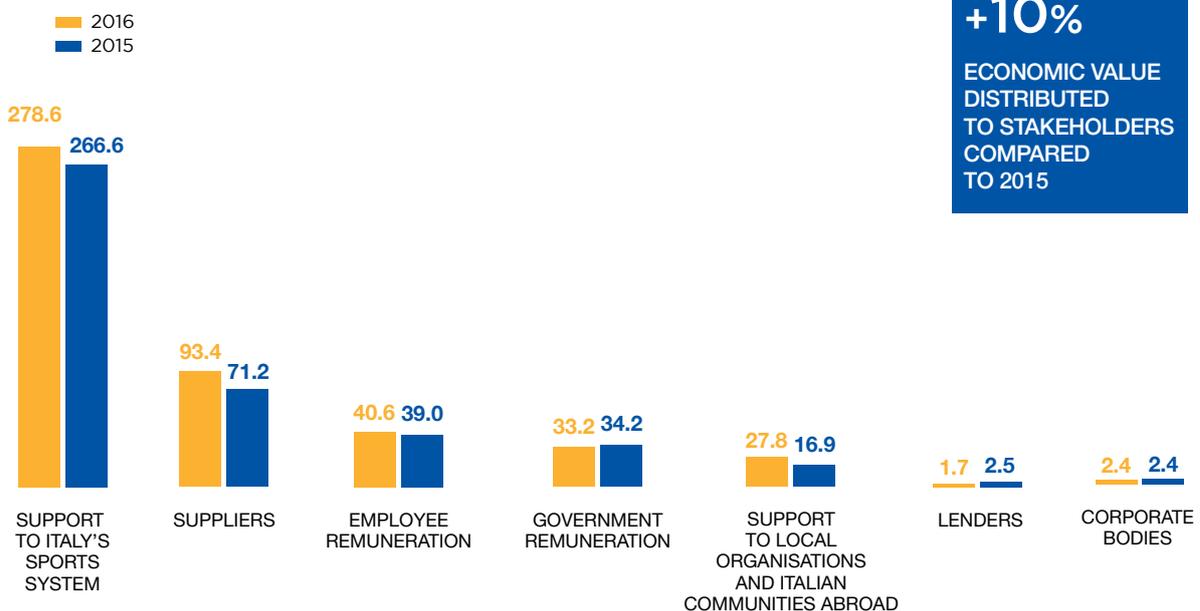
CONI SERVIZI ADDED VALUE	2016	2015
<b>Added Value from operations</b>	<b>144,106,016</b>	<b>156,366,392</b>
Revenues from service agreement	99,040,460	102,106,618
Book value adjustments of financial assets	-	17,068,342
Other revenues	45,065,556	37,191,432
<b>Economic value distributed to stakeholders</b>	<b>121,163,302</b>	<b>113,399,792</b>
Suppliers	70,633,838	63,528,622
Corporate bodies	362,000	421,000
Government remuneration	7,863,535	7,915,332
Employee remuneration	40,572,516	39,031,365
Lenders	1,731,413	2,503,473
<b>Economic value withheld internally</b>	<b>22,942,714</b>	<b>42,966,600</b>

2) CONI's and Coni Servizi's Added Value statements were prepared in compliance with the GRI guidelines; the amounts shown were calculated by restating the figures of income statement schedules of CONI's and Coni Servizi S.p.A.'s Financial Statements for the year ended 31 December 2016. CONI System's Added Value statement was, on the other hand, prepared by combining the figures of the two Financial Statements less balance sheet data arising from contractual relationships between CONI and Coni Servizi S.p.A. More specifically, reference is made to the value of the service agreement entered into by the two organisations.

CONI SYSTEM'S (CONI and Coni Servizi) ADDED VALUE	2016	2015
<b>Added Value from operations</b>	<b>503,191,442</b>	<b>486,673,139</b>
Grants from government, public entities, IOC and other bodies	429,851,852	415,773,361
Book value adjustments of financial assets	-	17,068,342
Other revenues	73,339,590	53,831,436
<b>Economic value distributed to stakeholders</b>	<b>477,753,433</b>	<b>432,849,038</b>
Support to Italy's sports system	278,626,981	266,606,042
Support to local organisations and Italian communities abroad	27,836,083	16,926,147
Suppliers	93,402,418	71,216,309
Corporate bodies	2,389,917	2,362,857
Employee remuneration	40,572,516	39,031,365
Government remuneration*	33,183,237	34,189,228
Lenders	1,742,281	2,517,090
<b>Economic value withheld internally</b>	<b>25,438,009</b>	<b>53,824,101</b>

(\*) The VAT portion applied to invoices payable issued by Coni Servizi S.p.A. to CONI remains a cost incurred by CONI in as much as the latter does not qualify as a taxable entity and, as such, is not allowed to exercise the right of deduction.

#### DISTRIBUTION OF CONI SYSTEM'S ADDED VALUE - (€/M)



The following notes refer to the added value of CONI System's consolidated statement.

**Added value** from operations chiefly consists of the following items:

- *Grants from government, public entities, IOC and other bodies* accounting for about 85% of total added value from operations and pertain to grants

extended by the State (consisting of two components: ordinary part and one-off tax withdrawal (PREU, prelievo erariale unico), Government Agencies (grants extended by the MIUR, Prime Minister's Office and the Ministry of Labour and Social Policies), grants extended by the IOC and EOC and other grants allocated to CONI by

the Foundation for the general mutuality in professional team sports. This figure shows a rise compared to 2015 (3%) due to additional grants extended by the State earmarked for specific purposes, grants by Ministries and other Agencies for the implementation of institutional projects and, finally, IOC and EOC grants during the Olympic year.

- *Book value adjustments of financial assets* relate to the item that in 2015 reflected the write-up of Coni Servizi's interest held in ICS (Istituto per il Credito Sportivo), generating an increase in the interest from 5.405% to 6.702%.
- *Other revenues* is the residual item incorporating all the other positive items of CONI System, with the total amount showing an increase over 2015 (36% approximately). This item reflects amounts pertaining to both CONI and Coni Servizi as outlined below:

**+36%**  
OTHER REVENUES  
OF CONI SYSTEM  
COMPARED  
TO 2015

- With regard to CONI: "Commercial revenues" from exploitation of CONI trademark, accounting for the most significant increase (+€8.8 million over 2015), "Sundry revenues (+39%), "Revenues relating to Justice Bodies" (-43%) and "Financial income", showing a decrease (-49%);

- With regard to Coni Servizi: "Other revenues from sales and services" (+26%), referring to market revenues to the extent of € 25,076,000, showing a rise of about 9% over 2015 (+ € 2,147,000), while € 14,271,000 pertain to revenues for the performance of design tasks outside the scope of the service agreement. This item also includes "Other revenues and income" (-4%) and "Other financial income" (+27%).

**Economic value distributed to stakeholders** consists chiefly of the following items:

- *support to Italy's sports system*, comprising direct grants given by CONI

to the different Sports Federations and Associations. This item accounts for approximately 58% of the economic value distributed to the stakeholders and shows a slight increase compared to the previous financial year (+5%);

**+4%**  
GRANTS GIVEN  
TO NFs  
COMPARED  
TO 2015

this item includes: grants allocated to "Sports Federations" (€ 248,942,000 (+4%), "Grants allocated to Associated Sports Disciplines" for their operation and competitive activity (€ 3,730,000, +11%), "Grants allocated to Sports Promotion Organisations and Sports Promotion Committees" totalling € 15,698,000 (+3%), "Grants to Military Sports Groups, Civilian Corps of the State and Meritorious Associations" totalling € 3,114,000 (-21%).

- *Support to local organizations and Italian communities abroad*, totalling approximately € 28 million and reflecting "Costs incurred by local organisations" for the implementation of undertakings and projects developed across the country, showing a rise over 2015 (+65%), and grants extended to Italian communities abroad (€ 125,000, +1%) for holding sports events designed for children/boys/girls of Italian communities in different countries (Argentina, Venezuela, United States, Switzerland, Canada and Brazil).
- *Suppliers*, totalling approximately € 93 million, showing a 30% rise over 2015, and including: expenses incurred by Coni Servizi as part of the service agreement (about € 71 million), expenses incurred by Coni Servizi and charged back to CONI for institutional projects specifically entrusted from time to time by CONI to Coni Servizi outside the consideration under the annual service agreement (about € 5 million) and other costs for goods and services incurred by Coni Servizi and ascribed to CONI (€ 17 million approximately) due to their institutional nature.

- *Corporate bodies*, reflecting emoluments and out-of-pocket expenses paid to the members of the corporate bodies, entertainment expenses and social security contributions, which showed to be in line with 2015.
- *Employee remuneration*, accounting for the economic value portion distributed to employees, all of whom belong solely to Coni Servizi S.p.A. Labour cost in 2016 remained virtually unchanged compared to the previous year, showing a slight increase of about 4% mainly due to a rise in the average personnel on payroll to the extent of 13 staff members as compared to the previous year.
- *Government remuneration*, representing the economic value portion (about 7%) distributed to the State in the form of taxes (direct and indirect) and levies paid, including the portion returned

to the State under Legislative Decree 95/2012 (spending review) as well as non-deductible VAT relating to the service agreement. This amount decreased compared to the previous year (-3%).

- *Lenders*, including “Other interests payable and financial charges” paid by CONI System to lending institutions for cash management. This amount decreased compared to 2015 (-31%).

**Economic value withheld internally,**

representing the economic value portion that CONI System does not distribute to stakeholders but retains internally in the form of provisions and amortisation.

The statement shows a significant decrease of this amount in the region of € 7,059,000 compared to the previous year (-42%) due to the unwinding of reserves following the unsuccessful outcome of the “Roma 2024” project.



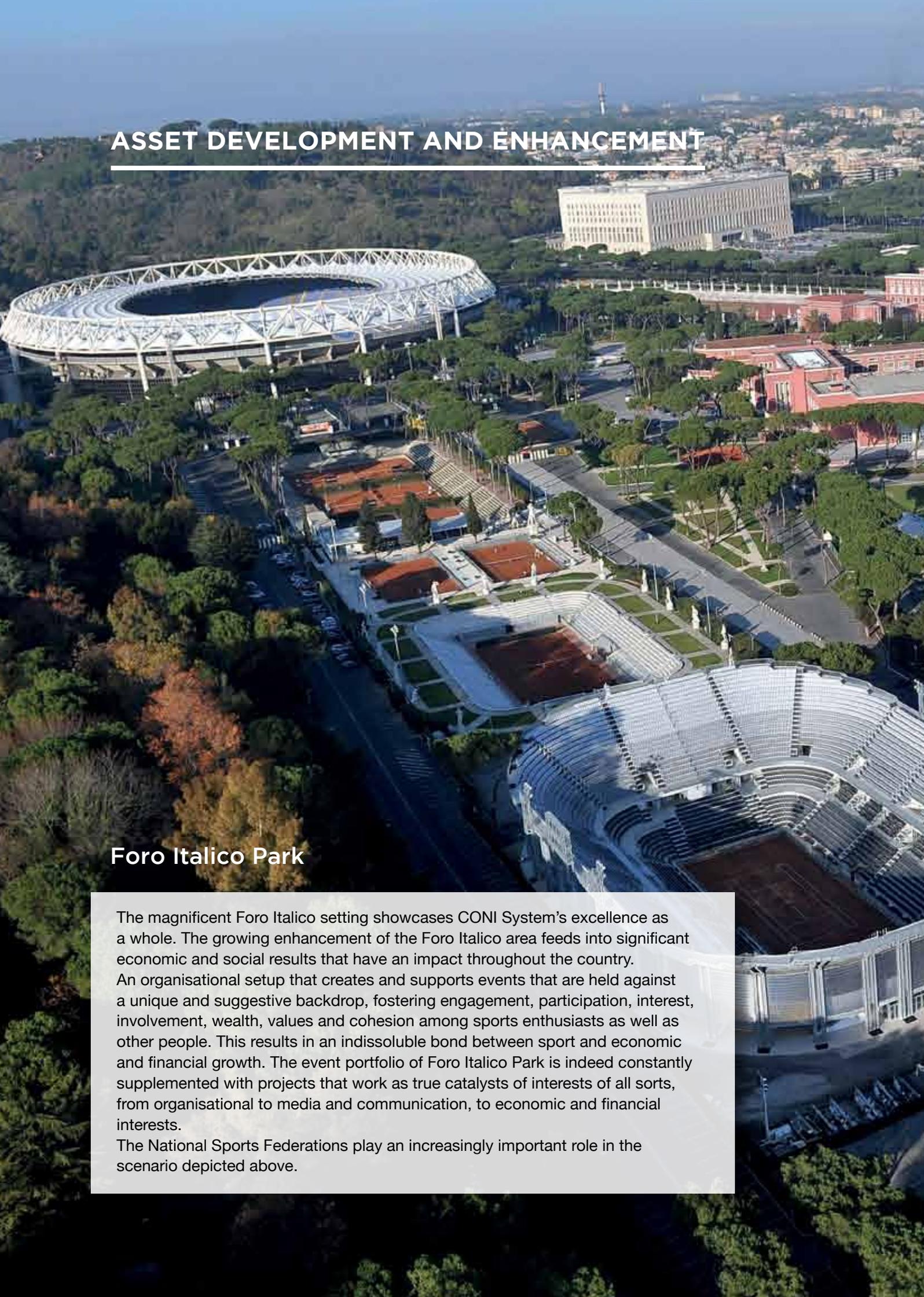
# ASSET DEVELOPMENT AND ENHANCEMENT

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## Foro Italico Park

The magnificent Foro Italico setting showcases CONI System's excellence as a whole. The growing enhancement of the Foro Italico area feeds into significant economic and social results that have an impact throughout the country. An organisational setup that creates and supports events that are held against a unique and suggestive backdrop, fostering engagement, participation, interest, involvement, wealth, values and cohesion among sports enthusiasts as well as other people. This results in an indissoluble bond between sport and economic and financial growth. The event portfolio of Foro Italico Park is indeed constantly supplemented with projects that work as true catalysts of interests of all sorts, from organisational to media and communication, to economic and financial interests.

The National Sports Federations play an increasingly important role in the scenario depicted above.



## 2017/2020 GOALS - FORO ITALICO PARK

- 1 Further increasing sports engagement at a grassroots and professional level and the related services in order to encourage a constant use of the Sports Park.
- 2 Carrying on the upgrading process of the facilities available within the Park in order to expand the offering of sports and non-sports events throughout the season.
- 3 Carrying on the digitalisation process of the Sports Park for both visitors and users (engaging in sport and/or attending sports and non-sports entertainment events) as well as operators and event and activity organisers.
- 4 Developing projects aimed at promoting the use and immersive guided tours, with the support of digital technologies, of Foro Italico Park (including the Olympic Stadium) and its attraction, sports, historical and architectural heritage.

## ACTIVITY AND EVENTS IN 2016

### ■ RBS SIX NATIONS • 14 and 27 February • Olympic Stadium

International Rugby Tournaments featuring France, England, Wales, Ireland, Italy and Scotland

**118,000** Spectators overall - With the Italian Rugby Federation

### ■ ITALIA OPEN TENNIS TOURNAMENT • 9-15 May • Tennis Complex

73<sup>rd</sup> edition of the men's and women's ATP Master 1000 and WTA Premier tennis tournament, one of the most prestigious tennis competitions after the 4 Grand Slams

**200,000** Spectators overall - With the Italian Tennis Federation

### ■ GOLDEN GALA PIETRO MENNEA • 2 June • Olympic Stadium

Track and field meeting included in the Diamond League world calendar

**40,000** Spectators

### ■ SETTECOLLI SWIMMING INTERNATIONAL TOURNAMENT • 24-26 June • Swimming Complex

24<sup>th</sup> International Swimming Trophy - Settecolli Clear, fourth event organised jointly by CONI and the Italian Swimming Federation.

**15,000** Spectators overall - With the Italian Swimming Federation

### ■ LONGINES GLOBAL CHAMPIONS LEAGUE • 8-11 September • Stadio dei Marmi

Show jumping competition included in the Longines Global Champions Tour world calendar

**15,000** Spectators

### ■ NATIONAL AND INTERNATIONAL FOOTBALL MATCHES • Olympic Stadium

First Division, Italy's Cup, European Cup and National Team matches

**2,000,000** Spectators overall - With the Italian Football Federation

### ■ CONCERTS AND SHOWS • Tennis Stadium

Different concerts and shows

**70,000** Spectators

### ■ CONCERTS AND SHOWS • Olympic Stadium

Concerts

**370,000** Spectators



When the world of champions  
opens up to people's  
affection and curiosity,  
talent and success become  
common heritage,  
examples for all to follow.



# 2

## CONI AND TOP LEVEL SPORT

Olympic Training | **40**

Anti-Doping | **45**

The sports justice | **47**

The Sports Medicine and Science Institute | **48**

The School of Sports | **49**

Consultancy on sports facilities | **51**

Support to top level athletes | **54**

## 2. CONI AND TOP LEVEL SPORT

### OLYMPIC TRAINING

“ In close co-operation with the National Sports Federations, CONI provides support for the training of Olympic teams through the Sport and Olympic Training function. ”

CONI is responsible for the athletes' training, holding events and providing all the resources required to ensure the Italian delegation's participation in the Olympic Games.

#### MAIN ACTIVITIES AND RESULTS IN 2016

##### ■ Olympic Training Activity

- > In 2016, the main activity carried out by the Sport and Olympic function focused on providing all the resources required to participate in the Rio de Janeiro Olympic Games. Another major sports event was the 2<sup>nd</sup> Edition of the Winter Youth Olympic Games in Lillehammer. To ensure the participation of Italian teams in both events, CONI invested financial and human resources for the planning and training of the teams in close co-operation with the Federations concerned in order to ensure the best organisation possible.

##### ■ Training Activity

- > The training of technical staff continued, with specific courses and working groups aimed at encouraging the exchange of knowledge in the different disciplines. Workshops were held with contributions from Italian and foreign experts as well as national coaches from NFs.
- > Projects were funded and launched to ensure the national team's qualification and training ahead of the Olympic Games and Winter Youth Olympic Games in co-operation with the IOC Olympic Solidarity.
- > Scholarships were extended to the athletes of some NFs: Gymnastics, Target Shooting, Canoeing and Taekwondo for Rio 2016; Alpine, Bobsleighbing, Speed Skating and Short Track for WYOG 2016.
- > An ad hoc training programme for top level coaches was completed with the Italian Judo, Wrestling, Karate and Martial Arts Federation (FIJLKAM), while the Italian Canoeing and Kayaking Federation (FICK) benefited from the Team Support Grant.
- > Ahead of the Rio de Janeiro Olympic Games, a training course designed for the team managers of the Olympic NFs was organised. The course was held in co-operation with the IOC Olympic Solidarity, which dealt with the teaching aspects.

##### ■ Seminars and Conventions

- > The Olympic Training Centre in Forma staged the IFAC Conference (28-30 October) in co-operation with the EA - European Federation of Athletics, which was attended by 13 European and international level coaches and more than 60 coaches belonging to 25 NFs.
- > On 29 and 30 October, the Skipass Convention was staged ahead of the PyeongChang 2018 Winter Olympic Games, where four world-class experts of winter sports disciplines and ice sports attended.

### ■ Supporting activities for Olympic Training / Top Level Projects of NFs

- > During the 2015-2016 two-year term, CONI funded directly specific Olympic Training projects for 20 National Sports Federations through the Sport and Olympic Training function. In particular, incentives and support were extended to technical programmes featuring:
  - Permanent joint meetings at the Olympic Training Centres of CONI and/or Federal Centres;
  - Participation in Test Events ahead of the Olympic Games;
  - Research and development activity relating to competition materials and equipment;
  - International co-operation activity.

**20**  
TECHNICAL  
PROJECTS  
OF NFs FUNDED

### ■ Activities Leading up to PyeongChang 2018

- > During the last quarter of 2016, ahead of the 2018 Winter Olympic Games, the first on-site visits were conducted in the city of PyeongChang to take stock of the logistics and services needed for the Italian Olympic Team throughout the event. Specific meetings were held with the Heads of the Organising Committee concerning each sports discipline.

### ■ Other Activities

- > The criteria for accessing “Tokyo 2020” Olympic Club were updated and supplemented. In addition to the Olympic Club and Olympic Hopefuls, a Junior Club Italia was established using the funds arising from the “TERNA Project”. This Project, which was devised thanks to Terna S.p.A.’s support, is designed for young athletes who have won gold, silver or bronze medals at the World Championships of their own sports discipline. In addition to granting a scholarship to the athletes, it allows the athletes to train at the Olympic Training Centres and rely on free of charge medical and healthcare support delivered by the Institute of Sports Medicine. In 2016, the following athletes were awarded a Junior Club Italia scholarship: 13 gold medallists at World Junior Championships; 16 silver medallists at World Junior Championships; 21 bronze medallists at World Junior Championships. Of these, 1 athlete took part in the Rio 2016 Olympic Games.
- > The Sports and Olympic Training function handled relations and collaborated with the Civilian and Military Sports Corps. More specifically, with regard to Memoranda of Understanding and Agreements, resources were allocated to the different Sports Groups for the development of sports activities, consistent with the new agreements signed in 2014. These resources were allocated based on objective criteria accepted by all the Civilian and Military Sports Groups and approved by CONI National Board. Additional resources were also allocated to develop sports military infrastructure in view of the strategic nature of the projects that had been submitted.

### ■ National Athletes’ Commission

- > The Sport and Olympic Training function supported the activities of the National Athletes’ Commission established pursuant to Article 31 of CONI’s Articles of Association and Article 32(1.3) of the Olympic Charter, which acted as CONI’s permanent advisory body.



## OTHER SPORTS EVENTS IN 2016

### 2<sup>ND</sup> EDITION OF THE WINTER YOUTH OLYMPIC GAMES - LILLEHAMMER 2016

The 2<sup>nd</sup> edition of the Winter Youth Olympic Games in Lillehammer were held from 12 to 21 January 2016. 1,077 athletes attended, representing 71 National Olympic Committees and competing in 70 competitions of 15 disciplines. The United States ranked first in the Medal Table, scoring 10 gold medals and 6 silver medals. South Korea finished second with 10 gold medals, 3 silver medals and 3 bronze medals, while Russia finished third with 7 gold medals, 8 silver medals and 9 bronze medals. Medals were won by 28 countries. The Italian team consisted of 37 athletes (19 boys and 18 girls) engaging in 13 disciplines. They were accompanied by 24 officials and 1 Young Ambassador. Italy ranked 15<sup>th</sup> in the Medal Table by Nation, winning 9 medals (1 gold medal, 2 silver medals and 6 bronze medals in 7 different disciplines).

## 2017/2020 GOALS - SPORT AND OLYMPIC TRAINING

- 1 Organising the participation of the Italian teams in: Winter Olympic Games; Youth Olympic Games; EYOF; European Games; Mediterranean Games.
- 2 Providing support to the Federations to participate in test events, meetings/pre-Olympic camps and other research and development activities relating to the materials, equipment and means to be used during the competitions.
- 3 Providing support to the Federations for the development of specific Technical Top Level/Olympic Training Projects, including meetings and permanent joint gatherings, participation in competitions ahead of the qualification for and participation in Olympic Games.
- 4 Planning and defining training sports facilities and logistics for the pre-Olympic campus ahead of the Tokyo 2020 Olympics.
- 5 International activity (supporting athletes' and coaches' activities through the IOC Olympic Solidarity).
- 6 Implementing and developing the IT platform for the completion of GIPSO/GIPAL (Olympic Sports Training Integrated Management and Top Level Training Integrated Management, respectively) forms for the purpose of streamlining and enhancing data uploading and access operations as well as access to the Olympic Training Restricted Area.
- 7 Extending MoUs and facility management agreements with the Ministries having jurisdiction over the different Military Sports Groups and Civilian Corps of the State.
- 8 Performing coordination tasks and staging refresher courses for national and youth coaches.

## OLYMPIC TRAINING CENTRES

“ The three Olympic Training Centres (OTCs) of CONI located in Rome, Formia and Tirrenia host a number of meetings and permanent Centres of the NFs. By relying on the support of the Sports Medicine and Science Institute, the athletes’ training is monitored and assessed and injury prevention and rehabilitation activity is carried out. The OTCs play a key role regarding CONI’s strategies and goals and are committed to both promoting sport to the fullest extent possible and training elite athletes and teams for the Olympic Games. ”

MORE THAN  
**90,000**  
VISITS AT THE  
THREE OTCs

### Giulio Onesti Olympic Training Centre

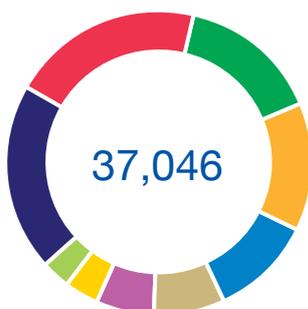
This Olympic Training Centre lies in a green area extending over 25 hectares fitted with outdoor and indoor sports facilities.

The Centre also hosts the Sports Medicine and Science Institute, CONI Sports School

and the Anti-Doping Laboratory. The Centre has lodging capabilities totalling 200 beds and 98 rooms. A self-service area and a restaurant are available for the guests staying at the Olympic Training Centre.

**In 2016:** > Investments in Giulio Onesti OTC totalled € 1.5 million:

Completion of the Sports High School building; construction of fencing locker room; implementation of fire prevention system with hose reels for the library and Sports High School; deployment of electrical connections and photovoltaic system for the Sports High School; restoration of lecture room; hot water piping for the Sports High School; completion of rugby locker room building; overhauling of lighting system of gymnastics training hall; construction of platform roof and pavement for the Sports High School building; 2<sup>nd</sup> section of cross-country track; archaeological surveys at the Sports High School site; Sports High School landscaping; new fencing for field #5; work on pillars of 50 m swimming pool on railway side - renovation of base; upgrading for compliance with ISPESL/INAIL requirements; CTF heating systems; refurbishing of capacitor systems of MV rooms; refurbishing of field #5.



**NFs WITH OVER 1,000 VISITS IN 2016**



To learn more about the Centre, visit [onesti.coni.it/](http://onesti.coni.it/)

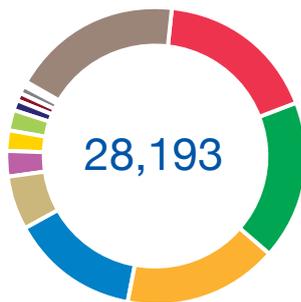
## The Olympic Training Centre of Formia

The Olympic Training Centre of Formia is a sports complex where over 20 different sports can be performed throughout the year. The OTC has 4 buildings fitted with 130 beds distributed across 64 housing units.

The catering service relies on the support

of Chef Giovanni Vallario. The OTC is equipped with 4 meeting rooms for conferences, training courses, presentations, technical meetings.

**In 2016:** > Investments in the OTC of Formia totalled € 45,000: Warehouse section and bathroom in throwing area; Technogym equipment.



VISITS IN 2016

17.5% FITET	2.6% FIPE	0.8% FIV
17.3% FIPAV	2.4% IAAF	0.3% FIC
16.5% FIS	2.2% FIGC	0.1% FITARCO
13.9% FIDAL	1.0% FIR	18.5% Other non-NFs
6.1% FITA	0.9% FISl	

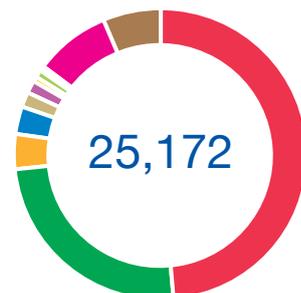
To learn more about the Centre, visit [formia.coni.it/](http://formia.coni.it/)

## The Olympic Training Centre of Tirrenia

The Olympic Training Centre of Tirrenia is fitted with a 58-room guest house, totalling 140 beds, 1 restaurant accommodating 200 people and 1 bar. The Olympic Training Centre of Tirrenia has also been hosting: refresher courses for the American Baseball Major League since summer 2006; refresher courses for the European Gymnastics Union; meetings and joint camps with athletes (tennis-baseball-gymnastics); training courses for coaches, officials, judges, referees, sports physicians.

**In 2016:** > Investments in the OTC of Tirrenia

totalled € 700,000: refurbishing of red surfaced fields; entrances to Perrone stadium; Perrone stadium field; electrification of northern area of OTC; replacement of boiler in Building F; extension of Wi-Fi system and TV signal; new control units for fire prevention system fitted with sirens; refurbishing of capacitor systems of MV room; fitting-out of beach area; construction of 4 hard surfaced fields and 2 red surfaced fields: Technogym equipment.



VISITS IN 2016

48.7% FIT	1.8% FGdL	0.2% FITAV	3.1% FIDAL
24.8% FIBS	1.3% FIPE	0.2% FISl	0.8% FIV
3.9% FIR	0.6% FIS	8.5% Other visitors	6.2% FIP

To learn more about the Centre, visit [tirrenia.coni.it/](http://tirrenia.coni.it/)

## ANTI-DOPING

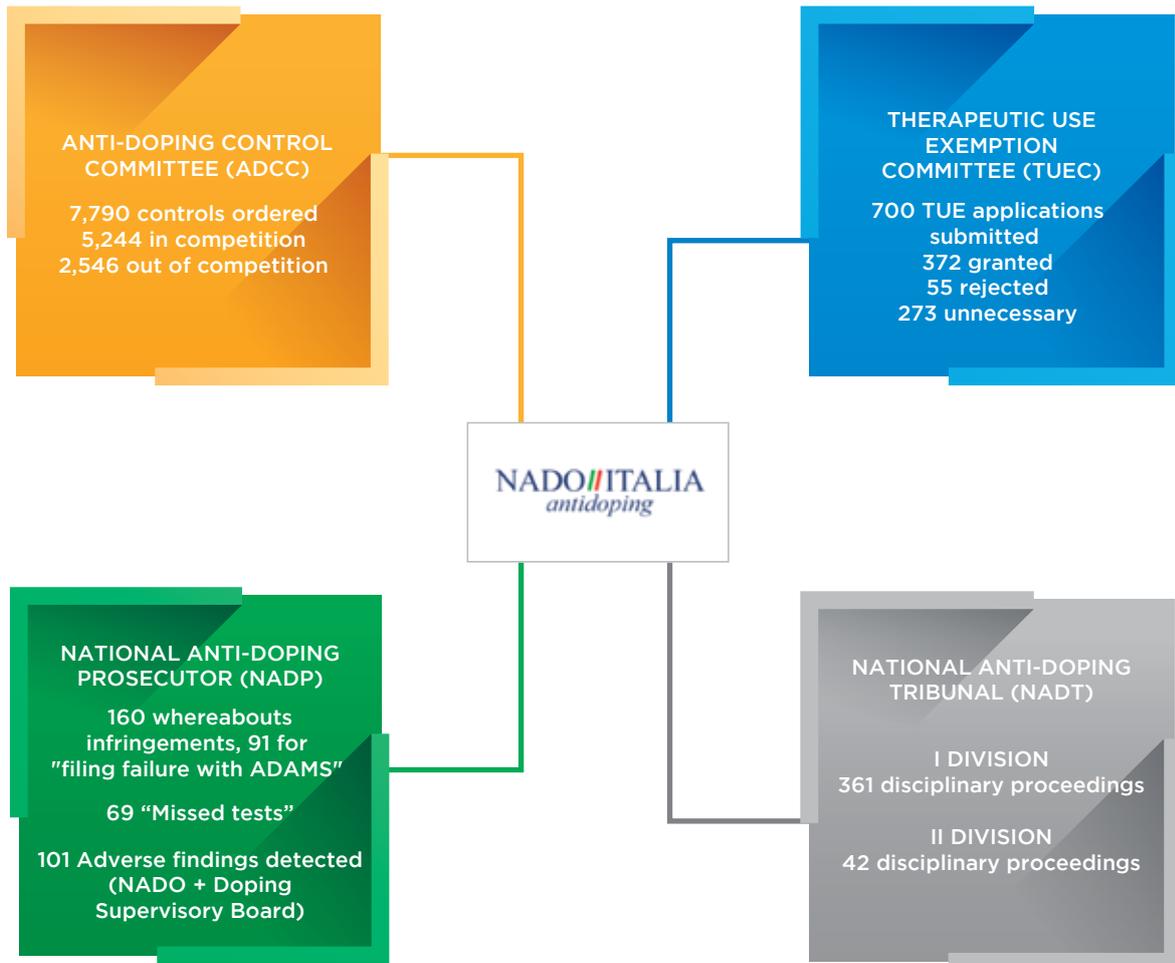
“ Since 2016, NADO Italia has been headed by a president (appointed upon recommendation of CONI President after hearing the opinion of the Supervisory Authority and the Ministry of Health) and consists of the following bodies: Anti-Doping Control Committee (ADCC); Therapeutic Use Exemption Committee (TUEC); National Anti-Doping Prosecutor (NADP, formerly Anti-Doping Prosecutor Office (ADPO)); National Anti-Doping Tribunal (NADT), consisting of two Divisions. ”

NADO Italia is the national anti-doping organisation, a functional arm of the World Anti-Doping Agency (WADA) and has exclusive responsibility for the adoption and enforcement of the regulations in compliance with the World Anti-Doping Code (the WADA Code), of which it is a signatory.



### MAIN ACTIVITIES AND RESULTS IN 2016

- On 12 February 2016, upon request of the World Anti-Doping Agency, NADO Italia signed the WADA Code, becoming a signatory thereof. As a result, it is formally recognised as the Italian National Anti-Doping Organisation in full compliance with the international regulations and WADA directives.
- In 2016, activity focused on the implementation of the national anti-doping programme ahead of the Rio de Janeiro Olympic Games, requiring at least three (in or out of competition) anti-doping tests to be conducted on each Italian athlete qualified for the Olympiad.
- Since the Rio 2016 Games, an International Task Force established by the WADA has been monitoring all anti-doping organisations, performing quality and quantity checks (through the ADAMS system) on the implementation of the individual programmes. With regard to the activity carried out by NADO Italia, the Task Force did not raise any concerns or point out any critical issues.
- The programme for the athletes' biological passport was launched with regard to both the steroid and haematological module.
- The new institutional website was published ([www.nadoitalia.it](http://www.nadoitalia.it)). Moreover, in conjunction with ConiNet an information system was developed (operational since 1 January 2017) for the collection of data regarding activities carried out to be used for statistical purposes as well as to implement increasingly effective strategies for the fight against doping.
- Procedures were implemented as required to change and supplement the Anti-Doping Sports Regulations consistent with the WADA World Anti-Doping Code, resulting in the official issue of the Code Compliance certificate by the World Anti-Doping Agency and the final approval by CONI National Board.
- Below is an overview of the tasks carried out by the individual bodies in 2016:



To learn more about NADO Italia, please visit [www.nadoitalia.it/it/](http://www.nadoitalia.it/it/)

## 2017/2020 GOALS - NADO ITALIA

- 1 Increasing anti-doping training activity by partnering with CONI's School of Sports.
- 2 Spreading the "clean sport" culture within high schools that follow sports curricula.
- 3 Strengthening co-operation with the Carabinieri Unit for the Protection of Health and other police forces for more effective investigations.

## THE SPORTS JUSTICE

“ The sports justice system in place at CONI consists of the Guarantees Committee of Sports and Sports General Prosecutor’s Office. ”

Following the sports justice reform in 2014, the Sports General Prosecutor’s Office and the Guarantees Committee of Sports were created to ensure independence of the individual Federations, make federal justice bodies accountable and encourage compliance with the principle of legality of the legal system.

### MAIN ACTIVITIES AND RESULTS IN 2016

#### ■ Sports General Prosecutor’s Office

- > Supervisory tasks were completed to ensure that the Federations’ justice regulations reflected the changes made to the CONI Sports Justice Code issued by National Council on 9 November 2015.
- > Information was exchanged between the Federal Prosecutor’s Offices and the Sports General Prosecutor’s Office – through the “IT platform” – according to the applicable preliminary investigation phases, allowing the Sports General Prosecutor’s Office to discharge its duties at best.
- > The number of dossiers filed by the Federal Prosecutor’s Offices of the National Sports Federations totalled 2,315 (virtually unchanged compared to 2015), while the number of dossiers filed by the Associated Sports Disciplines rose from 59 in 2015 to 134 in 2016.
- > The number of requests for extension of the deadline for preliminary investigations decreased considerably (341), showing a more expeditious conduct of such investigations. Remedial and guidance actions undertaken by the Sports General Prosecutor’s Office to the benefit of Federal Prosecutor’s Offices totalled 226 (as opposed to 176 in 2015). Evocations and applications totalled 6.

**2,315**  
DOSSIERS FILED  
BY THE FEDERAL  
PROSECUTOR’S  
OFFICES  
OF THE NFs

#### ■ Guarantees Committee of Sports

- > In 2016, 73 appeals were filed with the Guarantees Committee of Sports. Most of the proceedings settled by the Panel pertained to complex as well as significant legal issues considering, among other things, their impact on the sports legal system.
- > Of the 73 appeals, 27 were settled by the Joint Court Divisions, while the remainder pertained, in particular, to disciplinary as well as technical, sports, administrative and financial disputes.
- > Upon request of CONI General Secretary, the Supervisory Panel issued eight opinions out of ten requests submitted.



To learn more, reference should be made to the Sports Justice Code available at the following link:

### 2017/2020 GOALS - SPORTS JUSTICE

- 1 Amendment of the Sports Justice Code.
- 2 Amendment of the federal justice regulations.
- 3 Increasing the independence and autonomy of sports justice bodies.

## THE SPORTS MEDICINE AND SCIENCE INSTITUTE

“ Relying on a 50-year long experience, the Sports Medicine and Science Institute is a unique cultural hub in the field of sports medicine as a whole, with special emphasis however on cardiology, metabolism and nutrition, orthopaedics, rehabilitation, etc. ”

The Sports Medicine and Science Institute consists of Operating Units (OUs) and two main Departments: Sports Medicine, which deals with the prevention and diagnoses of sports medicine conditions and internal medicine conditions related to sport; Sports Science, which co-operates with the NFs and IPC Technical Staff (coaches, doctors and sports trainers), supplementing their activity by providing information relating to factors that limit performance and to the athletes' performance characteristics.

### MAIN ACTIVITIES AND RESULTS IN 2016

- In February 2016, MRI (Magnetic Resonance Imaging) equipment purchased by CONI in 2015 with an aid granted by Fondazione Roma became operational.
- A four-year term agreement was entered into with the Rome Campus Bio-Medico University to promote teaching, research and support activities.
- A memorandum of understanding was entered into with the Carabinieri as part of a co-operation framework agreement designed to support the programmes intended for athletes registered with the Sports Centre.
- A framework agreement was entered into with the Ministry of Defence with the goal to promote a health protection campaign within sport by implementing healthcare programmes and developing research projects relating to Sports Medicine, Nutrition Science and Human Nutrition as well as Science Applied to Sport.
- Agreements and contracts were entered into with major leading hospitals to rely on the support of doctors specialising in a range of health areas in order to strengthen and expand them.
- More agreements were entered into with Insurance Companies, resulting in an increase in the number of private patients.
- The physiotherapy and cardiology units were upgraded and expanded following the restoration of the areas being used and the inclusion of state-of-the-art machinery and equipment.
- Home-based health care services were implemented (physiotherapy and sample collection).

To learn more about the activities of the Sports Medicine and Science Institute, please visit [www.medicinaescienza.coni.it](http://www.medicinaescienza.coni.it)

### 2017/2020 GOALS - THE SPORTS MEDICINE AND SCIENCE INSTITUTE

- 1 Carrying on restoration and expansion activity for some departments of the Institute to increase and improve the services to be provided to the athletes.
- 2 Optimising the use of in-house resources through control and management processes.
- 3 Optimising the use of goods and services with a greater control on the Institute's overheads.
- 4 Implementing the dental department to provide support to athletes and private patients.
- 5 Upgrading and expanding the imaging department.

## THE SCHOOL OF SPORTS

“ Today, the School of Sports is the point of reference for the Technical Divisions and Study Centres of the National Sports Federations. ”

The School of Sports is the organisation dealing with the institutional sports training schemes delivered by CONI. The School of Sports primarily delivers training courses where sports operators are able to rely on the experience and results gained through research conducted in the medical, sports coaching, engineering and management fields. The main learning areas include sports coaching training and management training, the latter chiefly designed for corporate managers and CONI/NFs employees.

### MAIN ACTIVITIES AND RESULTS IN 2016

- Thanks to a model aimed at fostering a constant exchange and dialogue among coaches, managers, athletes, doctors and physiotherapists, in 2016 the School of Sports delivered 91 training courses.
- Partnerships and co-operation were entered into with the University of Foro Italico, LUISS (Business School), Lumsa University, Tor Vergata, Milan Polytechnic and Parma University continued. In addition, an agreement was entered into with SDA Bocconi in 2016 to deliver “Executive in Sports Management” and “Sport Marketing and Sponsorship Management” courses. Both programmes were devised to meet the increasing need for management skills in sport and develop skills to be used for planning, organising and managing sports events.
- Activities continued in respect of the publication and official presentation of volumes featuring sports-specific as well as management-related contents. The materials published by the School of Sports are sold on the market or distributed during courses and seminars staged by the School of Sports itself. In 2016, 1,122 volumes were sold and four new publications were completed.
- Publishing endeavours also continued as regards the School of Sports Magazine, with about 2,000 subscribers.
- In 2016, on the 50<sup>th</sup> anniversary of the School of Sports, a prestigious partnership was entered into with De Agostini Scuola S.p.A. — one of the leading school publishing operators — for the publication of three new De Agostini Scuola - CONI Scuola dello Sport co-branded volumes intended for first and second grade secondary school students, and the delivery of teacher training courses and refresher seminars held by CONI expert and organised by De Agostini Scuola.

**+20%**  
TRAINING  
COURSES  
DELIVERED  
IN 2016

**5,000**  
PARTICIPANTS  
ATTENDED THE  
COURSES  
HOSTED BY THE  
CENTRAL SCHOOL



To learn more, please follow this link:

## REGIONAL SCHOOLS OF SPORT

Regional Schools of Sport are entrusted with local education schemes. They are headed by the President of the relevant Regional Committee, who is aided by a Vice President.

In addition to the President and Vice President, the Board includes 5 representatives from each group of the elected members of the Regional Board of the Committee nominated and selected by the President himself. The activities of the Regional Schools are planned in conjunction with the National School of Sports.

The activities carried on by the Regional Schools are mainly intended for (i) the sports Associations and Clubs operating locally through the regional and provincial organisations of the NFs, ASDs, SPOs and Meritorious Associations, and (ii) anyone who wishes to benefit from the Schools' activities, provided that they comply with the applicable rules. The activities of the Regional Schools include training for all sports operators, applied research, investigation, staging seminars and conferences and any other sport-related cultural event. In 2016, the synergy between the School of Sports and Regional Schools of Sports increased following common projects and initiatives undertaken and as part of service-related activities intended for Italy's sports system. In 2016, more than 31,000 participants took part in the training activities delivered by the Regional Schools.



## SCHOOL OF SPORTS GOALS 2017/2020

- 1 Implementing incentive plans in 2017 for scheduling the Regional Schools' activities, increasing cost-effectiveness and developing courses for the NFs.
- 2 Entering into an agreement with the Turin Polytechnic for the joint participation in a 2<sup>nd</sup> level Master in Sports Engineering to be delivered during the 2018/2019 school year.
- 3 Entering into an agreement with the University of Tor Vergata – Medicine and Surgery Faculty – for the joint participation in a 2<sup>nd</sup> level Master for High Performance Coaches to be delivered during the 2017/2018 school year.
- 4 Developing synergies in the fields of research and training with the Digital Innovation Observatory in the Sports Industry of the School of Management of Milan Polytechnic.

## CONSULTANCY FOR SPORTS FACILITIES

“ Coni Servizi, through its Sports Facilities Consultancy unit, offers consultancy services that meet new market demands and provide best-in-class management of sports facility assets by upgrading and designing new facilities according to efficiency, safety and ecosystem protection criteria. ”

Coni Servizi provides support and coaching regarding: the assessment of the actual conditions and current uses of public sports facilities for the purpose of identifying any action that may be required in order to restore their operation; the identification of the business model of sports facilities by conducting an accurate analysis of supply and demand existing at the local level, consistent with the resources available; the strategic, technical and operational support to be extended during the different stages of design, deployment and management of sports facilities.

### MAIN ACTIVITIES AND RESULTS IN 2016

- In the period spanning between April and July 2016, a survey was conducted regarding a project named “Census and monitoring of local sports facilities in the city of Rome”, which is part of the broader National Project being implemented, with a view to forming a global nation-wide picture over the next few years. A synergy effort made possible thanks to the contribution and support of all the entities that manage and use the facilities across the territory. The census conducted involved 2,221 facilities, of which more than 1,000 were public facilities (including school institutes). 6,336 activity areas were surveyed and more than 9,600 photos were taken on the conditions of the facilities.
- The 8<sup>th</sup> edition of the “Master in architectural design of sports facilities” was launched thanks to the support of Coni Servizi, Architecture and Design Department of La Sapienza University of Rome and the Institute for Sports Credit.
- The “Spazio Sport” quarterly magazine continued to be published. Since 2015, the magazine has been featuring a new editorial line expanding its contents, ranging from specific sports facilities to the different areas that make up the Sports System and contribute to its development at both a national and local level, without losing sight of the international scene.

**2,221**  
FACILITIES  
SURVEYED  
IN 2016



To learn more, please follow this link:

## 2017/2020 GOALS - CONSULTANCY ON SPORTS FACILITIES

- 1 Implementing the provisions under Law Decree No. 185/2015, Article 15, later written into Law No. 9/2016, surveying the sports facilities in all Italian regions, with about 90,000 inspection visits being estimated.
- 2 Implementing law provisions by completing the technical design tasks and works as under the Sport and Suburbs plan.
- 3 Pursuing activities across the territory aimed at promoting the Master in Architectural Design of Sports Facilities, scheduling a session in Milan with the support of the Polytechnic.

### SPORT AND SUBURBS

The “Sport and Suburbs” Fund was established by the Italian Government to boost national competitive activity and the development of a sports culture in disadvantaged and suburban areas, the purpose being to remove social and economic imbalance and increase urban security. To this end, the Italian National Olympic Committee was tasked with the preparation and implementation of the Urgent Action Plan and the Multiannual Action Plan. The Law authorised an overall expenditure of € 100 million in the 2015-2017 three-year term.

To learn more about the project, please see Chapter “CONI and the social role of sport”.



## SPECIAL PROJECTS

Special Project is the Function dealing with the participation in European tenders restricted to sport ("Erasmus+ Sport" Programme), providing support to the different organisations of Italy's sports movement.

### Main activities and results in 2016

- > This Function supported the implementation of the European Union Working Plan for Sport (2014-2017), with special emphasis on key topics and adopting a constructive approach, reaching the expected results and using the correspondent working units as identified by the EU. This made it possible to share CONI's best practices and other experiences at an international level, while allowing Italy to submit target-oriented requests for funding under the Erasmus+ project in the area of sport.
- > The "Design Support to Sports Bodies" Operating Unit helped support Italy's participation in tenders and improve the stakeholders' professional management skills and abilities as well as building relations between sports organisations.
- > In 2016, Italy was the Member State most funded by the EU (non-profit sports events and partnerships) and the winner (PwC-CONI) of the tender named European Commission (2016) Study on Sport Qualifications Acquired Through Sport Organisations and (Sport) Educational Institutes, European Council.
- > Support was provided to corporate organisations that were likewise involved in the aforesaid EU key topics, and to the implementation of European directives concerning the recognition of professional qualifications and (EU) Regulation No. 1024/2012 relating to the administrative co-operation through the internal market information system (the "IMI Regulation").

### 2017/2020 Goals - Special Projects

- > Participating in EU and EOC working groups and exchanges on the topics pertaining to the 2017-2020 Working Plan for Sport.
- > Completing the SUCCESS Project on gender parity, creating the conditions for a possible development of this topic through an additional project as a continuation of the previous project.
- > Carrying on the funded projects currently being deployed (Sport Parks, AMATT, On-Games, Sport My Way).
- > Participating in additional sport-related Erasmus+ Tenders as project leader and/or member of transnational consortia.
- > Providing design support and advice to sports bodies that wish to access European funds, whether in the area of Sport or in other areas of the Erasmus+ Programme or other EU Programmes.
- > Providing support for the implementation of Directive 2013/55/EU of the European Parliament and Council, implementing Directive 2005/36/EC relating to the recognition of professional qualifications and (EU) Regulation No. 1024/2012.

## SUPPORT TO TOP LEVEL ATHLETES

### ATHLETES' BENEFITS

Increasing support and assistance to top level athletes by providing direct contribution and granting benefits and free of charge services (Athlete's Card).

### JUNIOR CLUB ITALIA

A "Junior Club Italia" was established using the funds arising from the "Terna Project" in order to provide support to all the athletes who stood out at a youth level at World Championships. With respect to the Terna Project, 50 athletes were awarded a scholarship in 2016.

### OLYMPIC CLUB SPORTS PARAMETERS

New sports parameters were defined to include athletes in the Olympic Club.

### SUPPLY OF HEALTHCARE SERVICES

The Institute of Sports Medicine and Science supplied free-of-charge healthcare services to the athletes belonging to the Olympic Club, Olympic Promises, Junior Club Terna as well as athletes included in the list of Olympic Prospects who were referred to by the relevant NFs (about 1,300 athletes).

### ATHLETES' EDUCATION

Providing learning opportunities for top level athletes (TASEM Project, which enables the athletes participating in the Mediterranean Olympic Games to pursue a sports management training and learning path) and athletes who are no longer active or are approaching the end of their career (Gold in Education and Elite Sport - GEES).



### **SUPPORT TO STUDENT ATHLETES**

Support to be provided to top level athletes who attend secondary school, in conjunction with MIUR (Ministry of University and Research) and “Lega Serie A” (Top Division League) in order to find a balance between school and sports commitments through tailored learning paths, e-learning platforms and extended work-related learning.

### **SUPPORT TO UNIVERSITY CAREERS**

Adoption of the MoU signed with MIUR, CRUI, CUSI, CIP, ANDISU to provide support to university careers of elite athletes. The MoU aims at encouraging universities to adopt concrete tools that can enable elite athletes to enrol in university courses.

### **DUAL CAREER**

In conjunction with the Ministry of Labour and Social Policies, “The New Season” project was launched. The project sets out to help athletes who are reaching the end of their career seek new professional opportunities by enhancing the specific skills acquired during their sports endeavours and then putting them to use in the labour market.

### **ATHLETES' COMMISSION**

The Athletes' Commission was vested with more powers and specific duties were assigned by the Board.





Sport is an open space  
where everyone  
can feel welcome,  
empowered and guided  
in their developmental,  
educational and health path.



# 3

## CONI AND THE SOCIAL ROLE OF SPORT

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### 3. CONI AND THE SOCIAL ROLE OF SPORT

Sports are a vehicle for inclusion, participation and social aggregation and a means for psychological and physical wellbeing and prevention. It also plays a fundamental social role, being a means for education and training, allowing the development of skills and capabilities that are essential for the balanced growth of each individual.

CONI has always recognised this value, and is committed to ensuring that sport is practised more and more, especially among young people, and that the right to sport for all is guaranteed in the less well-off areas of the country. The economic sustainability of CONI's social initiatives is ensured by developing and consolidating partnerships with public institutions and private bodies.

#### THE STRATEGIC SOCIAL RESPONSIBILITY PLAN: OVERVIEW



#### OBJECTIVES

- To promote correct lifestyles and sport as a means of prevention in order to improve mental and physical wellbeing at all ages.
- To promote ground-field and equipped outdoor areas as a means of bringing people together and socialising.

#### PROJECTS UNDERTAKEN

- European Sports Week
- National Sports Day
- Sport and the Suburbs
- "CONI Ragazzi" project: Social impacts analysis

#### AREAS OF INTERVENTION

- **SPORT, PREVENTION AND APPROPRIATE LIFESTYLE:** Institutional partnerships to promote correct lifestyles and sport as a means for prevention and mental and physical wellbeing to encourage the practising of sport among youngsters and senior citizens.
- **SPORT AND THE SUBURBS:** Actions to refurbish sports facilities and outdoor equipped areas as a way of bringing people together in the suburbs.

## OBJECTIVES

- To encourage participation in motor and sporting activity, both inside and outside the school, combating obesity among youngsters.
- To support elite athletes with their school and post-school education and their inclusion in the workplace (dual career).
- To support talented youngsters in their sporting and educational paths.

## PROJECTS UNDERTAKEN

- "Sport di Classe"
- "Promoting motor activity and executive functions in primary school (3-6 years)"
- Student Championships
- Support for top level athletes in secondary schools
- "La nuova stagione" - work placement for athletes at the conclusion of their sport career
- CONI Trophy
- Educamp
- CONI Centre for Orientation and Introduction to Sports

## AREAS OF INTERVENTION

- **SPORT AT SCHOOL:** Collaboration with the Ministry of Education to promote motor, physical and sports education at all school levels.
- **DUAL CAREER:** Plan of action in favour of dual careers, having an impact on the school and post-school paths of elite athletes.
- **TALENT EMPOWERMENT:** Actions in support of sports organisations and amateur groups to promote sporting activity and nurture young talent.

## OBJECTIVES

- To intervene in areas of social and economic disadvantage, using sport as a means for social development and growth.
- To encourage the construction of a multicultural, inclusive and integrated society, thanks to the educational values of sport.
- To spread the educational values and culture of legality through sport.

## PROJECTS UNDERTAKEN

- "Sport e integrazione: la vittoria più bella"
- FAMI - Asylum Migration and Integration Fund
- "Vincere da grandi"

## AREAS OF INTERVENTION

- **RIGHT TO ENGAGE IN SPORT:** Ongoing project initiatives to guarantee the right to sport for all which, by encouraging inclusion, are undertaken chiefly in underprivileged areas.
- **SPORT EDUCATIONAL VALUES:** Information campaigns and projects in collaboration with representatives from sport, government, academic and scientific worlds on the topics of integration, inclusion and fair play.
- **SPORTS AND LEGALITY:** Initiatives to spread and promote the culture of legality in high crime areas through sport.

## SPORT, YOUTH AND SCHOOL

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CONI supports opportunities for educational growth through the planning and rollout of specific initiatives for youngsters – in particular inside the school – in which to

promote the values of sport and physical and motor disciplines, with the aim of ensuring their personal wellbeing.

### SPORT DI CLASSE

Sport di Classe is a project promoted and rolled out by CONI and by the Ministry of Education, Universities and Research (MIUR), in collaboration with the Italian Paralympic Committee, aimed at schools as a response to the need to spread motor education, starting in primary schools. A specialist figure – the Sports Tutor – has been created to promote education and training processes among the younger generations.

The Tutor, graduated in Motor Sciences or at ISEF, properly trained, provides

support to the teacher and helps with the planning and performance of motor activities, organises Spring and End-of-year Student Games, promotes class participation in work on values and supports teachers in encouraging participation in motor activity and the inclusion of pupils with disabilities.

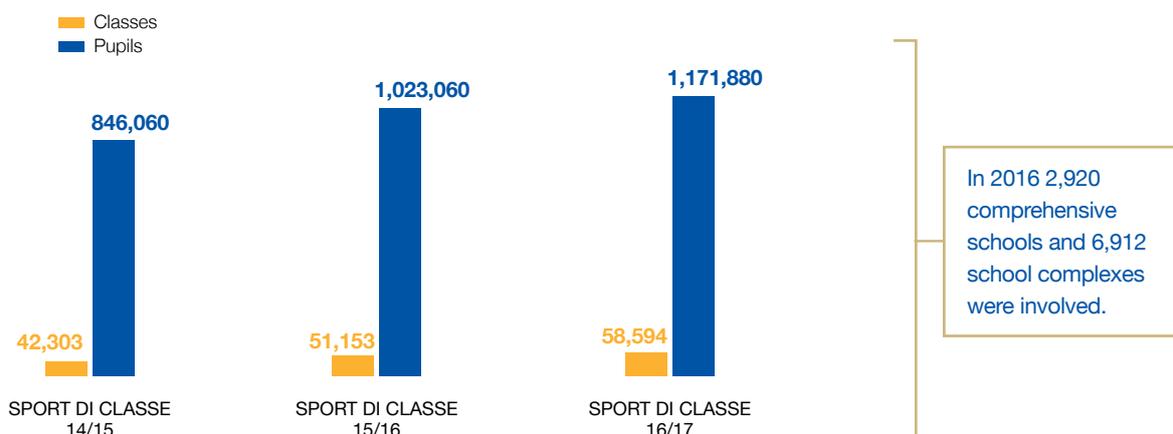
The project has the following goals:  
to encourage the participation of schools;  
to involve all classes, from grades I to V;  
to promote the adoption of two hours a week of physical education; to promote the values of sport.

### MAIN ACTIVITIES 2016

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- Work on values focused on the topic of fair play. The course included the distribution of a kit of paper-based and digital materials for composing an essay, and participation in a national competition rewarding the best essays (one winning school per province).
- The Sport di Classe Games were staged in two periods of the year: the Spring Games, in the second half of March, took place in individual schools; the End-of-school-year Games took place in individual schools or at a municipal level.
- In this edition of Sport di Classe end-of-year parties were introduced for the first time at a regional level.

## DIFFUSION OF THE PROJECT IN PRIMARY SCHOOLS – CLASSES AND PUPILS



Estimated number of pupils according to national average (20 pupils per class).

### PROJECT ASSESSMENT

From questionnaires compiled by over 2,200 participating school officials, 99% hoped that the project would be repeated next year, while 98% believed it had helped to improve the offer of Physical Education in the school (73% said the improvement was significant).

For more information: [www.progettospordiclasse.it](http://www.progettospordiclasse.it)

## PROJECT “PROMOTING MOTOR ACTIVITY AND EXECUTIVE FUNCTIONS IN PRIMARY SCHOOL (3-6 YEARS)”

The experimental project “Promoting motor activity and executive functions in primary school (3-6 years)” is a free training project for infant schools, supported by CONI since 2017.

The aim of the project is to develop motor activities and the development of cognitive abilities starting from the infant school, making use of specially trained teachers, supported by handbooks drafted by a Scientific Committee for the planning and monitoring of results.

The project, originating from the experience of the non-profit social promotion association “Laboratorio 0246”, together with the Centre of Research on Motor Development in Childhood of the University of Verona, sought to promote the sensorimotor development of smaller children (0-6 years age group), in order to combat obesity and a sedentary lifestyle, and to promote a correct food culture and conditions that favour socialisation.

### MAIN ACTIVITIES 2016

- Three training meetings were organised at a regional level to illustrate the project to participating teachers.
- For schools in Veneto and Latium, and since April 2017 in Bologna, in collaboration with CONI and the Centre of Research on motor development in childhood of the University of Verona, physical activity initiatives were organised in the period March-May for infant schools, for a minimum of 25 and maximum of 40 children.

**3,679**  
CHILDREN  
INVOLVED

**336**  
TEACHERS  
INVOLVED

## STUDENT CHAMPIONSHIPS

The Student Championships are organised by the Ministry of Education, Universities and Research (MIUR) in collaboration with CONI, the Italian Paralympic Committee, National Sports Federations and Associated Disciplines recognised by CONI.

The project is a logical continuation and development of work performed by PE teachers, and involves the students of secondary schools, both lower and upper, with inclusive paths for disabled students.

### MAIN ACTIVITIES 2016

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- CONI provides services requested by MIUR for the rollout of the project:
  - > first-aid service during competitions, covered by the Italian Sports Physicians Federation (FMSI);
  - > timekeeping service, covered by the Italian Timekeepers Federation (FICR), for competitions requiring timekeeping;
  - > insurance coverage for all participants;
  - > prizewinning materials (cups and medals) for all Student Championships competitions.
- Through its committees CONI helped to organise the regional and national finals.
- For upper secondary schools the national finals included the sporting disciplines included in the calendar of International Sport Federations (ISF) for 2018.
- In the school year 2016/2017 a total of six national finals were held for upper secondary schools: cross-country running, 5-a-side football, volleyball, table tennis, rugby, badminton.

For more information: [www.campionatistudenteschi.it](http://www.campionatistudenteschi.it)



## PROJECT TO PROVIDE SUPPORT TO TOP LEVEL ATHLETES IN SECONDARY SCHOOLS

Art. 1 of Law 107 of 2015 (known as the “Buona Scuola” reform) gives, under subsection 7, among the priority goals of the reform, “...concern for ensuring the right to study of students practising competitive sporting activity”.

In order to implement Art. 1, paragraph 7 of Law 107 of 2015, a Ministerial Decree was issued, setting up, among other things, an experimental three-year Programme aimed at developing innovative methods for top level athletes, thanks

to innovative teaching methods supported by digital technology and customised educational paths. The general goal is to help elite athletes to reconcile sporting activity with school progress. It is felt that these trials provide concrete help in this sense, and are an important message of support conveyed to athletes that are working every day to achieve top level results.

The project got under way on a trial basis in the school year 2016/2017.

### MAIN ACTIVITIES 2016

- Experimentation entailed two participation modes: a) “basic”, with the definition of a Customised Educational Path, approved by a Class Council, dedicated to the student-athlete that has asked to take part; b) “advanced”, with the possibility of using an e-learning platform for remote learning, useful in the event of long-term absence from school of the student-athlete.
- Two main figures have been identified: the school teacher acting as project contact (school tutor) selected by the Class Council; a project contact (sports tutor) designated by the Sports Federation, Associated Discipline or Professional League.

**439**  
STUDENTS

**181**  
SCHOOLS  
FOR 17 REGIONS

**524**  
SPORTS TUTORS  
AND SCHOOL TUTORS

### SCHOOL AND WORK ALTERNATION

Work experience at school, compulsory for all students in the final three years of upper secondary schools, is one of the innovations introduced by Law 107 of 2015. This is an educational experience organised by the school in concert with other actors and institutions, in order to give students training and educational opportunities in a host structure for given periods of time.

In this regard, students granted elite athlete status attending upper secondary schools are given the possibility of fulfilling the obligations of Law 107/2015 through the performance of sporting activity (from 200 to 400 hours to be dedicated to work experience while at school can be covered by sports training). This instrument ascribes to elite sporting activity the development of skills that can be useful for the student’s entry in the workplace (leadership, managerial skills, systemic thinking, result orientation).

## CONI TROPHY

The CONI Trophy is a national Under-14 “multisport” CONI project aimed at Amateur Sports Associations in the CONI national register and duly affiliated with National Sports Federations (NFs), Associated Sports Disciplines (ASDs) or Sports Promotion Organisations (SPOs). The aim of the project is to recreate

synergies among revamped CONI local structures and the regional representative bodies of the NFs, ASDs and SPOs, in order to create new initiatives to promote grassroots sporting activity. The CONI Trophy is rolled out in two phases, the first regional, the second national.

### MAIN ACTIVITIES 2016

- The National Final was organised by the Sardinia CONI Regional Committee. The event was staged in Cagliari from 22 to 24 September 2016, with a significant increase in the number of participants.
- The CONI Trophy was enhanced by constant updates of the website dedicated to it, with special focus on the National Final.
- A “socialwall” was created to convey to a single page all activities and interactions in social networks. To publicise the event CONI’s official social channels were used, and the hashtag #trofeoconi was created.



For more information: [www.coni.it/it/trofeoconi.html](http://www.coni.it/it/trofeoconi.html)

## EDUCAMP

Educamp is a national CONI project aimed at children aged from 5 to 14. Each year, between June and September, the project promotes, through an extensive network of summer camps and multidisciplinary sports centres, motor and sporting activity programmes, with a special focus on games and socialisation, encouraging youngsters to raise their desire to learn.

This initiative seeks to promote the dissemination of fundamental principles, such as respect for the individual, the group and the rules. It also seeks to promote concepts such as socialisation, multiculturality, integration, mental and physical wellbeing, correct lifestyles, etc. The project has two organisational formulas: city and residential.

## MAIN ACTIVITIES 2016

- In 2016 the project highlighted many aspects relating to the diets of participants, with the support of CONI's Sports Medicine and Science Institute and the Italian Sports Physicians Federation (FMSI).
- A brochure, entitled "Faccio Sport e Mangio Giusto" (I play sport and eat well), was drafted and handed out to camp participants, dedicated to food education.
- A total of 145 weekly meetings were given, in all camps, by physicians of the Italian Sports Physicians Federation, with the involvement of families, with the aim of highlighting the importance of correct nutrition and diet for games and sports and the acquisition of healthy and correct lifestyles.
- CONI's Sports Science Department also made a significant contribution to the study of the motor skills of children aged between 8 and 14.
- The event was enhanced by updates to the website dedicated to this initiative. A total of 47 mini-sites were created, one for each camp.



For more information: [www.educamp.coni.it/educamp.html](http://www.educamp.coni.it/educamp.html)

## CONI CENTRE FOR ORIENTATION AND INTRODUCTION TO SPORTS

The project "CONI Centre for Orientation and Introduction to Sports outside school" is a nationwide experimental project conceived in 2015 and proposed in 2016 with pilot centres in every Region, designed to provide youngsters aged from 5 to 14 with an ideal place for trying out

innovative strategies for young people's orientation and introduction to sporting activity. This is done in part via the transfer of knowledge and skills among different sports associations and/or disciplines. This formula includes education on healthy lifestyles and correct nutrition.

## MAIN ACTIVITIES 2016

- Each CONI Regional Committee chooses 2 regional Teacher Trainers, for a total of 40 Tutors, who have received refresher training from coaches of ASAs (Amateur sports associations) or ASCs (Amateur sports clubs) involved in the CONI Centre on the topics of multilateralism and multisports, held at the seats of CONI Regional Committees (SRdS) and at the Centres themselves.
- These Tutors helped the coaches of the ASAs/ASCs involved with the planning of activities. Field activities helped to reveal the strengths, criticalities and areas for improvement of single Centres. These aspects were then examined by national youth sector coaches.



For more information: [www.coni.it/it/centro-coni.html](http://www.coni.it/it/centro-coni.html)

## “LA NUOVA STAGIONE” – WORK PLACEMENT FOR ATHLETES AT THE CONCLUSION OF SPORTING ACTIVITY

“La nuova stagione” is a project promoted by CONI and by the Ministry of Labor and Social Policies with the aim of providing athletes with career guidance and support when they reach the end of their sporting career. This important and innovative three-year project sets out to put to good use the skills acquired by athletes during the course of their sporting experience, in relation to new demand and opportunities offered in the workplace. Following the signature of the Agreement

on 4 March 2016, CONI – the Project coordinator – submitted the Plan of Action to the Ministry of Labor and Social Policies, which was approved by the Ministry on 22 June 2016.

The project entails the following activities: project information and communication campaign; reception and definition of orientation paths; definition of educational paths; definition of work placement paths; monitoring and assessment of project activities.

### MAIN ACTIVITIES 2016

- In 2016 the information and communication campaign was launched to promote the project among institutions and to inform athletes reaching the end of their sporting career about the opportunities afforded by this initiative.
- Basic training entailed a guidance phase centring on the athlete's skills, expectations and goals, with 3 local meetings, each lasting 3 days.
- Specialist training began on 18 April 2017 with a regional calendar, an initial phase dedicated to all training paths and a second phase focusing on individual training paths.

**350**  
PARTICIPANTS

For more information: [www.lanuovastagione.coni.it](http://www.lanuovastagione.coni.it)



## SPORT AND SOCIAL DEVELOPMENT

CONI promotes social projects in partnership with institutions, organisations and partner companies, with the goals of promoting the development of social

integration policies through sport, furthering sporting activity in complex local settings, and countering forms of race discrimination and intolerance.

### “SPORT E INTEGRAZIONE: LA VITTORIA PIÙ BELLA”

“Sport e Integrazione” is a project involving the Ministry of Labor and Social Policies and the Italian National Olympic Committee in the promotion of integration policies through sport.

This synergistic cooperation began in 2014 with the aim of developing actions to encourage the social inclusion of the non-national population through sport and to combat forms of intolerance and race discrimination. In 2016 Ministry of Labor

and Social Policies and CONI renewed the framework agreement for the promotion of integration policies in sport.

The aim is to carry on along the path followed in 2014 and 2015 and to focus on aspects relating to the spread and perception of the migratory phenomenon, continuing with awareness programmes in schools and disseminating the principles of the Manifesto in the sports world.

### MAIN ACTIVITIES 2016

- Working in collaboration with CNR (National Research Centre), a survey was conducted on the perception of the values of inclusion and integration in lower secondary schools.
- An educational campaign was carried out in lower secondary schools, with the handing out of study materials on the principles of the sport and integration manifesto in areas of the country most affected by the migratory phenomenon.
- The mapping of “Best Practices” was carried out as part of activities performed by sports and non-profit associations. Positive experiences in the sphere of integration and sport were gathered, through a public “call”. A “Sport and Integration Day” was held, including actions in serie A stadia.
- An online awareness campaign was conducted through CONI’s official websites and social network channels, thanks to the involvement of 9 national elite athletes and the making of video clips. This new communication channel produced excellent results in terms of involvement in social networks, with over 30 million views on Facebook.
- Carrying on the study carried out in the previous year, an analysis was conducted on migration effected for sporting ends, taking by way of comparison a study on the mobility of sportsmen and women from non-EU countries, focusing on migration and sport and the influence on the composition of national teams.

#### Scholastic ambit

OVER  
**340** VIRTUAL POSTCARDS MADE  
**239** PROJECTS RECEIVED  
**72** SCHOOLS GIVEN PRIZES

#### Sportive ambit

**239** PROJECTS RECEIVED  
**45** SELECTED AND PUBLISHED  
**12** GIVEN PRIZES

## “VINCERE DA GRANDI”

The project “Vincere da grandi” seeks to disseminate the culture of legality in disadvantaged areas where the risk of crime and social marginalisation is high, using sport as an instrument for social cohesion and development. The project, providing a service to the community and to single families, is aimed at youngsters aged between 5 and 14, belonging to disadvantaged categories

or families undergoing hardship, residing in outlying or disadvantaged areas.

The initiative offers, free of charge, a valid sporting-educational path for youngsters, with: multisport activities; participation in national or international sporting events; meetings with testimonials, sports champions; kit with sports materials for each participant.

### MAIN ACTIVITIES 2016

■ In 2016 the cities involved were:

- > *Milan* – Quarto Oggiaro. Sports: basketball, volleyball, karate, gymnastics;
- > *Rome* – Corviale. Sports: football, freestyle, gymnastics, athletics;
- > *Naples* – Scampia. Sports: judo and gymnastics;
- > *Palermo* – San Filippo Neri (formerly known as Zen). Sports: athletics, karate, volleyball, basketball, football, badminton, sailing;
- > *Rosarno* (Reggio Calabria). In 2016, in one of the areas most at risk in Calabria, funding was provided to refurbish an outdoor sports ground, to give a chance to youngsters living in the area, mostly immigrants, to practise physical and sporting activity in a safe and educational environment.



## FAMI – ASYLUM MIGRATION AND INTEGRATION FUND

The project – forming part of the memorandum of understanding between the Interior Ministry and CONI signed on 13 May 2016 and the subsequent implementing agreement of 29 November 2016 – seeks to disseminate sporting activity among non-national minors (migrants) hosted in the national reception system.

Main Activities 2016 CONI acts in a capacity as lead beneficiary. The three-year project seeks to offer non-national minors hosted in the national reception system the possibility of education and sport opportunities to promote socialisation and relational wellbeing, as part of more sweeping social and cultural inclusion initiatives.



For more information:

### MAIN ACTIVITIES 2016

- The project got under way in 2017 in 5 pilot regions – Emilia Romagna, Latium, Marche, Sicily and Tuscany – before being extended to other regions. The first meeting was held at the School of Sports, with training for regional experts whose job is to train the coaches/educators of the sports clubs involved in the Project in the respective regions.
- In the month of June, after having selected the sports associations and clubs for the management of sporting activity, the project was commenced in Florence, Bologna, Rome, Messina, Catania, Siracusa and Ragusa, allowing the beneficiaries of the project to begin playing sports.

## SPORT, HEALTH AND THE COMMUNITY

CONI supports the development of initiatives to promote sport as a means for improving mental and physical wellbeing at all ages. In addition, in the collective

interest, CONI makes use of spaces, structures and facilities in favour of the community, to bring people together and socialise in the suburbs.

### NATIONAL SPORTS DAY

National Sports Day was created by CONI further to a directive issued by the Prime Minister's Office of 27.11.2003. CONI, through its Regional Committees and Provincial

Delegates, with the collaboration of NFs, ASDs, SPOs and Associations, involves numerous Municipal Administrations in the organisation of sports events open to all.



For more information:

### MAIN ACTIVITIES 2016

- The XIII edition of this event was held on 29 May 2016. In the city of Rome the event formed a part of activities for the launch of the campaign "Ready to Fly", on the eve of the Rio Olympics. A total of 39 Sports Federations, 12 Associated Disciplines, 10 Sports Promotion Organisations, 9 Meritorious Associations and 2 Sports Groups took part.
- CONI's Regional Committees organised the prize-giving ceremonies, during the course of which municipalities participants athletes and sports officials of the Province standing out for sporting merits during the course of the year were honoured.

20  
REGIONS

45  
PROVINCES

120 250,000  
MUNICIPALITIES PARTICIPANTS

### EUROPEAN SPORTS WEEK

"European Sports Week - EWoS", created by the European Commission, based on the EU's plan of actions for sport 2014-2017, sought to promote participation in sport and basic physical activity in EU member States. Promoted in Italy by the Prime minister's office, the second edition of European Sports Week took place from 10 to 17 September 2016. The main event was the workshop called "Sport is life. An investment for the future", organised by CONI and the Prime Minister's office on 13 September 2016.

### SPORT AND SUBURBS

With article 15 of law decree 185/2015, converted into Law 9/2016, the Italian Government set up the Fund "Sport and Suburbs" for the support of national competitive sporting activity and development of a sports culture in disadvantaged areas and suburbs, with the added goal of eradicating economic and social imbalances and increasing urban security, with the Italian

National Olympic Committee required to prepare and implement the Plan of urgent actions and the Long-term Plan of actions. The law authorised an overall budget of 100 million euros in the period 2015-2017.



For further details  
on the project consult:

## MAIN ACTIVITIES 2016

- **The Plan of urgent actions:** the law decree was converted into law on 22 January 2016. CONI immediately submitted to the Prime Minister's office (PCM) a plan regarding urgent actions (approved with a Prime Minister's decree on 1 February 2016), with plans to refurbish sports facilities in the municipalities of Barletta, Milan, Naples (Scampia), Palermo (San Filippo Neri - ex Zen), Reggio Calabria, Rome (Corviale, Ostia).
  
- **The Long-term Plan of actions:** The plan was approved by the PCM with a Prime Minister's decree on 5 December 2016, and concerns:
  - > *A census of sports facilities all over the country.* The need to provide and maintain over time a complete picture of sports facilities in Italy is fundamental for the correct planning of the territory and allocation of available investments. The census project has the following goals:
    - to obtain a complete and up-to-date mapping of existing facility assets;
    - to share a unique national data gathering system, constantly updating data in compliance with the independence of Regions and local authorities;
    - to provide a local planning and guidance tool for the allocation of economic resources;
    - to provide citizens with a service regarding the places where sport is practised;
    - to produce regular reports on the state of sports facilities;
    - to highlight "best practices" being developed nationwide and contribute to the uniform exchange of data and experiences among the various Administrations and Institutions operating in this field.
  - > *Actions in favour of municipalities hit by the earthquake of 24 August 2016.* Following the earthquake that struck central Italy, the CONI Board allocated funds for multipurpose facilities proposed by Municipalities most affected by the earthquake, namely Amatrice and Accumoli;
  - > *The multipurpose centre of excellence "Giulio Onesti".* With regard to international competitions, also in view of the 2020 Olympic Games, actions are planned to refurbish the "Giulio Onesti" multipurpose Centre of Excellence and Olympic Preparation;
  - > *Actions for sports facilities.* With regard to the remaining actions, CONI conducted a survey all over the country, published on its website, for which 1,681 requests were received, for an overall sum of €1,297,669,803.60. Following the analysis, CONI submitted to the PCM a Long-term Plan of actions, modifiable each year, approved with a decree of the Prime Minister's Office of 5 December 2016. The Plan has 183 proposals/requests for the construction, refurbishment, completion and modernisation of sports facilities throughout the country, located in disadvantaged areas of the country and in the suburbs.

Below is a summary of actions by Region and sporting discipline:



## “CONI RAGAZZI” PROJECT: SOCIAL IMPACTS ANALYSIS

CONI Ragazzi is a social, sporting and educational project coordinated by CONI with the support of the Prime Minister's office and the Ministry of Health.

A programme designed to ensure that sport becomes a right for all, teaching youngsters to grow up healthier and happier.

CONI Ragazzi seeks to encourage children aged from 5 to 13 to do physical exercise in order to help with their growth process and acquire an awareness of their potential. The project also sets out to support families that are unable to bear the costs of sporting activity after school, by promoting correct and healthy lifestyles and the educational values of sport, such as team spirit and social integration.

The project consists of:

- *Free sporting activity after school*, offered to youngsters aged from 5 to 13, in socially and economically disadvantaged areas.
- *Information campaign on healthy and correct lifestyles*, called “Become your favourite athlete” aimed at schools, sports clubs, young people and their families, in order to counter obesity and poor food habits.

Sporting activity was performed twice a week for one hour at amateur sports associations and clubs, for a total of six months.

As part of the project, further services were made available to youngsters, such as:

- *support personnel* (for disabled children);
- *a shuttle service* (for sports clubs/ associations that are hard to reach by public transport).

The list of Municipalities and areas to be involved in the project was drafted on the basis of four key parameters: the dropout rate in lower and upper secondary schools (MIUR data), individual taxable income (MEF data), unemployment rate (Istat data), list of peripheral and ultra-peripheral “Internal areas” (MEF data). All the chief cities of each Region and Province were included in the project.

CONI conducted a relative analysis to assess the social impacts and measure the social return generated by the investment, through:

- **an analysis of direct, indirect and related impacts;**
- **an analysis of SROI** (Social Return on Investment), an innovative tool measuring the socio-economic value generated by the investment in the project.

The analysis was conducted for the 2016/2017 project, and impacts were estimated by analysing sporting activity and not the information campaign.

# “CONI RAGAZZI” PROJECT: SOCIAL IMPACTS ANALYSIS

## Direct, indirect and related impacts



To single out some of the analysed impacts, a survey was conducted by sending an online survey to a sample of **300** sports clubs and associations.

The sample was selected taking into account ASAs/ASDs that had at least **20** people taking part in the CONI Ragazzi project.

About **55%** replied.

The impacts generated by the project can be broken down into three categories:

- > **Direct impacts:** effects that can be immediately seen and are directly attributable to project activity;
- > **Indirect impacts:** changes that can be seen at the end of the project, with medium/long-term effects;
- > **Related impacts:** impacts resulting from the above changes, identified at a system-wide level.

<p><b>Disease prevention</b> (cardiovascular, diabetes, postural problems).</p>	<p><b>More social inclusion:</b> &gt; about 50% of youngsters play sports to be with friends &gt; those who do sports generally have a larger circle of friends.</p>	<p><b>Greater visibility of sports structures:</b> &gt; 46 articles in 21 newspapers/magazines &gt; 26,671 visit to CONI Ragazzi website &gt; 19,707 views on social media.</p>
<p><b>More leisure time available</b> for parents, to be able to devote to work or other activities.</p>	<p><b>More awareness</b> in families and sports clubs regarding activities performed by youngsters with disabilities (bringing down psychological barriers).</p>	<p><b>Work opportunities:</b> &gt; 1,090 sport professional &gt; 318 support staff &gt; 76 contact persons for controlling.</p>

**RELATED IMPACTS**

**Positive effects, in terms of reputation,** for CONI, Prime Minister's office and Ministry of Health.

**Reduction in costs borne by the National Health Service and government spending.**

**Social service free for local authorities** situated in areas of social hardship (310 Municipalities involved).

**Positive effects on employment** in work environments involved in the rollout of the project.

**Greater purchasing power for professional figures involved** in the project.

**Impact on new enrolments for sports clubs** of youngsters not taking part in the project.

**Greater awareness of social initiatives** in the more disadvantaged areas of the country.

# “CONI RAGAZZI” PROJECT: SOCIAL IMPACTS ANALYSIS

## SROI (Social Return on Investment)

As mentioned above, the SROI analysis is a tool that makes it possible to know and communicate the social return on investments in specific projects, using a structured method.

In greater detail, the SROI:

- **calculate the relationship** between the monetary value of social benefits generated (output and outcome) and the value of investments undertaken;
- it is an instrument for measuring

**the total value** generated by every euro invested in social activities;

- **monetises** the social, environmental and economic results of a project;
- uses a **financial “proxy”** to show the value of the activity’s results, including those not having a related direct market value;
- adds to **quantitative data** (ratio) **qualitative** information (narrative) of use in understanding the effectiveness and reliability of the method adopted.

$$\text{SROI} = \frac{\text{Monetary value of social benefits}}{\text{Investment}}$$

The sum of social benefits (direct and indirect) generated by the project for which a quantitative estimate can be made, the result is expressed in monetary terms.

The SROI was calculated by considering only the investment in sporting activity of the CONI Ragazzi project and not the information campaign on healthy and correct lifestyles.

The monetary value of social benefits was thus calculated by adding up the “direct” and “indirect” impacts that the investment in sporting activity has generated for:

- > participating youngsters;
- > sports clubs and associations;
- > the families of participating youngsters.

Other investments that have not had social benefits for the reference Community, such as investments in communication and the consequent benefits in terms of a return in image for promoting bodies, were not considered.

# THE BENEFITS

## BENEFITS FOR YOUNGSTERS

- > Overweight youngsters have improved their physical fitness. The benefit achieved was calculated based on ISTAT data (overweight and obesity rates in the relative age group) and Ministry of Health data (for medical costs).
- > Youngsters that have carried on sports activity on an ongoing basis will improve their physical and mental wellbeing, personal relations, self-esteem and school performance. The greater wellbeing achieved has been estimated through a study of the British government that compares the benefits of doing sports with individual economic wellbeing.\*

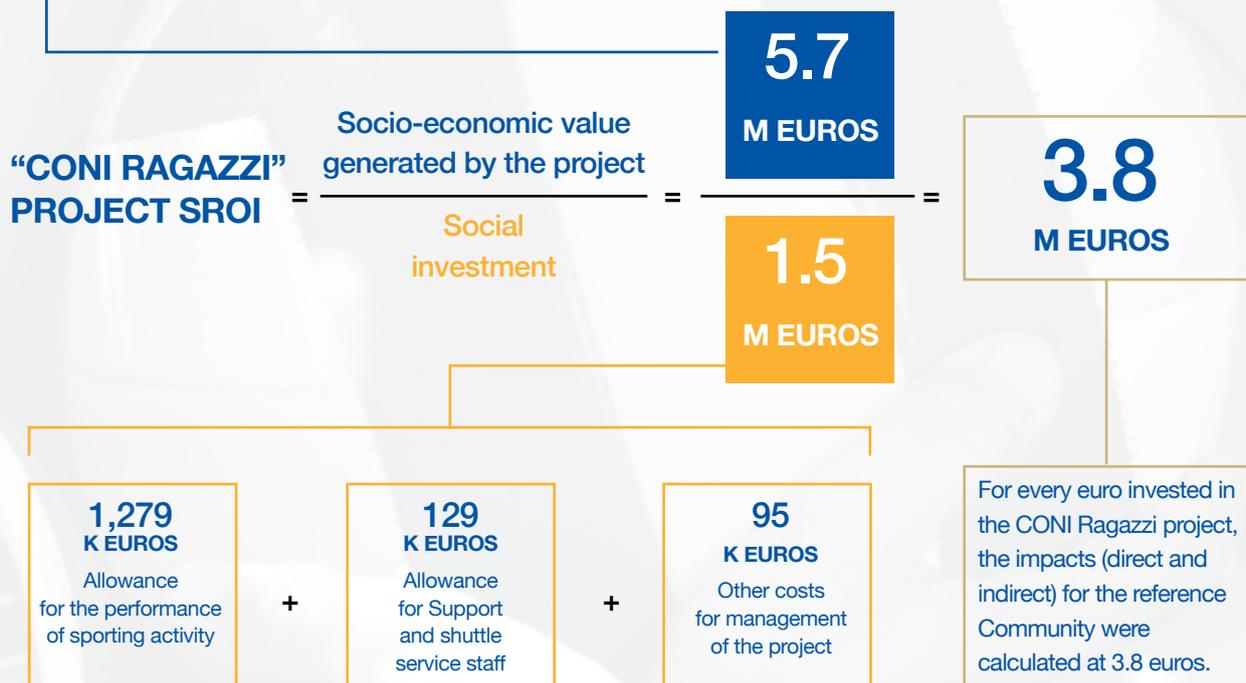
## BENEFITS FOR SPORTS CLUBS

- > Sports clubs posted an increase in enrolments even after the project had concluded. This benefit was measured considering the cost of subsidised sporting activity.

## BENEFITS FOR FAMILIES

- > The families of participating youngsters saw an increase in leisure time, which can be devoted to work and other activities, and “savings” in the family budget. The benefit was calculated in view of wage costs and savings in the cost of sporting activity.
- > The families of youngsters who after the project was over signed up again with sports clubs, applying for special rates, generated “savings” consisting of the difference between the fee paid and the standard cost of the sporting activity.

Only reasonably quantifiable benefits were considered, for which it was possible to identify “financial proxies” able to determine an economic value. These proxies were defined by consulting the official documents and researches of organisations, research institutes and institutions.



(\* ) A Social Return on Investment Evaluation of three ‘Sport for Social Change Network’ programmes in London, 2014. Understanding the drivers, impact and value of engagement in culture and sport, 2010.

## PROMOTION OF SPORT THROUGHOUT ITALY

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CONI's Regional Committees are responsible for disseminating sporting activity at a local level, and within their area of competence they handle relations with regional Sports Organisations, public,

state and local administrations and all other competent sporting organisations.

The main projects developed by different Regional Committees are presented below.

■ **Sport, youth and school**

■ **Sport and social development**

■ **Sport, health and the community**

### Abruzzo

#### ■ Sport in the Suburbs

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The aim of the project was to make interpersonal relations easier through the universal language of sport. The locality chosen for the project is Martinsicuro (TE), a town with good sports facilities and parks ideal for outdoor activities. The Municipality of Martinsicuro participated by taking care of the logistical and organisational aspects of the project. The sports chosen by the Technical Coordinator and Staff were proposed to users, giving priority to those having a greater social and educational impact for a multiethnic community, given the presence of a large number of non-nationals. The project took place from 07.11.2016 to 22.12.2016 and involved 73 youngsters aged from 7 to 14.

#### ■ Sport in Prison

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The "Sport in Prison" project began in 2014 at the Prison of Chieti following the signature of the memorandum of understanding between the Prison and CONI Abruzzo for a three-year period. Sporting activity is a way of helping to maintain a satisfactory state of mental and physical health and improve coexistence inside the penitentiary, helping to lower conflict levels among inmates. The project sought to return to the community citizens who, through re-education, can have concrete prospects for re-integration in society when freed. The initiative was aimed at inmates aged between 20 and 40, consisting of two weekly meetings: one for the women's section and one for the men, for a total of 20 weeks.

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### Basilicata

#### ■ Well fare Sport

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The aim of the project is to provide opportunities for the social inclusion of young disabled people, through their full involvement, and to promote programmes introducing them to sports. "Well fare Sport" entails the creation of a network, including not only NFs, ASDs, SPOs and MAs but also local associations involved in the sphere of disability, so that no one is excluded from the world of active sport. Activities performed under the direct control of instructors selected by the Regional Committee of Basilicata were a useful support for achieving the project's goals. In a second stage, the initiative entails the opening of a Sports Introduction Centre for persons with disabilities. The project took place from 1.6.2016 to 31.12.2016, and involved 35 youngsters aged from 6 to 18.

## ■ A kick to the past

The main aim of the project was to provide social recovery opportunities for inmates through their full involvement. The initiative sought to transfer to the Penitentiary of Potenza basic sporting skills in different activities and specialities, through the contribution of operators from National Sports Federations and local sports clubs. In a second phase, the project sought to bring outside to the community the work performed through a careful communication strategy and the staging of open tournaments and competitions, in compliance with the detention centre's rules. The initiative took place from 1.6.2016 to 31.12.2016, with the involvement of 18 youngsters aged from 16 to 18.

## Calabria

### ■ Sport without frontiers

The project sought to promote integration and social inclusion processes for foreign citizens through sport. The initiative attempted to involve not only foreign youngsters, the children of immigrants, but also, through sports popular in the countries of origin – such as basketball and volleyball – introduce adult non-nationals from the various communities to sport.

Activities were performed with the collaboration of the sporting and school worlds: tournaments and competitions, in which Italian athletes took part. The event was eagerly awaited by the various associations, which acknowledge its significant role. Planned activities were performed in CONI's federal structures from April to December 2016, and involved 300 Philippine citizens.

### ■ Sport in... the Family

The Project "Sport in... the Family" provided youngsters with a fun and carefree educational path for the development of mental and physical wellbeing through the achievement of general and specific educational goals. The project sought to promote participation in motor and sporting activities, sharing group experiences with other people, involving youngsters with various forms of diversity and extolling the virtues of cooperation and team work. The initiative took place from 12.10.2016 to 22.12.2016, with the involvement of 61 youngsters.

### ■ Sport & Freedom

The Sport & Freedom project set out to develop a network of solidarity inside the prison, encouraging re-socialisation and re-integration in the community, increasing participation and active citizenship.

Activity was designed to teach the basic techniques of 5-a-side football.

Training included exercises for the strengthening of physical qualities. Team play united the benefits of physical and sports training with the impetus to socialise typical of group activities. The initiative took place from 15.01.2016 to 15.05.2016, with the involvement of 30 inmates.

## Campania

### ■ Together in sport

The initiative, started in 2003, is now in its 14<sup>th</sup> year, and is aimed at youngsters with disabilities, who have tried out about 20 different sporting disciplines. The aim of the initiative was to involve both disabled and non-disabled youngsters in a joyous event. In previous editions the event enjoyed the High Patronage of the President of the Republic, and in the latest edition a medal was offered by the President, Hon. Sergio Mattarella, as an award for the Regional Committee organising the event. The event was staged on 24 September 2016. A total of 1,711 youngsters took part, belonging to 72 clubs, schools and rehabilitation centres.

## ■ Initiatives in prisons

Since November 2012 CONI's Regional Committee in Campania has promoted initiatives designed to intensify the development of sports in the prisons of Campania, so as to encourage human and cultural growth and create a rehabilitation tool. The initiative took place from 1.01.2016 to 31.12.2016.

Practically all prison inmates, directors and staff appreciated the initiative. Gaols in the Region taking part in the project: Avellino Bellizzi Irpino; Benevento; Eboli; Salerno (Fuorni); Vallo della Lucania; Pozzuoli (women's prison); Poggioreale; Secondigliano; Carinola.

## Emilia Romagna

### ■ Sport at the Service of All Abilities

The project sought to offer disabled youngsters and their families the possibility of meeting the various ASDs that perform activities with specific social programmes in the Province.

During the demonstration a few hundred disabled persons of all ages, accompanied by social Cooperatives, came into contact with sports organisations in Ravenna, which proposed specific courses: sport climbing, volleyball, judo, basketball, horse riding, sport fishing. The programme of 10 May entailed information and trials of sporting activities and proposed services, play and information activities organised by amateur sports associations present at the event. The event involved around 200 participants.

### ■ Sport... sets you free!

The aim of the project was to improve the living conditions of inmates, proposing rehabilitation and vocational courses through specific programmes. The following activities were performed in the prison: gymnastics courses, introductory courses to team sports, martial arts for staff; introduction to boxing, bearing in mind that the sporting world can offer everyone secondary courses, such as: courses for referees, time-keepers, thus not only pre-competitive activity; events such as marathons, boxing, 5-a-side tournaments, handball tournaments. The project took place from October to December 2016.

### ■ Sports in the Park

The aim of the project was to get youngsters to do sport adopting a playful approach, stressing respect for the rules and for one's "opponents" on the field of play, and encouraging integration, in the summer period. In each of the 5 public parks a gym was installed, with a number of sports stations, where youngsters, under the guidance of federal instructors and coaches from participating Associations, were able to learn the rules of the various sports and try them out. All with respect for the environment where the initiative is undertaken, while seeking to encourage contacts between parents and the officials of sports associations taking part. The initiative took place from 8 June to 6 July, with the involvement of about 400 participants.

## Friuli Venezia Giulia

### ■ Cross-border sport

The "geopolitical" position of the Province of Gorizia has favoured the birth and development of cross-border relations among amateur sports clubs and associations, particularly with those in neighbouring Slovenia, but also Croatia and Austria. The world of sport, alongside local administrations and political institutions, have played an important role, that of bringing different peoples and cultures closer. In this four-year period numerous cross-border initiatives have been undertaken, in particular the "youth football tournament", in 2016 in its 10<sup>th</sup> edition, with the participation of 5 Italian teams and 5 Slovenian teams. Tennis, skiing, bowls and baseball competitions were also staged.

## Latium

### ■ Sports in prison - Rebibbia men's prison

For years the Latium Regional Committee has run the project at Rebibbia and helped, through small supplies, and above all a constant presence in the rare moments of prison life spent outdoors, to spread the idea that even within the most radical limitations, such as personal freedom, sport – and the underlying principle of communion – can be of great help for the body and the spirit. The project includes courses and tournaments in various sports organised by expert coaches in Rebibbia prison, with a final festive event allowing inmates to meet up with their families. The project took place from January to December, involving 150 prisoners.

## Liguria

### ■ Athletes in life - Integration through sport

The project sought to tackle problems relating to ASD pupils, proposing gymnastics and motor-based activities to stimulate motor and visual-spatial coordination, motor capacity and memory.

It is thus appropriate to perform actions that can be of use to the entire group, in particular pupils with difficulties. The initiative was aimed at pupils attending primary school, in particular from class 3 (8 years old) to class 5 (10-11 years). At the start of the project initial tests were given, conceived and administered by a graduate in motor sciences and by an educational psychologist to calibrate activities and gauge improvements.

## Lombardy

### ■ Fuoriporta

The Fuoriporta project has used sport as a way of overcoming fears, relational difficulties and environmental and social conditioning. The large number of associations and cooperatives that work with physically and mentally disabled persons has induced CONI Sondrio to promote and propose, in concert with Anffas, the integration of persons targeted by the project in sports clubs.

The Fuoriporta project took place from January to December. Ten to twelve sports events were organised in various localities of the province, in collaboration with sports clubs and other subjects. Fifteen Disabled Associations were involved, throughout the province of Sondrio. A total of 350 disabled athletes were involved.

### ■ Parasport

The aim of the proposal was to make youngsters and schools in general aware of adapted sports, encouraging integration within the school environment, outside school and in sports clubs. The event, staged on 14 October 2016, entailed the following sporting activities: wheelchair basketball, wheelchair tennis, handbike, para rowing, circuit ability courses, volleyball sitting, wheelchair fencing. The initiative was aimed at the classes of lower secondary schools in Cremona, involving both disabled and non-disabled persons. The event involved 150 youngsters aged from 11 to 13.

### ■ Sport against gender-based violence

The project, dedicated to the memory of Yara Gambirasio, had the goal of making public opinion aware of the need to oppose gender-based violence by proposing sport as an “educational gym”, with respect for others. NFs, SPOs, MAs and affiliated ASDs organised the following events: cycling races; half marathon and a youth championship; fencing in couples; day of free trialling of archery; motorcycle rally; swimming, diving, water polo, synchronised swimming; skating, women's roller skating, underwater sports, kayaking; women's football championship; formula B equestrian competition; rally; mini-road circuit with highway code lessons. The project took place from 24.09.2016 to 04.10.2016 and involved about 1,000 youngsters aged from 3 to 14.

## Marche

### ■ Sport and the Environment

The project "Sport and the Environment 2016" was rolled out for the eighth consecutive year. The project involved about 30 youngsters aged between 10 and 14. Participants included youngsters from Pesaro and Sassocorvaro, training on the lake and at the seaside. Youngsters of the competitive sector of Canottieri Pesaro were also involved. The aim of the project was to teach the rules and techniques of rowing and to help discover the environments where the activity is performed (lake Mercatale and the Canottieri sea venue). A camp was organised for the Canottieri Pesaro on lake Mercatale, with the involvement of local children. A promotional competition was also organised at the nautical venue of Pesaro, with the organisation of sea-based activities.

### ■ Sails Unfurled

Sails Unfurled is a project devised by the club "Centro Velico Ardizio" of Pesaro, allowing disabled youngsters to frequent the sea environment and have fun with recreational sailing. For the seventh consecutive year activity was performed at the Nautical Base of the Circolo Velico Ardizio, led by Giovanni De Martis, coach of the Italian Sailing Federation and inventor of this innovative project. There was the invaluable presence of a psychologist and educational psychologist, who followed the various stages of the project. The initiative was undertaken in the period June-August 2016, with weekly meetings, aimed at 23 disabled and non-disabled youngsters/adults suffering from difficult family situations residing in the local area.

## Molise

### ■ Giovamente

The aims of the project were: to acquire healthy habits in daily routines; to improve cognitive and relational abilities; to use the play dimension as an opportunity for socialisation and an easing of tensions caused by one's handicap; to acquire a sports culture founded on the values of continuing sporting activity, and self-discipline. The project was rolled out all over the Province of Isernia, where around ten «family houses» – psychosocial rehabilitation centres, i.e. structures designed to host persons with slight mental disorders – are operating. In the project the Coaching staff of CONI Molise promoted weekly meetings for patients to perform play-motor activities, thus favouring the rehabilitation process. The initiative was staged from May to November 2016.

### ■ Years in movement

The aim of the initiative is to create a travelling lab for the physical, mental and social wellbeing of senior citizens, and to promote a good quality of life. The project entailed a course of 20 lessons, staged from March to December 2016, with the attendance of about 225 participants (in 9 municipalities of the province of Campobasso).

### ■ Doors open to sport

The project entails the coordination of sporting activities at the Ponte San Leonardo Prison in Isernia to promote health and wellbeing thanks to the benefits of physical activity in a process of re-education and rehabilitation through sport.

Isernia Penitentiary houses approximately 50 inmates who generally have short to medium sentences, and are thus preparing for their return to the community. The project took place from September to December 2016, involving 50 participants.

## Piedmont

### ■ Sport Together: No one is left out!

The development of individual potential, increase in capabilities and acquisition of skills and integration in different living contexts make the role of motor-related and sporting activity fundamental for disabled persons. The project sought to improve physical fitness, favour cognitive development resulting from motor learning, favour socialisation and integration and improve the self-esteem of participants. The pupils of the classes selected by the lecturers of Motor and Sports Sciences, together with the teachers, were trained to compete and to share the day organised at the “Paolo VI” rehabilitation centre. The project involved 160 youngsters aged from 13 to 19, and took place on 06.05.2016.

### ■ Senior citizens in movement

The project has the aim of making movement a habit for senior citizens, with the organisation of a sports day dedicated to wellbeing, with the objective of making movement fun and stimulating active daily habits in the search for mental and physical wellbeing, which can also have an impact on the social costs of healthcare. The project took place in the period 8-15 May 2016, with the involvement of about 215 participants, who performed the following activities: soft gymnastics, non-competitive running/walking, dancing and play-motor activities using a ball.

## Puglia

### ■ It's good to move - Women on the run

The aim of the project was to create a culture of wellbeing through movement, promoting healthy lifestyles, especially among women. Initiatives were organised on the topic of women's sport, in collaboration with the Association of Physicians, the University of Salento, the Federation of Sports Physicians, the LHA of Lecce and many Municipalities of the province, with the patronage of a number of institutions. A medical conference was also held in 2016 dedicated to cardiological problems in sport, for cardiologists and sports physicians, and to the importance of the defibrillator on the sports field (about 300 attendees). A pamphlet, called “An approach to do-it-yourself sporting activity”, was drafted, aimed in particular at those self-managing their motor activity.

### ■ Shake hands

On the morning of Wednesday 21 December 2016, a football match was staged between AfroTarasUnited and the Under 17 team of Taranto F.C. 1927, at the Vivere Solidale sports centre in the Paolo VI district. This was the concluding event of the project called “Shake hands”, in its 2<sup>nd</sup> edition. AfroTarasUnited is a team representing young African athletes being hosted in reception centres in the city and the surrounding province, who for three months had been in training for the match. The aim of the project was to encourage the social inclusion of young immigrants. At the end of the match a prize-giving ceremony took place, attended by local authorities and young immigrants who had been the protagonists of the project.

## Sardinia

### ■ Sports Places

The Municipality of Torpè was chosen for rolling out the project called “Sports Places”. This choice was due to the lack in the Municipality, and in neighbouring towns, of sports clubs and more generally of sports opportunities for youngsters and elderly persons. It is believed to be important to give a show of continuity in promoting motor activity, with the specific aim of laying the foundations for the creation of sports clubs that can build on the bases already constructed. The target users were: children aged from 6 to 10 (about 15 children); youngsters from 20 to 35 (about 20 youngsters); over the above ages (about 20 adults). The gym used for the project was lent out free of charge by the Municipality of Torpè.

## ■ A Chent'Annos in Salute (Healthy at 100)

The Project "A chent'annos in salute" in 2016 is the continuation of projects in past years and, in this phase, brings to the local area technical and scientific innovation. Actions in 2016 centred on the opening of gyms and fitness centres in the area involving the following professionals: GPs, sports physicians, motor science graduates. The Province of Cagliari and Fondazione Banco di Sardegna participated with contributions to the previous phases of the project, allowing the rollout of planned 2016 actions. The University of Cagliari offered a scientific contribution and support with the preparation of classrooms, laboratories and departments, free of charge. Continuous monitoring was performed, with reference markers that had been used in previous phases of the project. The project took place from 15.03.2016 to 15.09.2016.

## Sicily

### ■ Paralympic sports at school

The aims of the project were to promote the cultural, civil and social integration of disabled pupils; increase motor and physical education for schoolchildren; spread the acquisition of correct lifestyles by means of motor activity, diet and social relations; prevent school dropout and social marginality; promote cohesion and inclusion not only with disabled youngsters; create a positive image of oneself.

The project for the social integration of disabled and non-disabled youngsters attracted in the initial information phase over 180 schools of all grades from all over the region.

The project got under way in the 5 schools of each province that presented the largest number of disabled youngsters. A total of 46 schools of all grades were involved. The project took place from 04.04.2016 to 21.06.2017, involving 1,600 participants.

### ■ Sport... a life model

The social inclusion projects "Sport ... a life model" and "All Free" in the juvenile detention centres of Catania, Palermo and Caltanissetta promoted by CONI Sicily had the goal of conveying the message that sport is an important means for preventing social, mental and physical hardship.

The project helped to form the social image and personal identity of minors and to prevent the conditions leading to hardship through the opening of sports laboratories, with a twin goal: to stimulate sporting activity as a healthy habit, having a positive impact on the social inclusion of youngsters that are forced to be inactive for long periods, and to teach respect for the rules, one's opponents and teammates.

About 100 inmates took part in the project from 04.04.2016 to 21.06.2016.

## Tuscany

### ■ Moving to feel free

The aim of the project was to encourage minors from disadvantaged categories economically and/or socially to practise sports. Through a preliminary analysis of emerging local needs, together with the Municipal Administration of Grosseto, the availability of ASDs that best met required criteria was gauged, such as the presence of a strong youth sector and of professionals possessing suitable qualifications such as a degree in Motor Sciences, ISEF Diploma or federal coaching qualifications.

The next step was to include minors based partly on the extent to which users enjoyed specific sporting disciplines. The project took place from 1.02.2016 to 30.05.2016, and involved 130 youngsters aged between 6 and 14.

### ■ Bringing differences into play

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The project sought to promote the social integration of disadvantaged social classes, immigrants and subjects at risk. Efforts were made to achieve intercultural development, based on social inclusion and cohesion, proposing a different way of getting to know the families of adolescents. Activity was performed in schools, where qualified instructors introduced their sporting discipline and gave theoretical and practical lessons. The goals were to promote social inclusion and cohesion through sport. The project took place from January to December 2016, and involved 800 youngsters aged between 10 and 15.

### ■ Multiethnic project

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The project, financed almost completely by Fondazione Livorno, sought to insert young immigrants in sports clubs, with a view to overcoming the obstacles of social integration. After the first years of activity, the high degree of satisfaction on the part of youngsters and their families and the host clubs has led to the project being extended. Sports clubs have shown increasing solidarity by accepting those youngsters that meet the rule requirements (age - immigration) in exchange for a small contribution offered by CONI. In 2016 13 sports clubs joined the initiative, receiving 115 youngsters. The support of the Community of Sant'Egidio has been crucial.

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## Umbria

### ■ Sports in Prison

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CONI Umbria has brought sport to Prisons in the Province of Terni, viewing it as a means to foster personal growth. The aim of the project was to: promote social and cultural integration among inmates; improve their sense of belonging to the group/team with a view to preparing for their re-entry in the community.

Thanks to sport, inmates have shared values like respect, sacrifice, going by the rules and team spirit, enhancing the path of re-education aimed at social reintegration.

The project took place from August to December 2016, involving 25 prisoners.

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## Veneto

### ■ Sport and disability Fair

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The sporting activities offered by Vicenza have been on display at the Vicenza Exhibition Centre and in the city's squares and gyms, specially prepared for activities performed by disabled youngsters. Activities were carried out over two days at the exhibition centre and on two Sundays in the city, during which Organisations and ASDs promoted their own sports, and disabled youngsters were able to try a number of play-motor activities. Working in collaboration with the Province, Municipality, Exhibition Centre and Provincial School Authority, sport is conceived as a means to promoting socialisation and integration. About 2,000 children were involved in the initiative.

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Always being open  
to collaboration allows us  
to face up to  
and overcome challenges,  
together.



# 4

## CONI AND SPORTS INSTITUTIONS

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## 4. CONI AND SPORTS INSTITUTIONS

### OVERVIEW OF THE SPORTING SYSTEM

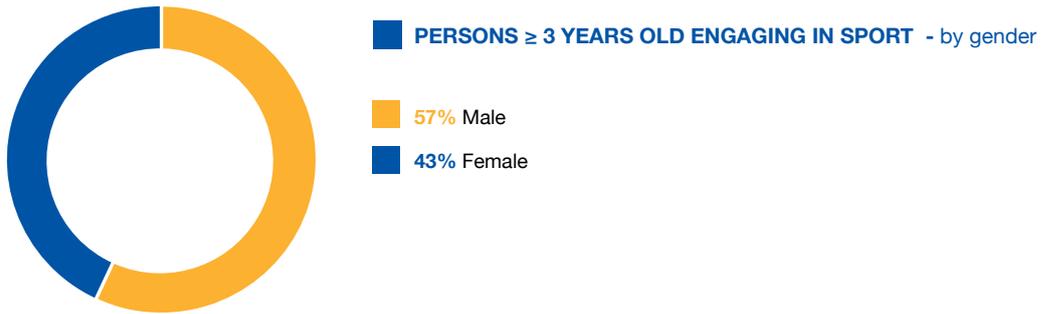


**118,812**  
AMATEUR SPORTS CLUBS AND ASSOCIATIONS (SEPARATE ENTITIES)

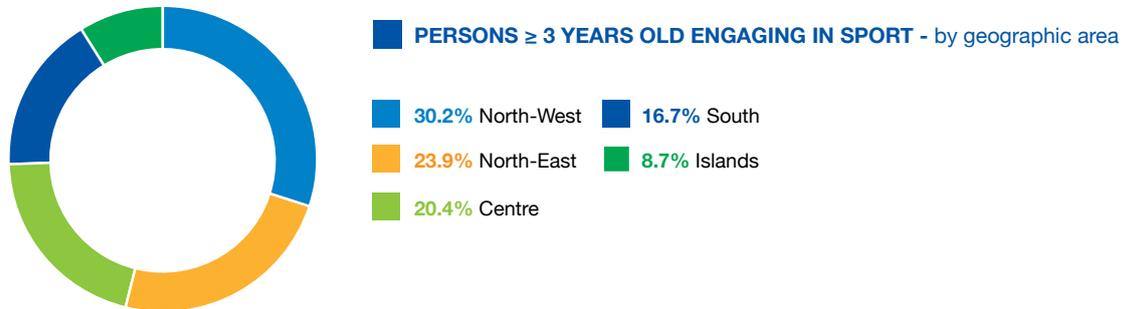
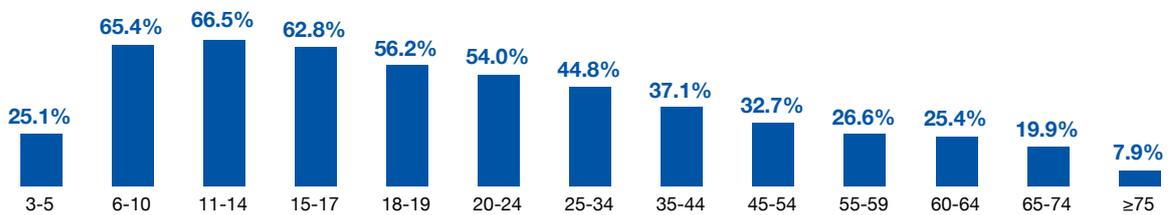
GEOGRAPHIC BREAKDOWN	ASDs/SSDs (separate entities)
North-West	25%
North-East	21.4%
Centre	22%
South	20.1%
Islands	11.5%
<b>Total</b>	<b>100%</b>

(\*) Further to legislative decree 43 of 27 February 2017, the number of NFs went down from 45 to 44 following the detachment of the Italian Paralympic Committee (CIP) from CONI.

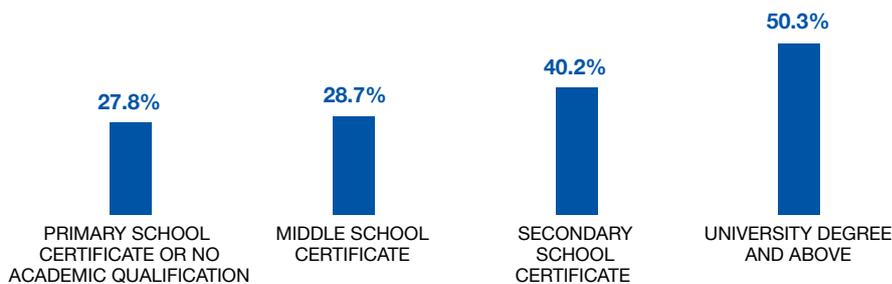




**PERSONS ≥ 3 YEARS OLD ENGAGING IN SPORT - by age class**



**PERSONS ≥ 6 YEARS OLD ENGAGING IN SPORT - by level of education**



Source: ISTAT data processed by CONI Study Centre, 2016.

## RELATIONSHIP BETWEEN CONI AND SPORTS INSTITUTIONS

CONI works to constantly support sports institutions at all levels. National Sports Federations, Associated Sports Disciplines, Sports Promotion Organisations and Meritorious Associations are the pillars of Italy's sports system. Sports clubs and associations

affiliated to NFs, ASDs and SPOs are the foundations on which sporting activity is based all over the country. In pursuing its mission, CONI performs a series of activities in favour of sports bodies, including the following support, guidance and monitoring activities.

### ORGANISATIONAL SUPPORT

#### Provision of services in support of management activities

- > Logistical and organisational support was given to the central offices of Sports Federations, including centralised management and the covering of relative operating costs of a number of Federations (allocation of office space on premises owned or managed by Coni Servizi and the supply of relative facility services, including cleaning, security, maintenance, management of IT networks, safety, etc., and management of utilities).
- > Support was given with the management of personnel of National Sports Federations; this includes administration obligations, and the labour costs of all federal staff, including personnel seconded by CONI Servizi to Federations, plus assistance with the management of employment relationships.
- > IOC funding programmes (Olympic Solidarity Fund) were intensified for projects to develop sports disciplines.
- > Sports bodies (NFs, ASDs, SPOs, MAs) continued to be supported when submitting projects for EU funding (Erasmus+ Sport).

### SUPPORT FOR SPORTS ACTIVITY

#### Support with Olympic Training and top level sport

- > There was an expansion of technical and logistical support and coordination of the Italian delegation involved in the Rio de Janeiro 2016 Olympic Games (with regard to the organisation and purchase of materials and services in Italy) and in other important youth sport events (Youth Winter Olympic Games at Lillehammer).
- > Activities continued to improve Olympic Training Centres, with investments in 2016 of approximately 2m euros, putting at the disposal of NFs increasingly modern and efficient facilities.
- > A number of initiatives were undertaken in favour of elite athletes to support their participation in sports events and grow their educational and professional paths through financial support and the provision of other services. For more information on this topic, consult the paragraph "Support to top level athletes".

### REPRESENTATIVENESS AND INVOLVEMENT OF SPORTS INSTITUTIONS

#### Activities to guarantee the representativeness of all sports institutions

- > In 2016 14 meetings of CONI's National Board and 7 meetings of its National Council were held, guaranteeing the representativeness of the following sports bodies: NFs, ASDs, SPOs, athletes and coaches.
- > A more active participation of ASDs in the National Board was promoted through the presence of the ASD presidents as "auditors".

### IT SUPPORT

#### Support with the development of software and IT platforms

- > The company ConiNet has made available a new software platform for NFs, ASDs and SPOs for the computerised management of some operational and management processes. At the end of 2016 25 NFs, 5 ASDs and 3 SPOs were under contract.
- > Creation of websites for: Viewing federal multimedia contents; Managing social media; Accessing and interfacing with back-end applications; Publishing news of competitions and results; Single event sites.

## FINANCIAL SUPPORT

### Grants to sports bodies

- > Grants were disbursed to NFs, ASDs, SPOs and MAs totalling approximately 250m euros, making up about 58% of the amounts allocated to stakeholders (for more information consult paragraph "Economic sustainability of the CONI System").
- > There was an increase in grants to sports bodies for Olympic Training/Top level sporting activity.
- > In December 2016 the method for allocating grants to NFs was updated thanks to work performed by an ad hoc committee consisting of 16 federal Presidents.
- > The grant parameters for events organised by Associated Sports Disciplines were brought into line with those of non-Olympic Federations (World Championships: up to 30,000 euros; European Championships: up to 20,000 euros).

## REGULATION OF SPORTS BODIES

### Definition of rules of sports bodies

- > "Guidelines for the entry of sporting and educational activities on the SPO Portal online IT platform" were approved, supplementing Rules for the governance of SPOs, useful for calculating the relative percentage of the annual grant allocated to Sports Promotion Organisations.
- > A new set of Rules was issued for Meritorious Associations (MAs), rewarding the ability of these organisations to "work in a system".
- > In December 2016 the National Council approved a list of sports disciplines admitted for entry in the "National Register of amateur sports associations and clubs"; this serves as CONI recognition of amateur organisations having sporting ends.

## MEDICAL SUPPORT

### Provision of medical services by the Sports Medicine and Science Institute

- > In 2016 over 19,000 services were provided to NFs on the part of the Sports Medicine Institute.
- > Medical assistance and physiotherapy services were provided to CONI delegations at all sporting events during the year.
- > Memoranda of understanding were signed between the Sports Medicine Institute and NFs for R&D activities in the sphere of sport in order to optimise top level sporting performance.

## MONITORING ACTIVITIES

### Monitoring of administrative, accounting and management activities

- > Checks were carried out on all NFs with regard to the regular assessment of the federal internal control system (ICS), with ad hoc checks on administrative and accounting aspects.
- > Checks were carried out on all ASDs with regard to the approval of by-laws, approval of budgets and balance sheets and the monitoring of activities performed.
- > Checks on SPOs related to the approval of by-laws, examination of balance sheets, monitoring of activities performed and the use of CONI grants.
- > MAs were monitored in terms of the approval of by-laws, activities performed and use of grants.

## DEVELOPMENT OF PARTNERSHIPS AND JOINT PROJECTS

### Development of partnerships for sports events

- > Joint ventures with National Sports Federations were developed and intensified in the Parco del Foro Italo, in facilities managed by CONI and on some occasions in cities hosting sporting events, such as: BNL Italian International Tennis tournament (FIT), Six Nations Rugby (FIR), FIVB Beach Volleyball World Tour and FIVB Volley World League (FIPAV), Golden Gala Pietro Mennea (FIDAL), Settecolli International Swimming Meet (FIN), Show Jumping, Piazza di Siena Longines (FISE), Archery World Cup (FITArco).

## TECHNICAL AND SCIENTIFIC SUPPORT

### Training activity through Central and Regional School of Sports

- > There was an increase in training activities performed by the School of Sports with NFs, SPOs and ASDs, with 91 courses offered in 2016.
- > Regional School of Sports (SRdS) have grown, with a parallel increase in programmes for NFs, which in 2016 saw the involvement of over 31,000 participants in training activities.

## SPORTS INSTITUTIONS (NFs, ASDs, SPOs, MAs)

### NATIONAL SPORTS FEDERATIONS

National Sports Federations (NFs) are not-for-profit legal bodies governed by private law, recognised for sporting ends by the CONI National Council. Within the sporting system NFs enjoy technical, organisational and operational

independence when performing their official duties under the supervision of CONI. All NFs pursue their goals by performing activities and relative promotional activity in concert with national and international sporting systems.

THERE ARE **44**  
NATIONAL  
SPORTS  
FEDERATIONS  
RECOGNISED  
BY CONI



For more details:

All federal activity is governed by statutory provisions, regulations and implementing provisions and, for all other matters, by the Italian Civil Code, relative implementing provisions and laws governing private legal entities. Sports clubs, multi-sport structures and sports associations meeting given requirements are affiliated to NFs.

#### NATIONAL SPORTS FEDERATIONS

<b>FIGC</b> - Football	<b>FIG</b> - Golf	<b>FITri</b> - Triathlon
<b>FIPAV</b> - Volleyball	<b>FIR</b> - Rugby	<b>FPI</b> - Boxing
<b>FIP</b> - Basketball	<b>FISI</b> - Winter Sports	<b>FITeT</b> - Table tennis
<b>FIT</b> - Tennis	<b>FCI</b> - Cycling	<b>FIGS</b> - Squash
<b>FIPSAS</b> - Sport Fishing - Underwater activities	<b>FIBa</b> - Badminton	<b>FICK</b> - Canoeing-Kayaking
<b>FIDAL</b> - Athletics	<b>UITS</b> - Target Shooting	<b>FIH</b> - Hockey (lawn/indoor)
<b>FIN</b> - Swimming	<b>FIC</b> - Rowing	<b>AECI</b> - Aero Club d'Italia
<b>FMI</b> - Motorcycling	<b>FIPE</b> - Weightlifting	<b>FIDASC</b> - Shooting Sports and Hunting
<b>FGI</b> - Gymnastics	<b>FITARCO</b> - Archery	<b>FISW</b> - Water Skiing and Wakeboard
<b>FIV</b> - Sailing	<b>FIBS</b> - Baseball-Softball	<b>FIPM</b> - Modern Pentathlon
<b>FIJLKAM</b> - Judo - Wrestling - Karate - Martial Arts	<b>FITAV</b> - Skeet Shooting	<b>FIM</b> - Powerboating
<b>FIDS</b> - Sport Dance	<b>FIS</b> - Fencing	<b>FIcR</b> - Timekeeping
<b>FISE</b> - Equestrian Sports	<b>ACI</b> - Automobile Club d'Italia	<b>FMSI</b> - Sports Medicine
<b>FIB</b> - Bowls	<b>FIGH</b> - Handball	<b>FISR</b> - Roller Skating
<b>FITA</b> - Taekwondo	<b>FISG</b> - Ice Sports	

In early 2017, legislative decree 43 of 27 February 2017 marked the concluding document of the procedure for the recognition of the Italian Paralympic Committee as a Public Law entity detached from CONI, following on from the "Madia" Law, no. 124 of 7 August 2015, reforming the Public Administration. By virtue of this decision, the number of NFs has gone down from 45 to 44.

### GRANT ASSIGNMENT CRITERIA FOR NFs

Sports grants (OP/LA and Sporting activity) are assigned to NFs at the beginning of the year based on criteria and parameters defined “upstream” in the allocation model and, during the course of the year, by means of additional disbursements based on specific assessments of the National Board. The grants allocation model was applied for the first time in 2008, and has subsequently been updated several times by ad hoc committees, consisting of representatives of the Presidents of NFs. The model was most recently modified by a committee of 16 federal Presidents, approved by the National Board on 2.12.2016.

### CONI'S MONITORING OF NFs

Every year CONI carries out administrative and accounting checks on all National Sports Federations.

The Supervisory Office is called upon to perform two different duties:

- > cyclical assessment of the internal federal control system;
- > “ad hoc” detailed checks/inspections of specific administrative-accounting aspects.

The checks carried out by the Supervisory Office are aimed at gauging the adequacy of the federal Internal Control System (ICS) and offering useful suggestions to single Federations and CONI, as regards areas for improvement and criticalities encountered.

### AUDITING OF NF BALANCE SHEETS

The auditing of NF balance sheets is required as from the close of year at 31.12.16, gradually arriving at this final target in the previous two-year period. As required by CONI, during the course of 2016 all NFs completed preparations for the auditing of the 2014 and 2015 balance sheets (so-called agreed procedures).

## Military and State Corps Sports Groups recognised by CONI

MILITARY SPORTS GROUPS	STATE CORPS
Defence	State Police
Army	Penitentiary Police
Navy	Firefighters
Aviation	
Carabinieri/Military Police	
Finance Police	
International Military Sports Council	

## ASSOCIATED SPORTS DISCIPLINES

In 2016, 19 ASDs were recognised for sporting ends, 17 of which associated with CONI and 2 associated with an NF (FICSF – Italian Fixed Seat Rowing Federation is associated with the Italian Rowing Federation, and FIRaft - Italian Rafting Federation, is associated with the Italian Canoeing-Kayaking Federation).

THERE ARE **19**  
ASDs  
RECOGNISED  
FOR SPORTING  
ENDS BY CONI



For more information:

### ASSOCIATED SPORTS DISCIPLINES

<b>FID</b> - Italian Checkers Federation	<b>FISB</b> - Italian Bowling Federation
<b>FIBiS</b> - Italian Billiards Federation	<b>FCrI</b> - Italian Cricket Federation
<b>FITETREC-ANTE</b> - Italian Trec - Ante Equestrian Tourism Federation	<b>FIWuK</b> - Italian Wushu-Kung Fu Federation
<b>FIGB</b> - Italian Bridge Federation	<b>FIDAF</b> - Italian American Football Federation
<b>FASI</b> - Italian Climbing Federation	<b>FITDS</b> - Italian Dynamic Shooting Federation
<b>FIKbMS</b> - Italian Kickboxing Muay Thai, Savate and Shoot Boxe Federation	<b>FITw</b> - Italian Twirling Federation
<b>FISO</b> - Italian Orienteering Federation	<b>FICSF</b> - Italian Fixed Seat Rowing Federation
<b>FIGEST</b> - Italian Traditional Games and Sports Federation	<b>FIPAP</b> - Italian Fistball Federation
<b>FSI</b> - Italian Chess Federation	<b>FIRaft</b> - Italian Rafting Federation
<b>FIPT</b> - Italian Drum Ball Federation	

### GRANT ASSIGNMENT CRITERIA FOR ASDs

As from 2016 70% of the budget is allocated as ordinary grants, with the remaining 30% as a grant for top level activity. The ordinary grant consists of a fixed part, for all ASDs, and a variable part, depending on the size of the organisation and the activity performed (allocated only to ASDs having the status “Provisional” and “Full”).

The “Elite grant” covers Elite activities reported in the GIDA Project form (form providing information on Elite activity that the ASD must submit to CONI each year).

### CONI'S MONITORING OF ASDs

Monitoring activity chiefly consists of the National Board's approval of financial statements (budgets and final balance sheets) and of the budget modifications of each ASD, after the examination of accounting records by the competent office, in compliance with the provisions of CONI's “Administrative and Accounting Rules”.

The National Board may also order additional checks to be performed by the Supervisory Office after receiving reports or when standard procedures bring to light violations of the regulations.

## SPORTS PROMOTION ORGANISATIONS

Sports Promotion Organisations (SPOs) are national associations whose official duties

are to promote and organise physical and sporting activities for recreational and educational purposes, and that operate in compliance with the principles, rules and jurisdiction of CONI, NFs and ASDs. Their by-laws state the non-profit nature of the organisation. SPOs may also be recognised by the Ministry of Employment and Social Policies as Sports Promotion Organisations. The number of Sports Promotion Organisations was unchanged vis-à-vis 2015.

THERE ARE  
**15**  
SPOs  
RECOGNISED  
BY CONI



For more information:

### SPORTS PROMOTION ORGANISATIONS

<b>ACSI</b> - Association of Italian Sports Centres	<b>CUSI</b> - Italian University Sports Centre
<b>AICS</b> - Italian Culture and Sports Association	<b>ENDAS</b> - National Democratic Agency for Social Action
<b>ASC</b> - Confederated Sports Activities	<b>MSP</b> - Italian Popular Sports Movement
<b>ASI</b> - Italian Community Sports Associations	<b>OPES</b> - Organisation for Sports Education
<b>CNS LIBERTAS</b> - LIBERTAS National Sports Centre	<b>PGS</b> - Salesian Youth Sports Clubs
<b>CSAIN</b> - Industrial Companies Sports Centres	<b>UISP</b> - Italian Union of Sports for All
<b>CSEN</b> - National Educational Sports Centre	<b>US ACLI</b> - ACLI Sports Association
<b>CSI</b> - Italian Sports Centre	

### GRANT ASSIGNMENT CRITERIA FOR SPOs

Each year CONI determines in its budget the overall sum to be allocated to Sports Promotion Organisations recognised at a national level. The contribution reserved for CUSI is deducted from this sum, in compliance with the National Board resolution.

Since 2015 the remaining sum for other SPOs is allocated in the following percentages: 10% equal amounts for all SPOs; 10% 1 single-theme project chosen by SPOs; 30% activity performed during the year (sporting and educational); 50% size of the organisation (at end of season).

### CONI'S MONITORING OF SPOs

In addition to checking that their by-laws comply with the underlying Principles approved by the National Council, CONI's administrative controls on SPOs relate chiefly to the use of public grants:

- > ensuring that 60% of the annual grant from CONI is used for sports and training activities, and that 40% is used to cover operating costs, the total amount of which must not exceed 60% of all operating costs and overheads for "central activities";
- > with the checking of administrative and accounting documentation submitted by each SPO relating to 30% of the grant received in the previous year. The National Board may also order additional checks to be performed by the Supervisory Office after receiving reports or when standard procedures bring to light violations of the regulations.

## MERITORIOUS ASSOCIATIONS

Meritorious Associations (MAs) are Sports Associations that perform activities and promote initiatives of social relevance whose basic aim is to spread the values of sport. The aims and types of members of each MA, specified in their deeds of association and by-laws, are varied, although they can be grouped together by their affinities and shared ends. The number of Associations remained unchanged at 19 vis-à-vis the previous year.

THERE ARE  
**19**  
MERITORIOUS  
ASSOCIATIONS  
RECOGNISED  
BY CONI



For more information:

### MERITORIOUS ASSOCIATIONS

<b>A.M.O.V.A.</b> - Association Gold Medals for Athletic Achievements	<b>F.I.S.I.A.E.</b> - Italian Physical Education and Sports Teachers Federation
<b>A.N.A.O.A.I.</b> - National Association Olympic and National Athletes	<b>PI-DI</b> - Panathlon International – Italy District
<b>A.O.N.I.</b> - Italian National Olympic Academy	<b>S.C.A.I.S.</b> - Consulting and Support Companies for Sports Facilities
<b>A.Pe.C.</b> - Association CONI Retirees	<b>S.O.I.</b> - Special Olympics Italia
<b>A.N.S.M.E.S.</b> - National Association Stars for Sporting Merit	<b>Sport and Community</b>
<b>CE.S.E.F.A.S.</b> - Physical Education and Sporting Activity Study Centre	<b>U.I.C.O.S.</b> - Italian Union of Olympic and Sports Collectors
<b>C.I.S.C.D.</b> - Italian Sports Against Drugs Committee	<b>U.N.A.S.C.I.</b> - National Union of Centenary Sports Associations of Italy
<b>C.N.I.F.P.</b> - Italian National Fairplay Committee	<b>U.N.V.S.</b> - National Union of Sports Veterans
<b>CONAPEFS</b> - National Body of Physical Education and Sports Teachers	<b>U.S.S.I.</b> - Italian Sports Press Union
<b>F.I.E.F.S.</b> - Italian Physical and Sports Educators Federation	

### GRANT ASSIGNMENT CRITERIA FOR MAs

For the allocation of 2016 grants the existing Rules were adhered to, referring to:

- activities and initiatives for the rollout of cultural projects to promote, publicise, disseminate and affirm the value of sport, also through promotional initiatives at various levels;
- scientific or technical activities and initiatives applied to sports.

Grants are determined on the basis of the following criteria: size of activities and initiatives; number of activities and initiatives; quality of activities and initiatives.

### CONI'S MONITORING OF MAs

In addition to checking that their by-laws comply with the underlying Principles approved by the National Council, CONI's administrative controls on MAs relate chiefly to the use of the grant for the rollout of submitted projects. Administrative and accounting documentation submitted by each MA relating to 30% of the overall grant received in the previous year is checked. The National Board may also order additional checks to be performed by the Supervisory Office after receiving reports or when standard procedures bring to light violations of the regulations.

## SPORTS CLUBS AND ASSOCIATIONS

In 2016 “amateur sport” as defined in the “National register of amateur sports associations and clubs” covered a total of 118,812 ASAs and ASCs, with 145,095 registered organisations affiliated to NFs, ASDs and SPOs.

The difference between the number of ASAs and ASCs (separate entities) and the number of registered/affiliated

organisations derives from the possibility that the same club/association may be affiliated to more than one sports body, whether they are practising one sport only or more than one sport (multisports). In 2016, ASAs and ASCs (separate entities) took the following legal forms, net of the 1% of inconsistent data:

**94.01%**

SPORTS  
ASSOCIATION  
WITHOUT  
LEGAL STATUS

**1.54%**

PRIVATE  
ASSOCIATION  
WITH LEGAL  
STATUS

**3.35%**

SPORTS  
LIMITED COMPANY  
OR COOPERATIVE

Registered sports associations and clubs are entered in the list that CONI must submit every year to the Ministry of Economics and Finance - Inland

Revenue Agency to check the legitimate beneficiaries of tax relief reserved for sports associations.





Open dialogue  
with all actors makes it possible  
to share values,  
establish transparent relationship  
and follow paths  
of growth towards common goals.



# 5

## OUR STAKEHOLDERS

Stakeholders and channels of dialogue | **98**

Our people | **100**

National and international institutions | **112**

Suppliers | **116**

Sponsors | **118**

Protecting the environment for future generations | **122**

## 5. OUR STAKEHOLDERS

### STAKEHOLDERS AND CHANNELS OF DIALOGUE

CONI's stakeholders are the subjects that are able to influence the Organisation's activity or be influenced by activities performed by CONI. We communicate regularly with different stakeholder groups

in order to keep them updated on policies and strategies and to allow the sharing of goals and dialogue with different subject types, all with a view to further developing Italy's sporting system.



### Media

- Conferences; releases
- Press office activity
- Website: [www.coni.it](http://www.coni.it)
- Online press review (daily)
- Social media (daily)
- E-mail: [comunicazione@coni.it](mailto:comunicazione@coni.it)

### Environment and future generations

- Sustainability Report
- Energy Report (annual)
- Meetings with experts and environmentalist associations

### National Institutions

- Annual balance sheet
- Sustainability Report
- Institutional communications
- Regular meetings
- Conferences
- Special agreements and partnerships for new projects
- International forums

### Sports institutions (CIP-NFs-ASDs-SPOs-MAs)

- Meetings of CONI's National Council (once a month on average)
- Participation of NFs, ASDs, SPOs in meetings of CONI's National Board (once a month on average)
- Training courses
- Working groups/committees
- Institutional meetings
- Website: [www.coni.it](http://www.coni.it)
- Sustainability Report

### Sports clubs and associations

- Spazio Sport and SdS journals (every 4 months)
- Website
- Online press review (daily)
- Regular meetings with representatives of ASAs
- Social media
- E-mail: [info@coni.it](mailto:info@coni.it)

### Members (athletes, coaches, officials, active sportsmen and women)

- Workshops and sports events
- Participation of athletes and coaches in meetings of the National Council (once a month on average)
- National coaches forum
- Spazio Sport and SdS journals (every 4 months)
- Website: [www.coni.it](http://www.coni.it)
- Social media (daily)
- E-mail: [info@coni.it](mailto:info@coni.it)

### Military and civilian sports groups

- Memoranda of understanding and special agreements
- Spazio Sport and SdS journals (every 4 months)
- Online press review (daily)
- Website: [www.coni.it](http://www.coni.it)

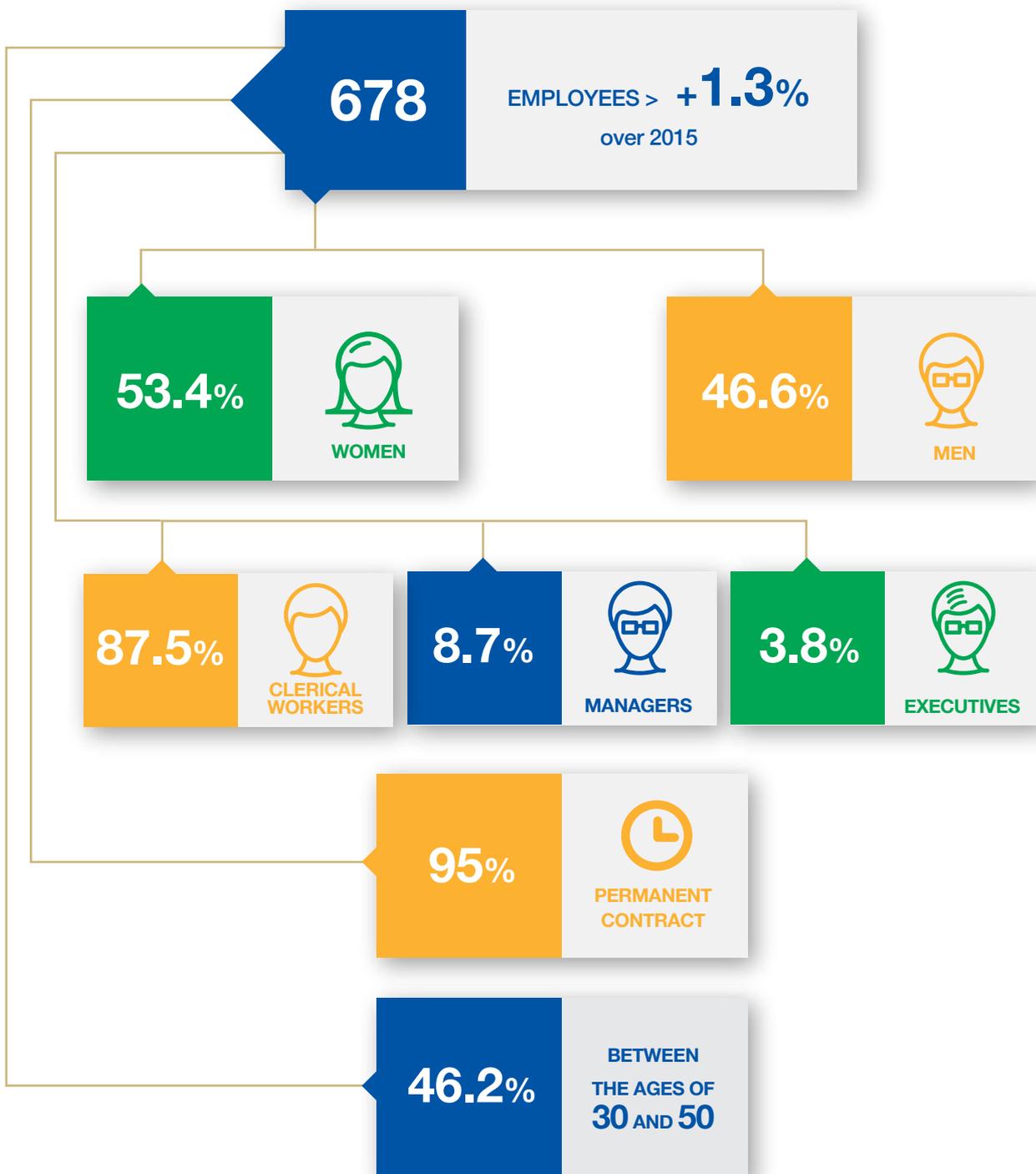
### Communities and local authorities

- Partnerships to roll out social projects
- Memoranda of understanding and special agreements
- National Sports Promotion Round Table
- Information campaigns on the educational values of sport
- Workshops
- Social media
- Website: [www.coni.it](http://www.coni.it)
- E-mail: [info@coni.it](mailto:info@coni.it)
- E-mail: [responsabiletrasparenza@cert.coni.it](mailto:responsabiletrasparenza@cert.coni.it)
- Sustainability Report

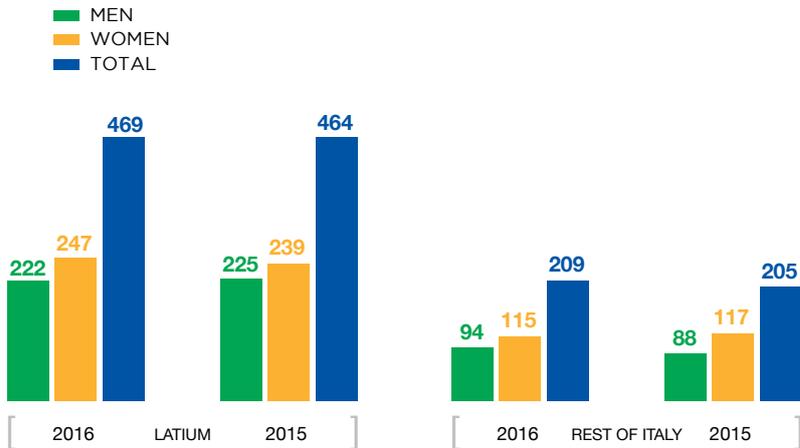
## OUR PEOPLE

Coni Servizi is committed to developing people's talents and creating a high quality working environment. Involving individuals, promoting the growth of skills and creating

a team spirit are all essential for raising efficiency and attracting new talent, thus consolidating the human capital on which the CONI System can rely.

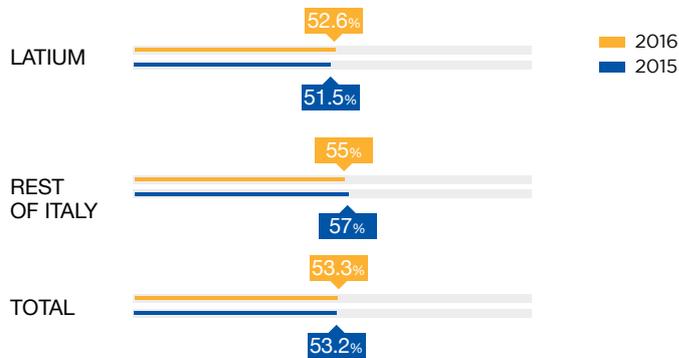


**BREAKDOWN OF PERSONNEL BY GEOGRAPHIC AREA**



The majority of the Coni Servizi workforce works in Latium and in the Rome offices. Other employees are located all over the country, in regional and provincial structures.

Percentage women workers out of total



**BREAKDOWN OF PERSONNEL BY REGION**



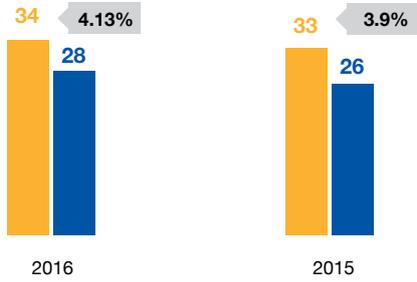
- 2% Abruzzo
- 0% Basilicata
- 1% Calabria
- 3% Campania
- 2% Emilia Romagna
- 1% Friuli Venezia Giulia
- 69% **Latium**
- 1% Liguria
- 3% Lombardy
- 2% Marche
- 1% Molise
- 2% Piedmont
- 1% Puglia
- 1% Sardinia
- 3% Sicily
- 3% Tuscany
- 1% Trentino Alto Adige
- 1% Umbria
- 0% Valle d'Aosta
- 2% Veneto

In 2016 95% of employment contracts were permanent, while the remaining 5% were fixed term. In order to best meet the needs of its

employees, Coni Servizi gives its staff the opportunity to choose part time work. In 2016 13 requests for part-time were received (12 women and 1 man).

**INCOMING, OUTGOING EMPLOYEES AND TURNOVER RATE - 2016**

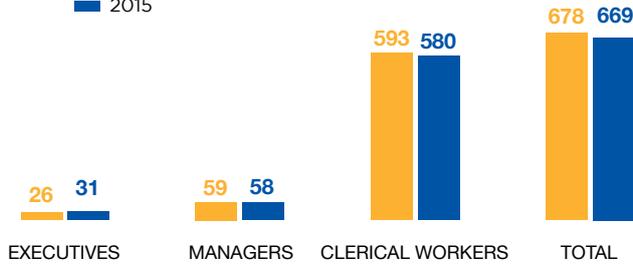
- INCOMING
- OUTGOING
- TURNOVER RATE\*



(\* ) No. outgoing/employees at year end x 100

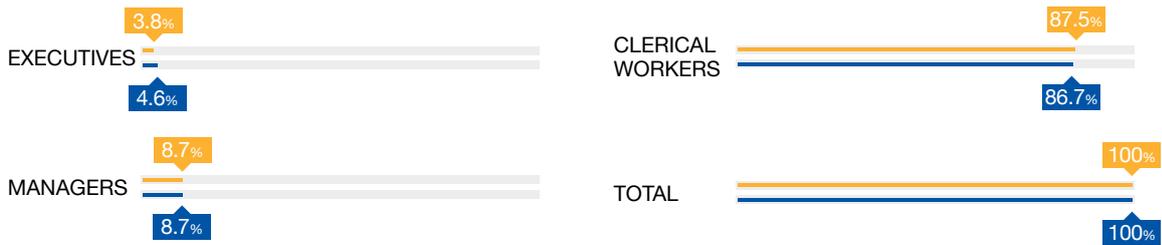
**BREAKDOWN OF PERSONNEL BY POSITION**

- 2016
- 2015



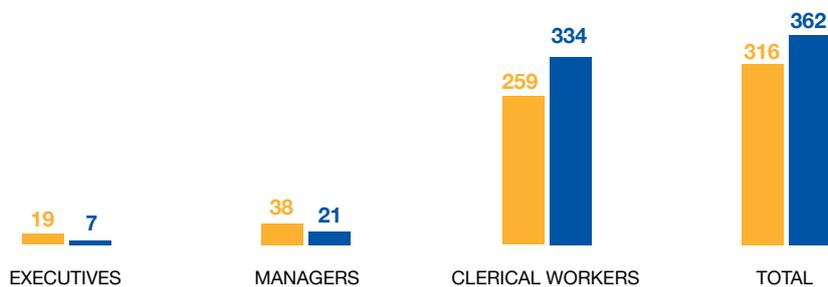
Percentage of employees broken down by position (out of all employees)

- 2016
- 2015



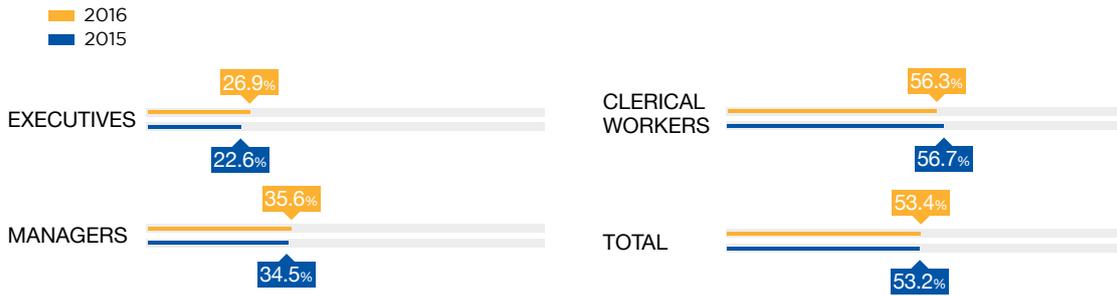
**BREAKDOWN OF PERSONNEL BY GENDER AND POSITION - 2016**

- MEN
- WOMEN

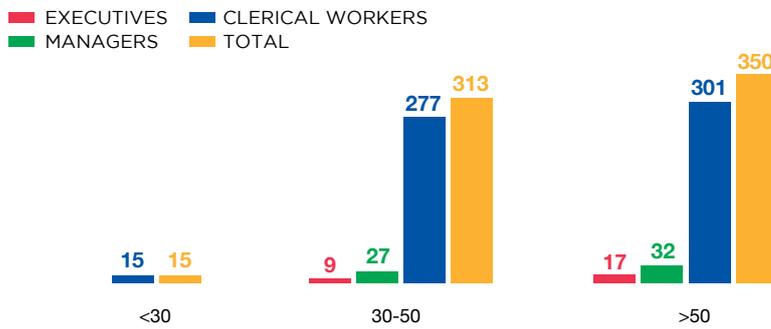


As in previous years, women employees outnumbered male colleagues.

Incidence of women by position in company



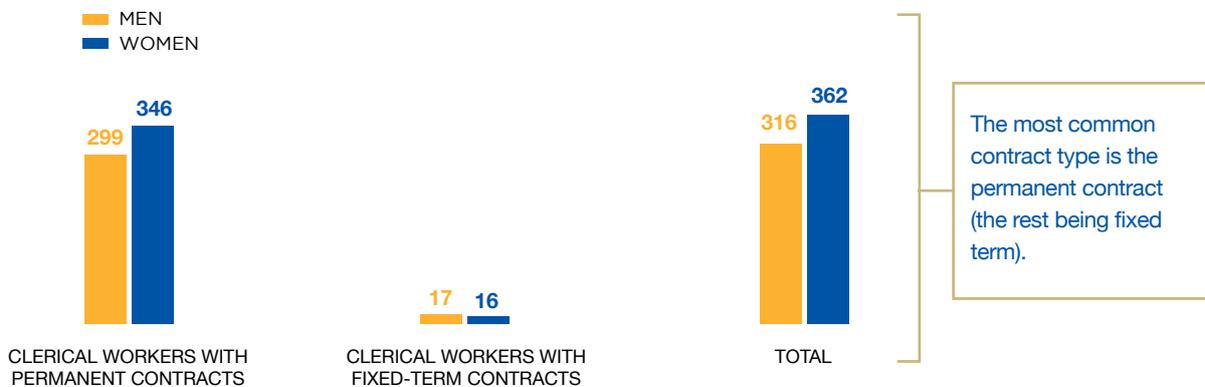
BREAKDOWN OF PERSONNEL BY AGE GROUP AND POSITION - 2016



Breakdown of personnel by age group and position in company - 2016 (% values)

	<30	30-50	>50
EXECUTIVES	0%	34.6%	65.4%
MANAGERS	0%	45.7%	54.3%
CLERICAL WORKERS	2.5%	46.7%	50.8%
TOTAL	2.2%	46.2%	51.6%

BREAKDOWN OF PERSONNEL BY GENDER AND CONTRACT TYPE - 2016



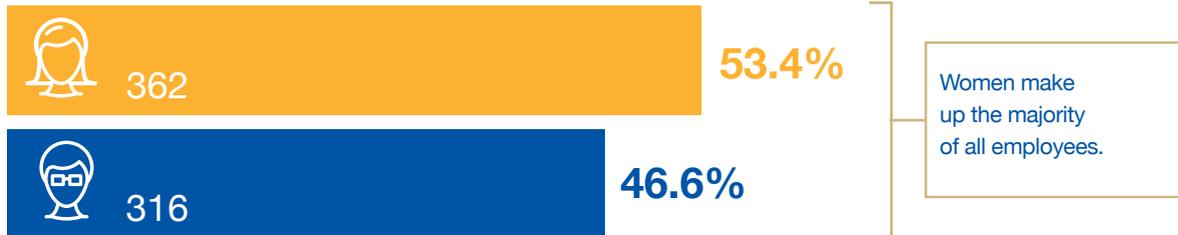
Percentage of personnel by gender and contract type - 2016

	MEN	WOMEN	TOTAL
WORKERS WITH PERMANENT CONTRACTS	44%	51%	95%
WORKERS WITH FIXED-TERM CONTRACTS	3%	2%	5%

## DIVERSITY AND EQUAL OPPORTUNITIES

Coni Servizi believes that diversity favours the creation of a stimulating and inclusive working environment, in which everyone

is able to express his or her individual potential. Women make up 53.4% of the entire workforce.



“ Coni Servizi ensures all the payments guaranteed by law provisions to working mothers during the period of maternity leave and in the first month of parental leave, covering up to full pay levels, including extra pay items ordinarily due to them. ”

Over the years actions have been taken to implement contractual provisions on the subject of equal opportunities, through the involvement of trade union organisations.

### CONI'S EQUAL OPPORTUNITIES COMMITTEE

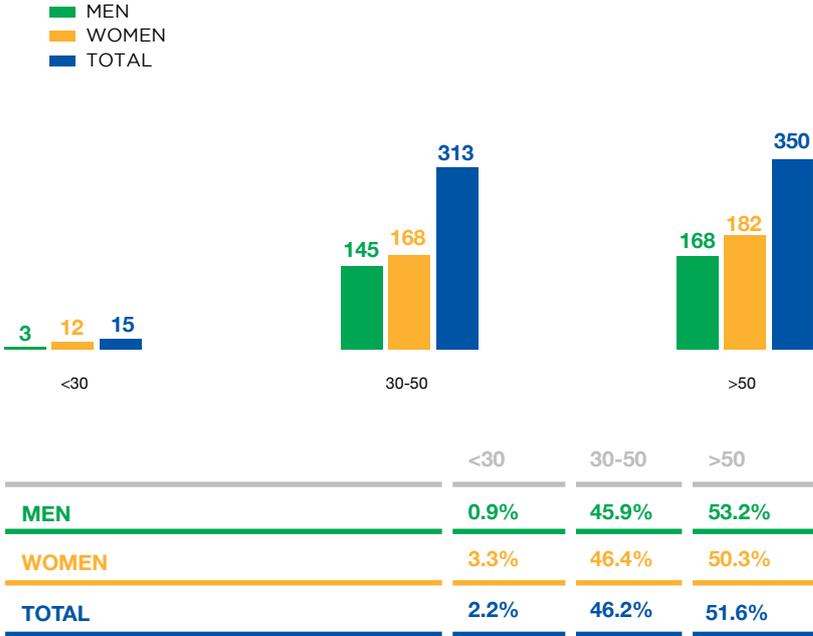
The Equal Opportunities Committee was set up in October 2014 to favour equal working conditions and opportunities for male and female workers, equal dignity in the workplace for all worker categories and the adoption of tangible actions to ensure equal opportunities. The committee also sets out to monitor and check results deriving from the taking of actions in compliance with the provisions of Legislative decree 198 of 11 April 2006, concerning the “Code of equal opportunities for men and women”.

To ensure the involvement of employees, the CONI/NF Equal Opportunities Committee website has been created ([www.comitatopariopportunita.coni.it](http://www.comitatopariopportunita.coni.it)), providing all the information and documentation regarding the Committee and the activities it has performed and is planning. A compilable questionnaire has been posted to the site, an anonymous survey designed to find out about the main needs of the CONI and NF population, and subsequently to assess initiatives to be undertaken.

On the subject of maternity and paternity support, in 2016 21 employees took parental leave (4 men and 17 women).

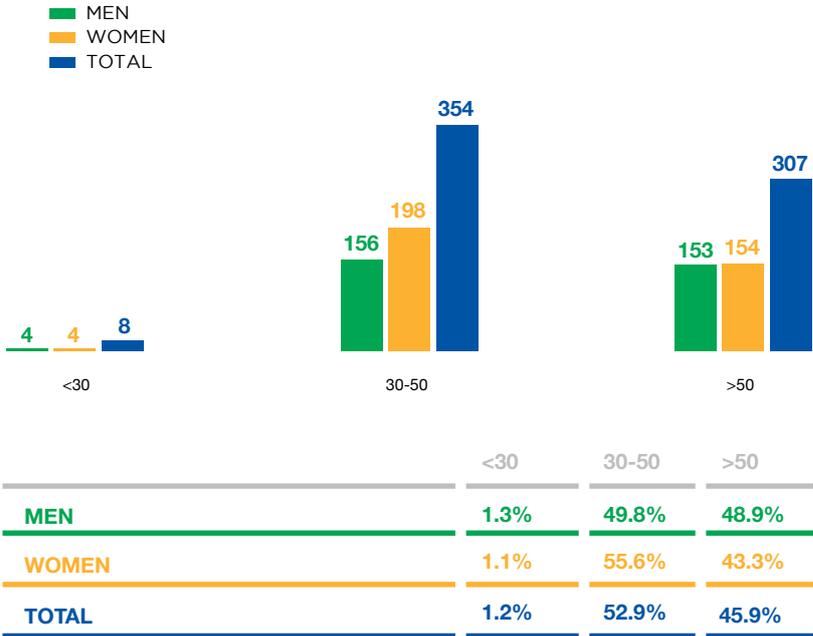
All employees that took parental leave returned to work within 12 months, with a 100% retention rate.

**BREAKDOWN OF PERSONNEL BY GENDER AND AGE CLASS - 2016**



In 2016 there was a greater prevalence of women in the >50 age class.

**BREAKDOWN OF PERSONNEL BY GENDER AND AGE CLASS - 2015**



## THE GROWTH OF OUR PERSONNEL: PERFORMANCE EVALUATION AND INCENTIVES

The analysis of performance is a fundamental process for identifying the strengths and areas for improvement of human resources. In 2016 100% of the company's employees (clerical workers

“ In 2016 100% of the company's employees were formally assessed ”

and managers) were formally assessed, in accordance with coherent parameters and methods, based on the principles of meritocracy, comparability and fairness (297 men and 355 women).

The evaluation system is based on organisational and management skills and organisational behaviour and the professional status of resources.



### BENEFITS FOR CONI SERVIZI PERSONNEL

The Company offers benefits to all employees, including healthcare and insurance coverage for invalidity or disability. As specified in the CCNL employment contract, Executives and Physicians are granted life assurance coverage. Benefits also include grants to employees or payment of the cost of healthcare insurance policies. Those employees with children also receive healthcare and social security benefits in the form of payments to cover costs incurred by personnel for nursery, infant and primary schools and for children's sporting activity. The Company also promotes Summer Centres for the children of employees, making available in the summer period its sports facilities for the organisation of play, recreational, sport and entertainment activities for youngsters aged between 3 and 16.

## PERSONNEL REMUNERATION BY GENDER (EUROS)\* - 2016



(\*) Basic wage plus additional amounts based on seniority, share bonuses, benefits, overtime or any other refund (e.g. refund of transport costs).

### Relationship between men and women's pay

EXECUTIVES	73%
MANAGERS	90%
CLERICAL WORKERS	96%

The greater difference in pay between men and women is noted in relation to executive status.

## THE IMPORTANCE OF TRADE UNION RELATIONS

Trade union counterparts are those federations affiliated to the biggest national trade union confederations – most of which also engaged in the sector of non-economic public bodies – that have signed collective agreements currently in force, the application of which has been extended, since 2008, to National Sports Federations.

In 2016 industrial relations have made it possible to access, through a specific agreement, inter-professional funds for lifelong learning, providing training for over 200 employees without additional costs for the Company. In view of the end of the freeze on collective bargaining for subjects included in the so-called "Istat list" as per Law 196/2009, industrial relations have concentrated on the renewal of the CCNL collective labour agreement for non-executive personnel, which expired on 31 December 2012.

Talks have been made complex by the need to incorporate numerous law provisions – including the so-called Jobs Act – that came into force after the signature of the previous

CCNL. On 14 December 2016 the new CCNL 2015/2017 was signed.

Prior to undertaking actions to reorganise offices or for management innovation and experimentation or the introduction of new technologies, it is important to note that the Company always consults the trade union organisations that signed the CCNL. For subjects that require disclosure to trade union organisations, the Company gives further information, within 15 days of the request, should trade unions make relative requests in the event of subsequent changes to programmes that have been communicated previously.

“ As from 1 January 2017 invitations have been extended to personnel to join the Perseo-Sirio fund, allowing all employees to have a supplementary pension scheme in addition to the compulsory contributions paid in to INPS. ”

## SAFEGUARDING PEOPLE'S HEALTH AND SAFETY

Coni Servizi has an ad hoc Prevention and Protection Service, consisting of a number of positions and professional figures required by law.

Coni Servizi does not require a percentage of the workforce to be represented in formal health and safety Committees, and there are no formal agreements with trade unions on

these questions. Nevertheless, the Company has an ad hoc Prevention and Protection Service consisting of a number of positions and professional figures required by law.

In 2016 the required training courses were held, complying with and rolling out health monitoring programmes as per existing provisions.



## TRAINING OF EMPLOYEES AND ENHANCEMENT OF TALENT

In 2016 specific training programmes were rolled out:

- design of an integrated training course on the topics of “Change management”, “Team building” and “People management”, with both classroom teaching and e-learning activities. The initiative was designed to encourage a shared professional culture and facilitate a sense of belonging, unity and collective effectiveness, and involved managers, clerical workers and personnel operating in local seats. The training programme varied according to the position held, with a focus on people management aspects reserved for managers and secretaries of local committees;
- participation in the “New Season” project, with special reference to training/career guidance for 254 former athletes with a view to identifying specialist training courses useful for their entry in the workplace. It was agreed in this regard to use the BFQ-2 (Big Five Questionnaire - 2) personality test, a survey widely used and validated at an international scientific level and suitably adapted for the project, with a view to linking personality traits to specific transversal skills.

## INTERNAL COMMUNICATION

Internal communication for Coni Servizi personnel passes primarily through the Company's intranet, an essential tool that allows the interconnection of all CONI structures (also at a Regional and Provincial

level). The Company's intranet is also an important communication channel, enabling employees to receive and give up-to-date information on official CONI activities, as well as on staff and operational activities.

## ADMINISTRATION AND IT SYSTEMS

The Human Resources Department performs an administrative management service in favour of a number of external bodies: CONI, ConiNet, Foro Italico Park, National Sports Federations, Paralympic Federations, Associated Disciplines.

The service covers a number of spheres: payroll; attendance; travel; transversal activities. Further "fine-tuning" of these activities is planned during the course

of the year, with a view to intensifying "communication" with all personnel, promoting in particular services that can be obtained via the Employees' Portal which, by means of a single web access point, provides information, document consultation, the optimisation of management if personnel requests and explanations for their absence from work.

### 2017-2020 GOALS FOR HUMAN RESOURCES

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- 1 Planning of an experiential training initiative in favour of the Company's executives, to be held in 2017 on the subject of "Team Building" which, in keeping with the training already given to employees, seeks to promote the integration process of the management team and create a favourable climate and the organisational conditions for the rollout of projects assigned to CONI, and to be able to recognise and express individual competences.
- 2 Development of key organisational skills through the planning of new training courses aimed at clerical workers and managers, in order to improve performance and ensure that Company goals are attained.
- 3 Development of organisational skills typical of management positions that might be enhanced as a result of the specific training course, in part through coaching initiatives.
- 4 With the natural expiry of the 2015/2017 CCNL collective labour agreement, trade union relations will focus chiefly on procedures for the renewal of the contract for the following three years, having the goals of curbing costs, in accordance with the provisions of the Consolidated Act on associated companies, and promoting a modern corporate welfare model, taking advantage of the opportunities offered by the legislator with the 2016 and 2017 stability laws in terms of tax and social security relief tied up with the development of welfare schemes.

## Summary tables

### Training

	No. of participants		Total hours training		Average no. hours training*	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Executives	0	1	0	18	0	18
Managers	37	23	858	578	23.19	25.13
Clerical workers	204	298	3,151	4,624	15.45	15.52
<b>Total</b>	<b>241</b>	<b>322</b>	<b>4,009</b>	<b>5,220</b>	<b>16.63</b>	<b>16.21</b>

(\*) Average no. training hours = (training hours per category/tot. employees in category).

### Management of health and safety

#### Total number of injuries and days' absence (Latium region)

CAUSE	2016			2015		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Number of injuries:						
- At work	1	1	2	2	1	3
- To and from work	4	2	6	2	6	8
Days lost due to injury:						
- Days lost due to injury at work	7	60	67	69	8	77
- Days lost due to injury to and from work	90	110	200	111	143	254
Days lost due to strikes	0	0	0	0	0	0
Days lost due to illness	1,845	2,796	4,641	991	2,097	3,088
No. employees with occupational diseases (in year of reference)	0	0	0	0	0	0
No. fatal accidents (deaths)	0	0	0	0	0	0

#### Total number of injuries and days' absence (rest of Italy)

CAUSE	2016			2015		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Number of injuries:						
- At work	0	0	0	0	2	2
- To and from work	1	1	2	1	0	1
Days lost due to injury:						
- Days lost due to injury at work	0	0	0	0	67	67
- Days lost due to injury to and from work	11	7	18	57	0	57
Days lost due to strikes	0	0	0	0	0	0
Days lost due to illness	375	969	1,344	563	810	1,373
No. employees with occupational diseases (in year of reference)	0	0	0	0	0	0
No. fatal accidents (deaths)	0	0	0	0	0	0

## Occupational injury and absenteeism rates - 2016

KPI	Latium			Rest of Italy		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Frequency index*	2.49	1.35	<b>1.88</b>	1.18	0.96	<b>1.06</b>
Lost workday index**	48.33	76.30	<b>63.04</b>	0	0	<b>0</b>
Absenteeism rate***	1,529.13	2,335.43	<b>3,864.57</b>	295.27	762.99	<b>1,058.26</b>

(\*) (Number injuries/all hours worked)x200,000.

(\*\*) (Total number working days lost due to injury/all working hours)x200,000.

(\*\*\*) (Total number working days lost out of all working days)x200. The calculation of working days considers 50 weeks a year and a working week of 40 hours per employee.

## Turnover of personnel

### Number and rate of employees hired and employees that have left the Company - 2016

AGE	Latium				Rest of Italy			
	Hirings		Terminations		Hirings		Terminations	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
<30	2	11	1	3	0	2	0	0
30-50	6	7	4	6	4	1	0	0
>50	1	0	8	5	0	0	0	1
<b>Total</b>	<b>9</b>	<b>18</b>	<b>13</b>	<b>14</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>1</b>

	2016			2015		
	Latium	Rest of Italy	Total	Latium	Rest of Italy	Total
Hirings rate*	5.7%	3.3%	<b>5.0%</b>	5.6%	3.4%	<b>4.9%</b>
Turnover rate**	2.5%	0.5%	<b>4.1%</b>	3.7%	4.4%	<b>3.9%</b>
<b>Total no. employees</b>	<b>469</b>	<b>209</b>	<b>678</b>	<b>464</b>	<b>205</b>	<b>669</b>

\* hirings rate =  $\frac{\text{No. incoming employees}}{\text{No. employees at year end}} \times 100$

\*\* Turnover rate =  $\frac{\text{No. outgoing employees}}{\text{No. employees at year end}} \times 100$

## NATIONAL AND INTERNATIONAL INSTITUTIONS

### THE INTERNATIONAL OLYMPIC COMMITTEE

The International Olympic Committee (IOC) is the supreme authority of the Olympic Movement, and as such encourages cooperation among the various National Olympic Committees, International Sports Federations, Organising Committees of Olympic Games, athletes and other actors

of the sporting world.

The International Olympic Committee is made up of no more than 115 members, representing athletes, Presidents and officials in charge of International Federations and National Olympic Committees.

### MAIN ACTIVITIES AND RESULTS IN 2016

- 2016 was marked by intense relations between CONI and the IOC by virtue of the candidacy of the city of Rome to host the XXXIII Olympic Games and XVII Paralympic Games in 2024. In the first nine months of 2016 CONI worked hard to support Rome's bid, a project that got under way in 2015. On 11 October 2016, as a result of the decision taken by Rome city council not to go further with the city's candidacy, CONI officially informed the IOC of its intention to cease the project. At the same time, it asked Coni Servizi – involved in the project from the outset, being the company legally responsible for the programmes and goals of the Olympic Committee – to take all consequent and necessary measures, including the closure of all mutual open positions with counterparties. The Company duly acted and completed activities in the early months of 2017.
- CONI consequently decided to go down a different avenue and submit the city of Milan as a candidate for hosting the 134<sup>th</sup> session of the IOC (a session of the IOC assigning the Olympic Games has not been staged in Italy since 1966, when it was held in Rome).

#### PROPOSED CANDIDACY OF MILAN FOR THE 2019 OLYMPIC SESSION

In the first months of 2017 the International Olympic Committee received many shows of interest through a modified and more consultative bidding procedure. The IOC Evaluation Commission for the IOC Session established with CONI the best proposal to be submitted through the Executive Committee in the IOC Session, due to be held in Lima on 15 September 2017.

Previous experiences already faced by Milan, the Asia-Europe Meeting (ASEM) of October 2014 and the entire Expo six-month period are the reference models showing that the city is ready to host the Olympic Session in 2019, working in complete synergy with the Municipality of Milan and the Lombardy Region.



## NATIONAL INSTITUTIONS

CONI operates under the supervision of the Prime Minister's Office. The latter sees that the decisions taken by CONI are compliant with the law. All sports policy choices, indeed, come under CONI's autonomy and discretion.

The Court of Auditors, on the other hand, carries out checks on financial management, and audits financial statements once they have been drafted. CONI itself has its own Board of Auditors, made up of experts nominated by the government, with the task of checking management and accounts, but also the legitimacy of actions of other CONI bodies.

Coni Servizi is 100% controlled by the Ministry of Economics and Finance. The Cultural Heritage Ministry and

Ministry of Economics and Finance play an important role in designating some governance figures. The board of statutory auditors for instance, nominated by the Coni Servizi general assembly, was designated by the Cultural Heritage Minister (now, further to DPCM of 7 June 2016 the "support unit for the Prime Minister's Office for exercising powers in the sphere of sport" has been created), with the exception of the Chairman, who is designated by the Minister of Economics and Finance.

Like CONI, Coni Servizi also comes under the supervision of the Court of Auditors, with the auditing of the relative financial statements and notification of the results of said audits to the Presidents of the two houses of Parliament.

## Institutional partnerships to achieve common goals

Over the years CONI has developed relationships and partnerships in order to achieve common goals. Institutional partnerships with Ministries and other institutional bodies are crucial for creating

value for Italian sport and, consequently, for the entire community. In 2016 the following activities and projects were developed and rolled out:



## INSTITUTIONAL PARTNERSHIPS TO ACHIEVE COMMON GOALS

### PRIME MINISTER'S OFFICE

- > Promotion of activities for the census, restructuring and modernisation of sports facilities ("Sport and Suburbs").
- > Social, sporting and educational projects in suburbs and socially and economically disadvantaged areas ("CONI Ragazzi").
- > Actions to raise an awareness of the role of sport in combating gender inequality (with Department of Equal Opportunities).
- > Cooperation for the promotion of the European Sports Week.

### MINISTRY OF LABOUR AND SOCIAL POLICIES

- > Actions to ensure integration and social inclusion through sport ("Sport e Integrazione") and encourage solidarity among youngsters (National community service).
- > Measures and initiatives to encourage the placement of former athletes in the labour market ("La nuova Stagione").

### MINISTRY OF HEALTH

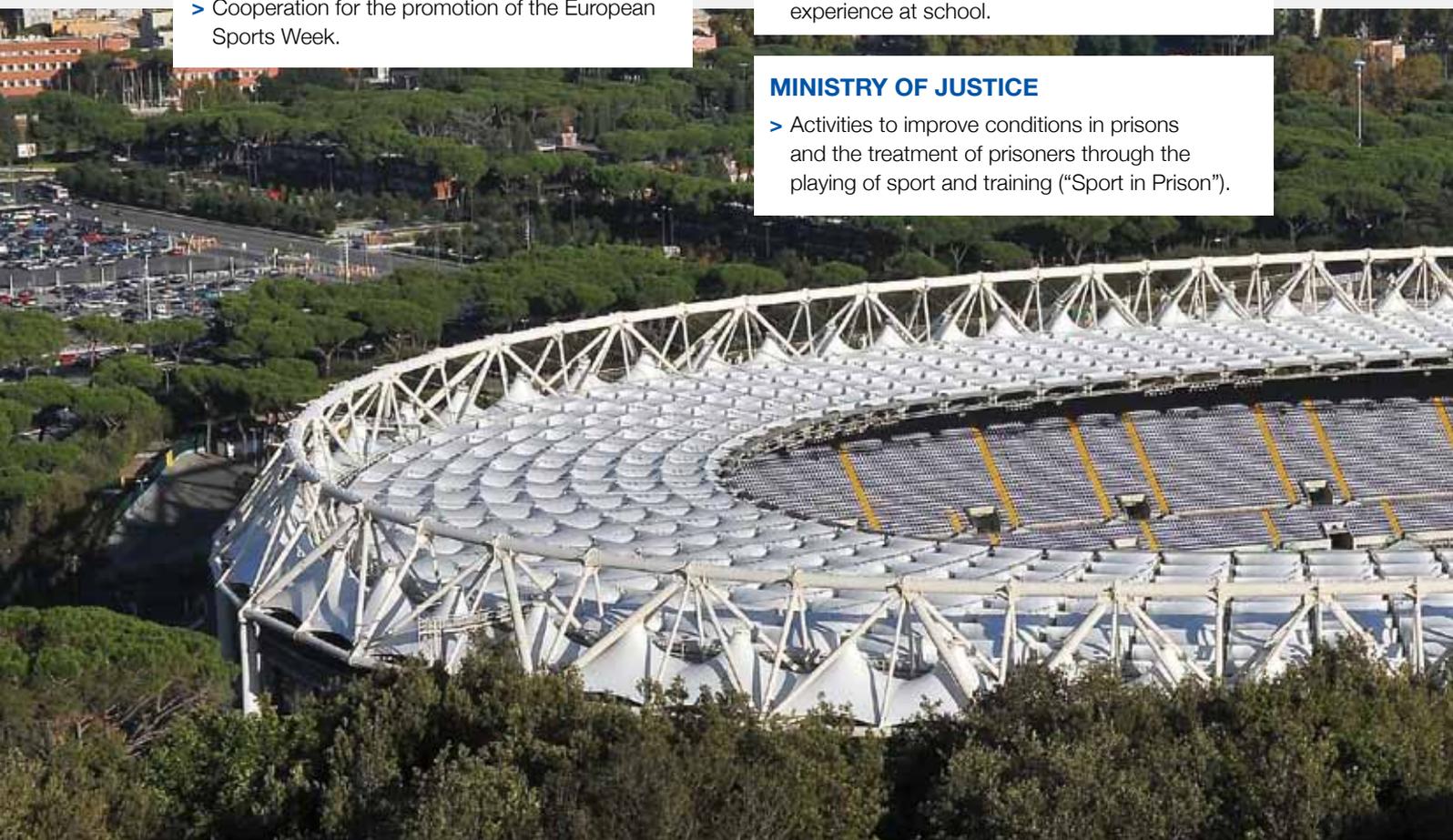
- > Promotion, through projects and information campaigns, of healthy and active lifestyles with a view to prevention and the promotion of mental and physical wellbeing of the individual ("Train them to grow well").

### MINISTRY OF EDUCATION, UNIVERSITY AND RESEARCH

- > Projects relating to the promotion of active sport in schools ("Sport di Classe"; "Student Championships"), support for top level student-athletes at school, development of sports-based secondary schools and work experience at school.

### MINISTRY OF JUSTICE

- > Activities to improve conditions in prisons and the treatment of prisoners through the playing of sport and training ("Sport in Prison").



### MINISTRY OF INTERIOR

- > Memorandum of understanding to promote active sport among foreign minors in the national migrant reception system (May 2016).

### MINISTRY OF AGRICULTURAL, FOOD AND FORESTRY POLICIES

- > Two-year partnership (from March 2016) to encourage CONI to organise events to promote Italian food and drink during international sports events, starting with Rio 2016 (in collaboration with Ministries of Education and Foreign Affairs).

### MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION

- > International cooperation in favour of athletes.

### MINISTRY OF DEFENCE

- > Partnership for the “Task Force for the safety of sporting events”.

### MINISTRY OF ECONOMIC DEVELOPMENT

- > Management of relations between federations and the European Commission as part of: policies, project initiatives, sporting activities financed by the Commission and as part of infringement procedures.

### ISTAT/CNR

- > Cooperation with ISTAT for multiscope surveys and data monitoring of Italy's sporting system (19 February 2016: presentation of fresh survey on “Active sport in Italy”).
- > Cooperation with CNR (National Research Centre), as part of the project “Sport e Integrazione”, for a survey on perceptions of the values of inclusion and integration.

### UNIVERSITY

- > Partnerships with Universities all over the country for training and research activities in favour of sports institutions: Foro Italico University; LUISS (Business School); Lumsa University, Tor Vergata, Bocconi (School of Management), Milan Polytechnic, University of Parma.

### ANCI

- > Projects for sports facilities all over the country.

### NON PROFIT

- > Activities to promote and support Italy's non-profit sector. In 2016 CONI cooperated with the Italian Leukaemia Association (AIL); Italian Cancer Research Association (AIRC); ActionAid; National Transplant Centre of Italy's National Health Institute.



## SUPPLIERS

According to “In-house rules for the procurement of works, services and

“ **The CONI System procures goods, works and services via Coni Servizi in accordance with current regulations and with the principles of efficiency, effectiveness, cost, impartiality and transparency.** ”

supplies for the purchase of works for amounts of up to 1,000,000.00 euros (in force since 2015). Coni Servizi manages the whole supplier selection process, from publication of the tender to signing of the contract, in paperless mode, using the functions of the ad hoc suppliers portal (<https://fornitori.coni.it>).

All contracts stress compliance with the Coni Servizi code of ethics, published on the website.

### THE SUPPLIER QUALIFICATION AND ASSESSMENT PROCESS

In January 2015 the new Official List of suppliers of goods, services and works of Coni Servizi S.p.A. came into force. The suppliers list is used by Coni Servizi as a means to identify economic operators to be consulted for the assignment of supplies, services and works and for the assignment of works, by means of negotiated procedures, in accordance with art. 122, paragraph 7, of the Public Contracts Code.

## MAIN ACTIVITIES AND RESULTS IN 2016

- In 2016 the first “Green” tender was published for the supply of stationery and paper. In compliance with article 34 of legislative decree 50 of 18 April 2016 (Public Contracts Code), stating the need for the inclusion in design and tender documentation of the technical specifications and clauses contained in minimum environmental criteria, the tender specifications require all paper-based products (including packaging) to be made in accordance with the provisions of the Decree of 4 April 2013 (Italian Official Journal no.102 of 3 May 2013), adopting “Minimum Environmental Criteria” (MECs) for the purchase of copying and graphic paper – 2013 update.
- Irrespective of the obligation established by the MECs, tender procedures called by Coni Servizi include, where possible and considering the characteristics of the tender, environmental sustainability criteria to incentivise (in part through the awarding of a score) the use of solutions/systems having a significant environmental impact.
- As far as works are concerned too the first procedure to implement the recommendations of the MECs has been published, as per the Decrees of the Ministry of the Environment and Protection of Land and Sea Resources of 24.12.2015 (Design services and public works) and 07.03.2012 (Energy services for buildings):
  - > Call for the refurbishment of the “Pietro Mennea” track of the “Cosimo Puttilli” stadium in Barletta (BT).
  - > In greater detail, in accordance with the Ministerial Decree of 24.12.2015 (Ministry of the Environment), building materials and building components must meet the requirements laid down in paragraph 2.4 (technical specifications of building components) of the aforementioned M.D. of 24.12.2015, and works must be performed in compliance with the requirements set forth in paragraph 2.5 (technical specifications for the worksite), paragraph 2.7 (performance conditions) and paragraph 2.1. (environmental management systems) of the aforementioned M.D. of 24.12.2015.

■ In 2016 the following supply tenders were called (broken down by type of procedure):

Procedure type	ISO 14001 or compliance with MECs (Minimum environmental criteria)	Management System for health and safety	Compliance with worker and human rights	OHSAS 18001*
Public tender (above community threshold)	5	0	2	2
Competitive Procedure	2	0	1	1
Direct Assignment	0	0	0	0

(\*) Regardless of the request for certification OHSAS 18001 in all tender procedures suppliers are asked to abide by the provisions of legislative decree 81/2008 "Implementation of article 1 of Law 123 of 3 August 2007, on the subject of occupational health and safety".

## LEGISLATION ON ENVIRONMENTAL IMPACT CERTIFICATION

Law 221/2015 came into force in February 2016, concerning "Environmental provisions to promote green economy measures and limit the excessive use of natural resources".

Article 18 of this law implemented art. 68-bis in L.D. 163/2006, with the application of minimum environmental criteria for public tenders for supplies and services. In greater detail, subsection 1 obliges public administrations (including central purchasing bodies) to include in tender documents some technical specifications and contractual clauses contained in ministerial decrees adopted to implement the PAN-GPP national action plan for the Green Public Agreement. The main aim is to reduce gases that alter the climate and to ensure the efficient use of resources, as stated in the EC Communication in the "Resource efficiency roadmap" [COM (2011) 571 final]. Furthermore, Art. 34 of New Public Contracts Code (Legislative Decree 50 of 18 April 2016) amended the legislative decree by introducing further energy and environmental sustainability criteria.

## 2017-2020 GOALS – SUPPLIERS

- 1 Application by Coni Servizi, in accordance with provisions in the Public Contracts Code, of minimum environmental criteria for all tender procedures referring to the categories of supplies, services and works to which minimum environmental criteria refer. The recent amending decree of the Public Contracts Code (legislative decree 56 of 19 April 2017) introduced the obligation for assignments of any amount, with regard to the categories of supplies, services and works to which the minimum environmental criteria adopted in the "Plan of action for the environmental sustainability of consumption in the public administration" refer, to include in design and tender documentation at least the technical specifications and clauses contained in minimum environmental criteria adopted with the decree of the Minister for the environment and protection of land and sea resources.
- 2 The inclusion, where possible, for other categories of works and services for which there are currently no MECs, of environmental sustainability criteria with a view to incentivising (in part through awarding of a score) the use of solutions/systems having a significant environmental impact.

## SPONSORS

The Partnership between BNL and CONI is focused on supporting all forms of sport in order to disseminate a new sporting culture thanks to a number of initiatives: "Let's train for tomorrow", a contest organised for the Rio Olympic Games with the distribution of shoelaces to be worn during sporting activity and to be photographed to win a trip to Rio; "Educating sport", a project with economic-financial and aptitude-testing themes for those in the world of sport; "BNL Loan: Long live Sport" to facilitate access to sporting activity for all those in the sporting world.



## MAIN PARTNERS

EA7 is CONI's Official Outfitter since the London Olympic Games 2012. For Rio 2016 it launched a communication specific campaign by means of press, TV and outdoor channels, helping CONI to spread the Team Italia brand. Armani supported CONI and ActionAid with the legacy project in the favelas of Rocinha and Cidade de Deus in Rio de Janeiro.

The Partnership with CONI promotes the mission of creating projects to disseminate active sport and a sporting culture at all levels of society. For Rio 2016 DHL supported CONI for all shipping needs to and from Casa Italia, and supported, alongside Kinder+Sport, the legacy project led by CONI and ActionAid.

At a local level Ferrero promotes the spread of sport, encouraging active sport among the younger generations. In 2016 it became Title Sponsor of the "Trofeo CONI". For the Olympic Games it made videos on the eve of the Games: "A day with Team Italia", giving the possibility of getting to know athletes leaving for Rio. With the project "Kinder+Sport +1Click 2016: Fans of sport", involving ASAs in an initiative that offered the possibility of winning funding to be used to purchase sports equipment. Ferrero also took part in the CONI and ActionAid campaign in the favelas of Rocinha and Cidade de Deus.

UnipolSai Assicurazioni launched a communication campaign during the pre-Olympic period with a TV advert showing the protagonists of the Young Team Italy UnipolSai. UnipolSai Assicurazioni was present in Rio alongside CONI at Casa Italia, with the project "NextToRio UnipolSai". Vic and Federico Russo from Radio DeeJay made some videos recounting the Olympic experience. UnipolSai Assicurazioni supported the ambitious legacy project devised by CONI and ActionAid.

FIAT is the famous automobile brand now owned by FCA Italy. As regards the automotive industry, the company is considered to be Europe's largest car manufacturer and the world's third largest car maker. For the Rio Olympic Games 2016 it accompanied, thanks to customised cars, members of the Olympic mission, CONI staff and Team Italy to Casa Italia and competition venues.

Vodafone Italia and CONI, for the Rio 2016 Olympic Games, worked together to promote the growth of sport. In Brazil, Vodafone supported Team Italy directly from Casa Italia with former athlete Maurizia Cacciatori, who followed and conducted interviews that are channelled thanks to the Web and Vodafone technology.

## SPONSORS

Herbalife24 supports CONI in its capacity as Official Supplier of the Italian Olympic Team for sports supplements. Herbalife24 has intensified its commitment in sport at the highest levels, giving its support to the Herbalife24 Team at the Rio 2016 Olympic Games. It supports National Sports Federations through the supply of sports supplements.

**HERBALIFE**  
**24**  
SUPPORTO NUTRIZIONALE  
PER GLI ATLETI NELLE 24H

**SAMSUNG**

**Segafredo**  
ZANETTI

## OFFICIAL PARTNERS

**Barilla**

**COLDIRETTI**

**ALGIDA**

**Coca-Cola**

For the Olympic Games in Rio 2016 it conducted a communication campaign and involved a group of athletes from Team Italia, representing a number of sports. It was present at the Olympic Games as an IOC TOP Partner. Thanks to contributions in the sphere of technology it made Casa Italia one of a kind.

Segafredo Zanetti is part of the Massimo Zanetti Beverage Group, a holding company consisting of an extensive network of companies growing rapidly at a global level. For the Rio Olympic Games in 2016 it was the official coffee supplier at Casa Italia.

Coldiretti is the main Organisation representing agricultural entrepreneurs at a national and European level. The Partnership between CONI and Coldiretti is chiefly based on the promotion of correct nutrition, promoting initiatives also at a local level throughout the year. Coldiretti supported elite athletes, bringing excellent Italian foodstuffs to Casa Italia, with the brands: Pomi, Grana, Bonifiche Ferraresi and Unaprol, during the Rio 2016 Olympic Games.

The Coca-Cola Company is the world's largest producer of beverages. For the Rio 2016 Olympic Games, it produced a Coca-Cola and Team Italia bottle in Limited Edition, used by CONI and Coca-Cola for their communication needs in order to convey the values uniting the two partners. Coca-Cola supports CONI with local projects too, for instance supplying water during the CONI Kinder+Sport Trophy.

Algida, part of the Unilever multinational group, is synonymous with quality and innovation in the wrapped ice cream production sector. In its capacity as Partner, it helped CONI to prepare for the Rio Olympics, and it supported the planning and staging of sports events held in the Parco del Foro Italico by supplying ice creams.

Barilla is an Italian multinational company operating in the food sector. For the Olympic Games in Rio 2016 it conducted an effective communication campaign to promote and show their support for athletes leaving for the Olympic mission.

## PROTECTING THE ENVIRONMENT FOR FUTURE GENERATIONS

### Results in the sphere of the environment

**7%**  
REDUCTION  
IN ENERGY  
SPENDING  
OVER 2015  
OF ABOUT  
0.5M EUROS

REDUCTION  
IN METHANE GAS  
PRODUCED  
COMPARED WITH  
2015 OF ABOUT  
**3%**

REDUCTION  
IN WATER  
CONSUMPTION  
OF ABOUT  
**11%**  
OVER 2015

**2,460**  
ENERGY SAVING  
CERTIFICATES  
ACCREDITED  
IN TOTAL IN 2016

### ENVIRONMENTAL MANAGEMENT<sup>3</sup>

Since 2008 Coni Servizi has had a system in place to monitor, check and validate the energy consumption and energy costs

“ **Energy monitoring activities are accompanied by corrective actions and proposed intervention, as recommended by standard UNI CEI EN ISO 50001:2011.** ”

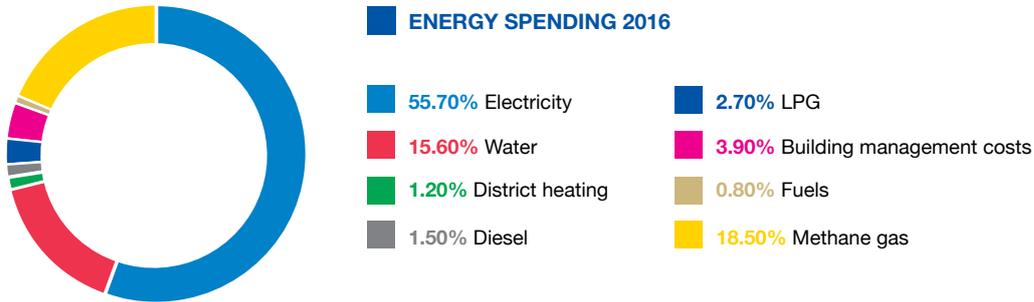
of its offices and plants<sup>4</sup>, and complies with the provisions of art. 7 subsection 2 of M.D. of 28.12.12 appointing a conservation manager and making rational use of the energy in its possession pursuant to standard UNI CEI 11339.

Coni Servizi also performs the actions recommended in standard UNI CEI EN ISO 50001:2011, drafting an annual Energy Report, giving all available data on energy and water consumption on its premises.



- 3) The data given in this report relate to all buildings and installations owned or used by Coni Servizi S.p.A. situated on Italian soil, and do not include possible energy re-charging towards third parties occupying a part of the facilities or using services present therein. These data are to be considered as real and final, and are taken from the 2016 Energy Report.
- 4) The scope of the analysis relates to a total surface area of about 560,000, sq.m broken down among sports facilities, Olympic Training Centres and premises used as office space.

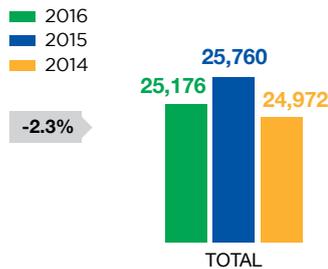
## ENERGY AND WATER CONSUMPTION



In 2016 there was a drop of global energy spending of about 0.54 M€, a year-on-year fall of about 7.3%. If we also consider the fall recorded in 2015 (-4.5% vis-à-vis 2014) and the 9.7% cut in 2014 vis-à-vis 2013, the result is a **reduction in global terms of approximately 1.731 M€ of total energy spending in 2016 vis-à-vis that in 2013**. In percentage terms the reduction over the three-year period has been 20%.

### ELECTRICITY CONSUMED

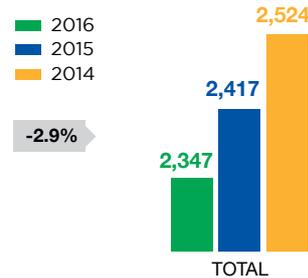
Thousands KWh



Electricity costs fell by 4.3% compared with 2015. Consumption fell by 2.3%.

### METHANE GAS CONSUMED

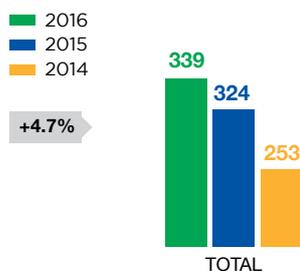
Thousands m<sup>3</sup>



Total spending for all Coni Servizi methane gas needs in 2016 was 1.271 M€, compared with 1.424 M€ in 2015.

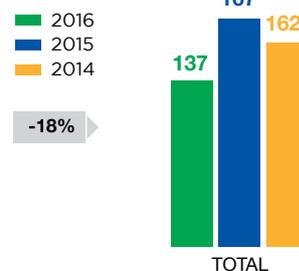
### LPG CONSUMED

Thousands of litres



### DIESEL

Thousands of litres



Spending on fuels totalled 105 k€ for diesel and 185 k€ for LPG. It is noted that spending on diesel relates almost entirely to the Montelibretti site, where there was an 18% reduction in 2016 vis-à-vis 2015.

**WATER CONSUMPTION**  
Thousands m<sup>3</sup>

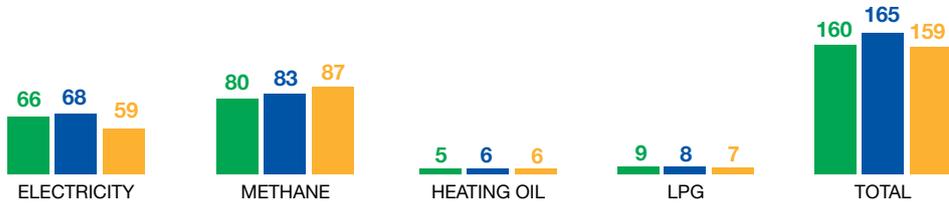
2016  
2015  
2014  
-10.7%



Water consumption fell by 10.7% vis-à-vis 2015, with economic savings of €196,000.

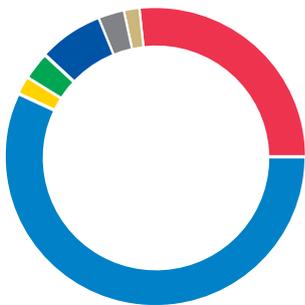
**TOTAL CONSUMPTION IN GJ – NON-RENEWABLE SOURCES**  
Thousands

2016  
2015  
2014



**TOTAL CONSUMPTION IN GJ – RENEWABLE SOURCES**  
Thousands

2016  
2015  
2014



**CO<sub>2</sub> EMISSIONS - 2016**  
Tonnes

- 10,906 ELECTRICITY
- 199 DISTRICT HEATING
- 361 DIESEL
- 564 LPG
- 199 DISTRICT HEATING
- 96 FUELS
- 4,619 METHANE GAS

The changes in consumption trends resulted in a different redistribution of CO<sub>2</sub> emissions compared with the previous year, for which approximately 17,091 tonnes of emissions had been calculated. Total CO<sub>2</sub> emissions for 2016 amounted to 16,745 tonnes, 2% down on 2015.

# THE ENVIRONMENTAL MANAGEMENT SYSTEM AND ACCESS TO THE ENERGY MARKET

**2,460**  
ACCREDITED  
ENERGY SAVING  
CERTIFICATES  
(WHITE  
CERTIFICATES)

In 2016 too Coni Servizi continued to operate in the Energy Saving Certificates market ("White" certificates), one of the few public bodies in Italy to be a part of this mechanism.

To carry on along this virtuous path, Coni Servizi has decided to undertake further investments in order to attain a state of self-financing of energy efficiency actions.

**“ 2016 Coni Servizi traded 368 Energy Saving Certificates in the relative market, posting proceeds of €48,939, down on the previous year due to the close of the incentive period for financed actions. ”**

## RAW MATERIALS USED

**PAPER CONSUMED (A4 and A3 reams)** **TONERS**

 **36,209 kg**

 **no. 224**



# ATTACHMENTS

## METHODOLOGICAL NOTE AND MATERIALITY PROCESS

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### METHODOLOGICAL NOTE

The Sustainability Report of CONI and Coni Servizi, referring to the period up to 31 December 2016, has been drafted in compliance with the G4 "Sustainability Reporting Guidelines" as defined in 2013 by the GRI - Global Reporting Initiative. This is the fourth Sustainability Report drafted by CONI and Coni Servizi.

This document is the continuation of the process begun in 2013 to report on and manage sustainability issues pertaining to CONI and Coni Servizi.

The level of application of said GRI G4 guidelines is "Comprehensive". KPMG has conducted a limited auditing of the 2016 Sustainability Report.

The reporting boundary includes CONI and Coni Servizi S.p.A.

The figures in this Report have been calculated precisely, and are based on the general ledgers and other information systems of CONI and Coni Servizi.

The estimation methods are given for estimates used to determine indicators. There were no limitations or changes that

could significantly influence comparability between the different periods.

The Sustainability Report has been prepared on the basis of CONI's and Coni Servizi's sustainability performance targets and the reporting of results achieved. The preparation process entailed identifying material aspects to report (for details see paragraph on materiality analysis).

Unless otherwise indicated, the Report refers to the 2015-2016 two-year period, in order to provide a parameter for the comparison of economic, social, environmental and governance performance. The data and information reported in this document refer to CONI and Coni Servizi S.p.A. Only in some cases, expressly mentioned, are consolidated figures given.

As required by the GRI guidelines, the "GRI-G4 Index", summarising the content of the Report with respect to GRI indicators, is attached. Coni Servizi's Strategy and Social Responsibility Office managed the data gathering process.

## MATERIALITY ANALYSIS ASSESSMENT

The methodology adopted to update the materiality analysis assessment in 2016 entailed four main stages:



### 1. REVIEW AND UPDATING OF THE TOPIC LIST

In the first stage of this process, the list of relevant material topics defined in the previous sustainability report was reviewed and updated. The topic list was reviewed and updated following an analysis of relevant topics by the sports sector (examination of documentation for each

sector, GRI Sustainability Topics for Sectors, Olympic Charter, IOC, documentation, sectoral studies), and the setting up of a working group within the Organisation, but also including external professionals that helped to identify the topics.

### 2. ASSESSMENT

In the second stage, the topics were prioritised by means of an online survey sent via email and aimed at management

(internal perspective) and a representative sample of stakeholders (external perspective).

### 3. DEFINITION OF THE MATERIALITY GRID

At the end of the topic prioritisation phase the CONI System Materiality Grid was defined, in which:

- each square represents a relevant topic for the Organisation;
- the positioning of topics was determined by cross-referencing results (internal and external perspectives) obtained from the sent survey;

- material topics are placed in the squares in the top right;
- the topics located in the other squares are considered to be less material, but are not, in any case, negligible. Accordingly, in this document, information regarding these squares will also be provided.

### 4. VALIDATION OF RESULTS

The validation saw the involvement of the “Strategy and Social Responsibility” Office, which is responsible for sustainability strategy and reporting, defining the content of the sustainability report in accordance

with the principles of “completeness” and “stakeholder inclusion”. Thus in this phase both the “scope (DMA and indicators)” and the “reporting boundary” were identified for each material topic.

The table below shows the material topics of the CONI System, and the relative

indicators have been given if they can be correlated to some aspects of the GRI.

<b>STRATEGIC PRIORITIES – MATERIAL ASPECTS</b>				
<b>Topic</b>	<b>GRI-G4 aspect</b>	<b>GRI-G4 Indicators</b>	<b>Impact within the organisation</b>	<b>Impact outside the organisation</b>
<b>SO</b> Fairness and Transparency in relations with Sports Bodies	-	-	CONI System	National Sports Federations and Associated Sports Disciplines
<b>SPDEV</b> Sport and social development				
<b>YOU</b> Sport, Youth and School	Economic performance Indirect economic impacts Local communities	EC1 EC7 SO1, SO2	CONI System	Communities, Institutions and national and international Associations
<b>HEA</b> Sport, Health and Communities				
<b>INST</b> Relations with National and International institutions	Profile of organisation	EC1, EC4	CONI System	Institutions and national and international Associations
<b>JUST</b> Sporting Justice	-	-	CONI System	National Sports Federations, Associated Sports Disciplines and Athletes
<b>DOP</b> Doping Policies	-	-	CONI System	Institutions and national and international associations, National Sports Federations, Associated Sports Disciplines and Athletes
<b>EC</b> Efficient and transparent economic and financial management	Economic performance Indirect economic impacts	EC1, EC2, EC4, EC7, EC8	CONI System	National Sports Federations, Associated Sports Disciplines, Institutions and Suppliers
<b>GOV</b> Transparent Governance	Governance Anti-bribery	General Standard Disclosure SO3, SO4, SO5, SO7	CONI System	Communities, Institutions national and international Associations
<b>FAC</b> Refurbishment and development of sports facilities	-	-	CONI System	National Sports Federations, Associated Sports Disciplines, Institutions and national and international Associations

<b>STRATEGIC PRIORITIES – MATERIAL ASPECTS</b>				
<b>Topic</b>	<b>GRI-G4 aspect</b>	<b>GRI-G4 Indicators</b>	<b>Impact within the organisation</b>	<b>Impact outside the organisation</b>
<b>SERV</b> Services for NFs and elite sport	-	-	-	Institutions and national and international Associations
<b>OLYMP</b> Olympic training and Olympic Training Centres	-	-	CONI System	National Sports Federations, Associated Sports Disciplines
<b>EMP</b> Management of employees	Human resources Industrial relations Education and training Remuneration	LA1, LA2, LA3 LA4, LA5 LA9, LA10, LA11 LA13	Employees Coni Servizi	-
<b>SUPP</b> Supply chain	Procurement Policies Environmental assessment of suppliers Assessment of suppliers regarding labour policies Assistance of suppliers regarding protection of human rights Assessment of suppliers regarding their impact on Communities	EC9 EN32, EN33  LA14, LA15  HR10  SO9	CONI System	Suppliers
<b>ENV</b> Reducing environmental impacts	Materials Energy, Water Emissions Compliance Suppliers Complaints	EN1, EN2, EN3, EN4, EN5, EN6, EN8, EN9, EN10 EN15, EN16, EN18 EN29 EN32, EN33 EN34	CONI System	Environment

## GRI CONTENT INDEX

KPMG S.p.A. has carried out a limited assurance of activities and work performed, (“External assurance”) of the Sustainability Report following the provisions of the ISAE

3000. Regarding the purpose of the activities and the work done please refer to the Independent Auditor’s Report, given on page 137.

General Standard Disclosures	Page number where information required by the indicator can be found
<b>G4-1</b>	President's Letter pp. 6-7
<b>G4-2</b>	President's Letter pp. 6-7  CONI Financial statements at 31.12.2016  ( <a href="http://www.coni.it/images/documenti/coni/Bilancio_esercizio_2016.pdf">http://www.coni.it/images/documenti/coni/Bilancio_esercizio_2016.pdf</a> ): pp. 64, 92  Coni Servizi: Financial statements at 31.12.2016 ( <a href="http://coniservizi.coni.it/it/coniservizi/bilancio-consuntivo-e-bilancio-sociale.html">http://coniservizi.coni.it/it/coniservizi/bilancio-consuntivo-e-bilancio-sociale.html</a> ): pp. 19-20, 44-46, 60-61
<b>G4-3</b>	CONI Italian National Olympic Committee  Coni Servizi S.p.A.
<b>G4-4</b>	CONI: pp. 20-21  Coni Servizi: p. 24
<b>G4-5</b>	Back cover.
<b>G4-6</b>	CONI and Coni Servizi operate in Italy.
<b>G4-7</b>	CONI: pp. 22-23  Coni Servizi: p. 25
<b>G4-8</b>	CONI: p. 23
<b>G4-9</b>	Workforce: p. 100  Financial data: pp. 30-35  <a href="http://www.coni.it/it/bilancio-d%E2%80%99esercizio-2016.html">http://www.coni.it/it/bilancio-d%E2%80%99esercizio-2016.html</a>  <a href="http://coniservizi.coni.it/it/coniservizi/bilancio-consuntivo-e-bilancio-sociale.html">http://coniservizi.coni.it/it/coniservizi/bilancio-consuntivo-e-bilancio-sociale.html</a>
<b>G4-10</b>	pp. 100-103  In 2016 no part-time requests were received.
<b>G4-11</b>	All employees are employed under a National Collective Labour Agreement.
<b>G4-12</b>	pp. 116-117
<b>G4-13</b>	There were no changes to the organisational set-up, ownership structure or supply chain such as to influence the comparability of reporting periods.
<b>G4-14</b>	CONI and Coni Servizi take a precautionary approach to the assessment and management of risks inherent to their activities.
<b>G4-15</b>	Olympic Charter and principles of the International Olympic Committee (p. 12, 21)
<b>G4-16</b>	CONI is a member of the International Olympic Committee (p. 113, pp. 90-95).
<b>G4-17</b>	The data and information included in the report refer to CONI and Coni Servizi, unless otherwise specified.

General Standard Disclosures	Page number where information required by the indicator can be found
<b>G4-18</b>	p. 10 Methodological note and materiality process (pp. 126-127).
<b>G4-19</b>	p. 10
<b>G4-20</b>	Methodological note and materiality process (pp. 126-127).
<b>G4-21</b>	Methodological note and materiality process (pp. 126-127).
<b>G4-22</b>	Methodological note and materiality process (pp. 126-127).
<b>G4-23</b>	The data and information included in the report refer to CONI and Coni Servizi, unless otherwise specified.
<b>G4-24</b>	pp. 98-99
<b>G4-25</b>	pp. 98-99
<b>G4-26</b>	pp. 98-99
<b>G4-27</b>	p. 10, pp. 98-99
<b>G4-28</b>	The report refers to the period ending 31.12.2016.
<b>G4-29</b>	The most recent Sustainability Report was published in 2016.
<b>G4-30</b>	The Sustainability Report is drafted on a yearly basis.
<b>G4-31</b>	Strategy and Social Responsibility Office: <a href="mailto:responsabilitasociale@coni.it">responsabilitasociale@coni.it</a>
<b>G4-32</b>	GRI-G4 "In accordance - Comprehensive".
<b>G4-33</b>	KPMG S.p.A. has carried out a limited review of the Sustainability Report p. 137
<b>G4-34</b>	CONI: pp. 22-23 Coni Servizi: p. 25
<b>G4-35</b>	To date, no process has been formalised to delegate economic, social and environmental topics. As for other delegation mechanisms, reference should be made to CONI's and Coni Servizi's governance model.
<b>G4-36</b>	In 2015 CONI appointed a Strategy and Social Responsibility Manager, while the Energy Manager was made responsible for environmental aspects. Both managers report at least once a year to the governance bodies (Sustainability Report and Energy Report).
<b>G4-37</b>	No specific stakeholder engagement process has been implemented yet for economic, environmental and social topics. There is a more general stakeholder engagement plan, as reported in chapter 5.
<b>G4-38</b>	CONI's President is the only institutional figure with independent executive powers (p. 22-25). Given CONI's particular legal status, there are no independent directors.
<b>G4-39</b>	CONI: CONI's President holds an executive position. Coni Servizi: The President of the board of directors performs the duties that the board has assigned to him.
<b>G4-40</b>	CONI: the election process for the National Council and the National Board is regulated by the Olympic Charter, the law and the by-laws. The election mechanism in place does not guarantee a diversity of gender, independence or economic, environmental and social expertise (p. 23). Coni Servizi: the appointment process for the board of directors is established by law and the by-laws, which in article 11 require compliance with legal and regulatory provisions concerning a balance of genders among members (p. 25).
<b>G4-41</b>	To prevent potential conflicts of interest, CONI has implemented a risk control and management system consisting of the 231 Organisational Model, compliance with the anti-corruption law, the three-year plan to prevent corruption and the three-year transparency plan (pp. 27-29).

General Standard Disclosures	Page number where information required by the indicator can be found
<b>G4-42</b>	<p>CONI's and Coni Servizi's governance bodies define economic, social and environmental strategies, policies and objectives in their respective areas.</p> <p>In 2013, Coni Servizi set up the Strategy and Social Responsibility Office to cover sustainability issues.</p> <p>pp. 8-9, 21</p>
<b>G4-43</b>	No process has yet been developed to assess the performance of CONI's and Coni Servizi's governance bodies with respect to economic, environmental and social issues.
<b>G4-44</b>	No process has yet been developed to assess the performance of CONI's and Coni Servizi's governance bodies with respect to economic, environmental and social issues.
<b>G4-45</b>	<p>The governance bodies have assigned responsibility for verifying the efficiency of risk management and control with respect to economic, social and environmental issues to the CFO, Corporate Compliance and Internal Audit Manager, CONI's Strategy and Social Responsibility Manager and the Energy Manager, respectively.</p> <p>They regularly report on their activities to the governance bodies.</p>
<b>G4-46</b>	
<b>G4-47</b>	
<b>G4-48</b>	The Sustainability Report is approved by the National Council.
<b>G4-49</b>	pp. 27-29
<b>G4-50</b>	In 2016 no reports were received via the whistleblowing system.
<b>G4-51</b>	<p>CONI: The fees paid to members of the National Board, the National Council and CONI's governance bodies were established in the Federal Council's resolution no. 998 of 26 January 1998.</p> <p>The Deputy President's fees were established in the National Board's resolution no. 129 of 11 March 2003. The President's fees were established in the National Board's resolution no. 359 of 20 July 2006.</p> <p>Coni Servizi: the fees paid to the members of the board of directors were established by the shareholders, considering the non-binding opinion of the Remuneration Committee.</p>
<b>G4-52</b>	
<b>G4-53</b>	
<b>G4-54</b>	The highest salary paid to an employee is roughly seven times the average employee salary.
<b>G4-55</b>	This indicator is not applicable as Coni Servizi's employee remuneration has not increased since 2010.
<b>G4-56</b>	pp. 21-24
<b>G4-57</b>	pp. 21-24
<b>G4-58</b>	p. 28
<b>G4-DMA</b>	pp. 30-35
<b>G4-EC1</b>	pp. 30-35
<b>G4-EC2</b>	Given their nature, the services that CONI and Coni Servizi provide do not have significant impacts in terms of climate change.
<b>G4-EC3</b>	Consult pp.14, 17-18 and 45 of the explanatory notes to Coni Servizi's financial statements at 31.12.2016 for a description of how Coni Servizi's employee pension plan works.
<b>G4-EC4</b>	<p>pp. 26, 30-35</p> <p>For additional details on the grants that CONI has received from the public administration, reference should be made to pages 10-11 of CONI's financial statements at 31.12.2016.</p>
<b>DMA: Indirect economic impacts</b>	<p>Considering the mission of CONI and Coni Servizi, the main economic impacts relate to the Italian sports system and the community, coming in particular in the form of grants to Federations and Italian communities abroad ("The economic sustainability of the CONI System" pp. 30-35; "CONI and top level sport" pp. 40-57; "Sports institutions" pp. 90-94).</p>
<b>G4-EC7</b>	CONI and top level sport: pp. 40-57

General Standard Disclosures	Page number where information required by the indicator can be found
<b>G4-EC8</b>	<p>The CONI System has not yet mapped the potential indirect economic impacts that might arise from expanding its institutional activities.</p> <p>("The economic sustainability of the CONI System" pp. 30-35; "CONI and top level sport" pp. 40-57; "Sports institutions" pp. 90-94).</p>
<b>DMA: Procurement policies</b>	pp. 116-117
<b>G4-EC9</b>	<p>pp. 116-117</p> <p>"Local suppliers" are taken to mean suppliers whose registered office is in Italy (Latium or other regions).</p>
<b>DMA: Raw materials</b>	<p>Even though, given the nature of their activities, CONI and Coni Servizi do not have significant environmental impacts, they operate in accordance with environmental regulations, seeking to reduce their environmental footprint.</p>
<b>G4-EN1</b>	<p>pp. 122-125</p> <p>The consumption of raw materials, due to the nature of Coni Servizi, concern, in addition to energy vectors, paper and toners. Raw materials that come from renewable sources are not used.</p>
<b>G4-EN2</b>	No recycled materials have been used in the provision of services.
<b>DMA: Energy</b>	p. 122
<b>G4-EN3</b>	<p>p. 124</p> <p>The data are extracted from the 2015 Environmental Report prepared by the "Asset Management and Sports Facility Consultancy Office".</p> <p>CONI does not sell electricity.</p> <p>The conversion factors used are those indicated by GRI G3.1 and the "2013 Single Buyer Fuelmix Notice" in terms of the proportion of energy from renewable sources.</p>
<b>G4-EN4</b>	<p>Coni Servizi calculates energy intensity with respect to the total surface area of roughly 560,000 sq.m, consisting of sports facilities, Olympic training centres and sites used as offices for a total of approximately 300 consumption centres. For 2016 energy intensity was 0.34 GJ/m<sup>2</sup>, in line with 2015 levels.</p>
<b>G4-EN6</b>	<p>pp. 122-125</p> <p>The calculation is based on consumption and total expenses for utilities.</p> <p>The data are extracted from the 2016 Energy Report, prepared by the "Asset Management and Sports Facility Consultancy Office".</p>
<b>DMA: Water</b>	pp. 122-125
<b>G4-EN8</b>	<p>p. 124</p> <p>The data are extracted from the 2015 Energy Report, prepared by the "Asset Management and Sports Facility Consultancy Office".</p>
<b>G4-EN9</b>	Aqueducts constitute the main water source.
<b>G4-EN10</b>	The organisation's activities do not provide for the recycling and reuse of water (pursuant to law and given the very nature of the services provided).
<b>G4-EN15</b>	<p>p. 124</p> <p>Emission values are extracted from the 2016 Energy Report, prepared by the "Asset Management and Sports Facility Consultancy Office".</p> <p>The rates used to calculate CO<sub>2</sub> emissions, natural gas, diesel and LPG are in line with the national UNFCCC inventory for the calculation of emissions from 1.1.2016 to 31.12.2016. The GHG Protocol Mobile Combustion rate in the GHG Emission Calculation Tool was used for diesel.</p>

General Standard Disclosures	Page number where information required by the indicator can be found
<b>G4-EN16</b>	p. 124  Emission values are extracted from the 2015 Energy Report, prepared by the "Asset Management and Sports Facility Consultancy Office".
<b>G4-EN18</b>	Emission intensity was 0.03 t CO <sub>2</sub> /m <sup>2</sup> , unchanged vis-à-vis 2015.  GHG emissions included in the calculation of the intensity rate refer to SCOPE I and SCOPE II.
<b>DMA: Legal and regulatory compliance</b>	Within the scope of its activities, CONI complies with national and international environmental legislation and regulations.
<b>G4-EN29</b>	No significant fines or non-monetary sanctions were imposed in 2016 for non-compliance with environmental regulations or laws.
<b>DMA: Supplier assessment in terms of environmental criteria</b>	pp. 116-117
<b>G4-EN32</b>	pp. 116-117
<b>G4-EN33</b>	The CONI System's supply chain does not have actual or potential significant environmental impacts.
<b>DMA: Environmental complaint mechanisms</b>	CONI and Coni Servizi comply with national and international environmental legislation in the performance of their activities.  Furthermore, as established by the previous Legislative decree no. 231/2001, the model includes a special environmental section (General section - "Coni Servizi's Supervisory Body: Disclosure obligations and reports").
<b>G4-EN34</b>	No environmental complaints/reports were received in 2016.
<b>DMA: Personnel Management</b>	pp. 100-111
<b>G4-LA1</b>	p. 102, 111
<b>DMA: Diversity and Equal Opportunities</b>	pp. 104-105
<b>G4-LA2</b>	p. 106
<b>G4-LA3</b>	p. 105
<b>DMA: Contracts</b>	Since 2004, Coni Servizi has applied the national collective labour agreement for the private sector (p. 107).
<b>G4-LA4</b>	p. 107
<b>DMA: Occupational health and safety</b>	p. 108, pp. 110-111
<b>G4-LA5</b>	p. 108
<b>G4-LA6</b>	pp. 110-111
<b>G4-LA7</b>	There are no employees involved in activities that present a high incidence and/or high risk of occupational diseases.
<b>G4-LA8</b>	All Coni Servizi employees are employed under a specific national collective labour agreement for non-management personnel of Coni Servizi S.p.A. and the national sports federations, which also governs workers' health and safety (Art. 26,27,28).  CONI also ensures compliance with the safety provisions of Legislative decree 81/2008.
<b>DMA: Education and Training</b>	pp. 108,110
<b>G4-LA9</b>	p. 110

General Standard Disclosures	Page number where information required by the indicator can be found
<b>G4-LA10</b>	p. 108
<b>G4-LA11</b>	p. 106
<b>DMA: Equal Opportunities</b>	pp. 104-105
<b>G4-LA12</b>	p. 105
<b>DMA: Remuneration</b>	p. 106 Coni Servizi 2016 financial statements: pp. 58-59
<b>G4-LA13</b>	Basic pay is established by the CCNL, and there are no gender differences.  p. 107
<b>DMA: Supplier assessment in terms of labour policies</b>	pp. 116-117
<b>G4-LA14</b>	Coni Servizi and its key suppliers/partners are subject to EU legislation protecting workers' rights.  Furthermore, within the scope of its supplier assessment procedures, Coni Servizi has also laid down environmental and social selection criteria.
<b>G4-LA15</b>	Nearly all of CONI's and Coni Servizi's suppliers have their registered offices in Italy and, accordingly, are subject to both national and EU legislation for employment practices, workers' health and safety and the protection of human rights.
<b>DMA: Labour policy complaint mechanisms</b>	The protection in place for labour policies are governed by the "national collective labour agreement for non-management personnel of Coni Servizi S.p.A. and national sports federations", which Coni Servizi has adopted.
<b>DMA: Supplier assessment in terms of Human Rights</b>	pp. 116-117
<b>G4-HR10</b>	CONI operates in accordance with national and EU legislation concerning human rights. It also complies with the Universal Declaration of Human Rights of the United Nations and the Fundamental Conventions of the International Labour Organisation.  pp. 116-117
<b>DMA: Local Communities</b>	Within the scope of their activities, CONI and Coni Servizi devote particular attention to the potential repercussions on local communities (regions, provinces and municipalities) as they seek to create partnerships with the related local institutions.
<b>G4-SO1</b>	No local community involvement plan has yet been defined or formalised, nor has any system to measure the possible direct or indirect impacts of the organisation's activities been implemented.
<b>G4-SO2</b>	In the pursuit of its mission, CONI does not carry out any activity that could have an actual or potential negative impact on local communities.
<b>DMA: Corruption</b>	pp. 27-29
<b>G4-SO3</b>	pp. 27-28
<b>G4-SO4</b>	It is not currently possible to report the number of hours of participation in anti-corruption training courses. The organisation undertakes to report such data as from next year.
<b>G4-SO5</b>	There were no instances of bribery involving Coni Servizi's employees or representatives in the reporting period.

General Standard Disclosures	Page number where information required by the indicator can be found
<b>DMA: Anti-Collusion</b>	CONI is a non-economic public entity. The Italian legal system endorses the general principle of the independence of sport. CONI operates under a regulatory system created by Italian lawmakers, which assign it exclusive jurisdiction for sport. pp. 21, 24
<b>G4-S07</b>	During the reporting period, no legal action was taken against collusion or anti-competition practices. Moreover, there is no pending legal action in this respect.
<b>DMA: Supplier assessment in terms of their impact of their activities on the Company</b>	pp. 116-117
<b>G4-S09</b>	p. 117

# INDEPENDENT AUDITOR'S REPORT



KPMG S.p.A.  
 Revisione e organizzazione contabile  
 Via Ettore Petrolini, 2  
 00197 ROMA RM  
 Telefono +39 06 80961.1  
 Email it-fmaudit@kpmg.it  
 PEC kpmgsa@pec.kpmg.it

(Translation from the Italian original which remains the definitive version)

## Independent auditors' report on the sustainability report

To the National Board of  
 Comitato Olimpico Nazionale Italiano  
 and board of directors of  
 Coni Servizi S.p.A.

We have performed a limited assurance engagement on the 2016 sustainability report of Comitato Olimpico Nazionale Italiano ("C.O.N.I.") and Coni Servizi S.p.A. (the "Company").

### *Directors' responsibility for the sustainability report*

C.O.N.I.'s and the Company's directors are responsible for the preparation of the sustainability report in accordance with the "G4 Sustainability Reporting Guidelines", issued in 2013 by GRI - Global Reporting Initiative, that are detailed in the "Methodological Note" section of the sustainability report, as well as for that part of internal controls that they consider necessary for the preparation of a sustainability report that is free from material misstatement, including due to fraud or unintentional conduct or events. They are also responsible for defining C.O.N.I.'s and the Company's objectives regarding their sustainability performance, the reporting of the achieved results and the identification of the stakeholders and the significant matters to report.

### *Independent auditors' responsibility*

Our responsibility is to issue this report based on our procedures. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board applicable to limited assurance engagements. This standard requires that we comply with the ethical and independence requirements provided for by the legal provisions and regulations applicable in Italy and by the applicable auditing standards, that we apply International Standard on Quality Control ISQC (Italia) 1 and that we plan and perform the engagement to obtain limited assurance about whether the report is free from material misstatement.

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The procedures we performed include inquiries, primarily of persons responsible for the preparation of information presented in the sustainability report, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

These procedures aimed at checking that its content and quality complied with the "G4 Sustainability Reporting Guidelines". Specifically, we carried out the following procedures.

- comparing the financial information and data presented in the "Added Value Distributed by CONI System (CONI and Coni Servizi)" section of the sustainability report to the corresponding financial information and data included in both the C.O.N.I.'s and the Company's financial statements as at and for the year ended 31 December 2016, on which we issued our reports dated 9 May 2017 and 13 April 2017, respectively;
- holding interviews aimed at analysing the governance system and the process for managing the sustainable development issues relating to C.O.N.I.'s and the Company's strategy and activities;
- analysing the reporting of significant matters process, specifically how these matters are identified and prioritised for the each stakeholder category and how the process outcome is validated internally;
- analysing how the processes underlying the generation, recording and management of quantitative data included in the sustainability report operate. In particular, we have performed the following:
  - interviews and discussions with the Company's management personnel to gather information on the IT, accounting and reporting systems used in preparing the sustainability report, and on the processes and internal control procedures used to gather, combine, process and transmit data and information to the office that prepares the sustainability report;
  - sample-based analyses of documentation supporting the preparation of the sustainability report to confirm the existence and adequacy of processes and that the internal controls correctly manage data and information in relation to the objectives described in the sustainability report;
- analysing the compliance and overall consistency of the qualitative information included in the sustainability report with the guidelines referred to herein in the "Directors' responsibility for the sustainability report" paragraph;
- analysing the stakeholder involvement process, in terms of methods used, by reading the minutes of the meetings or any other information available about the salient features identified;
- obtaining the representation letter signed by C.O.N.I.'s and the Company's legal representatives on the compliance of the sustainability report with the guidelines indicated in the "Directors' responsibility for the sustainability report" paragraph and on the reliability and completeness of the information and data contained therein.

A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 Revised, and, therefore, it does not offer assurance that we have become aware of all significant matters and events that would be identified during a reasonable assurance engagement.



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**Conclusion**

Based on the procedures performed, nothing has come to our attention that causes us to believe that C.O.N.I. and the Company's 2016 sustainability report has not been prepared, in all material aspects, in accordance with the "G4 Sustainability Reporting Guidelines", issued in 2013 by GRI – Global Reporting Initiative, that are detailed in the "Methodological Note" section of the sustainability report.

Rome, 27 October 2017

KPMG S.p.A.

(signed on the original)

Marco Maffei  
Director of Audit



## **Italian National Olympic Committee**

### **Registered offices in Rome**

00135 Rome, Largo Lauro de Bosis, 15  
Telephone +39 06.36851 - [www.coni.it](http://www.coni.it)



## **Coni Servizi S.p.A.**

### **Registered offices in Rome**

00135 Rome, Largo Lauro de Bosis, 15  
Telephone +39 06.36851 - [www.coni.it](http://www.coni.it)  
Tax code, VAT no. and Rome company registration no. 07207761003  
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Prepared by the Strategy and Social Responsibility Office  
contact: [responsabilitasociale@coni.it](mailto:responsabilitasociale@coni.it)

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