



SUSTAINABILITY REPORT 2023



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HIGHLIGHTS

SPORT AS A SOCIAL MEDIUM OF IMPROVEMENT



100 PODIUMS IN 2023

Winning the medal table at the European Games in Krakow



REGIONAL SPORTS SCHOOLS

For the provision of specific training

3 OLYMPIC TRAINING CENTRES

for athletes and their Federations

EVENTS ORGANISED BY CONI FOR YOUNG PEOPLE

CONI Trophy, EDUCAMP, CONI Centres

“CONI FAIR PLAY GAMES”

Over 2,000 young people involved in the first edition



FOR 1 IN 2 ITALIANS, SPORT IS AS IMPORTANT AS SCHOOL*

*from the report of 17 September 2024, presented by Deloitte and CONI: 3,000 respondents in 5 countries.

WITH +10% SPORTS PRACTICE

- 3.3% overweight people
- 1.9% people with cardiovascular diseases
- 1.6% with musculoskeletal disorders
- +1.1% mental health index
- +6.4% satisfaction with their lives
- 5% smoking -4.9% alcohol
- 5.2% crime rate



1 NON-SERIOUS ACCIDENT IN 2023

1 INSTITUTE OF SPORTS MEDICINE AND SCIENCE



EQUAL OPPORTUNITIES COMMITTEE

52% OF EMPLOYEES ARE WOMEN



€ 85,543,869

Economic Value Generated in 2023

€ 81,413,341

Economic Value Distributed in 2023



CASA ITALIA

as a medium for spreading Italian culture and a more sustainable economy



CENTRALITY OF CONI IN THE NATIONAL AND INTERNATIONAL SPORTS SYSTEM

- Excellence
- Respect
- Friendship



2,354 tCO₂EQ

Scope 1 direct emissions in 2023

1,810 tCO₂EQ

Scope 2 Location Based indirect emissions in 2023

LETTER

TO STAKEHOLDERS

Reviving the tradition of the Sustainability Report represents a particularly significant milestone in the development of the Italian National Olympic Committee's policy guidelines, giving depth to the intention expressed when I took office as President of this Body. The publication of the document - the latest edition dates back to 2018 - aims to ensure a timely and transparent representation of the initiatives and results that characterise its activities.

The profound transformation that has impacted CONI in recent years, an effect of the changed regulatory references, has not undermined its solid foundations, thanks to the skills and sense of belonging of the various directorates that - albeit relying on smaller numbers - have been able to multiply their efforts to continue to ensure standards that live up to the blazon recognised at every level, relying on teamwork and collaboration that are a source of pride.

We seek to honour our role with due commitment, leveraging synergic interaction with the various institutional stakeholders, loyal to our statutory mission and our desire to support the system while respecting its original vocation and implementing it with a vision capable of intercepting trends that can contribute to overall growth, consistent with the objectives and values that inspire us.

We have reorganised ourselves aware of this new dimension, with the aim of not making the example built over time vain, transforming limitations and criticalities into resources and ideas in the supreme interest of sport, the protection of its inviolable principles and its promotion. As always, we have relied on the fundamental contribution of the bodies that make up our large 'family' and know how to interpret its spirit and ambitions effectively.

Over the past year, our institutional activity, in respect of the prerogatives attributed to us, has been aimed at attempting to bring together the federal requirements and to formulate concrete solutions, put forward after the accurate work carried out by the various Commissions set up within our system, to circumvent the criticalities that have emerged during the implementation of the reforms introduced by political decision-makers, particularly on the subject of sports work.

Having approved the changes to the Statute, other central topics were developed, including that of the associations called to optimise management and streamline costs, without forgetting the establishment of the Permanent Observatory for Safeguarding Policies.

A far-sighted approach has been adopted, in order to guarantee continuity to the winning tradition of the movement through an offer that matches the know-how that belongs to our organisation, with the establishment of the High School of Olympic Specialisation and the activation of the courses of Olympic Management and Management for General Secretaries of Federations and Associated Disciplines.

The leading position held at the international level, which was reaffirmed by virtue of the excellent organisation of the Winter EYOF in Friuli-Venezia Giulia, was consolidated by launching the candidature for the 2028 Winter YOG, with the proposal put forward by the Lombardy Region and the Autonomous Province of Trento.

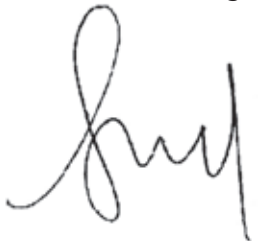
In Basilicata and Piemonte, on the other hand, the significance of the CONI Trophy was successfully amplified, the under-14 multi-sport event in its double summer and winter version, which represents an ambitious window on the future, evoking the Olympic message and values.

2023 was also the year of the 100 podiums and the victory of the medal table at the European Games in Krakow, proving the continental dominance of the Italia Team in the last three years, the extraordinary trend generated by the osmotic collaboration between the Federations and CONI Olympic Preparation, an alliance able to produce serial successes and records. A glance to the future was turned with the presentation of the Piepoli Institute's study on the research related to the scenarios of sports in Italy with the horizon of 2050 and with the projections of the competition report, illustrated by the General Secretary Mornati and realised starting from the analysis of the results obtained by Italian sport in the 2013-2022 time frame.

We are proud of our path, of the difficulties overcome, of the results obtained at every level, of the ability to renew competitiveness and credibility without ever abjuring the values that have always made CONI great, making it a winning and reference model on a global scale. I would like to thank all the stakeholders and those who continue to support the projects linked to our tricolour shield surmounted by the five circles, a timeless symbol of the universality of the message with which we identify, together with the ideals that belong to us. Emblem of an excellence that runs through history, continuing to write it.

The President

Giovanni Malagò



1

CONI APPROACH

1 CONI APPROACH

2023 was an **important year** for **CONI**, a year of **stabilisation after the numerous changes** that have affected the Body **starting in 2021**. The extensive **legislative reform** which has definitively established the entirely public nature of CONI, has introduced **substantial changes to the strategic organisation and guidelines of the Administration** formalising, for the first time, the Body's availability of its own human resources, but also defining the legal reference criteria of the staff and lending a new perspective of action, connected to the activity of discipline and regulation, already established by law and connected to the definition of the fundamental principles for the promotion and diffusion of the practice of sport in society, in every age group and population, with particular reference to **youth sport**.

In light of the substantial **internal governance changes** registered by CONI as of 2021, the prospects for the development and growth of its reference asset have been placed by the Body as the basis for its strategic and organisational action. CONI is carrying out a **deep systematic restructuring**, which will enable it to achieve the results expected by the Body, based on the continuous and transversal work of the resources involved at different management levels. In line with the above internal definitions, CONI fully and programmatically implements the **objectives set at an international level by the International Olympic Committee**, having placed the cardinal principles of the supranational sports model as the **main foundation** within its own **performance programming**.

CONI, playing the role of **hub of sport**, has assumed social responsibility in order to foster the development of strategies and business models aimed at the **promotion and sustainable management of sports assets**. The Body, in fact, does not only **promote** a message of **physical and mental well-being** but, through its channels, feeds the debate on **sustainability** and, therefore, on **topical issues**.

The **objective of CONI** on this front is, on the one hand, to **implement actions and practices that increasingly reduce its negative impacts**, environmentally and socially; on the other hand, to share, with as many people as possible, the importance of environmental, social and economic

sustainability.

Via **Casa Italia**, for example, it promotes the **use of awareness-raising and educational messages** necessary to concretely implement the contents of the **UN 2030 Agenda for Sustainable Development**.

And again, on the occasion of the **Tokyo 2020 Games**, the **tricolour façade** of Casa Italia was spun from **recycled plastic bottles**; for **Paris 2024** the idea behind the design of the press room was to **minimise environmental impacts**. At each event, Casa Italia also promotes attention to waste, especially food waste, the use of alternative materials to plastic - aiming at **plastic-free events** - as well as the reuse of fittings.

To communicate and spread the values of sustainability to as many people as possible, CONI can make use of the **resonance of Sport** a passion that unites the whole world. It is precisely Sport that is expressed, in CONI, transversally, putting together talent and commitment to the well-being of the planet and those who live on it.

CONI is constantly striving to make sport a driver to overcome barriers and social inequalities. Through the **opportunities designed for young athletes and the activities dedicated to them**, everyone can join sport and its values, contributing to **defining their sporting and competitive future**.



1914

CONI was established as **private body** for the purpose of organising the Olympic presence of Italian athletes. CONI becomes the **umbrella organisation of all national sports federations**, a role that it still holds today, in the legal form of **Non-economic public body**, under the supervision of the Presidency of the Council of Ministers.

1942

It obtains **full recognition by the State** becoming a Public Body. Thanks to the foresight of **Giulio Onesti**, father of Italian sport, **CONI** experienced a **second birth**, free of the negative connotations dating back to the regime, to recover its authentic function of organising, regulating and managing sport in Italy. But the evolution, for many years, has been carried out pragmatically and in practice, since the **real legislative reforms** were **introduced only since the 1990s**.

1999

The **Melandri Decree of 23 July 1999** no. 242 repealed the Law of 1942 and its implementing regulations, **introduced general principles** of legislative rank in the sports field, crystallising the democratic principle and the obligation of representation of the various categories within the national governing bodies.

The decree officially and definitively established the **legal nature of CONI** as **public-law body** as explicitly stated in Article 1. It was decided to give the National Sports Federations and Sports Disciplines the legal status of associations under private law.

This rule, therefore, gave birth to a *sui generis* body since there was a public body that formally consisted of associations under private law.

2004

The **Pescante Decree of 8 January 2004** no 15 perfects the Melandri Decree, accentuates the fundamental role of CONI in the sports system, shaping it as the **Confederation of National Sports Federations and Associated Sports Disciplines** guaranteeing them representation within the National Council, together - albeit not equally - with the other recognised sports organisations.

2001 2008

Between **2001** and **2008** the **first changes to the system** were introduced: the establishment of two new sports justice bodies - the High Court of Sports Justice and the National Court of Arbitration for Sport - and the subsequent abolition of the Conciliation and Arbitration Chamber for Sport.

CONI Sports Justice Code is approved, in force since 12 June, which constitutes the unique structural matrix for all federal Justice Codes - albeit in the autonomy deriving from the specificities of the individual sports disciplines - and which establishes **some important principles**:

- the definition of the **principles of equality of the parties**; of cross-examination, fair trial, reasonable duration, reasoned and public decisions;
- the double instance judgement in technical matters;
- the double instance judgement in disciplinary matters;
- the introduction of new guarantee measures before the first disciplinary instance;
- the definition of relations with the Ordinary Judicial Authority;
- the provision of strict procedural deadlines;
- the **establishment of new bodies**, represented by the Sports Guarantee Board and the Public Prosecutor's Office for Sport.

2014

2018

FROM
CONI
SERVIZI
S.P.A. TO
**SPORT E
SALUTE
S.P.A.**

Law no. 8 of 11 January 2018 amending Legislative Decree no. 242 of 23 July 1999 on limits to the renewal of mandates of the bodies of the Italian National Olympic Committee (CONI) and the National Sports Federations, and Legislative Decree no. 43 of 27 February 2017 on limits to the renewal of offices in the Italian Paralympic Committee (CIP) is approved. The law specifically replaces Article 3 of the aforementioned decree with the following: "**CONI bodies remain in office for four years**. Members who take office during the four-year period remain in office until the expiry of the bodies. The president and other members of the National Board cannot serve more than three terms. The provisions of this paragraph also apply to the presidents and members of the governing bodies of the territorial structures of CONI". Another important change introduced by the decree was to Article 16 of Legislative Decree no 242 of 23/07/99, in which paragraph 2 is replaced by the following: "The statutes of the National Sports Federations and Associated Sports Disciplines in the election of the president and members of the governing bodies must promote equal opportunities between women and men, ensuring the presence of women in an amount of no less than 30%."

By Law no. 145 of 30 December 2018, the company Coni Servizi S.p.A. takes on the name of "**Sport e salute S.p.A.**" and it is consequently expected that any reference to Coni Servizi S.p.A. contained in current regulatory provisions shall be deemed to refer to Sport e salute S.p.A.

The aforementioned law also modifies the resources available to CONI and Sport e salute S.p.A., guaranteeing CONI **resources in the amount of € 40 million per year for the financing of the expenses related to its functioning and institutional activities**, as well as for covering the charges related to Olympic preparation and support to the Italian delegation.

2021

Decree-Law no. 5 of 29 January 2021, on “Urgent measures regarding the organisation and functioning of the Italian National Olympic Committee (CONI)”, converted by Law no. 43 of 24 March 2021 and lastly amended by Article 1, paragraphs 917 et seq. of Law no. 234 of 30 December 2021 (Budget Law 2022), enshrined the **full functional and organisational autonomy of CONI with respect to Sport e Salute S.p.A.**

In particular, this layered legislative intervention establishes that, in order to ensure its full operativeness and its autonomy and independence as a component of the International Olympic Committee, and for the fulfilment of the tasks related to its own functioning and institutional activities, CONI must be able to manage its own staff and an administrative structure placed under its control.



2

CONI IN THE ITALIAN AND INTERNATIONAL SPORT SYSTEM

2 CONI IN THE ITALIAN AND INTERNATIONAL SPORTS SYSTEM

The **Italian National Olympic Committee (CONI)** deals with **the organisation** and the **development of national sport** in particular, the preparation of athletes and the **arrangement of suitable means** for the Olympic Games and other national or international sporting events. Placed under the supervision of the Presidency of the Council of Ministers, it may submit to the Supervisory Authority and, through it, to the Italian Government and Parliament, proposals and observations concerning the legislative discipline in the field of sport, also taking into account the evolution of the European and international legislation. CONI carries out its functions and tasks with autonomy and independence of judgement and evaluation, in harmony with the deliberations and guidelines of the International Olympic Committee (IOC), implementing the provisions of rule 27, paragraph 6 of the Olympic Charter, which stipulates that all National Olympic Committees must preserve their autonomy and independence.

CONI, by authority of the International Olympic Committee, provides discipline, regulation and management of national sports activities. It therefore complies with the dictates of the Olympic Charter issued by the IOC, those of its own statutes, and the various national laws governing its structure and operations.

CONI **promotes the widest possible dissemination of sport** not only among competitive and professional athletes, but **all levels**. The ultimate goal of the Body is not only the preparation of Italian athletes for the Olympic Games, but also the dissemination and promotion of sport and sporting values throughout the country.

The Olympic Charter is the consolidation of the fundamental principles of Olympism, rules and statutes adopted by the International Olympic Committee. The Charter regulates the organisation and functioning of the Olympic Movement and sets out the conditions for holding the Olympic Games. The first Charter was published in 1908, 12 years after the first edition of the Games.

The Charter, in force today, opens with the 7 Principles of **Olympism**. The latter, specifically, is described as a **philosophy of life** which exalts and combines in a balanced manner the **qualities of body, will and mind**. Through the union of **sport, culture and education** Olympism aims to foster the development of a lifestyle based on the pleasure derived from effort, the educational value of good example, the concept of responsibility and respect for internationally recognised human rights and the fundamental ethical principles that guide the Olympic Movement. Olympism is based on three fundamental values: excellence, respect and friendship, of which the Olympic Games and the Youth Olympic Games are promoters.

The **International Olympic Committee** is the highest authority of the Olympic Movement and promotes cooperation between the various National Olympic Committees, International Sports Federations, the Organising Committees of the Olympic Games, athletes and other members of the sporting world.

The IOC is defined by the Olympic Charter as: "*an international, non-governmental not-for-profit organisation, of unlimited duration, in the form of an association with the status of a legal person, recognised by the Swiss Federal Council*".

The IOC consists of the athletes' representatives and the presidents and directors at the highest level of the International Federations and National Olympic Committees. In performing its coordinating function, the IOC ensures the smooth running of the Olympic Games, supports all organisations that are part of the Olympic Movement and encourages the Olympic values.



EXCELLENCE

striving to do the best one can do, whether on the playing field or in professional life.



RESPECT

for oneself, for one's body, for others, for rules and regulations, for sport and the environment.



FRIENDSHIP

sport is a tool for mutual understanding, among all people, all over the world.

THE OLYMPIC CHARTER

CONSISTING OF 6 CHAPTERS AND 61 RULES

CHAPTER 1

It defines the Olympic Movement, the mission and role of the IOC, the non-discrimination, gender equality and sustainable development. Its three main components are the IOC, the International Federations, the National Olympic Committees and the Organising Committees for the Olympic Games.

CHAPTER 2

It describes the IOC as “an international non-governmental not-for-profit organisation with the status of a legal person”, based in Lausanne, Switzerland, and with the purpose of “fulfilling the mission, role and responsibilities assigned by the Olympic Charter” (Art. 15).

CHAPTER 3

It describes the mission and role of International Federations. They are “international non-governmental organisations governing one or several sports at the world level and bringing together organisations governing such sports at the national level” (Art. 25).

CHAPTER 4

It defines the National Olympic Committees. Their mission is to “develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter” (Art. 27).

CHAPTER 5

It describes the rules of the Olympic Games, including those for the celebration of the Games, the selection of the organising city, the Organising Committee, the Games admission code, the Games programme and the Olympic protocol.

CHAPTER 6

It describes the measures and sanctions in case of violation of the Olympic Charter.

CONI, as the National Olympic Committee, is obliged to adopt and respect the fundamental values and principles promoted by the Olympic Charter and to ensure compliance with the IOC Code of Ethics. The latter, developed by the IOC Ethics Commission, defines a set of principles based on the values of the Olympic Charter of which it is an integral part. Compliance by **CONI** of the values of **integrity, transparency and accountability** form the basis for the development of good governance, ensuring dialogue and discussion with the main stakeholders and protecting the representativeness of the actors of the Italian sports system.

In fact, the Fundamental Principles of the Code of Ethics highlight the importance of respecting the ethical principles on which Olympism is based and, consequently, which the National Committees must adhere to.

Among the Fundamental Principles are **understanding, solidarity, fair play** but also the protection of human rights and, in particular, respect for human dignity, condemning all forms of discrimination and guaranteeing the **safety**,

the well-being of all persons, and the necessary medical care for Olympic athletes.

CONI and all National Olympic Committees have the task of developing, promoting and protecting the Olympic Movement and the values of Olympism in the world. The National Olympic Committees cooperate with the International Olympic Committee for the success of the Games, being designated as the only bodies with the authority to represent their nations at the Olympics.

The National Committees are also entrusted with the task of promoting the value of sport and Olympic educational programmes in schools, sports institutes and universities. In 2023, for example, the first edition of the CONI Summer Trophy was held during the **"CONI Fair Play Games"** with the involvement of more than two thousand young people, in which the Territory Directorate presented a new practical approach based on “Olympic Values Education Programmes” (**OVEP**) and received great praise from the International Olympic Committee.



CONI GAMES

OF FAIR PLAY

CONI Fair Play Games represent the original concept in which sport is identified as a promoter of peace and respect, able to enhance the qualities of body, will and spirit, implement culture and education to propose a lifestyle based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.

CONI Fair Play Games are based on the **Olympic Values Educational Programme (OVEP)** a practical set of resources designed to inspire and enable young people to absorb the Olympic values of excellence, respect and friendship.

The aim is to present a selection of different types of educational initiatives, implemented worldwide, addressing young people from 8 to 18 years of age, which are inspired by Olympic values and the ideal that “learning involves the whole body, not just the mind”.

The Programme aims to create a sustainable platform to address social issues such as:

HEALTHY LIFESTYLE

SOCIAL INTEGRATION

GENDER BALANCE

PHYSICAL AND ACADEMIC LITERACY

RECONSTRUCTION OF LOCAL COMMUNITIES



CONI FAIR PLAY GAMES

JOY

FRIENDSHIP

TEAM SPIRIT

RESPECT

EQUALITY

TOLERANCE
(BEING “OPEN-MINDED”)

INTEGRITY
(BEING HONEST)

FAIR COMPETITION
(RESPECTING THE RULES)

SOLIDARITY (SUPPORTING EACH OTHER)

CARE

EXCELLENCE

In order to fulfil their tasks of promoting and encouraging sport and Olympism, the Olympic Charter also prescribes that the National Olympic Committees be free from any kind of pressure, political, legal, religious and economic, and that their authority at national level be recognised.

The Statute of CONI was reformulated and updated following the split and reorganisation of the National Olympic Committee. After a first part dedicated to general provisions, the Statute deals with regulating the organisation of CONI, at the central level, i.e. bodies of governance and sports justice, and at the territorial level, where CONI is divided into Regional committees, Provincial delegates and Local trustees.

The Statute also establishes the financial autonomy of CONI territorial bodies, which, like CONI itself,

must have the resources and independence to be able to fulfil their sports promotion functions.

CONI, moreover, until 2015¹ held the role of **NADO** (acronym for the **National Anti-Doping Organisation**). According to the Statute, in fact, the Body was in charge of the prevention and repression of the use of substances or methods that alter the natural physical performance of athletes in competitive sporting activities, also in cooperation with the authorities in charge of the supervision and control on doping and the protection of health in sporting activities.

1 - Since 2015, at the invitation of WADA (World Anti-Doping Agency), advocating the absolute impartiality, autonomy and independence of the National Anti-Doping Organisation from the Olympic Committees, the NADO-ITALIA body was established.



3

THE IMPACTS OF THE NEW SPORTS SYSTEM

3 THE IMPACTS OF THE NEW SPORTS SYSTEM

CONI, thanks to the **Melandri Decree of 1999** was recognised as a **public body**, endowed with autonomy and statutory power and to which it was delegated every function and competence related to sporting activity on the national territory.

In 2002, CONI was joined by a joint-stock company, **CONI Servizi S.p.A.**, which is wholly owned by the State, to assist in the performance of CONI's tasks and to which movable and immovable assets were transferred.

This set-up has remained in place for over 15 years. CONI performed its institutional functions by authority of the International Olympic Committee and as a promoter of sport, materially supported by the functional activity of CONI Servizi S.p.A.

When then, in 2018, Law no 145 of 31 December established the new company "Sport e Salute S.p.A." (replacing Coni Servizi) by drastically reducing (by around 90%) the funds devolved to CONI by the government, CONI was faced with, and endured, a **radical change**, both in terms of economic availability and the reorganisation of tasks, functions and responsibilities.

Although this event shook the body to its foundations, it did not affect the athletes' successful Olympic performance or the promotion of sport in the territory, especially among young people.

The following legislative interventions in 2021 sought to re-establish the **autonomy and self-determination of CONI** in accordance with the provisions of the Olympic Charter.

Mention should be made of Decree-Law no. 5 of 29 January 2021 on "Urgent measures concerning the organisation and functioning of the Italian National Olympic Committee (CONI)", which sanctioned the full functional and organisational autonomy of CONI with respect to Sport e Salute S.p.A. In particular, it was established that, in order to ensure its full operativeness and its autonomy and independence as a member of the International Olympic Committee, and for the fulfilment of the tasks related to its own functioning and institutional activities, CONI is provided with its own staff (which shall be 165 staff members). In August 2021, Law no. 113 governed the organisation and functioning of CONI, entrusting the body with the power to define, by its own act, the structure of its staff, as well as the criteria and methods for recruiting personnel for the completion of the same personnel plan. Lastly, the 2022 Budget Law expressly confirmed CONI recognition of "the standards of independence and autonomy provided for by the IOC" and, to this end, provided for the transfer to CONI of the employment contracts of the personnel listed below, within the limit of CONI personnel allocation established under current legislation. These regulatory interventions enshrined CONI formal and substantive independence from Sport e Salute S.p.A.

1999

2002

2018

2021

4

CONI GOVERNANCE
STRUCTURE

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4 CONI GOVERNANCE STRUCTURE

Respect for the values of integrity, transparency, accountability and fairness form the foundation of the governance system adopted by CONI. This **governance model** is geared towards the **creation of value for the entire national sports system**.

In order to do this, CONI is committed to ensuring constant dialogue with the main stakeholders, ensuring the **representativeness of all Italian sport actors**, improving dialogue and facilitating their involvement. Good governance also means reporting as transparently and comprehensively as possible on social, economic and environmental

performance. CONI governance guarantees the representativeness of all the actors of Italian sport, in compliance with the value system set out in the IOC Code of Ethics and the Olympic Charter.

CONI, since 2008, has been under the supervision of the Presidency of the Council of Ministers, however, in the current government, supervision has been delegated to the Minister for Sport and Youth, who is the delegated political authority in matters of sport.

CONI structure is divided into:

NATIONAL COUNCIL

the highest representative body of Italian sport; it works for the dissemination of the Olympic spirit, ensures the necessary activity for Olympic preparation, regulates and coordinates national sports activity and harmonises the action of the National Sports Federations and Associated Sports Disciplines. Its members include both *ex officio* members (the President, who chairs it; the Presidents of the recognised National Sports Federations and the Italian members of the IOC), and elected members, such as:

- a. athletes and coaches representing the National Sports Federations (NSFs) and the Associated Sports Disciplines (ASDs) (no. 9 athletes, equivalent to 20% of the NSFs present by right in the N.C. and no. 4 coaches, equivalent to 10% of the NSFs present by right in the N.C.)
- b. 3 representatives of the CONI regional territorial structures and 3 of the CONI provincial structures
- c. 5 representatives of the Sports Promotion Bodies recognised by CONI
- d. 3 representatives of the Associated Sports Disciplines
- e. 1 member representing the Meritorious Associations recognised by CONI

Such an enlarged and researched composition is aimed at further strengthening both cohesion and independence between CONI bodies.

NATIONAL BOARD

The body that directs, executes and controls CONI administrative activities: in fact, it defines its objectives and programmes, verifying their exact fulfilment and exercising full and general decision-making power in matters not expressly reserved to other bodies.

BOARD OF AUDITORS

Intended to perform management and accounting functions, but also legitimacy functions on the acts of other bodies, the Board of Auditors is appointed for four years by decree of the supervising Minister.

GENERAL SECRETARY

The General Secretary is appointed by the National Board. The current Secretary General is Carlo Mornati.

VICE PRESIDENT

Silvia Salis (Deputy), Claudia Giordani

PRESIDENT

Giovanni Malagò (designated as CONI President during the National Council meeting of 13 May 2021 and appointed by Presidential Decree of 14 July 2021). Elected by the National Council and appointed by decree of the President of the Republic, the President legally represents the body both within the national and international sports system, performing the duties that derive from both systems.

A **governance structure** thus **outlined** allows CONI and the Italian sports system to rest on **solid foundations**, such that, in fact, in 2023 there were no cases of violation and/or non-compliance with the law or regulations and, furthermore, no cases of corruption were found.

CONI, in accordance with the provisions of Law no. 190 of 6 November 2012 and the National Anti-Corruption Plan approved by the Italian National Anti-Corruption Authority, adopts a Three-Year Plan for the Prevention of Corruption and Transparency.

Also for the three-year period 2022-2024, CONI intended to continue the activity of compliance with the reference legislation, identifying programmes and activities - such as anti-corruption training, procedures for the identification and management of corruption risk, preventive measures, control and monitoring activities - in order to ensure compliance with the principles of legality, fairness and transparency in the management of the activities carried out².

In accordance with the anti-corruption legislation, the following objectives shall be pursued according to the criterion of applicability and compatibility of obligations:

- setting up specific organisational measures and procedures aimed at preventing corrupt phenomena;
- promoting integrity by identifying situations in which wrongdoing and conflicts of interest as well as maladministration may occur;
- adopting a continuous monitoring system aimed at preventing the risk of corruption and monitoring transparency;
- raising the awareness of all the recipients of the 2022-2024 Three-Year Plan for the Prevention of Corruption and Transparency to be actively and constantly involved in complying with the relevant internal procedures and provisions, and in the implementation of measures to contain the risk of corruption and monitor transparency;
- implementing training and information programmes on the legislation and the state of implementation within the institution.

4.1 WHISTLEBLOWING

Whistleblowing is a **transparency initiative** which allows people to report conduct or behaviour in breach of the Anti-Corruption legislation, the Three-Year Plan for the Prevention of Corruption and Transparency, the Code of Ethics and organisational policies and procedures, as well as the provisions of the CCNL (National Collective Labour Agreement).

It is possible to make **reports, either anonymously or with registration, and follow their progress via the organisation's website³**.

In addition, **since December 2015**, the IOC adopted the Olympic Movement Code on the Prevention of Manipulation of Competitions.

The **Competition manipulation** undermines Olympic values and the credibility and inspirational value of sport.

Violations of the code of the Olympic Movement include actions such as betting on one's own sport, sharing insider information, corrupt conduct or even failure to cooperate and report.

CONI, through a dedicated page on its website, allows people to report incidents of violations and to learn more about the subject, given its importance for all sports.

³ - How to make a report (coni.it - <https://www.coni.it/it/whistleblowing/come-effettuare-una-segnalazione.html>)



4.2 THE SPORTS JUSTICE SYSTEM

In December 2013, CONI launched the **sports justice reform** which, essentially, acted in a twofold direction: on the one hand, the establishment of two new justice bodies operating at CONI, the Sports Guarantee Board and the Public Prosecutor's Office for Sports (established through the amendment

of Articles 12, 12 bis and 12 ter of the Statute⁴, and destined to replace the High Court of Sport Justice and the National Court of Arbitration for Sport), on the other hand, the adoption of the new Sport Justice Code (in implementation of Article 6, paragraph 4, letter b⁵, CONI Statute).

4.2.1 THE PUBLIC PROSECUTOR'S OFFICE FOR SPORT

Among the innovations introduced with the 2014 reform is, therefore, the establishment of the **Public Prosecutor's Office for Sport**. Established in a position of **autonomy and independence** at CONI, pursuant to Article 13 of the Statute, together with the Sports Guarantee Board, it coordinates and supervises, in order to **protect the legality of the sports system**, the investigative and prosecutorial activities carried out by the Federal Prosecutor's Offices of the National Sports Federations and the Associated Sports Disciplines, cooperates with them to ensure full compliance with the sports regulations, cooperates with the Federal Prosecutors in order to ensure the completeness and timeliness of the respective investigations.

Furthermore, the Public Prosecutor's Office for Sport has the right to lodge an appeal before the Sports Guarantee Board; to appeal before the Sports Guarantee Board against the declaration of the extinction of the disciplinary proceedings; to intervene, to file a statement or to make oral submissions at the hearing fixed for the discussion before the Sports Guarantee Board.

The Public Prosecutor's Office for Sport is not a proper sports justice body - as it is not a judging body - but an organ within the sports justice system. It is composed of a Prosecutor for Sport, elected by CONI National Council, and of National Prosecutors for Sport appointed by CONI President upon proposal of the Public Prosecutor for Sport in a number not exceeding thirty.

CONI President may appoint up to two National Public Prosecutors for Sport to acting as Deputy Prosecutor General. They deputise for the Prosecutor if he/she is prevented from doing so, and may be assigned to take care of specific areas, as determined by the Prosecutor.

The Public Prosecutor's Office for Sport performs the functions assigned to it by the Statute, the Sport Justice Code and its own Regulations of Organisation and Operation.

In the year 2023, a total of 2,312 case files were processed by the Public Prosecutor's Office for Sport, divided between the Federal Public Prosecutor's Offices of the National Sports Federations and the Federal Public Prosecutor's Offices of the Associated Sports Disciplines.

Compared to the year 2022, there was a 26% increase in the number of case files registered by the Federal Public Prosecutor's Offices of the National Sports Federations. Moreover, the number of reports, complaints and charges received by the Public Prosecutor's Office for Sport increased by 50% compared to the year 2022.

4 - Deliberated by order of the National Council no. 1499 of 19 December 2013 and no. 1509 of 11 June 2014 (the second resolution of 11 June was necessary to comply with some medium-term remarks made by the Supervisory Authority) and finally approved by Prime Ministerial Decree of 18 June 2014.

5 - Article amended by the same measure of CONI National Council no. 1499 of 19 December 2013 and no. 1509 of 11 June 2014, finally approved by Prime Ministerial Decree of 9 July 2014.

4.2.2 THE SPORTS GUARANTEE BOARD

The other news related to the 2018 reform is the introduction of the **Sports Guarantee Board, a new and unique third instance body of sports justice** "which is entrusted with the jurisdiction of disputes decided definitively in the federal sphere" (see Article 12 bis, paragraph 1).

The Guarantee Board is also entitled to appeal "against all decisions that cannot otherwise be challenged within the sporting system issued by the federal justice bodies exclusively for violation of law rules, as well as for omitted or insufficient motivation on a decisive point of the dispute between the parties" (cf. art. 12 bis, par. 2).

In addition, Article 22 of CONI Sports Agents Regulations delegates to the Board the competence to judge appeals against disciplinary measures adopted by CONI Sports Agents Commission and, unless expressly waived in the agency contract, all disputes concerning the validity, interpretation and execution of agency contracts entered into by sports agents as well as the related disputes of a financial nature.

In the course of 2023, 94 appeals were lodged with the Sports Guarantee Board and 100 provisions were issued.



5

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AT A GLANCE

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5 THE SPORTS SYSTEM AT A GLANCE

CONI's figures include those relating to all sports bodies, the people associated with them, and those who simply practise sport; these are numbers that help CONI pursue its goal of promoting sport, through tangible data and even estimates. The

figures in this Sustainability Report refer to the year 2022, while those for 2023, which are currently being prepared, will be available for comparison in the next edition of the Sustainability Report.

5.1 CONI NUMBERS IN 2022

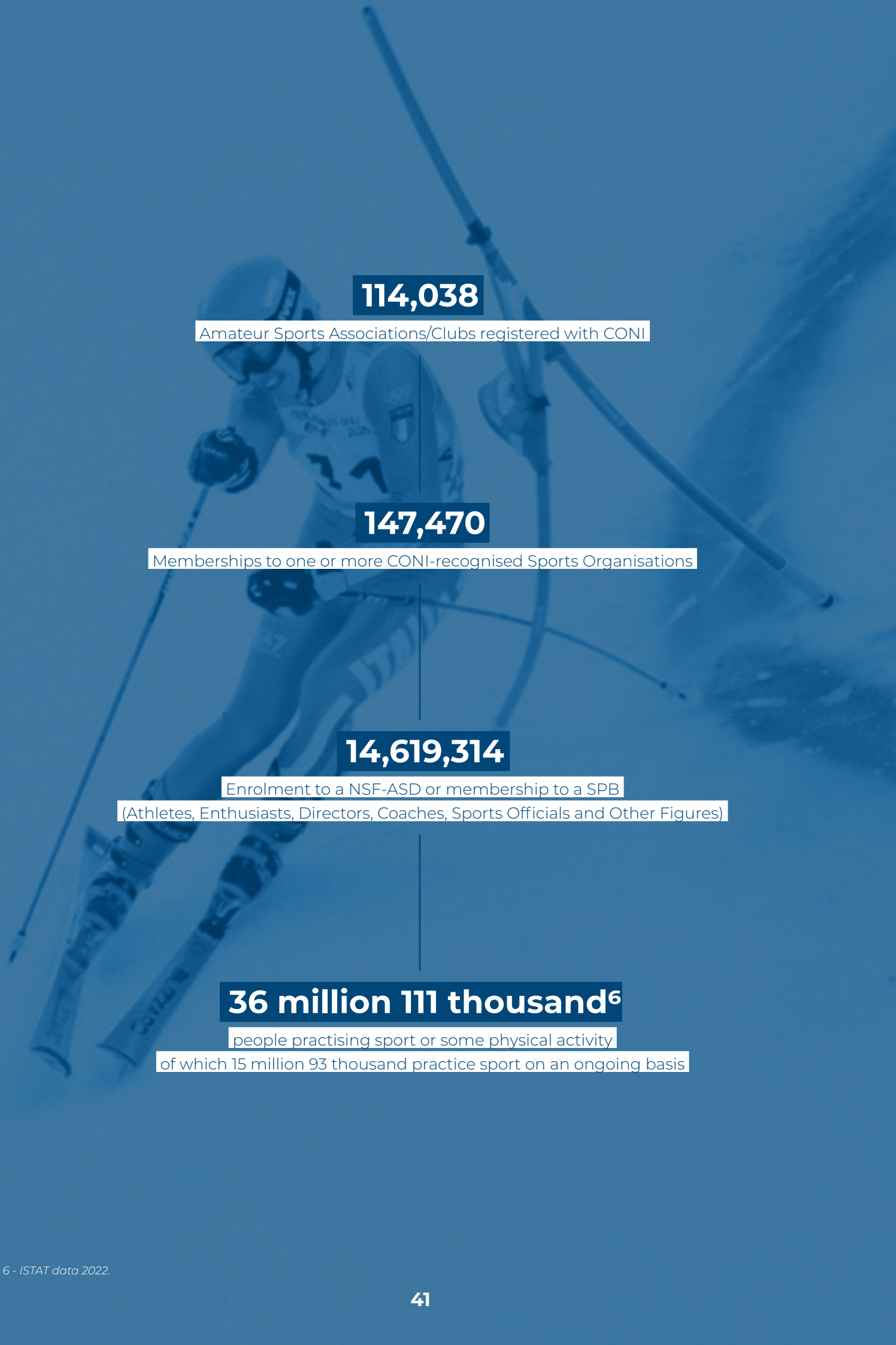
In 2022, the sports movement, promoted under the aegis of CONI, had more than 14 million 231 thousand members. Compared to the previous year, the **members** to a National Sports Federation (NSF) - Associated Sports Disciplines (ASD) or registered with a Sports Promotion Body (SPB) have **increased** and are almost back to the levels recorded before the start of the pandemic: +2,210,000, after a negative drop in 2021 due to restrictions imposed to contain the COVID-19 health emergency.

With reference to the 2021/2022 sports season, the NSFs, ASDs and SPBs subscribe a total of 14,619,000 memberships or registrations, of which 4,971,000 registered athletes of the NSFs-ASDs, 7,974,000 registered athletes of the SPBs, 777,000 directors, 595,000 coaches and 99,000 sports officials.

In particular, the self-declarations of the Sports Promotion Bodies (SPBs) - provided to CONI Sports Recognition Office - for 2022 count **7.974 million people who do sport** (more than 1.394 million less than the previous year), 280,000 sports directors and 317,000 coaches registered by the SPBs through the Amateur Sports Associations (ASAs) and Amateur Sports Clubs (ASCs) affiliated and registered with CONI.

Between 2021 and 2022, SBDs see positive percentage changes in all types of membership: +21.2% people who do sport, +41.4% coaches and +17.7% directors, although the levels of promotional sport have not yet returned to the levels recorded in the years before the COVID-19 emergency. There were 114,038 Amateur Sports Associations/ Clubs registered in the CONI Register (separate legal entities) as at December 2022. Compared to the previous year, there was a decrease: 441 fewer Amateur Sports Associations/Clubs. With respect to amateur sport, the number of memberships amounted to 147,470.

If associationism in 2022 showed a negative decline caused also by the effects of the COVID-19 health emergency, in the same year the **desire to return to organised sporting activities**, especially those of a promotional-scholastic nature, set a record for the NSFs-ASDs: 4.9 million member athletes. In fact, of the 61 federations (excluding FMSI and FICr), 44 even experienced an increase in the number of member athletes, which was higher than the levels observed in the pre-COVID-19 period.



5.2 CONI TERRITORIAL ORGANISATION

The **National Olympic Committees (NOCs)** are key organisations in the sports system of each country, as they represent the International Olympic Committee at national level.

Their mission is to develop, promote and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter.

The NOCs promote the principles and values of Olympism, encourage the development of high-level sport and sport for all, and combat all forms of discrimination and violence in sport. In addition, they are responsible for sending athletes, sports officials and other team personnel to the Olympic Games.

To do so, **CONI** also avails itself of a series of peripheral bodies that, operating at a local level, represent the organisation in its area of competence, fostering the **strengthening of sport** and the **promotion of its dissemination**, fostering and taking care, in their respective areas of competence, of relations with the territorial structures of the National Sports Federations, the Associated Sports Disciplines and the Sports Promotion Bodies, collaborating with the central bodies and managing relations with the Public Administrations, both state and territorial ones, as well as with any other body that comes into contact with sporting matters.

The organisational structure of CONI, which reflects the vast territorial network of Italian sport, is divided into **21 Regional Committees** which act as **representative and coordinating bodies at a territorial level**, directly or through the Provincial Delegates. CONI, through the **Territory Directorate**, coordinates and supports the Regional Committees, supervises the activities of the Regional and Provincial Delegations and ensures the uniform implementation of national sports policies.

The Regional Committees collaborate with NSFs, ASDs, SPBs, MAs, ASAs and ASCs and manage relations with public, state and territorial administrations and any other body competent in sporting matters, facilitating communication and cooperation, planning and promoting sporting activities. At the top of the organisational system, CONI's central directives provide guidance and stability, facilitating links with public institutions and ensuring compliance with national and regional

laws to ensure the harmonious development of sport throughout the country.

In addition, a Regional School of Sport is established in each Region or Autonomous Province of Italy (in accordance with Art. 14 of the CONI Statute), in charge of training and updating coaches, directors, athletes and other sports-professional figures in the area, which will be discussed in more detail in the following paragraphs.

CONI territorial organisation relies on the work of CONI employees and especially the **sports volunteers**, who form the backbone of its activities in the territory.

The latter play a crucial role in the organisation and management of sporting activities at local level, ensuring the success and spread of sporting initiatives throughout Italy. Before the Sports Reform, approved by the Council of Ministers in 2021, there were 248 CONI Territory employees and 2,293 volunteers (Regional CONI Presidents, Honorary Regional CONI Presidents, Representatives of the NSFs, ASDs, SPBs, MAs, Athletes and Coaches, Provincial CONI Delegates, Local CONI Secretaries, Scientific Directors of Regional Sports Schools, Regional Technical Coordinators, Provincial Technical Coordinators, Regional Sports Facilities Technicians, Deputy Regional Sports Facilities Technicians). Since the reform, the number of CONI Territory employees has dropped to 39, and as a result, the CONI territorial structure has an even greater need to rely on the valuable work of volunteers.

In addition to the internal structure, CONI has established seven **Foreign Delegations** in countries where there are large Italian emigrant communities abroad, such as Argentina, Australia, Brazil, Canada, the United States, Switzerland and Venezuela, to encourage the spread of culture and sports practice. To this end, several events are promoted, including the **National Sports Day**, which takes place on the first Sunday of June both in Italy and in the countries where the seven foreign delegations have been established, with the aim of keeping alive the link between young people of Italian descent and their country of origin through sport.

It is also important to consider the involvement of the CONI Territory Directorate and the seven delegations in the project **“Tourism of the Roots”**, in collaboration with the Ministry of Foreign Affairs and International Cooperation (MAECI), within the CONI Trophy event, both in the summer and winter edition.



5.3 THE RELATIONSHIP BETWEEN CONI AND SPORTS BODIES

As the Confederation of National Sports Federations and Associated Sports Disciplines, CONI is responsible for the coordination, guidance and control on the entire sports movement.

The structure of Italian sport is characterised, therefore, by a **synergetic relationship between CONI** and the **following sports bodies**, which are the backbones for the whole system: National Sports Federations (NSFs), Associated Sports Disciplines (DSA), Sports Promotion Bodies (SPBs) and Meritorious Associations (MAs), as well as Military Sports Groups and State Corps. NSFs, ASDs and

SPBs can be joined by Sports Clubs and Associations that also play a fundamental social and aggregation role in the territory.

Within this framework, CONI guarantees, day after day, organisational, financial, technical-sporting and management support to sports bodies in order to ensure the functioning and growth of the entire Italian sports system. The following is a summary of what has been achieved in the two-year period 2022-2023.

5.3.1 NATIONAL SPORTS FEDERATIONS

National Sports Federations pursue their objectives by carrying out sporting and related promotional activities in harmony with the national and international sporting legislation. Sports Clubs, Multi-Sports Clubs and Amateur Sports Associations can be affiliated to the NSFs. Each NSF enjoys technical, organisational and management autonomy for its institutional activity under the supervision of CONI.

The federal activity is governed by the rules of its statutes, the regulations for its implementation and the rules of the civil code.

In the year 2022, there were 45 National Sports Federations.

As from 1 January **2023** the recognition of FISBB - Italian Billiards Sports and Bowling Federation, as a National Sports Federation (generated by the merger by union of the two Associated Sports Disciplines FIBiS - Italian Billiards Sport Federation and FISB - Italian Bowling Sports Federation), the recognition of Federkombat - Italian Kickboxing, Muay Thai, Savate, Shoot Boxe, Sambo and MMA Federation, which went from being an Associated Sports Discipline to a National Sports Federation, and finally the recognition of CUSI - Italian University Sports Federation, with its passage from Sports Promotion Body to National Sports Federation, **the number of NSFs increased to 48.**

AECI	Italian Aero Club
ACI	Italian Automobile Club
FASI	Italian Rock Climbing Federation
FCI	Italian Cycling Federation
FGI	Italian Gymnastics Federation
FIDAL	Italian Athletics Federation
FIBA	Italian Badminton Federation
FIBS	Italian Baseball and Softball Federation
FIB	Italian Bowls Federation

FICK	Italian Canoe Kayak Federation
FIC	Italian Rowing Federation
FICR	Italian Timekeepers Federation
FIDS	Italian Dance Sport Federation
FEDERCUSI	Italian Federation of University Sport
FIDASC	Italian Federation of Hunting and Sporting Weapons
FIGC	Italian Football Federation
FIGH	Italian Handball Federation
FIGS	Italian Squash Federation
FIG	Italian Golf Federation
FIH	Italian Hockey Federation
FIJLKAM	Italian Judo Wrestling Karate and Martial Arts Federation
FEDERKOMBAT	Italian Kickboxing, Muay Thai, Savate, Shoot Boxe, Sambo and MMA Federation
FIM	Italian Powerboat Federation
FIN	Italian Swimming Federation
FIP	Italian Basketball Federation
FIPAV	Italian Volleyball Federation
FIPM	Italian Federation of Modern Pentathlon
FIPSAS	Italian Federation of Sport Fishing and Underwater Activities
FIPE	Italian Weightlifting Federation
FIR	Italian Rugby Federation
FIS	Italian Fencing Federation
FISBB	Italian Billiards Sports and Bowling Federation
FISW	Italian Water Ski and Wakeboard Federation
FISG	Italian Ice Sports Federation
FISE	Italian Federation of Equestrian Sports
FISI	Italian Winter Sports Federation
FISR	Italian Roller Sports Federation
FITA	Italian Taekwondo Federation
FITP	Italian Tennis and Padel Federation
FITET	Italian Table Tennis Federation
FITAV	Italian Target Shooting Federation
FITARCO	Italian Archery Federation
FITRI	Italian Triathlon Federation
FIV	Italian Sailing Federation
FMSI	Italian Sports Medicine Federation
IMF	Italian Motorcycling Federation
FPI	Italian Boxing Federation
UITS	Italian Union of Rifle Shooting

5.3.2 CONI CONTROLS ON NSFS

CONI supervises the National Sports Federations, as enshrined in the Law as well as in the Statutes of the body.

CONI exercises this power through the Supervisory Office which, specifically, is called upon to perform two different functions:

- preventive controls, in particular the cyclical evaluation of the federal internal control system;
- ad hoc* detailed/inspection controls on specific administrative/accounting aspects.

In addition, as stipulated in the Body's Statutes, the financial statements of the National Sports Federations are approved annually by the Federal Council and are submitted to the CONI National Board for approval.

In addition, CONI supervises the **budget and budgetary aspects**, and supports the implementation of the administrative-accounting procedures of the NSFs.

5.3.3 THE ASSOCIATED SPORTS DISCIPLINES

The **Associated Sports Disciplines** are non-profit associations with legal personality under private law, formed by the Amateur Sports Associations and Clubs and, in individual cases provided for by the Statutes in relation to the particular activity, also by individual members.

In the year 2022, there were 18 ASDs.

As of 1 January 2023, the ASDs FIBiS - Italian Billiards Sports and FISB - Italian Bowling Sport Federation merged to form the new FISBB - Italian Billiards Sports and Bowling Federation, recognised as a National Sports Federation. Furthermore, since 23 May 2023, Federkombat - Italian Kickboxing, Muay Thai, Savate, Shoot Boxe, Sambo and MMA Federation has also been recognised as a National Sports Federation.

Therefore, **the ASDs recognised for sporting purposes are 15**, of which 13 are associated with CONI, and 2 with a NSF: FICSF - Italian Fixed Seat Rowing Federation is associated with the Italian Rowing Federation, while FIRaft - Italian Rafting Federation is associated with the Italian Canoe Kayak Federation.

Lastly, it should be noted that the “Regulations for the Recognition for Sporting Purposes of ASDs”, published on the institutional website www.coni.it, ASD section, contains all the requirements for the recognition of Sports Associations on a federation basis by CONI.

FCRI	Italian Cricket Federation
FICSF	Italian Federation of Fixed Seat Rowing
FID	Italian Draughts Federation
FIDAF	Italian Federation of American Football
FIGB	Italian Bridge Federation
FIGEST	Italian Federation of Traditional Games and Sports
FIPAP	Italian Fistball Federation
FIPT	Italian Tamburello Federation
FIRAFT	Italian Rafting Federation
FISO	Italian Orienteering Federation
FITDS	Italian Sports Dynamic Shooting Federation
FITETREC-ANTE	Italian Federation of Equestrian Tourism Trec-Ante
FITW	Italian Twirling Federation
FIWUK	Italian Wushu Kung Fu Federation
FSI	Italian Chess Federation

5.3.4 CONI CONTROLS ON ASDS

The control activity by CONI is carried out by examining the accounting documents - in accordance with the provisions of CONI "Administration and Accounting Regulations" - and the subsequent approval by the National Board of the Activity and expenditure budgets and the Final balance sheets of each ASD - in particularly critical cases, individual budget variations are also monitored.

Further inspections, at the federal headquarters, on company documents or on the competition fields at national and/or international events, are carried out in the capacity of the Supervisory Office. Finally, specific controls may be ordered by the National Board, following reports received or for transgressions of regulations ascertained *ex officio*.

5.3.5 SPORTS PROMOTION BODIES

Sports Promotion Bodies carry out their functions in accordance with the principles, rules and competences of CONI, NSFs and ASDs, and aim to promote and organise physical-sports activities with recreational and training purposes. While each organisation refers to the values of sport, there is a differentiation in the mission of each. SPBs may also have further recognition from the Ministry of Labour and Social Policies as Social Promotion Bodies.

In the year 2022, there were 15 SPBs. As of 1 January 2023, following the recognition of CUSI - Centro Universitario Sportivo Italiano (Italian University Sports Centre), which led to its transition from Sports Promotion Body to National Sports Federation, as FEDERCUSI - Italian University Sports Federation, decided by CONI National Council, the number of SPBs went from 15 to 14.

ACSI	Association of Culture, Sport and Leisure Time
AICS	Italian Culture and Sports Association
ASC	Confederated Sports Activities
ASI	Italian Community Sports Associations
CNS LIBERTAS	LIBERTAS National Sports Centre
CSAIN	Industry Corporate Sports Centres
CSEN	National Educational Sports Centre
CSI	Italian Sports Centre
ENDAS	National Democratic Agency for Social Action
MSPI	Italian Popular Sports Movement
OPES	Organisation for Sport Education
PGS	Salesian Youth Sports Clubs
UISP	Italian Association of Sport For all
US ACLI	ACLI Sports Association

5.3.6 MERITORIOUS ASSOCIATIONS

Meritorious Associations were created with the aim of promoting initiatives of social relevance and spreading the values of sport. They are made up of card-holding members who carry out sporting activities of a cultural nature through promotional initiatives at various levels, as well as those of a scientific or technical nature applied to sport.

The aims and types of members of each MA are varied but can nevertheless be grouped by affinities and common purposes. In the year 2022, there were a total of 19 Meritorious Associations, a figure that remained unchanged in 2023.

AONI	Italian National Olympic Academy
AMOVA	Association of Gold Medals for Athletic Achievements
ANAOAI	National Association of Olympic Athletes and Italy's Azzurri
ANSMES	National Association of Stars for Athletic Achievements
APEC	Association of CONI Retirees
CESEFAS	Physical Education and Sports Activities Study Centre
CONAPEFS	National Body of Teachers of Physical Education and Sports
CISCD	Italian Committee for Sports Against Drugs
CNIFP	Italian National Committee for Fair Play
FIEFS	Italian Federation of Physical Education and Sports Teachers
FISIAE	Italian Sports Federation of Institutes of Educational Activity
PI-DI	Panathlon International - District Italy
SCAIS	Companies for Consulting and Support in Sports Facilities
SOI	SPECIAL OLYMPICS ITALY
SPORT AND COMMUNITY	
UICOS	Italian Union of Olympic Sports Collectors
UNASCI	National Union of Centenarian Sports Associations of Italy
UNVS	National Union of Sports Veterans
USSI	Italian Sports Press Association

CONI controls on MAs

The controls concern the compliance of the Statutes with the guiding principles decided by the National Council. Further controls can be ordered by the

National Board, entrusting their execution to the Supervisory Board, following reports received or for transgressions of regulations ascertained *ex officio*.

5.3.7 SPORTS ASSOCIATIONS AND AMATEUR SPORTS CLUBS

In 2023, there were **107,227 ASAs/ASCs** for a total of 139,663 affiliations with the respective NSFs/ASDs/SPBs.

The number of ASAs/ASCs affiliated to NSFs only are **31,471** (29%), those only to ASDs **2,143** (2%) while those only to SPBs **56,028** (52%). The remaining 17,585 ASAs/ASCs (16%) have affiliation relationships with more than one sports organisation.

The prevailing legal form among those entered in the Register is “association without legal personality” with **97,130** subjects, representing 90.5% of the total number. “Associations with legal personality” (**2,1592** % of the total) and non-profit joint stock companies/cooperatives (**7,938**, 7% of the total).

5.3.8 THE INSTITUTION OF THE 5X1000

Article 1, paragraph 154 of Law no. 190 of 3 December 2014 (Stability Law 2015) transformed the contribution of the **5x1000** from provisional to stable support for Amateur Sports Associations in compliance with the law recognised for sporting purposes by CONI, which carry out a relevant activity of social interest.

The categories of bodies that can benefit from it, the registration procedures and the criteria for admission to the allocation for the different types of entities are set forth in the Prime Ministerial Decree of 23 July 2020, which, from the year 2023, must be harmonised with the provisions of Legislative Decrees nos. 36 and 39 of 2021.

In summary, Amateur Sports Associations registered in the National Register of Amateur Sports Activities in accordance with the law, held by the Department for Sport, at the Presidency of the Council of Ministers and affiliated to a NSF/ASD/SPB, may participate in the 5x1000 allocation; in addition, applicant ASAs must have an active youth sector and predominantly carry out an activity of social interest, including:

- introduction and training in sport for young people under the age of 18;
- introduction to sport for persons aged 60 or over;
- introduction to sport for persons disadvantaged due to physical, mental, economic, social or family conditions.

CONI Regional Committees are the territorial structures in charge of controlling the legal requirements.

CONI provides assistance on audits to the RCs and, at the end of the audits, groups together the results decided on the territory, standardises them and publishes them on its institutional website, under the section 5x1000, according to the following schedule:

- by mid-March each year, CONI publishes the permanent list of those eligible for the benefit;
- in mid-April, CONI draws up and publishes the provisional list of Amateur Sports Associations that have submitted the on-line application within the deadline;
- by mid-May, CONI publishes the list of members with any changes requested by the legal representatives on their data (name; headquarters; tax code);
- by the end of the year, CONI publishes the overall list of those admitted/excluded.

After receiving the list of those admitted/excluded from CONI, the Italian Revenue Agency publishes the lists also indicating the choices expressed by taxpayers and their relevant amounts.

In the year 2023, a total of no. 14,122 Amateur Sports Associations applying for the benefit were checked by the competent CONI Regional Committees - also on a sample basis. 13,306 were admitted; 801 were excluded; and 15 submitted a declaration of “revocation” of the benefit due to loss of eligibility.

5.4 SPORTS AGENTS

The "Sports Agents" service is one of CONI's institutional activities, entrusted with the provisions of paragraph 373 of Law no. 205 of 2017 and confirmed with Legislative Decree no. 37 of 2021, issued in implementation of Law no. 86 of the 2019 Sports reform.

Italy is one of the first countries in Europe to establish the **professional figure of the sports agent**, through the huge effort with which the national Legislator, in remedying the consequences following the F.I.F.A. deregulation of 2015, reorganised the role and competences of the so-called sports legal agent in the process of evolution of the sport, which, in addition to generating a socio-media impact, has significant financial repercussions.

This professional activity with the aforementioned Legislative Decree no. 37 of 2021 is extended to all sports, including non-professional sports, and also to all "sports workers" and the Paralympic field, with the figure of the sports agent as the person who: <<in the execution of the sports agency contract, brings together two or more persons operating within the framework of a sports discipline recognised by CONI and the IOC, as well as by the CIP and the IPC, whether they are sports workers or Sports Clubs or Associations, for the purposes of the conclusion, termination or renewal of a sports employment contract, the transfer of the sports performance by assignment of the relevant employment contract, the registration of an athlete with a National Sports Federation, providing professional assistance, consultancy and mediation services>>. In 2023, there were 619 sports agents, up from 574 in 2022.

With the implementation of these standards, therefore:

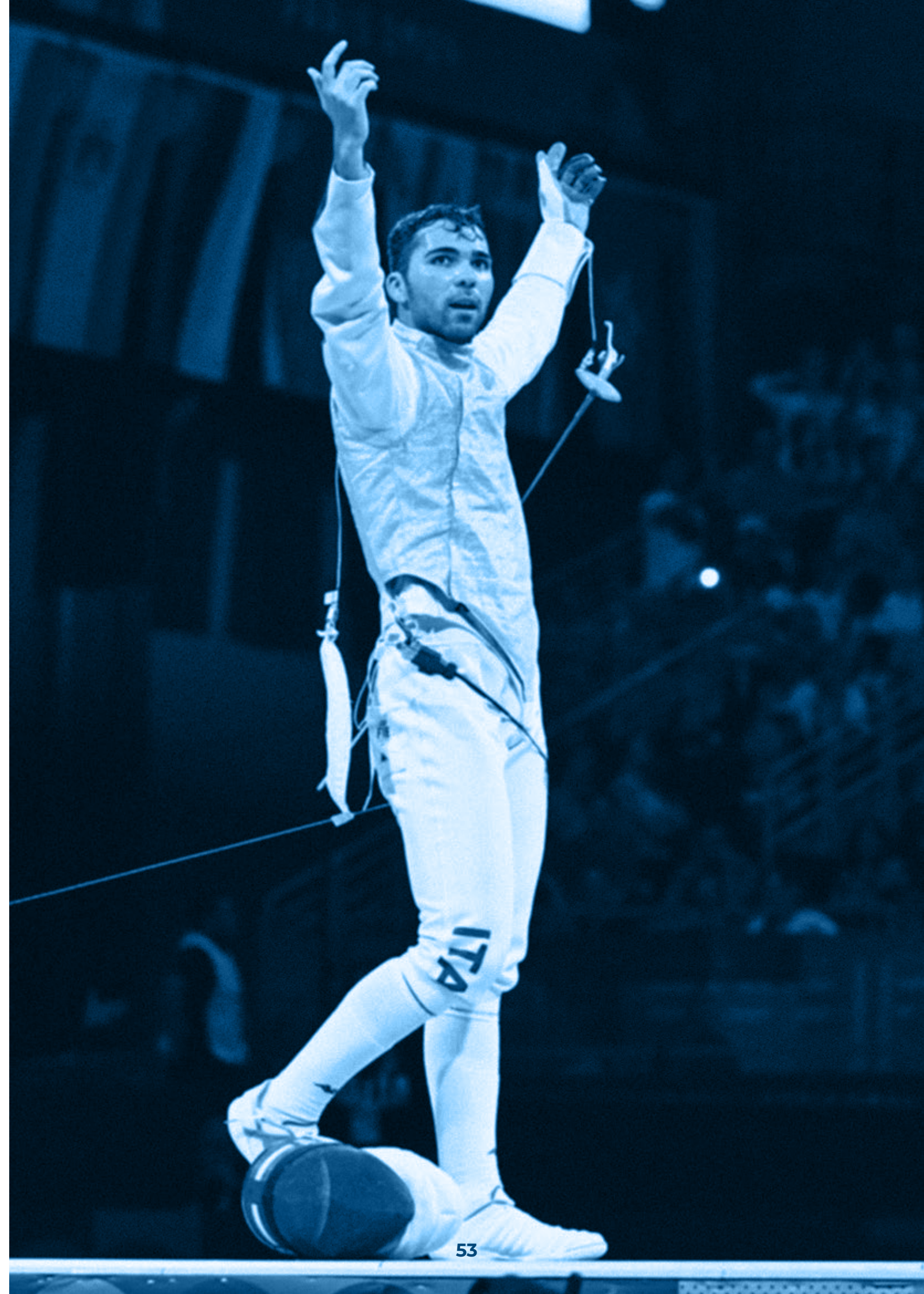
- the **National Register of sports agents** at CONI, together with CONI Sports Agents Commission were established, with compulsory registration for the purposes of exercising the profession;
- the **Qualifying Examination** for the attainment of the national qualification was introduced, with CONI convening and organising two general examination sessions each year;
- **compulsory continuous training** of agents and attendance of professional traineeships or training courses for participation in the Qualifying Examination were provided for;
- **the regime of incompatibilities and conflicts of interest** was defined, as well as the disciplinary and sanction one.

In the wake of the regulatory principles and the implementing decrees of governmental source, the rules of regulatory level and sports regulations are therefore included in the Sports Agents Regulations and the Disciplinary Regulations, approved by CONI National Board and submitted to the Supervisory Authority for examination.

The Legislator has also delegated ⁷ CONI to issue, in agreement with the CIP, the Code of Ethics for Sports Agents to guarantee **impartiality, independence, autonomy, transparency and honesty** in the performance of their activities, as well as to prevent and resolve situations of conflict of interest in the relations between sports workers, sports clubs or associations and agents, providing for procedures for economic transactions that guarantee regularity and transparency.

It is, therefore, the **recognition by the legislator of the nature of a regulated profession to the activity of sports agent and the confirmation of the centrality of CONI within the system** to enhance the legal and social relevance of the profession, guaranteeing the exercise of the sports agent's activity in compliance with these principles to protect the trust of clients and the community, in accordance with the powers and functions assigned by law.

7 - Article 12 of Legislative Decree no 37 of 28 February 2021.



5.5 NEW GOALS FOR THE FOUR-YEAR OLYMPIC PERIOD: 2025-2028

The history of sport is built with vigour and discipline in non-Olympic periods to resonate and achieve excellence in the Games, through **cycles of excellence that repeat every 2 years**.

Starting from the mission to promote and develop the sport of excellence and Olympic values in the

territory and the Italians, for the **four-year period 2025-2028**, the objectives will focus on a number of key pillars for the development and promotion of Italian sport assets, with the aim of attracting increasing investment through **targeted marketing actions**.

CONI'S OBJECTIVES AND STRATEGIES FOR THE NEW FOUR-YEAR OLYMPIC PERIOD

ASSET	OBJECTIVE	STRATEGY
HUMAN ASSETS	Supporting the development of high-level sport and sport for all, as defined in the CONI Statute	Supporting the Olympic Athletes of today and tomorrow, the entire SOs management and operational system, creating synergy between the many components of Italian sport.
TEAM ASSETS	Spreading Olympic values through the assets available to CONI	Promoting the stories and successes of Italian athletes through targeted promotional actions, creating content aimed at bringing the public closer to the athletes, through a storytelling model aimed at producing content that integrates the Olympic brand, the sports audience, the Olympics and the Partners into a single organic experience.
		Three main narrative pillars drive the storytelling as a Team:
		ITALIA TEAM: follows the day to day of Italian excellence: key achievements, recurring social columns, the ability of athletes to stimulate behavioural changes to contribute to sustainable development;
		FLAME TO FLAME: non-Olympic moments in the run-up to the next Games, with backstage, preparation, promotion of sport, every day, in places that speak the language of sustainability;
		ITALIA TEAM JUNIOR: with its own treatment linked to the Olympic events in which the youngest national teams are involved, with a view to enhancing talent in the various spheres of expression, from sporting to social and then cultural.

CASA ITALIA	Team and stakeholder services for constant support of the athletes and, in the case of the Games, the Olympic Mission	From a location of Italian excellence to a conversation engine through experiences capable of reaching the stakeholders present, as well as an increasingly international audience, to celebrate sport and the successes of the Italia Team: the story of athletes merges with the emotions of a place that encompasses Italian values and, as a media factory of sport, becomes a format at the service of the National Sports Federations and the Organising Committees of International Events in Italy, with the awareness of proposing models oriented towards social responsibility for sustainable development.
PHYSICAL ASSETS	Enhancing facilities and projects of excellence, aimed not only at the care of athletes, but also of the rest of the population.	By developing the brand architecture of the Olympic Training Centres, CONI Institute of Medicine and Sport Science and Olympic Training, the aim is to strengthen their identity as places of activation of excellence in the territory, through dedicated formats and specific promotional activities with strong awareness content with respect to issues related to environmental protection and sustainable development.
EVENT ASSETS	Amplifying the unique visibility CONI can offer the world of sport at every level and leave its own legacy through each Olympic Mission	In addition to the Olympic Games, CONI will increasingly develop its presence at major events, such as the EYOF, YOG, Mediterranean Games, World Games, but also events in Italy such as Educamp, the NSD and the CONI Trophy. Through them, the aim is to maintain a constant narrative, able to strengthen the brand at every moment of the Olympic quadrennium also by applying and disseminating sustainability criteria applicable to sports events.
DIGITAL ASSETS	Development of increasingly strategic platforms for sports and product marketing communication	Further developing existing digital and social properties and expanding data-driven relationship channels to better reach and serve fans, by enhancing the culture and education on the value issues that drive the contribution that sport can make to sustainable development.

Through this promotion, the expectation is **creating shared value** higher and higher also for Partners and Sponsors who choose to act under the Olympic brand through the TOP Programme or domestic partnerships with **Milano Cortina 2026**, and thus

favour a virtuous system, which allows a **support to the sports world, at all levels, through private capital that is increasingly sensitive to the ESG logic**.

5.5.1 PARIS 2024

After more than a decade, the Olympic Games return to Europe in the city of IOC founder, Pierre de Coubertin. The XXXIII edition of the Olympic Games was held in Paris, in August 2024, during which drafting work continued on this 2023 Sustainability Report. In this regard, it was deemed interesting to anticipate in this document, some relevant information about the world's most famous sporting event.

This is the spirit of the 2024 Games: to build bridges between people, but also to push them to move more, to unite under the spirit of sport.

On 24 July 2024, the sports competitions began, two days before the Opening Ceremony of the Games, with rugby, handball and football. 19 days of competition in 32 sports, with the final events taking place on 11 August.

In addition, a month earlier, as every 23 June, the Olympic Day was celebrated, an occasion for celebrations that create the right atmosphere for exceptional Olympic Games, as heralded by the motto "Let's Move and Celebrate". The "Let's Move" initiative was actually launched by the IOC on

the occasion of the 2023 Olympic Day and aims to invite people to find a little time each day for movement. Since it's more likely to consistently follow a physical exercise routine when activities are enjoyable and accessible, "Let's Move" and "Let's Move and Celebrate" aim to make sport feel more natural, inclusive and fun.

Athletes, fans and the entire Olympic community are aware that the Paris 2024 Games aim at a more inclusive, more urban, more sustainable dimension as demonstrated by the fact that it was the first Olympic Games full gender equality: for the first time ever the ratio of participating athletes was one woman for every man in the competition.

Furthermore, the IOC is committed to achieving important environmental goals with the Paris Games such as, for example, the reduction of emissions of Scope 1, 2 and 3 compared to the average values of London 2012 and Rio 2016, the use of renewable energy sources, the second life of most of the materials used for the Olympic village and competition facilities and, finally, the possibility of reaching all the venues of Paris 2024 by public mobility.

"Sport can help people to push their limits, but also to get closer and understand each other better, regardless of differences."

Pierre de Coubertin



5.5.1 PARIS 2024

The medals of the Paris 2024 Olympics

The Azzurri won **40 medals (12 gold, 13 silver, 15 bronze)**. The ninth place in the medal table at the Paris 2024 Olympics confirms Italy in the world sports elite (seventh place overall in terms of number of podiums, third at European level behind Great Britain and France, the Olympic host).

Since the last four days of Rio 2016, Italy has never left the Olympic podium: a story that continues in Tokyo 2020 and Paris by reaching 36 consecutive days, and that is still open-ended in view of the **next big appointment: Los Angeles 2028**.



12 GOLD

3 GOLD MEDALS FOR MEN'S COMPETITIONS

7 GOLD MEDALS FOR WOMEN'S COMPETITIONS

2 GOLD MEDALS FOR MIXED COMPETITIONS

13 SILVER

9 SILVER MEDALS FOR MEN'S COMPETITIONS

4 SILVER MEDALS FOR WOMEN'S COMPETITIONS

15 BRONZE

11 BRONZE MEDALS FOR MEN'S COMPETITIONS

4 BRONZE MEDALS FOR WOMEN'S COMPETITIONS

5.6 THE ORGANISATION OF MEGA EVENTS

2023 has been a year full of events for CONI, allowing a wide promotion of the Italia Team, and especially, Casa Italia brands, also through the “Collection” format, through which fuelling **synergy between the components of Italian sport, on the occasion of major Italian sports events**, thus guaranteeing new opportunities and advantageous conditions for all stakeholders involved.

CONI, in fact, as hub of sport also holds a social responsibility, epitomised in the promotion and sustainable management of sports assets.

Through the Casa Italia brand, it can distribute the value of its brand and know-how on its management, including through the design of events and targeted projects, both locally and internationally, with consequent marketing actions, content development and Sponsorship activation. This also includes the concept of sustainability, which CONI is committed to promote, including through coordinated actions and partnerships.

Already at Tokyo 2020, for example, the tricolour façade of Casa Italia was spun from recycled plastic bottles in order to raise stakeholders' awareness of the need to safeguard the environment; for Paris 2024, it was decided to continue advocating sustainability, fitting out the press room with a focus on the impacts generated to concretely counteract climate change.

Moreover, as already mentioned, in each event, Casa Italia has promoted attention to food and all kinds of waste, to plastic free, and to the reuse of fittings: as a brand, it has set itself up as a vehicle for innovation, through real and tangible practices, to inspire - through sport - people to adopt, even in their everyday lives, an approach that can maximise a positive impact on the planet, from a social, economic and environmental point of view, three aspects that cannot live independently. The only true sustainable approach is, in fact, integrated, in which all areas are deeply interconnected.

Long-term projects aspire to become a real resource for the creation of value: for the planet, as the main objective, but with positive consequences also in terms of business, with cost reduction, risk management, credibility, integrity, transparency and thus reputation.

Sport, a global passion, can, with its values, be a source of inspiration in this regard and has a duty - especially when it comes to the Olympic Games and events - to leave a positive legacy. It teaches us to continuously commit ourselves, innovate, believe in the team - to work together for a better world, through sport.



CALENDAR OF MAJOR EVENTS IN 2023

CONI participated with its delegation in the home edition of the event. For the occasion, the first Casa Italia with a young target was set up, allowing all delegations to find a place of hospitality and recreation during the competition days.

On the occasion of the Cross-Country Skiing World Cup stage, Casa Italia was set up at the Olympic Training Centre at Aquagranda in Livigno, a permanent format also in view of future events of international importance to be hosted in Livigno.

In addition to the Team delegation, Casa Italia was also organised for the European Games, with the aim of supporting the Italia Team in a key event leading up to the Paris 2024 Games.

In support of the Organising Committee of the Fencing World Championships, CONI arranged Casa Italia at the same time as the Medal Plaza at the Arco della Pace, which was enlivened by a series of evening activities and the “less than a year” event until the Paris 2024 Games.

CONI also participated in Piazza di Siena 2023, setting up Casa Italia in its “collection” format, and in the World Athletics Championships in Budapest 2023, supporting the Italian Athletics Federation through the Casa Italia format.



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CONI AND
TOP-LEVEL SPORT

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6 CONI AND TOP-LEVEL SPORT

Within the Italian sports system, consistent with the provisions of the Olympic Charter, CONI's role is based on the Olympic Games and the participating Athletes.

Every two years, the National Teams of the participating ⁸ countries compete in the numerous sports disciplines admitted to the Summer and Winter Olympic Games: Italian athletes, supported by their Federations, train all their lives for the ultimate Sports Competitions.

CONI, in addition to **coordinating and organising the participation of athletes in the Olympic Games, supports National Sports Federations throughout the four-year period** in the lead-up to, and qualification for, the Games themselves, makes its own sports facilities available for training, national team meetings and preparation workshops - **the**

Olympic Training Centres - and promotes, through national and international cooperation protocols, the use of third-party facilities and spaces; moreover, **it supports athletes** in their preparation for the Games, also **with initiatives not exclusively of a sporting nature**, which will be described in the following paragraphs.

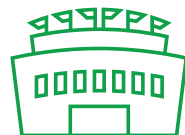
In order to guarantee the preparation of the athletes and the provision of all the necessary means for the participation of the Italian delegation in the Olympic Games and in the other International Sporting Events scheduled in the calendar of events of the International Organisations (IOC, COE, ANOC, CIJM), CONI collaborates with the National Sports Federations for the training and preparation of the respective representatives of the Italian Team that will participate.

8 - In the Games of the XXXII Olympiad held in Beijing, there were 204 teams, to which were added the Refugee Olympic Athletes (ROA) team and the team of Russian athletes (participating under the ROC), making a total of 206 teams.

6.1 THE OLYMPIC TRAINING CENTRES: ROME, FORMIA AND TIRRENIA

THE OLYMPIC TRAINING CENTRES (OTCS)

are buildings with sports facilities
for multidisciplinary use.



The Centres also house the facilities of the Institute of Sports Medicine and Science, with areas dedicated to physiotherapy, medical diagnostic equipment and research laboratories on biomechanics and sports physiology. In addition, they are equipped with accommodation and canteens, allowing athletes, including those of other nationalities, to live at the centre for longer or shorter periods.

Over the years, the **OTCs** have reached levels of **absolute excellence**, hosting athletes who have won Olympic medals and other top international competitions.

To date, all facilities/structures represent a benchmark for the development of certain disciplines, both overall and at youth levels. In particular, the Federal Technical Centres

and/or youth academies of some National Sports Federations (Taekwondo, Fencing, Swimming, Weightlifting, Modern Pentathlon, Tennis, Gymnastics, Basketball, Volleyball, Baseball/Softball, Triathlon, Hockey, Rugby) are hosted at the OTCs. The facilities are also the headquarters and main venue for the organisation of update training, association gatherings, technical conferences and training courses for athletes, coaches, directors, referees-judges and sports doctors of various Federations.

It is easy to understand how such sports facilities play an essential role in CONI's institutional aims, being one of the main tools to massively disseminate sport at youth level, and for the preparation of athletes and teams in Olympic and non-Olympic sports.

2013-2024

for the **decade** 2013 - 2024 substantial investments have been planned
on the three OTCs amounting to **29 million⁹**

9 - FORMIA OTC: € 2.6 Million, TIRRENIA OTC: € 3.5 Million and ROME OTC: € 23 Million approximately.

6.1.1 GIULIO ONESTI OLYMPIC TRAINING CENTRE

The Acqua Acetosa Olympic Training Centre **“Giulio Onesti”** covers 25 hectares in the flat area of northern Rome at the foot of the Villa Ada Park. The Giulio Onesti centre, founded in 1954, is the Centre where the largest sums have been invested in the **redevelopment** and **modernisation of the guest quarters** (the athletes' accommodation), the **gymnasium for Taekwondo and Weightlifting**. In 2023, the Giulio Onesti centre recorded 43,411 athlete attendances, up 5% from 41,238 in 2022.

6.1.2 BRUNO ZAULI OLYMPIC TRAINING CENTRE

Located in Formia, the Centre was renovated in 2013-2018. The main innovations concerned the construction of **beach volleyball courts**, new **tennis courts** and the renovation of the **guest quarters**. A natural oasis in the centre of the city of Formia, bordered by the Tyrrhenian Sea and protected by the Aurunci Mountains, it enjoys a climate that is always mild and temperate enough to ensure, in all seasons of the year **excellent environmental conditions for the training** of high-level national and international teams. In 2023, the Centre recorded 29,743 attendances, up 14% from 26,198 in 2022.

6.1.3 TIRRENIA OLYMPIC TRAINING CENTRE

In the province of Pisa, the centre has undergone two refurbishment works involving the **indoor tracks**, so as to guarantee the possibility of training whatever the weather conditions outside, and **a pitching area**, given the availability of space. At later stage, the **classrooms, the restaurant and the guest quarters** were renovated.

The Centre is just 1 km from the sea and stretches within a green oasis of 43 hectares, an integral part of the well-known San Rossore Natural Park. In 2023, the Centre recorded 26,380 attendances, up 6% from 24,875 in 2022.

Olympic Training Centres aim to enable athletes and federations to enjoy well-equipped, safe spaces for their training, but also to be a place for athletes, especially young people who have had to move away from their home countries and cities, can live, study and train, in a healthy and welcoming environment.



6.2 THE INSTITUTE OF SPORTS MEDICINE AND SCIENCE

The Institute of Sports Medicine and Science (ISMS), established in 1963, is the CONI structure responsible for protecting **the health status of elite athletes** and to provide National Sports Federations (NSF) with scientific knowledge for the improvement of sports performance in view of Olympic and high-level commitments. The Institute operates at its own laboratory in the Acqua Acetosa CONI Olympic Training Centre in Rome. **The Institute represents the only CONI reference structure on the national territory** for all Italian Olympic athletes, which can also be used by athletes at all levels and by citizens.

Sports Medicine is an excellence that provides patients with the **professionalism of doctors and physiotherapists** of international renown, guaranteeing **specialised consultations and state-of-the-art equipment** for targeted diagnoses. It offers **25 medical specialities** to meet everyone's needs and expectations.

Divided into Operating Units (OUs), the Institute of Sports Medicine and Science consists of two departments:

- SPORTS MEDICINE: department aimed at ensuring the **prevention** and the **diagnosis** of sports medicine and sports-related internal medicine conditions;

- SPORTS SCIENCE: department that collaborates with the Federal Sport Technicians of the NSFs (coaches, doctors and athletic trainers), integrating their activities and tools, providing information relating to the functional and technical performance characteristics of athletes, as well as the limiting factors of the performance of both athletes and the means of competition. For this purpose, the Institute is able to operate in the field of **Training Methodology**, in the **Physiological and Biomechanical Functional Assessments** and in the **analysis of sports results**.

During 2023, the CONI Institute of Sports Medicine and Science provided a total of **95,476 medical services** in the 25 medical branches operating within it. Of these, 51,680 (54%) were directed to athletes included in the category of Probable Olympians of the Paris 2024 and Milano Cortina 2026 Olympic Games, and 43,796 (46%) to athletes of National Interest reported by National Sports Federations and external users.

During 2023, Sport Science provided **technical and scientific support to 26 National Sports Federations** through assistance to Federal Technical Directors and Physical Trainers in the areas of Training Methodology, Biomechanics and Sports Physiology by following and monitoring 1,107 athletes of the National Teams. The Institute is also constantly researching and developing new techniques to improve performance and care for athletes.

6.3 SUPPORTING HIGH-LEVEL ATHLETES

For the National Olympic Committee, supporting the Olympic athletes means supporting the sports federations in the preparation of the athletes themselves, in the conduct of the various high-level sporting events and in the provision of all the necessary means for the Italian delegation to participate in the Olympic Games.

The National Sports Federations are therefore responsible for the athletic preparation of Olympic athletes; **CONI** on the other hand, **carries out all activities that can help and facilitate preparation, organises facilities and logistics in the cities where the competition will be held** (in the case of the most important international sports event it is, for example, Casa Italia) and, in the run-up to the Games, **defines the training and preparation activities**.

As already mentioned, an important and central role in supporting the preparation of top athletes is played by the Olympic Training Centres; centres dedicated to the hosting, preparation and training of top athletes as well as Italian and international sports coaches and directors.

In order to guarantee complete and constant support, all top-level athletes undergo a health assessment protocol at the Institute of Sports Medicine and Science, which is the centre of excellence for protecting the health of elite athletes

and for supporting the National Sports Federations in providing the specific knowledge needed to improve sports performance in view of Olympic and high-level commitments.

Athlete support, however, cannot be limited to the sporting dimension, but also extends to other aspects of athletes' lives, enabling the pursuit of an Olympic career while providing various **opportunities** to build the life that awaits them **once the sporting chapter is over**.

The **National Athletes' Commission**¹⁰ was set up precisely with the task of submitting proposals and suggestions to the Olympic Committee bodies and adopting strategies and programmes relating to the various athlete-related issues, as well as always contributing to the dissemination of Olympic values. The Athletes' Commission is characterised by a proactive activity of implementing programmes that have an impact on athletes during their competitive activity and in the post-career phase. In order to achieve the different goals, CONI, the National Athletes' Commission and the Institute for Sport Credit signed a Memorandum of Understanding through which a **close collaboration** was initiated to develop project and operational proposals in favour of athletes and their training, including the Federal Athletes' Commissions.

A perfectly illustrative example of this is the **dual Career project**. This initiative is guided by the principle that **an athlete must be able to combine, without unreasonable personal effort** their sporting career with study and/or work in a flexible manner, through high-level training in order to protect their moral, health, educational and professional interests, without compromising any objectives.

For 2023, there will also be a **prize money** for young athletes who have graduated that year during their commitment in the national teams. The prize is **regulated in the relevant F. Mondelli call for applications** "Excellent Athlete, Excellent Student", coordinated in its implementation phase by the Steering Committee; the results are then subject to approval by the National Board and the National Council.

Furthermore, in June 2023, the **Protocol of Understanding CONI - CIP - Deloitte Italy**, which provides for the allocation of **scholarships** to deserving athletes, was signed. The Protocol is dedicated, as a priority, to athletes belonging to one of the sixteen Winter Olympic disciplines included in the official programme of the Milano-Cortina 2026 Olympic Games. Again, the Steering Committee coordinates the implementation phases of the Call

for applications and officially submits the results to the National Board and the National Council for approval.

As a final example, mention should be made of the **Regulations for the Maternity Fund** approved by the National Board in October 2023 on the proposal of the National Athletes' Commission. The project is aimed exclusively at **pregnant athletes** belonging to the CONI Olympic Club in the year preceding the pregnancy and to **mother athletes** with children up to the age of three and in a position to be called and/or qualified for the Summer or Winter Olympic Games.

Other specific interventions, taken care of by CONI Sport and Olympic Preparation area, in favour of high-level athletes are:

- **"Olympic Club"**: Annual **Scholarship** awarded to athletes who have achieved the sporting results established by CONI Board.
- **"Junior Club"** (financed by Banca Ifis): **scholarship** supplied in favour of **under-18 athletes** on the basis of their sports achievements.
- **Health Monitoring** at CONI Institute of Medicine with **preventive, curative and rehabilitative purposes** of all high-level athletes of Olympic interest.

¹⁰ - Established by Article 31, paragraph 5, of the CONI Statute, it is a permanent advisory body of CONI; the Athletes' Commission is coordinated by CONI's Steering Committee.

7

THE MARKETING AND
BRANDS OF CONI

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7 THE MARKETING AND BRANDS OF CONI

Through its brand, **CONI** is the spokesperson for those sporting values promoted by the International Olympic Movement, such as excellence, ethics, friendship and solidarity, thanks to the presence in its brand of the unmistakable Five Circles, the most recognisable in the world. The IOC is strongly committed to disseminating messages that enhance the role of sport as an enabler of the contents of the UN 2030 Agenda¹¹ for Sustainable Development and with this in mind, CONI also intends to promote a culture of sustainability in line with the IOC's Agenda 2020+5¹².

In recent years, CONI's objective has been to enhance its assets with the aim of implementing a path taken from Rio 2016 onwards, with shared added value generated both for the promotion of sport and its Partners.

The Marketing, Sports Events/Milano Cortina 2026 directorate is in charge of producing **content and products that meet the needs of sport, and top-level athletes** through sustainability and autonomy of the organisation, project continuity and innovative models.

Therefore, in view of the upcoming Olympic Games, CONI's vision is in line with the continuation of a path of internationalisation of the most

representative products of Italian excellence: the athletes of the Italian Olympic Team, Italia Team, and the union of art, design, cuisine, hospitality and sport, Casa Italia.

Thanks to the results of Italian athletes at the Olympic Games, a Tricolour success story is told, which conceals structured planning, a dedicated team and a guiding concept that makes the entire project consistent: sport as an expression of excellence and merit. Through both assets, the goal is **spreading awareness of the Made in Italy** in the world by aiming to become a real point of aggregation, with an eye on the public that, from home, sees in the Olympic Team the representation of Italy through the two main drivers of growth: medals and passion.

The Italia Team represents the national spirit inspiring young people, sports enthusiasts and more. It is an unbreakable bond that allows the whole world to identify with the athletes and their experiences, with their passion, the enthusiasm, the stubbornness with which they face new challenges every day because of their love for their discipline.

¹¹ - The 2030 Agenda for Sustainable Development is a programme of action for people, planet and prosperity signed in September 2015 by the governments of the 193 UN member states. It incorporates the 17 Sustainable Development Goals.

¹² - The title, Olympic Agenda 2020+5, was chosen to reflect the fact that this new roadmap follows in the wake of the Olympic Agenda 2020 and will determine the direction of the IOC and the Olympic Movement until 2025.

Its 15 recommendations are based on key trends that have been identified as decisive in the post-corona virus world. They are also areas where sport and the values of Olympism can play a key role in turning challenges into opportunities. For more information, please consult: Olympic Agenda <https://olympics.com/ioc/olympic-agenda-2020-plus-5>.

The Italia Team is not only sporting value, it is the set of people and stories that make up the Italian Olympic experience.



Millions of enthusiasts and amateurs recognise the Olympic team as a positive symbol of Italianness, of that part of the nation that fights to pursue a dream, of the importance of being a team, in sport and life.

Casa Italia started on a new path from Rio 2016

with the story of the contamination between cultures as the heart of the project, continued in PyeongChang 2018 through the Italian point of view in the encounter with different civilisations; then Tokyo 2020 was an edition under the banner of Wonder, until arriving in Beijing with the project linked to the journey, understood in its real and imaginary value, as a metaphor of the path that the human being takes outside and inside themselves to reach new goals as well as that of athletes.

For Paris 2024, CONI focused on the **Brotherhood**, the term most in line with the founding values of the Olympic spirit and the most necessary in this era torn by new conflicts and pandemic threats, through the concept **“Ensemble”**.

The project is fundamentally inspired by Goal 16 of the UN Agenda 2030: <<Promote peaceful and inclusive societies oriented towards sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels>>.

Ensemble entails **collaboration, cooperation, common construction**, but also the story of Italian identity, the result of centuries of encounters with other peoples, other cultures and continuous stratifications. **Recognising in the other our brother**, regardless of the differences that make

each individual unique, **is one of the great teachings of the Olympic movement** and, likewise, in its uniqueness, Italy is a tangible example of how the encounter with otherness creates cultural wealth and sustainable development.

To support this promotion pillar, the project was accompanied by a series of awareness-raising actions for the implementation of strategies related to sustainable development and the application of specific sustainability criteria in the field of sport, which stemmed from the signing of the **memorandum of understanding “for raising awareness of environmental issues linked to sustainable development” between the Ministry of the Environment and CONI** on 17 April 2019. The protocol was renewed on 16 April 2024 and is a valuable tool for promoting sustainable development through sport.

In the aforementioned Protocol, the Ministry of the Environment (Government Authority) and CONI have expressed their mutual interest in establishing a collaborative relationship for the implementation of joint initiatives in the framework of the aims related to raising awareness on environmental protection, sustainable development, and highlighting the adoption of a “Plastic Free” lifestyle as a priority. The resulting Detailed Operational Plan consists of a series of actions whose expected results are:

Also with **Paris 2024 Casa Italia**, CONI wanted to raise awareness of environmental sustainability issues. Commitments in this sense have taken concrete form, for example, in the decision to use natural and recycled fabrics, in order to reduce the environmental impact, but also through choices oriented towards the concept of reuse with regard to materials or purely aesthetic issues: wooden furniture, for example, preferred for the versatility of the material destined for a second life, and carpets and tapestries made of recycled plastic, in virtue of the principles of circular economy.

These design elements, conceived to last, will then be reused in CONI Olympic Training Centres, contributing to a concrete legacy.

Having developed greater brand awareness and value for the Olympic team and for Casa Italia, from 2016 onwards, through a complex work programme that used all possible marketing levers, has allowed partnerships to be exploited at the most and has led to ever greater recognition, both qualitative and economic, by the International Olympic Committee, which, at the time of the renewal of the TOP Programme, helped to bring CONI's total revenues from commercial activities close to € 30 million financed exclusively by private individuals.

With Milano Cortina 2026 currently holding the commercial rights until 31 December 2026, the real challenge for CONI will be from 2027 to maintain as much as possible the commercial revenues that the Italian Olympics will have been able to gather on the event in the meantime.

In this sense, a strong and healthy brand is the primary catalyst for value.

A fundamental aspect is therefore its protection, in line with the standards issued by the International Olympic Committee and current regulations on parasitic business practices.

Indeed, through constant monitoring and media intelligence and surveillance services, CONI is committed to protecting its intellectual property from forms of ambush marketing through timely interventions against undue association with Olympic assets, both during and outside the Games.

In particular, during the so-called Period of the Olympic Games, in recent years it has become strategic to define guidelines aimed at compliance with rule 40 of the Olympic Charter, also with a view to protecting the rights of official Partners of CONI and the Italian Olympic Team, for which CONI monitors brand exposure across a broad spectrum of sources, from traditional to digital media: an approach capable of translating promotional actions into measurable results, as well as quantifying and certifying the return on investment of companies that can be linked to a cultural thread that enhances the role of sport as a tool to activate behaviour consistent with sustainable development.

DISTRIBUTION OF TOOLS FOR REDUCING THE ENVIRONMENTAL IMPACTS GENERATED

and for the dissemination of social responsibility for sustainable development within sports organisations and in the reference territories involved in sports events (on the basis of the technical annex to Ministerial Decree no. 459 of 4 July 2019 2022 on the Minimum Environmental Criteria for Event Organisation and Management Services);

INCREASED INFORMATION AND AWARENESS-RAISING AND NETWORKING TOOLS

of sports organisations implementing initiatives inspired by social responsibility for sustainable development;

REDUCTION OF WATER AND ENERGY CONSUMPTION AND CO₂

recycling with an eye to waste circular economy, in particular plastic waste, promotion of reuse and recycling, combating food waste, protection of biodiversity in sports organisations directly involved in the project.

7.1 PARIS 2024: CASA ITALIA

The **Italia Team** has found its **Home in Paris 2024**, at **Le Pré Catelan**, a Napoleon III-style pavilion nestled in the city's largest park, the Bois de Boulogne, in a place flooded with light, thanks to the many windows and the surrounding garden.

Within the walls of Pré Catelan, in 1894, Pierre de Coubertin toasted the birth of the Modern Olympic Games, starting a story that continues to this day. One hundred and thirty years later, the Casa Italia Paris 2024 project inevitably starts from the father of Olympism and France, in the name of a journey in which one wonders about the friendship and brotherhood of those who walk with us towards the future. But also about past personalities and those who turned a common identity into a nation.

Paris 2024 Casa Italia was renamed Ensemble, as a tribute to the Brotherhood between peoples, and has expressed at various levels the **concept of "together"**, necessary condition to generate collaboration, community, thought.

Ensemble, therefore, understood not only as a condition of closeness and encounter, but also as a term carrying with it a sense of otherness that is the fruit of being together. In search of agreement, of a harmony that is indispensable for the achievement of a common goal.

For this, **Ensemble** is the **Sport protagonist of the Olympics**, it is the community of sportsmen and peoples participating, it is building the common good, it is sharing.

Ensemble is therefore **social and environmental sustainability**. Ensemble has been a catalyst for all these fundamental community values: working to build **peace** and **brotherhood**, of which the Olympics is the noblest example.

Casa Italia Paris 2024 brought the value of Ensemble through **art, architecture, design, hospitality** celebrating its athletes, in a context in which each element was able to tell how the **utopia of brotherhood has become a tangible reality, thanks to the Olympics**.



8

THE ECONOMIC
AND ENVIRONMENTAL
SUSTAINABILITY OF THE
CONI SYSTEM

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THE ECONOMIC VALUE GENERATED AND DISTRIBUTED BY CONI

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PROTECTING THE ENVIRONMENT FOR FUTURE GENERATIONS

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8.1 THE ECONOMIC VALUE GENERATED AND DISTRIBUTED BY CONI

The year 2023 ends in an international economic environment characterised by considerable uncertainty, influenced by geopolitical tensions and a still restrictive financial environment for households and businesses. In Italy, there are positive signs concerning the purchasing power of households, which shows an improvement compared to previous periods, and inflation, which is decreasing more than the European average.

However, industrial production shows a negative picture, while there is a positive trend on the labour market front, with an increase in employment and a decrease in the unemployment rate. The giscal year result for the year 2023 is attributable to the results of the management activities. In particular, the economic results attributable to the management of the Olympic Training Centres and the activities related to the preparation of competitions and training are confirmed for 2023 as well, in addition to the results of the management of the Institute of Medicine and Sport Science and the higher charges related to the activities of the Regional Committees.

These loss-making results are made up by the economic surplus recorded, at an aggregate level, by the body's other operations (in particular central management and marketing management). It should also be noted that the 2023 financial year was characterised by the management of the Institute of Sports Medicine and Science and Training, an activity that was restarted at the end of the 2022 financial year following the definition of the new scope of activities of the CONI body. The 2023 budget also reflects all economic and, in particular, capital and financial aspects related to the preparation of the operations of the Paris 2024 Olympic Games. The Economic Value Statement is a reclassification of the Consolidated Income Statement and represents the wealth produced and redistributed by CONI.

In particular, this statement presents the economic performance of operations, the wealth distributed to stakeholders considered to be of interest to the company, or the ability of the body to create value for its stakeholders.

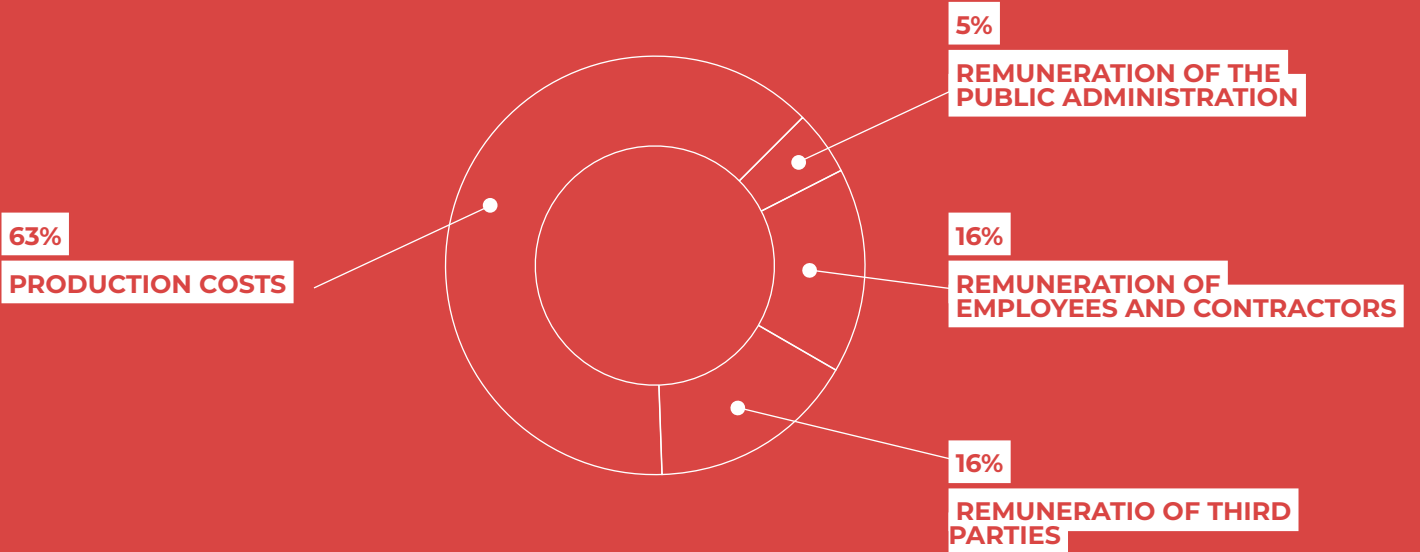
THE ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED BY CONI IN 2023. GRI 201-1

	2022	2023	VARIATION 2022/2023
ECONOMIC VALUE GENERATED	€ 92,310,515	€ 85,543,869	-7%
ECONOMIC VALUE DISTRIBUTED	€ 87,792,704	€ 81,413,341	-7%
PRODUCTION COSTS	€ 62,565,211	€ 50,965,960	-19%
REMUNERATION OF EMPLOYEES AND CONTRACTORS	€ 10,195,770	€ 13,455,559	32%
REMUNERATION OF THIRD PARTIES	€ 12,131,277	€ 13,211,346	9%
REMUNERATION OF THE PUBLIC ADMINISTRATION	€ 2,900,446	€ 3,780,476	30%
ECONOMIC VALUE RETAINED	€ 4,331,716	€ 4,009,638	-7%

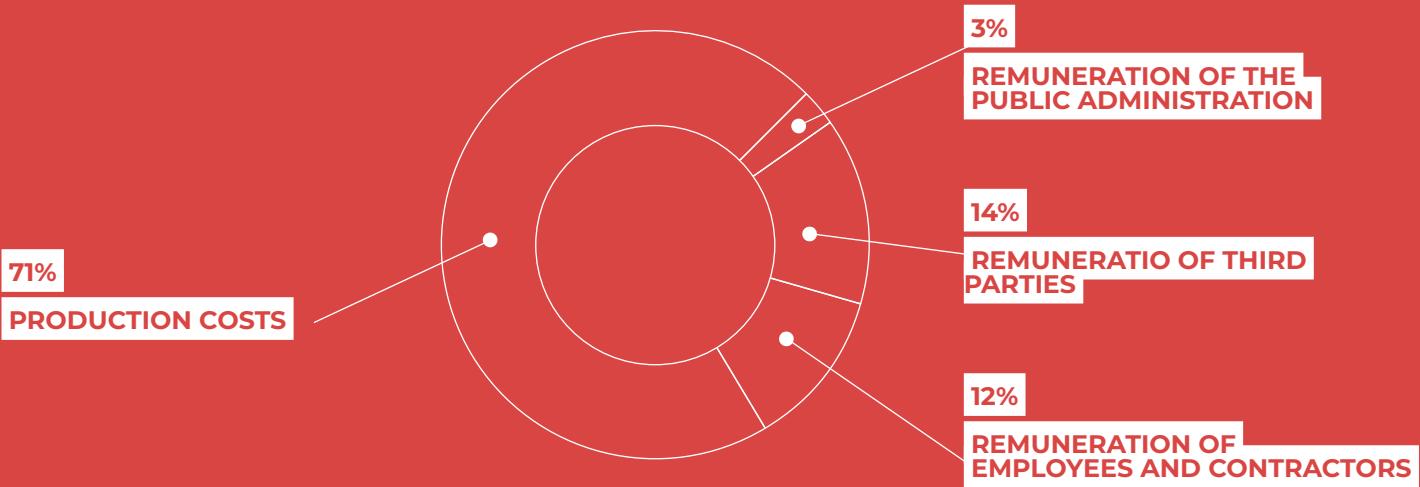
In 2023, the **Economic Value Generated** by CONI amounted to **€ 85,543,869**; the **Economic Value Distributed** amounted to **€ 81,413,341** while

the **Economic Value Retained** within the body amounted to **€ 4,009,638**.

ECONOMIC VALUE DISTRIBUTED BY CONI IN 2023



ECONOMIC VALUE DISTRIBUTED BY CONI IN 2022



As can be seen from the graph of the economic value distributed in 2023, 63% refers to production costs, which amounted to 71% of the distributed value in 2022, 16% refers to both the remuneration of employees and collaborators and the remuneration

of third parties, which increased from 12% and 14% in 2022, while 5% refers to the remuneration of the public administration, which amounted to 3% of the distributed economic value in 2022.

8.2 PROTECTING THE ENVIRONMENT FOR FUTURE GENERATIONS

Sustainability represents **one of the most urgent challenges of our time**, touching social, environmental and economic aspects of enormous relevance. Major issues such as climate change, economic inequality and social injustice affect people around the world every day.

The sports community is also called upon to respond to these challenges, both in the management of its day-to-day activities and in its responsibility towards young people and future generations. Climate change affects the environment and human activities, and sport is no exception. Unstable weather conditions, such as unreliable snow and fluctuating temperatures, affect winter sports, while summer heat puts athletes, organisers and fans at risk.

The Olympic movement has a responsibility and an opportunity to actively contribute to global sustainability, in line with the International Olympic Committee's vision of "building a better world through sport." In the IOC's understanding, sustainability is based on decisions that maximise positive and minimise negative impacts in the social, economic and environmental spheres.

Change is the result of many actions, small and gradual actions that, collectively, modify society. In this context, sport has the power to inspire and motivate all its stakeholders by identifying common goals and strategies.

In this sense, for the 2024 Olympic Games, as has already been written, the Casa Italia project has also adopted a concept, "Ensemble", evoking the motto of the French Revolution "Liberté, Egalité, Fraternité".

Through Brotherhood itself, the core values of the Olympic spirit will be reflected upon, in order to respond to the challenges of an era marked by conflict and crisis. Ensemble wants to represent collaboration and shared construction, celebrating Italian identity, the fruit of centuries of cultural encounters and interactions. Sustainability thus becomes a central pillar of the concept, promoting collective cooperation in the face of climate and environmental challenges.

CONI, already committed to a memorandum of understanding for environmental awareness together with the MASE, the Ministry of Environment and Energy Security, from 2019, plans synergetic actions in the run-up to Paris, in collaboration with strategic partners. The **sports community** cannot remain distant from global challenges, but **must actively contribute** to the construction of a **sustainable future**.

Consistent with its widespread commitment to spreading a culture of sustainability, the organisation itself has also undertaken to map its energy consumption for the two-year period 2022/2023 and, consequently, the GHG emissions of its office buildings. In fact, the data on consumption, and consequently GHG emissions, shown in the tables below refer solely and directly to CONI offices.

In this regard, energy consumption in 2023 will be **65,340 GJs**, up 3% from 63,473 GJ in 2022. The increase is mainly attributable to a 4% increase in natural gas consumption compared to the previous year. In contrast, there was a 14% decrease in LPG consumption over the same period.

CONI'S ENERGY CONSUMPTION GRI 302-1

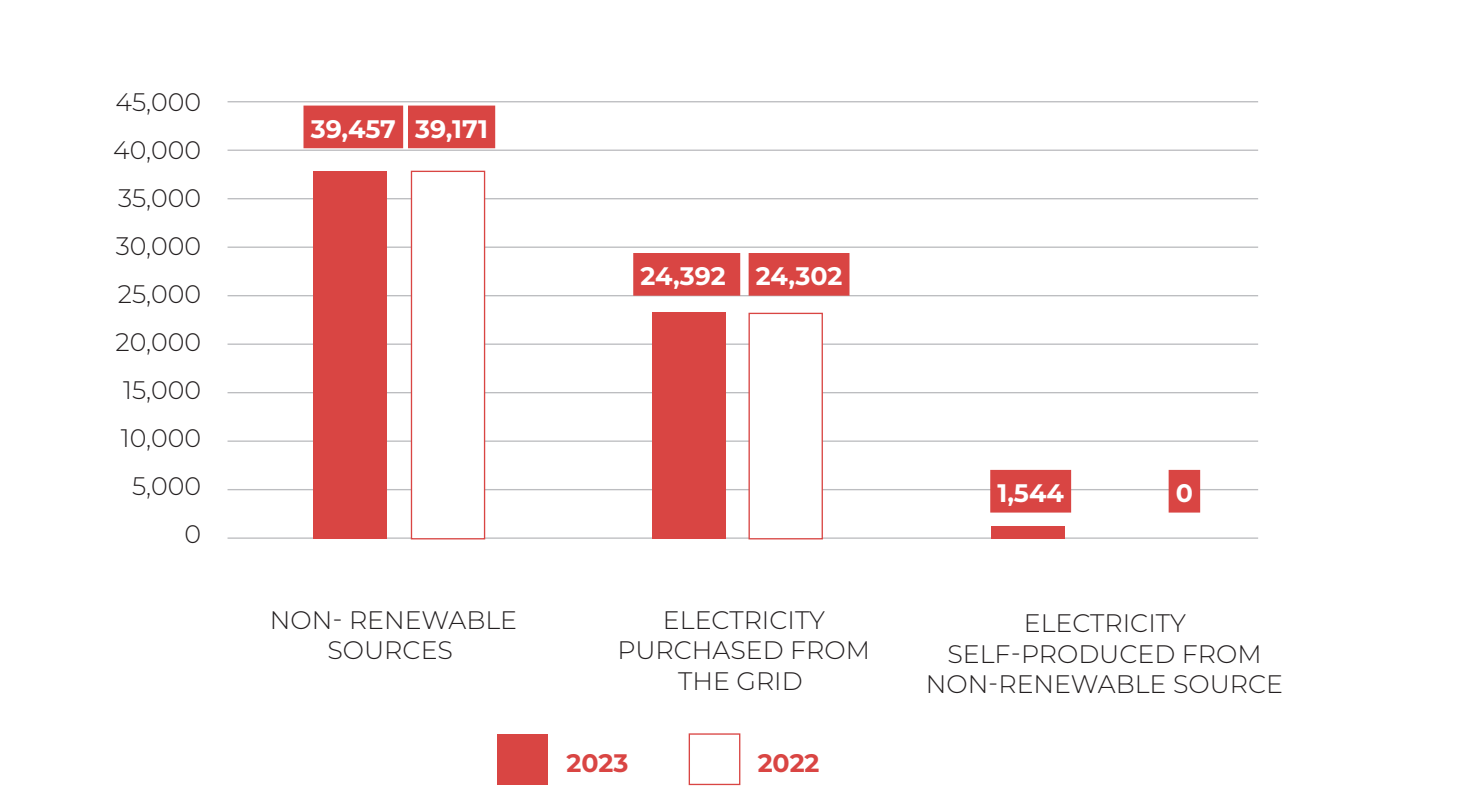
TYPE OF CONSUMPTION	UOM	2023	2022
TOTAL CONSUMPTION	GJs	65,340	63,473
NON-RENEWABLE FUELS	GJs	39,457	39,171
OF WHICH LPG	GJs	6,381	7,421
OF WHICH NATURAL GAS	GJs	33,077	31,750
ELECTRICITY PURCHASED FROM THE GRID	GJs	24,329	24,302
OF WHICH PURCHASED FROM NON-RENEWABLE SOURCES	GJs	24,329	24,302
SELF-GENERATED ELECTRICITY FROM NON-RENEWABLE SOURCES	GJs	1,554	-
OF WHICH SELF-PRODUCED AND CONSUMED	GJs	1,554	-

ENERGY CONSUMPTION CONVERSION FACTORS

STARTING UNIT	UOM	2023	2022	SOURCE
1 KWH	GJs	0.0036	0.0036	International System
1 SCM OF NATURAL GAS FOR HEATING	GJ/SCM	0.0343	0.0343	NIR 2023 and 2022
LPG (DENSITY)	Kg/litre	0.56	0.56	FIRE 2023 and 2022
HEATING LPG	GJs/t	45.86	45.85	FIRE 2023 and 2022



CONI'S ENERGY CONSUMPTION EXPRESSED IN GJS



To calculate greenhouse gas (GHG) emissions, a distinction must be made between direct and indirect emissions, as follows:



Direct Scope 1 emissions from fossil fuel use remained virtually unchanged between 2022 and 2023, registering only a **slight increase** of 1% of the total.

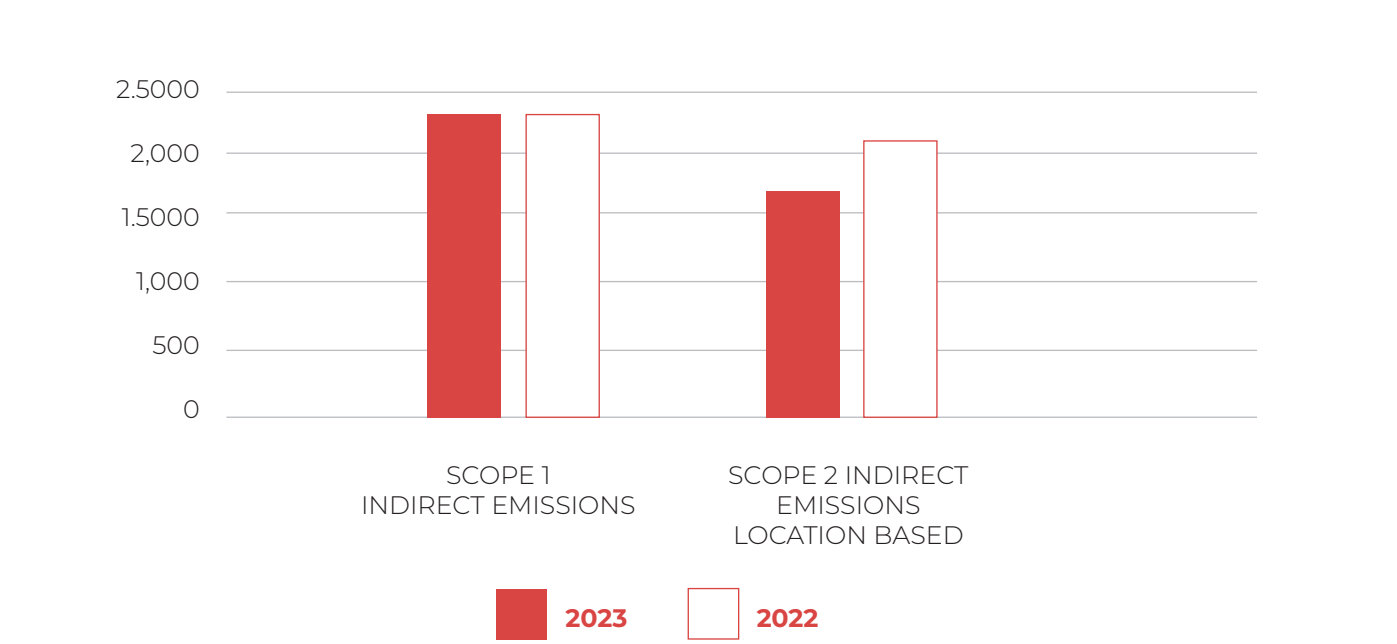
Regarding **indirect Scope 2** emissions from CONI's electricity consumption, the analysis was performed according to the **Location Based** approach, which considers the average Co₂eq emission factor of

the national electricity grid, and according to the **Market Based** approach, which assigns a zero Co₂eq emission factor to energy consumption from renewable sources. In detail, for emissions calculated using the **Location Based** method, there was a **decrease of 13%** as shown in the table below:

DIRECT EMISSIONS - SCOPE 1¹³ AND INDIRECT EMISSIONS SCOPE 2 - LOCATION BASED¹⁴

ENERGY SOURCE	UOM	2023	2022
TOTAL DIRECT EMISSIONS - SCOPE 1	tCO ₂ eq	2,354	2,333
LPG	tCO ₂ eq	421	490
NATURAL GAS	tCO ₂ eq	1,933	1,844
TOTAL INDIRECT GHG EMISSIONS - SCOPE 2 LOCATION BASED	tCO ₂ eq	1,810	2,085
ELECTRICITY FROM NON-RENEWABLE SOURCES	tCO ₂ eq	1,810	2,085

CONI'S DIRECT AND INDIRECT EMISSIONS EXPRESSED IN tCO₂eq



As far as water withdrawals are concerned, these are mainly attributable to the Olympic Training Centres (OPCs) and stand at 176,455¹⁵ megalitres in 2023.

13 - Emission factors: Ministry of the Environment 2022 and 2023 for diesel fuel; FIRE 2022 and 2023 for LPG.
14 - Emission factors: ISPRA 2021 and 2022.
15 - Freshwater abstraction by third parties was carried out in water-stressed areas. Water-stressed areas are identified through the use of the "Aqeduct" tool - https://www.wri.org/applications/aqeduct/water-risk-atlas/#/?advanced=false&basemap=hydro&indicator=vw_awr_def_tot_cat&lat=-14.445396942837744&lng=-142.85354599620152&mapMode=view&month=1&opacity=0.5&ponderation=DEF&predefined=false&projection=absolute&scenario=optimistic&scope=baseline&timeScale=annual&year=baseline&zoom=2

9

CONI AND THE

SOCIAL

ROLE OF SPORT

THROUGH

OUR

STAKEHOLDERS

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9 CONI AND THE SOCIAL ROLE OF SPORT THROUGH OUR STAKEHOLDERS

As expressed in its Statute, CONI mission is to **discipline, regulate and manage sports activities on the national territory**, understood as an essential element of the physical and moral development of the individual, and an integral part of national education and culture.

The focus on grassroots sport and its **instrumental role in cultural and social development and growth** represents another aspect of CONI mission, enshrined in its Statute and in the Olympic Charter, which is, therefore, part of its DNA.

However, the commitment to the social sector has been further strengthened recently, thanks to a more structured approach and dedicated resources and tools, and a stronger focus on certain key issues identified in cooperation with various stakeholders, as well as on social responsibility issues.



9.1 THE STRATEGIC SOCIAL RESPONSIBILITY PLAN

CONI Social Responsibility Plan summarises the path taken by the organisation in the area of development and social growth through sport. For the definition of its Social Responsibility Plan, CONI adopts a multi-stakeholder approach, with the advice and involvement of experts and the establishment of committees at all stages: from planning to monitoring.

In order to achieve the common goals of growth in the social field, a major effort was also made to build constructive synergies in terms of resources and know-how with public and private partners.

The Social Responsibility Plan identifies:



9.1.1 ACTIVITY MONITORING

An essential step in the process involves the **monitoring of activities carried out**, in compliance with the principles of **management transparency** and **inclusiveness of stakeholders**.

Indeed, the monitoring of results is important to guide possible changes and refine the implemented projects and activities. Monitoring takes place through:

- The collection of participation data and the preparation of final satisfaction forms and questionnaires on the IT platform to understand the added value generated by the project;
- The analysis of possible improvements, regularly reported by the various actors involved in the implementation of the project;
- The analysis of the social return on investment and direct, indirect and induced impacts. The results are analysed by a group of experts and disseminated through publications and the project website.

9.1.2 SPORT, YOUTH AND SOCIETY

One of the aspects in which CONI is most active in its social function is work with and for young people.

Through the Territory Directorate, CONI promotes and enhances **youth sports**, referring to the 5-14 age group, through a multidisciplinary sporting education pathway that accompanies children and young people throughout the year, with the aim of increasing the number of people who do

sports, enhancing their motor skills, and following them in the search for and identification of their talents, which in the future could turn into high-level activity.

Below are outlined CONI and sports bodies' projects and commitments in this regard.

9.2 DEVELOPMENT OF SPORT IN THE TERRITORY

CONI **Territory Directorate** coordinates, manages and promotes relations between the twenty-one **CONI Regional Committees and the Sports Bodies**.

These are the pillars and foundations of the Italian sports system and, together with the sports institutions, enable the organisation of territorial initiatives aimed at promoting sport, especially among the youngest.

For CONI, it is of primary importance to accompany young people in defining their careers as Olympic athletes, and it makes use of both activities that

bring the youngest children closer to sport as a whole and, as will be seen below, providing athletes with tools and facilities that also support them in their non-sporting careers.

CONI Youth Activity Projects, promoted by the Territory Directorate, arise from the need to address increasingly emerging critical issues such as a lack of organic and structured offer by some Sports Clubs, which are sometimes inadequate to the different training and motivational needs of young people.



CONI, with these **educational projects of excellence**, intends to play a central role in supporting Sports Clubs (ASAs/ASCs), in cooperation with the National Sports Federations (NSFs), the Associated Sports Disciplines (ASDs) and the Sports Promotion Bodies (SPBs), and to build educational paths that encourage the protection of health and the healthy psychophysical development of children and young people, and that educate them in correct lifestyles, so that they acquire habits and skills that can put into practice in their current social and relational lives, consolidating a knowledge base to be carried into their future lives as adults.

Sport becomes an **“educational model of excellence”**, in line with the dictates of the Olympic Charter, which places the young person at the centre of a multidisciplinary educational pathway, in a context protected and monitored by trainers from the CONI Regional Committee.

The objectives of the **“CONI methodology”** are to introduce practical tools on the territory to achieve concrete results for public policies addressing common issues such as sedentary behaviour, urbanisation and getting young people off the streets and into positive activities. CONI projects reinforce the concept of enjoyment in sport by using a multidisciplinary strategy in which the

well-being of the individual in the full realisation of their personal inclinations is placed at the centre, in order to combat violent behaviour and prevent early sporting drop-out.

Precisely in order to counter this trend, CONI believes that it is more important, at first, to promote an approach to sport and sporting values, only then moving on to specialisation in a discipline and the start of an athlete's career. This will make it easier for competitors to choose their direction with greater awareness.

The CONI methodology, therefore, offers coaches innovative tools to orient and initiate young people into sporting practice, with a long-term vision and strategy, in order to have the opportunity to expand their motor skills by helping them learn transversal and transferable skills.

One of the ultimate didactic tools is the “game”, a tool capable of engaging on an emotional, affective, cognitive and relational level, able to lead the learner and facilitate them in using effective and creative problem-solving strategies.

CONI TROPHY

The **CONI Trophy** is a multi-sport event aimed at children under 14 registered with Amateur Sports Associations and Clubs (ASAs/ASCs), registered in the CONI National Register and affiliated with NSFs and ASDs. The event is implemented in cooperation with CONI Sports Bodies and is intended to enhance sporting activity, emphasising the “healthy competitive spirit” that encompasses victory as well as defeat as fundamental elements of individual and sporting growth.

The primary objective of the event is to make children living the **experience of competition**, giving them confidence and accustoming them to experience competition in a healthy way, preparing them for what possible future Olympic challenges may be.

The project proves to be a container for the experimentation activities of the National Sports Federations with mixed teams and innovative game formulas.

Every year, thousands of young athletes compete in the various regional competitions representing their region at the National Final of the CONI Trophy, having fun, socialising with other young people from all regions of Italy, getting to know new places and customs, and dreaming of the Olympic goal. The summer edition took place from 21 to 24 September 2023 and saw the Lazio Region triumph.

CONI WINTER TROPHY

The **CONI Trophy** inaugurated its first **winter edition** in 2022 with the participation of the 2 National Sports Federations involved - FISI and FISG - including 11 Sports Disciplines and 17 regional representatives for an overall total of more than 800 athletes and accompanying people. The National Final of the second edition of the CONI Winter Trophy took place from 15 to 17 December 2023 in Piedmont - Turin, Pinerolo, Bardonecchia, Pragelato.

Turin hosted the Short Track, Figure Skating and Curling competitions while Hockey was held in Pinerolo. Freestyle, Snowboard and Alpine Skiing were staged in the mountains of Bardonecchia. The Pierino Peyrot ski slope in Pragelato was the venue for cross-country skiing and biathlon.

On the occasion of the summer and winter edition of the CONI Trophy, the “Tourism of Roots” project was implemented thanks to the collaboration between CONI and MAECI, which enabled young athletes from Italian communities that had emigrated abroad to discover the places of their origins in the regions that hosted the event.



CONI Educamps are multidisciplinary sports centres aimed at young people between 5 and 14 years of age who, during the summer period between June and September, have the opportunity to try out different motor, pre-sports and sports activities with innovative training methodologies and strategies adapted to the different age groups.

They represent a unique opportunity in which participants have the chance to get to know and practise many sports disciplines and thus orient themselves and get started in sport.

The Camp represents a unique opportunity in which children and young people, free from school commitments, have the opportunity to come into contact with various sports disciplines and to perform a large number of activities in a short period of time, giving them the chance to identify paths best suited to their psycho/physical characteristics and the search for their talents.

The young people are supervised by Technical Sports Educators, who have a degree in Sports Science or an ISEF diploma and/or specific federal qualifications, in relation to the disciplines offered in each individual camp. CONI Educamp is also about healthy eating: thanks to the collaboration with the CONI Institute of Sport Science and the Italian Sports Medicine Federation, participants will discover the simple rules for proper nutrition.

In order to widely spread the values and importance of sport and its practice throughout Italy, CONI Territory Directorate, in addition to the above-mentioned activities (Educamp and CONI Trophy), oversees a third project with reference to youth sport: the **CONI Sports Orientation and Initiation Centres**.

This is an initiative that takes place in the period from October to May, at the Amateur Sports Associations (ASAs)/Amateur Sports Clubs (ASCs) participating in the project, with sporting activities that young people - aged between 5 and 14 - can discover and practise, thus broadening their motor skills and refining specific technical gestures related to the various disciplines involved.

Fundamental aspects of youth sports projects are: continuous training and methodological monitoring defined at national level in collaboration with CONI Regional Committees and their Regional Sports Schools; a research pathway through CONI Motor Efficiency Test (MET), developed by the CONI Institute of Sport Science in order to collect data in aggregate form on the motor and coordination skills and abilities of the young athletes participating in the projects.

In the 2022/2023 sports season, CONI CENTRES counted 1,077 active ASAs/ASCs and 45,000 young athletes participants. For project monitoring, the management platforms - adapted in terms of functionality and data security - were reactivated both for the expression of interest phase by ASAs/ASCs and for the collection of organisational data (Regional Committees and active provinces, venues, proposed sports activities).

CONI Territory Directorate also collaborates with **Milano Cortina 2026** with educational initiatives included in the **Education ProgrammeGen26**, a programme that aims to bring the Olympic event to life for the whole country, not just the host regions,

by involving as many young people as possible in educational and sports activities in the territory, with projects such as **"Milano Cortina 2026 in schools"**, a cycle of educational meetings in schools in all the regions of Italy with the involvement of the 21 CONI Regional Committees, which take action to identify the School Institutes and involve local authorities, institutions and the local sports fabric with the aim of organising a morning during which Gen26 tells the students about the values and the approach to the Milan 2026 Olympic Games. CONI Territory Directorate also contributes to the communication project promoted by the Milano Cortina 2026 Foundation **"Italy of the Games"** in collaboration with CONI and the Italian Paralympic Committee (CIP), which allows the 2026 Italian Olympic and Paralympic Games to be celebrated throughout the country, bringing the spirit of the Games to the territories.

In fact, the project serves to encourage and promote sports initiatives throughout the territory, with the aim of bringing the Games closer, spreading enthusiasm, celebrating and amplifying the impact of territorial initiatives, through a direct link with the next Olympics and Paralympics in 2026.

With regard to the development of programmes aimed at solidarity awareness activities and social policies, the **Protocols of CONI/ADMO, CONI/Italian Cystic Fibrosis League, CONI/LIBERA, CONI/ACTION AID, CONI/MEI** (National Museum of Italian Emigration) represent important links through which the territorial network takes action by supporting inclusive projects of high ethical value, health prevention as well as the enhancement and dissemination of historical and cultural heritage.



9.2.1 REGIONAL SPORTS SCHOOLS

CONI is also present in the territory through the **Regional Sports Schools providing training**, structured in collaboration with University Institutions, Sports Federations and other sports bodies, placing training know-how on sports and sports medicine at the service of the territory, also in synergy with the Institute of Sports Medicine and Science.

The following **eight thematic areas of focus for the Regional Sports Schools** are identified: Management, Law and Taxation, Communication and Marketing, Physical Education and Sports Science, Psychology and Sociology, Biomedical, Safety and Prevention, Sports Facilities.

To support NSFs/ASDs/SPBs and affiliated ASAs, CONI Regional Committees, through the Regional Sports Schools, provide territorial training mainly for Sport Organisations with their members, making their highly qualified CONI Regional Schools coaches available free of charge.

Activity programmes are prepared according to the needs of Sports clubs, National Sports Federations and other organised sports structures recognised by CONI.

The activities of the Regional Schools include: training, aimed at all sports operators, including regulated sports professions (coaches, athletic trainers, sports technical directors, sports directors, sport officials); **applied research, documentation, the organisation of seminars and conferences** and any other cultural event related to the world of sport. In particular, within the training courses for obtaining the technical qualification of instructor/coach 1st/2nd level, as defined in the SNaQ (National System of Qualifications of Sport Operators), they provide support with respect to Training Methodology and Teaching Methodology.

CONI Regional Sports Schools are established in accordance with Article 14 of the CONI Statute, centrally coordinated by the Territory Directorate and governed by Article 14 of the Regulations of CONI's Territorial Structures and the Operating Rules of CONI Regional Sports Schools.

9.2.2 NATIONAL SPORTS DAY

The **National Sports Day**, established by the Presidency of the Council of Ministers with the directive of 27 November 2003, takes place simultaneously throughout the country on the first Sunday in June.
It is a large event, open to all and aimed at those who love and practise sport; it takes place simultaneously in many Italian cities, promoting numerous sports disciplines.

A great celebration under the banner of sport, with many sports disciplines involved: under the direction of CONI, in coordination with the sports bodies and affiliated Sports Associations, and together with the

9.3 STAKEHOLDERS AND CHANNELS OF DIALOGUE

CONI, as the hub of sport, maintains intensive communication with all its stakeholders, using numerous **means of communication** to share the sporting merits of Italian athletes, disseminate the values of sport and provide updates on sporting activities and events promoted throughout the country.



local authorities, the territories are taking action with initiatives, events and shows aimed at promoting the function of sport as a fundamental factor for the growth and enrichment of the individual, for improving the quality of life and empowering and strengthening civil society.

210 Italian municipalities took part in the 2023 edition, hosting sports activities in 335 locations across the country. To these are added 26 initiatives organised by the Italian Communities Abroad in Australia, Brazil, the United States and Venezuela.

With the aim of listening to its stakeholders, to welcome their requests, observations and opinions, CONI has adopted a **multi-stakeholder approach**, involving not only sports bodies and organisations, but also all major partners from the public, private, scientific and non-profit sectors.

For CONI, the main stakeholders are the parties who, for various reasons, have an interest in the activities carried out by the organisation. Therefore, in 2023, it updated its stakeholder mapping, shown below:



CONI's primary objective is to be able to engage with its stakeholders in order to share decisions with maximum transparency and trust. The constant involvement of stakeholders leads to the development of a policy of dialogue adapted to the different needs and, therefore, a greater sharing of the objectives pursued by the organisation. This vision therefore allows for new relationships and synergistic exchanges, aimed at creating value for the sports system.

In order to allow all this to take place in a fruitful manner, CONI maintains a series of channels and tools for information, consultation, dialogue and partnership to ensure the sharing of objectives and provide constant updates on the policies and strategies adopted.

9.3.1 CHANNELS OF DIALOGUE WITH STAKEHOLDERS

STAFF	<div>· Human Resources Portal · Periodic Meetings · Evaluation Processes (annual)</div> <div>· Training activities · Meetings with management · Labour relations</div> <div>· E-mail: personale@coni.it · Sustainability Report</div>
IOC	<div>· Participation of Italian IOC members in CONI Council and Board meetings (average on a monthly basis) · Institutional meetings · Participation in commissions</div> <div>· Sustainability Report</div>
NATIONAL INSTITUTIONS	<div>· Annual Report · Sustainability Report · Institutional Communications</div> <div>· Regular meetings · Conferences · Conventions and partnerships for new projects</div> <div>· International Forums</div>
SPORTS INSTITUTIONS (NSFS, ASDS, SPBS, MAS)	<div>· Meetings of CONI National Council · Participation of NSFs, ASDs, SPBs in the meetings of CONI National Board · Working groups/commissions · Institutional meetings · Website</div>
SPORTS CLUBS AND ASSOCIATIONS	<div>· Website · Regular meetings with ASAs representatives · Social media · E-mail: info@coni.it</div> <div>· Sustainability Report</div>
MEMBERS	<div>· Seminars and sports events · Attendance of athletes and coaches at National Council meetings · National Athletes' and Coaches' Commissions · "The Numbers of Sport" report</div> <div>· Website · Social media · E-mail: info@coni.it · Sustainability Report</div>
SPONSORS	<div>· Regular meetings · Working tables · Partnerships, press conferences, events · Sustainability Report · Social media (daily frequency)</div>
SUPPLIERS	<div>· Electronic purchasing platform · Meetings with category managers · Tenders</div> <div>· Brief · Sustainability Report</div>
UNIVERSITIES	<div>· Memoranda of understanding and conventions · Working groups and commissions · Institutional meetings</div> <div>· Collaborations</div>
COMMUNITIES LOCAL AUTHORITIES	<div>· Protocols and conventions · Information campaigns on the educational values of sport · Workshops · Social media · Website · E-mail: info@coni.it & responsabiletrasparenza@cert.coni.it</div> <div>· Sustainability Report</div>
MEDIA	<div>· Conferences · Press releases · Press office activities · Website</div> <div>· E-mail: comunicazione@coni.it</div>
CLUB DIRECTORS/ TECHNICIANS	<div>· Seminars and sports events · Participation of athletes and coaches in the meetings of the National Council (8 meetings in 2023) · National Athletes' and Coaches' Commissions</div> <div>· "The Numbers of Sport" report · Website · Social media · Email: info@coni.it</div> <div>· Sustainability Report</div>
SPORTS VOLUNTEERS	<div>Organisation and management of sporting activities at local level (Regional CONI Presidents, Honorary Regional CONI Presidents, Representatives of the NSFs, ASDs, SPBs, MAs, Athletes and Coaches, Provincial CONI Delegates, Local CONI Secretaries, Scientific Directors of Regional Sports Schools, Regional Technical Coordinators, Provincial Technical Coordinators, Regional Sports Facilities Technicians, Deputy Regional Sports Facilities Technicians)</div>

In 2023, the Public Relations Office Communication and Media Relations published the website parigi2024.coni.it, in the version #roadtoparis2024, 500 days before the Paris 2024 Olympic Games.

This was the first phase in the run-up to the transalpine Olympic Games, during which the site, on-line in Italian and English, gave ample space to Italia Team's qualifications with a detailed agenda of qualifying events and a useful overview of the regulations adopted for each individual discipline. The portal also provided information on the competition calendar, venues, all-time results and fun facts on previous Olympic editions.

CONI thus confirmed and gave continuity to the choice made on the occasion of the Tokyo 2020 Olympic Games, when it decided to stop printing the historic media guidebook, opting for a more sustainable path in environmental and economic terms. The digitisation of communication activities also covered the dissemination of press releases, the accreditation procedure for major multi-sport events (senior and junior) and the procedure for issuing CONI Press Cards.

As part of its digitisation and communication 2.0 development activities, the organisation, through the PRO Communication and Media Relations, was invited to participate with 14 other European NOCs in the “3rd Regional Digital Communication and

Social Media Seminar (DCSMS)”, an event held in Lausanne in December 2023 and jointly organised by the NOC of Azerbaijan and ANOC and EOCs.

In general, CONI's communication plan was designed to enhance its strategic assets, such as the Olympic Training Centres and the Institute of Sports Medicine and Science, as well as the human heritage represented by Italian athletes.

CONI, through conferences and events, its Press Agency, the website and the OTT platform ItaliaTeamTV, promoted the projects carried out by the various Structures of the organisation, encouraging dialogue with the outside world and giving visibility to the activities carried out at international, national and local level. In this context, in 2023 the Committee acquired the television rights to the European Games in Krakow and, at the youth level, to the European Winter Youth Festival in Friuli-Venezia Giulia 2023 and the Summer Youth Festival in Maribor 2023, broadcasting live the Azzurri's successes that otherwise would not have been covered by the media, and thus fully fulfilling its public service role.

To promote and incentivise youth activities in the area, the winter and summer editions of the 2023 CONI Trophy were also broadcast.

9.4 OUR PEOPLE

CONI has always been oriented towards creating the conditions for a collaborative and motivating working environment, valuing the professional contribution of each individual, and offering the possibility of working in a context of loyalty and mutual trust.

CONI places people at the centre of its work, promoting an inclusive approach to work that helps people express their potential and value the elements of diversity in each individual. There has always been a strong commitment to strengthening the sense of belonging and fostering effective

teamwork, knowledge exchange and professional enrichment. The realisation of these objectives ultimately ensures that human resources pursue results consistent with the institutional objectives, contributing increasingly to the development of the Italian sports system.

In 2023, CONI had 153 employees, a 4% increase from 147 in 2022. All the staff are employed on permanent contracts and, except for two units, on full-time contracts.

TOTAL NUMBER OF EMPLOYEES BY TYPE OF CONTRACT AND GENDER IN 2023

TYPE OF CONTRACT ¹⁶	MEN	WOMEN	TOTAL
PERMANENT	73	80	153
TOTAL	73	80	153

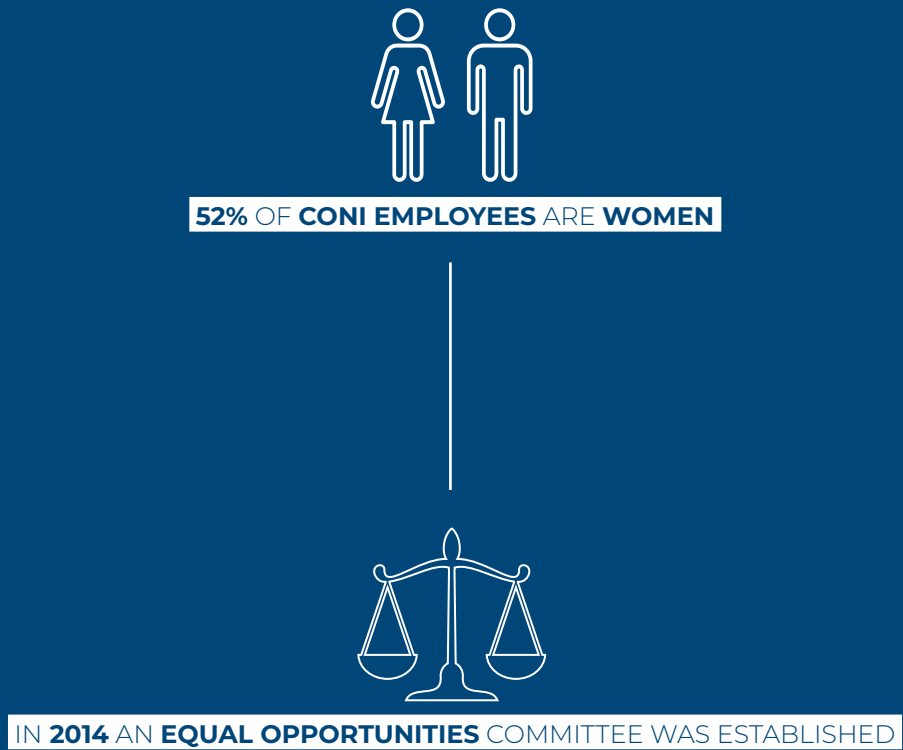
TOTAL NUMBER OF EMPLOYEES BY FULL TIME/PART TIME TYPE OF CONTRACT AND GENDER IN 2023

TYPE OF CONTRACT	MEN	WOMEN	TOTAL
FULL TIME	73	78	151
PART TIME	-	2	2
TOTAL	73	80	153

All CONI employees are covered by collective labour agreements. Specifically: first national collective agreement for managerial and middle management staff; first national collective agreement for area staff; CCNL Central Functions; National Labour Agreement for Journalists.

16 - It should be noted that there are no employees with fixed-term contracts in CONI in 2023.

9.4.1 DIVERSITY AND EQUAL OPPORTUNITIES



CONI is aware that diversity and equal opportunities within the organisation foster the exchange of experiences. In 2023, 52% of the workforce consisted of women, the majority of whom were employed.

PERCENTAGE OF WORKERS BY OCCUPATIONAL CATEGORY AND GENDER IN 2023

PROFESSIONAL CATEGORY	MEN	WOMEN	TOTAL
DIRECTORS	5%	2%	7%
MIDDLE MANAGERS	5%	5%	10%
OFFICIALS	20%	31%	50%
ASSISTANTS	16%	12%	28%
JOURNALISTS	3%	-	3%
HIGH-LEVEL SKILL (E.P.) AREA	-	2%	2%
TOTAL	48%	52%	100%

PERCENTAGE OF WORKERS BY OCCUPATIONAL CATEGORY AND AGE GROUP IN 2023

PROFESSIONAL CATEGORY	<30	30-50	50>	TOTAL
DIRECTORS	-	3%	3%	7%
MIDDLE MANAGERS	-	4%	7%	10%
OFFICIALS	-	22%	28%	50%
ASSISTANTS	1%	8%	19%	28%
JOURNALISTS	-	1%	1%	3%
HIGH-LEVEL SKILL (E.P.) AREA	-	-	2%	2%
TOTAL	1%	39%	60%	100%

In 2023, there were no employees belonging to protected categories in CONI.
With regard to the remuneration of its employees, CONI is committed to achieving effective gender equality through an ever more concrete **reduction of the gender pay gap**.

RATIO BETWEEN BASIC SALARY¹⁷ AND TOTAL SALARY¹⁸ FOR WOMEN AND MEN IN 2023

WOMEN/MEN RATIO	BASIC SALARY	TOTAL REMUNERATION
DIRECTORS	78%	75%
MIDDLE MANAGERS	87%	77%
OFFICIALS	98%	91%
ASSISTANTS	102%	91%
JOURNALISTS ¹⁹	-	-
HIGH-LEVEL SKILL (E.P.) AREA ²⁰	-	-

CONI, in full compliance with the regulations, ensures the economic treatment in favour of mothers for the period of abstention from work due to maternity and for the first month of parental leave, up to the full remuneration due, and also ensuring the accessory share of the salary.
Over the years, CONI has worked to implement the contractual regulations on equal opportunities through the involvement of trade union organisations.

CONI Equal Opportunities Committee

Established in 2014, with the aim of fostering employment equity between women and men, the Equal Opportunities Committee works to ensure equal dignity in the workplace for all categories of men and women workers by supporting the adoption of specific measures to promote equal opportunity behaviour.

The Equal Opportunities Committee is in charge of monitoring and verifying the results following the adoption of the actions undertaken in compliance

with the provisions of Legislative Decree. 11 April 2006, no. 198 concerning the “Code of equal opportunities between men and women”.
In addition, following the issue of Legislative Decree no. 39 of 2021 “Risk Factors and Combating Gender-Based Violence in Sport”²¹, CONI prepared and adopted organisational and control models for sporting activities, as well as codes of conduct, in compliance with the dictates of the decree.
Thanks to the policy and values that inspire and guide CONI's activities in this regard, no cases of discrimination were recorded during 2023.

17 - The basic salary is considered to be the minimum fixed amount paid to an employee for performing the tasks assigned to them, excluding any additional remuneration such as, for example, overtime pay or bonuses.
18 - Remuneration is to be understood as the basic salary plus any additional amounts paid to an employee. Examples of additional amounts paid to an employee may include those based on years of service, bonuses such as cash and equity securities like stocks and shares, benefits, overtime, time owed and any additional allowances such as travel expenses, room and board and child care.
19 - It is not possible to calculate the ratio between the basic salary and the total women's/men's remuneration for the journalist category as there are no female journalists among the existing employees as at 31/12/2023.
20 - It is not possible to calculate the ratio between the basic salary to the total women's/men's remuneration for the E.P. area category as there are no male employees in this category as at 31/12/2023.
21 - Art. 16 of Legislative Decree. 39/2021 (“Risk factors and combating gender-based violence in sport”) introduced the obligation for NSFs, SPBs, ASDs and MAs to draw up Guidelines for the preparation of organisational and control models for sporting activities and codes of conduct for the protection of minors and the prevention of harassment, gender-based violence and any other condition of discrimination.



9.4.2 STAFF GROWTH: PERFORMANCE APPRAISAL AND INCENTIVES

As anticipated, 2023 saw an increase in CONI staff compared to 2022. In particular, there were 8 entries concerning the hiring of staff recruited through mobility (pursuant to Art. 30 of Legislative Decree no. 165/2001) from civil service branches, and only 2 exits concerning retired staff.

The tables below detail the entries and exits during 2023, dividing staff by gender and age group.

ENTRIES BY GENDER AND AGE GROUP IN 2023

GENDER	<30	30-50	50>	TOTAL	INCOMING TURNOVER
MEN	-	1	1	2	3%
WOMEN	-	5	1	6	8%
TOTAL	-	6	2	8	5%
INCOMING TURNOVER	0%	10%	2%	5%	

EXITS BY GENDER AND AGE GROUP IN 2023

GENDER	<30	30-50	50>	TOTAL	OUTGOING TURNOVER
MEN	-	-	2	2	3%
WOMEN	-	-	-	-	0%
TOTAL	-	-	2	2	1%
OUTGOING TURNOVER	0%	0%	2%	1%	

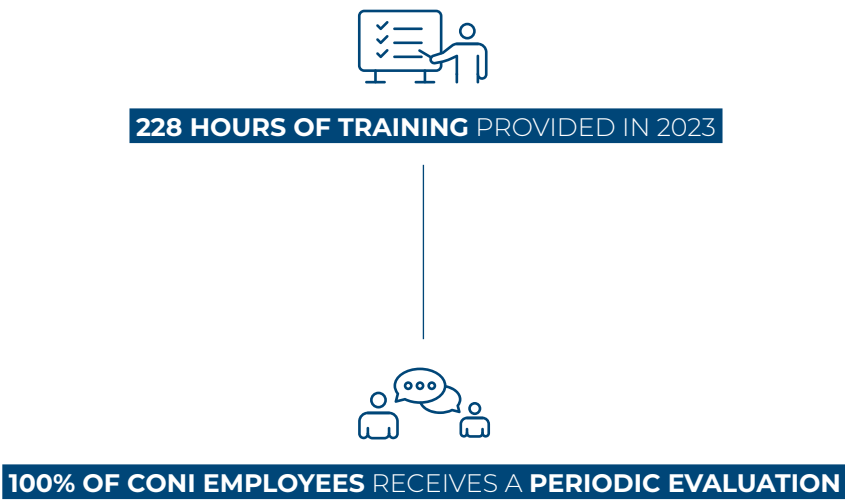
9.4.3 PROTECTING PEOPLE'S HEALTH AND SAFETY

During 2023, there was **only one accident²²** among CONI employees and collaborators. In addition, no occupational diseases were noted.

NUMBER OF WORKPLACE ACCIDENTS	2023
TOTAL NUMBER OF RECORDABLE ACCIDENTS AT WORK (SERIOUS)	-
TOTAL NUMBER OF RECORDABLE ACCIDENTS AT WORK (NOT SERIOUS)	1
TOTAL NUMBER OF RECORDABLE OCCUPATIONAL DISEASE	-
OF WHICH DEATHS CAUSED BY OCCUPATIONAL DISEASE	-

22 - Fall due to slipping.

9.4.4 EMPLOYEE TRAINING AND TALENT DEVELOPMENT



During 2023, CONI provided its employees with training courses on anti-corruption, transparency and privacy, totalling 228 hours. Indeed, for CONI, now more than ever, it is essential that its employees, as members of a public administration,

are constantly updated on new legislation concerning the way they perform their duties and the new requirements introduced as a result of the Reform.

Also with a view to competence development, 100% of CONI employees receive a periodic evaluation of their performance.

EMPLOYEES WHO RECEIVED A PERIODIC EVALUATION BY PROFESSIONAL CATEGORY AND GENDER IN 2023

PROFESSIONAL CATEGORY	MEN	WOMEN	TOTAL
DIRECTORS	7	3	10
MIDDLE MANAGERS	8	8	16
OFFICIALS	30	47	77
ASSISTANTS	24	19	43
JOURNALISTS	4	-	4
HIGH-LEVEL SKILL (E.P.) AREA	-	3	3
TOTAL	73	80	153

AVERAGE TRAINING HOURS BY OCCUPATIONAL CATEGORY AND GENDER IN 2023

PROFESSIONAL CATEGORY	MEN	WOMEN	TOTAL
DIRECTORS	0.4	0.7	0.5
MIDDLE MANAGERS	0.9	0.4	0.6
EMPLOYEES ²³	3	3	3
ASSISTANTS	-	-	-
TOTAL	1.3	1.8	1.5

23 - The employee category includes officials, journalists and the E.P. Area.

9.5 SUPPLIERS

CONI's objective is to operate with maximum transparency, involving suppliers with the aim of achieving high levels of performance with a view to growth. As CONI is now a Public Administration, when it makes purchases for the execution of works and/or the supply of goods and services, it must follow specific procedures, governed by procurement legislation, in particular the Public Contracts Code (Legislative Decree no. 36/2023), which requires Contracting Authorities to comply with the principles set out in Articles 1 to 12 of the new Code.

In the conclusion of each supply contract, the following must be guaranteed: **quality of services and compliance with the principles of affordability, effectiveness, timeliness and safety, as well as the principles of equal treatment, freedom of competition, non-discrimination, transparency, proportionality, publicity** in the economic and administrative management of the process.

CONI is currently in the process of developing its supplier register. Most of the suppliers are those providing services for the management of SPCs (catering services, facility services, green and red maintenance services). Of these, taking into account the transfer of assets and relations between Sport e Salute S.p.A. in 2021 and 2022, the majority was chosen on the basis of procedures initiated by the aforementioned Company. In general, suppliers are specialised in the relevant sectors and most are or have been identified on the basis of evaluations in the context of tenders and/or for direct contracting on the basis of the assessment of services rendered and on the basis of rotation of suppliers.

Other supplies and services are provided by suppliers related to the activities of the Marketing Department and the Institute of Medicine. As for the former, taking into account the specificity of

marketing and communication activities, they are selected on the basis of the evaluation of specific projects. For the latter, too, selection is made on the basis of specific criteria, which are necessary to be able to work in a facility providing medical health services.

For direct awards, the selection takes into account the principle of rotation and the declarations and requirements for working with the public administration.

Taking into account the typicality of CONI's needs and also, the structure of CONI itself, the proposal of suppliers is generally made by Area Managers, who pass the request on to the Purchasing Department, which selects the various suppliers, based on the provisions of the rules and in compliance with the internal regulations on sub-threshold purchases.

As far as future goals are concerned, CONI is committed to the dematerialisation of processes. In fact, even the management of Purchase processes is now carried out with a strong push towards digitisation, which from 2024 is also made compulsory with the use of Digital Procurement Platforms (PAD, Piattaforme di approviggionamento digitale) that communicate data directly to the National Anti-Corruption Authority (ANAC) and interconnected National Database of Public Procurement (BNCP). In addition, more and more attention is to be paid to the compliance of supplies with the minimum environmental criteria (MEC). For European tenders and negotiated procedures, reference is made to the MEC according to the supplies/services/works impacting these aspects.

This strong orientation can be seen in the certifications on quality control, gender equality and environmental impacts that are required from the various operators in the tender process.

9.6 SPONSORS AND TESTIMONIALS

In the previous four years, the project **Italia Team** has taken shape in all its potential and the results achieved have laid the foundations for the design of a new, more ambitious strategic vision aimed at positioning CONI, the Italia Team and Casa Italia in the international market, guaranteeing visibility, recognition and greater market share in terms of sponsorship value.

While 2021 saw the full commercial management of the brands by CONI, in 2022, net of non-Olympic activities, the commercial management of the brands temporarily passed to the Milano Cortina 2026 Organising Committee, management that will end on 31 December 2026. A necessity that stems from the rules of the International Olympic Committee, in order to maximise revenues to the Olympic Organising Committee and regulated by the Joint Marketing Programme Agreement (JMPA), aimed at enhancing the Olympic brand as much as possible in view of the realisation of the 2026 Winter Olympic Games in Milano Cortina.

Although CONI sold the commercial rights to the Milano Cortina Foundation, however, it retains full ownership of its assets. Therefore, every form of activation of the Italia Team is in any case conceived and agreed upon with CONI, in order to supervise the activations foreseen by the Partners and the continuity of the brand value, in view of the return of the 2027 commercial rights to CONI, in anticipation of the Los Angeles 2028 Games, in which it will be necessary to have already retained the Partner companies of Milano Cortina.

As anticipated, the commercial management of brands does not impact non-Olympic activities. From 2021 to date, CONI has continued to involve companies on non-Olympic events, projects and in relation to its other assets not linked to the Five Rings.

Through this collaboration, Partners have access to a series of experiences, events and opportunities that CONI, as the hub of Italian sport, makes available to them.

Through the construction of *ad hoc* projects, in line with the business objectives of the companies, the aim is to build shared value, for stakeholders and for the entire sports world.

This includes the Partnerships of Casa Italia, notably those for Paris 2024: at the same time as defining the project, the search for **representative companies of Italian excellence** that could best represent the Made in Italy within the project, in all the areas covered by Casa Italia, was carried out. Design, food, art, innovation are just some of the themes that, through Casa Italia, CONI promotes in an international context of the highest level.

The strengthening of the partner portfolio, both domestically and by activating sponsors worldwide, is in fact one of the organisation's goals: by offering projects in both Olympic and non-Olympic years, the aim is to ensure increasing sustainability of the organisation's activities through private fundraising.

From this point of view, the sharing of values and the concrete contribution to a project that could promote sustainable development, represent points of convergence that also enabled the Paris 2024 Olympic Games to encourage virtuous sports behaviour to make a concrete contribution to the achievement of the goals set out in the UN 2030 Agenda.

NOTE ON METHODOLOGY

This document represents the 2023 Sustainability Report (also “Report”) of the Italian National Olympic Committee (also “CONI” or “the body”), drawn up on a voluntary basis with the aim of describing the activities, initiatives and main results achieved with regard to economic, environmental and social aspects, and of sharing the most significant qualitative and quantitative information with its stakeholders. The Report cover the period from 1 January to 31 December 2023, with evidence of significant developments that also affected some months of 2024, and the reporting scope includes CONI in its entirety.

CONI Sustainability Report aims to provide a comprehensive view of the organisation's strategy, governance, and environmental, social and economic performance, as well as its ability to create value in the medium and long term.

The Report has been prepared with reference to the “GRI Sustainability Reporting Standards” published by the Global Reporting Initiative (GRI) in 2016 and updated in 2021, according to the “with reference” approach, as indicated in the “GRI Content Index” section. In particular, according to GRI Standard 1: Foundation 2021, paragraph 3, the detailed list of GRI Standards in the text is summarised in the Content Index at the end of the document.

For the purpose of drafting the Sustainability Report 2023, the contents covered were selected on the basis of the results of the materiality analysis

- impact materiality - conducted in March 2024 following the GRI guidelines, which reflect the significant impacts of the body on the economy, environment and people and which allowed for the identification of the relevant, so-called “material” aspects for CONI and its stakeholders. For details on the materiality analysis, please refer to the “ Analysis of Materiality” section of this document. In order to allow for the comparability of data over time and the evaluation of the performance of the organisation's activities, a comparison with the previous year's data is shown, where possible.

In order to ensure a fair representation of performance and the reliability of data, the use of estimates has been limited as much as possible, which, if present, are appropriately reported and based on the best available methodologies.

This document has been subjected to a limited assurance engagement in accordance with the criteria set forth in the ISAE 3000 principle Revised by the auditor Deloitte & Touche S.p.A. The audit was carried out according to the procedures set out in the “Report of the Independent Auditor” at the end of the document. This document was approved by the National Council on 25 October 2024.

For information on the document, please refer to the following contact:
valentina.spallucci@coni.it

ANALYSIS OF MATERIALITY

In the course of 2024, CONI developed the so-called “analysis of materiality” process, aimed at identifying the main areas of impact generated and the material, i.e. relevant, issues on which to focus sustainability reporting

WHAT IS MATERIALITY ANALYSIS?

It is a strategic process of analysis and engagement - carried out in accordance with the main sustainability reporting standards - through which issues are identified that represent the body's impacts on the economy, the environment and people, including their human rights.

Impacts can be interpreted as actual or potential, negative or positive, short-term or long-term, intentional or unintentional, reversible or irreversible and represent CONI's contribution (positive or negative) to sustainable development.

Key to the materiality analysis process is the involvement of stakeholders, whether internal and/or external, to facilitate the assessment of the significance of the generated impacts identified in advance. Consistent with the GRI Standards, the assessment is carried out in line with the following parameters:

- Scale: i.e. how severe or beneficial the impact is;
- Scope: i.e. how widespread the impact is;
- Probability: i.e. how likely it is that the same will happen.

The process, carried out in accordance with GRI reporting standards, was based on the following two main steps:

1. The analysis of the reference context, by means of literature review, mapping of the main trends in sustainable development and benchmark analysis on the main peers;
2. The identification of potential significant impacts and subsequent assessment of their significance by top management, through a dedicated materiality workshop, and by key internal and external stakeholders, through an on-line survey. Specifically, the aforementioned preliminary analyses identified a list of 36 positive and 24 negative impacts potentially relevant to CONI, which were then associated with 12 material issues, on which the sustainability reporting focuses.

The table below shows the association of material themes with significant positive and negative impacts.

MATERIAL THEMES	POSITIVE IMPACTS	NEGATIVE IMPACTS
LEGALITY, ANTI-DOPING, ANTI-DISCRIMINATION, FIGHT AGAINST RACISM	Greater respect for the rules	Social discrimination due to ethnic origin, sexual orientation or other personal characteristics
	Benefits of achieving the 2030 Agenda goals	
PROMOTION, D&I AND DEVELOPMENT IN THE TERRITORY	Educational and social function among individuals, especially among the younger generations through the dissemination of the values of sport (ethics, fair play, respect, loyalty, teamwork, perseverance, etc...)	Development of psycho-physical problems related to lack of fun and a good level of fitness
	Promotion of a sports culture with improved sociability, cohesion between individuals and integration between different communities and groups, generating widespread prosperity	Early abandonment of youth sports practice
	Improvement of people's quality of life, physical and mental health through the promotion of correct lifestyles that reduce the risk of contracting diseases obtaining economic benefits in terms of reduced public health expenditure	
	Communication and dissemination of good practices through the organisation of information events, conferences and thematic initiatives	
	Developing skills to build more resilient and innovation-friendly communities	Asymmetry between high project implementation costs and low returns in terms of demand for sport
SUSTAINABLE MANAGEMENT OF OLYMPIC TRAINING CENTRES	Improved space and services to support Olympic athletes using the OTCs through the use of new, modern technological equipment in the facilities	Increased expenditure for the renovation of the most polluting energy-consuming plants
SUPPORTING HIGH-LEVEL ATHLETES	Achieving better performance and psychophysical well-being of athletes through the introduction of new techniques and state-of-the-art training methods	Excessive pressure and psychophysical problems related to excessive competitiveness to achieve outstanding results, even by those who support the athletes
	Greater attractiveness of Italia Team's athletes to sponsors and other forms of facilitation	

MATERIAL THEMES	POSITIVE IMPACTS	NEGATIVE IMPACTS
SUPPORTING HIGH-LEVEL ATHLETES	Growth of a sense of belonging to one's own sports community thanks to the celebration of medals won	Unemployment due to non-enrolment of athletes of national interest in Military Sports Groups and State Corps
	Increase in the number of enthusiasts linked to the inspirational spirit of victories achieved by our athletes thanks to the enhancement of sports talent	
	Increased competitiveness of Italian athletes at international level thanks to continuous training for sports operators, crown jewels of federal staffs	Difficult access to working life at the end of the sporting career due to inefficient management of high-level sporting commitment with school/university training
SPORTS JUSTICE	Greater fairness and ethics in facing sports competitions	Lack of short deadlines in the issuing of rulings and, consequently, the creation of obstacles to the smooth running of sporting activities
	Function to ensure the regularity of sports competitions and the proper functioning of Federations	
	Incentive and educational function to respect the rules	
RELATIONS WITH INSTITUTIONS, SPONSORS, SPORTS BODIES	Increased appreciation and credibility of the Italian sports model thanks to international sporting achievements	Lack of synergies between sports and governmental bodies
	Consolidation and development of the relations with stakeholders favoured by an increased recognition of CONI brands	Constraints linked to the dictates of protocols and agreements issued by national and supranational bodies
	Ability to gather the demands of the sporting world's partners in order to propose policy strategies at governmental level	Inefficient management of the activities of sports bodies due to the absence of continuous training dedicated to sports management and governance
EMPLOYEE DEVELOPMENT AND MANAGEMENT	Broadening the sense of belonging to the sports community	Lack of training, updates and welfare policies for staff
	Achievement of the objectives set in the Integrated Activity and Organisation Plan (PIAO)	
	Improved staff productivity and efficiency through incentives for professional growth and career advancement	Excessive workloads due to low staffing levels

MATERIAL THEMES	POSITIVE IMPACTS	NEGATIVE IMPACTS
RESEARCH, MEDICINE AND PERFORMANCE OF ATHLETES	Widespread prevention thanks to health screening of athletes	Difficulties in quickly providing assistance to athletes due to a tight budget
	Improved athlete performance and training techniques through innovative experimentation	
SUSTAINABILITY OF MAJOR EVENTS	Image return for zero-impact events	Hardships faced by the local community hosting the event
	Improvements related to the facility, urban and environmental legacy in the aftermath of the event	Over-exploitation of local natural resources and environmental pollution caused by the organisation of the mega-event
	Dissemination of environmental culture through the adoption of MEC	Difficulties in applying the IOC guidelines
	Employment growth	
	Attracting new investments	
ACCESSIBLE SPORT	Respect for fairness in sports participation	Permanence of socio-demographic, economic and territorial inequalities linked to the impossibility of practising sport
	Approval of the proposed amendment of Article 33 of the Italian Constitution on "sports activity" (29 June 2022)	Inaccessibility of facilities linked to the presence of architectural barriers
TRANSPARENT GOVERNANCE AND ECONOMIC PERFORMANCE	Respect for the principles of Olympism, in application of the dictates of the Olympic Charter and the IOC's issues	Inability to solve issues of the sector in lack of clear guidelines on the governance of the sports system
	Respect for democratic principles	
ENVIRONMENTAL RESPONSIBILITY	Optimising the supply chain to make suppliers aware of the use of environmentally sustainable materials	High expenditure on the implementation of new energy-saving technologies
	Increased energy and water savings that can be achieved by improving plant efficiency (e.g. use of alternative energy sources that respect the environment)	Pollutant emissions related directly or indirectly to CONI activities
	Improved reputation as a result of achieving the environmental sustainability goals dictated by the UN 2030 Agenda and the Agenda "2020+5" of the IOC	Bureaucratisation of processes for the implementation of Motor Activity Centres (CAM)

ATTACHMENTS

GRI CONTENT INDEX

DECLARATION OF USE	CONI submitted a report in accordance with GRI Standards for the period 01 January 2023 - 31 December 2023.			
USED GRI 1	GRI 1 - Fundamental Principles - 2021 Version			
GRI STANDARD	INFORMATION	LOCATION	NOTES	
	GENERAL INFORMATION			
	GRI 2: General Information (2021)			
THE ORGANISATION AND THE PRACTICES OF REPORTING	2-1	Organisational details	Page 114	
	2-2	Entities included in the sustainability reporting of the organisation	Page 114	
	2-3	Period of reporting, regularity and point of contact	Page 114	
	2-4	Information review	N/A	There was no information review relating to previous periods of reporting
	2-5	External Assurance	Page 114	
ACTIVITIES AND WORKERS	2-6	Activities, value chain and other business relationships	Pages 112-113	
	2-7	Employees	Page 103	
GOVERNANCE	2-9	Governance structure and composition	Pages 32-33	
	2-10	Appointment and selection of the highest governing body	Page 33	
	2-11	President of the highest governing body	Page 33	

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GRI STANDARD	INFORMATION	LOCATION	NOTES
STRATEGY, POLICIES AND PRACTICE	2-22	Sustainable Development Strategy Statement	Pages 6-7
	2-26	Mechanisms for requesting clarifications and raise concerns	Page 34
	2-27	Compliance with laws and regulations	Page 33
	2-28	Membership to Associations	Pages 44-50
STAKEHOLDER INVOLVEMENT	2-29	Approach to stakeholder involvement	Pages 99-102
	2-30	Collective agreements	Page 103
	MATERIAL THEMES		
	GRI 3: Material themes (2021)		
INFORMATION ON MATERIAL THEMES	3-1	Process for determining the material themes	Page 115
	3-2	List of material themes	Pages 116-118
	Transparent governance and economic performance		
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 82-83
GRI 201: ECONOMIC PERFORMANCE (2016)	201-1	Economic value directly generated and distributed	Pages 82-83
GRI 205: ANTI-CORRUPTION (2016)	205-3	Ascertained corruption cases and actions taken	Page 33
	Sustainability of major events		
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 66-71
GRI 203: INDIRECT ECONOMIC IMPACTS (2016)	203-1	Investments in infrastructures and supported services	Pages 66-71
	Environmental responsibility		
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 84-87
GRI 302: ENERGY (2016)	302-1	Energy consumed within the organisation	Pages 85-86
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GRI STANDARD	INFORMATION	LOCATION	NOTES
GRI 305: EMISSIONS (2016)	305-1	Direct GHG emissions (Scope 1)	Page 87
	305-2	Indirect GHG emissions from energy consumption (Scope 2)	Page 87
GRI 303: WATER AND EFFLUENTS (2018)	303-3	Water withdrawal	Page 87
	Employee development and management		
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 103-111
GRI 401: EMPLOYMENT (2016)	401-1	New recruitments and turnovers	Page 108
GRI 403: HEALTH AND SAFETY ON THE WORKPLACE (2018)	403-9	Accidents at work	Page 109 The GRI is partially reported due to the unavailability of the “hours worked” data, which does not allow the calculation of the accident rate.
	403-10	Occupational diseases	Page 109 The GRI is partially reported due to the unavailability of the “hours worked” data, which does not allow the calculation of the rate of occupational diseases. Therefore, the GRI is reported in accordance with letter a., as the number of deaths, cases of illness (and their types) is zero in 2023.
	404-1	Average hours of annual training per employee	Page 110
GRI 404: TRAINING AND EDUCATION (2016)	404-3	Percentage of employees who receive regular reviews of their performance and professional development	Page 111
	405-1	Diversity in the governing bodies and among employees	Pages 33 and 105
GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES	405-2	Ratio of basic pay to women's pay compared to men's pay	Page 106
121			

GRI STANDARD		INFORMATION	LOCATION	NOTES
	Promotion, D&I and local development			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Page 106	
GRI 406: NON DISCRIMINATION (2016)	406-1	Cases of discrimination and corrective measures taken	Page 106	
	Relations with institutions, sponsors, sports bodies			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Page 112	
GRI 308: ENVIRONMENTAL ASSESSMENT OF SUPPLIERS (2016)	308-1	New suppliers selected using environmental criteria	Page 112	Indicator reporting was carried out with qualitative information.
GRI 417: MARKETING AND LABELLING (2016)	417-3	Cases of non compliance concerning marketing communications		During 2023, there were no instances of non-compliance with regulations and/or self-regulatory codes on marketing communications, including advertising, promotion and sponsorship.
	Legality, anti-doping, anti-discrimination, anti-racism			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Page 36-37, 42-43, 91-98	
	Supporting high-level athletes			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 64-71	
	Sustainable management of Olympic training centres			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 66-68	
	Research, medicine and athlete performance			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Page 69	
	Sports justice			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 36-37	
	Accessible sport			
GRI 3: MATERIAL THEMES (2021)	3-3	Management of material themes	Pages 42-43, 91-98	

REPORT OF THE INDEPENDENT AUDITING FIRM ON THE SUSTAINABILITY REPORT

To the National Board of the Italian National Olympic Committee - C.O.N.I.

We were commissioned to carry out a limited assurance engagement of the Sustainability Report of the Italian National Olympic Committee - C.O.N.I. (hereinafter “the Body” or “CONI”) for the financial year ending 31 December 2023.

Responsibility of the National Board for the Sustainability Report

The members of CONI National Board are responsible for the drafting of the Sustainability Report in accordance with the “*Global Reporting Initiative Sustainability Reporting Standards*” defined by GRI - *Global Reporting Initiative* ("GRI Standards"), as described in the section “Note on methodology” of the Sustainability Report.

The members of the Board are also responsible for that part of the internal control they deem necessary to enable the preparation of a Sustainability Report that does not contain any significant errors due to fraud or unintentional behaviour or events.

The Board members are moreover responsible for defining the objectives of CONI in relation to sustainability performance, as well as for identifying stakeholders and significant aspects to be reported.

Independence of the auditing firm and quality management

We are independent in accordance with the ethics and independence principles of the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) by International Ethics Standards Board for Accountants, based on the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional conduct.

Our auditing firm applies the International Standard on Quality Management 1 under which it is required to set up, implement and operate a quality management system that includes guidelines or procedures on compliance with ethical principles, professional standards and applicable legal and regulatory provisions.

Responsibility of the auditing firm

It is our responsibility to express, on the basis of the procedures performed, a conclusion on Sustainability Report with respect to the requirements of the GRI Standards.

Ancona Bari Bergamo Bologna Brescia Cagliari Florence Genoa Milan Naples Padua Parma Rome Turin Treviso Udine Verona

Registered office: Via Santa Sofia, 28 – 20122 Milan | Nominal capital: EUR 10.328.220,00
Tax Code/Company Register of Milan Monza Brianza Lodi n. 03049560166 – R.E.A. n. MI-1720239 | VAT number: IT 03049560166

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Our work was performed in accordance with the criteria set out in the “International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information” (hereinafter also “ISAE 3000 Revised”), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. This principle requires that procedures be planned and carried out in order to gain a limited degree of assurance that the Sustainability Report does not contain any significant errors.

Therefore, our examination involved less work than that required to conduct a full examination in accordance with ISAE 3000 Revised (“reasonable assurance engagement”) and, as a result, does not allow us to be confident that we have been aware of all significant facts and circumstances that could be identified by conducting such an examination.

The procedures carried out on the Sustainability Report were based on our professional judgement and included interviews, mainly with the staff of the entity responsible for preparing the information presented in the Sustainability Report, as well as document analyses, recalculations and other procedures aimed at obtaining evidence deemed useful.

In particular, we carried out the following procedures:

1. analysis of the process of defining the relevant issues reported in the Sustainability Report, with reference to the methods of analysis and understanding of the context of reference, identification, evaluation and prioritisation of actual and potential impacts, and internal validation of the results of the process;
2. comparison of the economic-financial data and information reported in the section “Economic value generated and distributed by CONI” of the Sustainability Report with the data and information included in the Body’s financial statements;
3. understanding of the processes underlying the generation, collection and management of the significant qualitative and quantitative information included in the Sustainability Report.

In particular, we held interviews and discussions with the staff of the Italian National Olympic Committee’s management and carried out limited document checks, in order to gather information about the processes and procedures that support the collection, aggregation, processing and transmission of non-financial data and information to the function responsible for preparing the Sustainability Report.

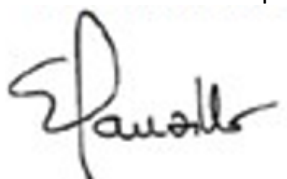
Furthermore, for significant information, taking into account the activities and characteristics of CONI, at its level of Body:

- a) with regard to the qualitative information, contained in the Sustainability Report, we carried out site visits and interviews, during which we spoke with managers and acquired supporting documentation to verify its consistency with the available evidence;
- b) with regard to quantitative information, we carried out both analytical procedures and limited verifications to ascertain on a sample basis the correct application of the procedures and calculation methods used for the indicators and the correct aggregation of data.

Conclusions

On the basis of the work carried out, no evidence has come to our attention that would lead us to believe that the Sustainability Report of the Italian National Olympic Committee for the year ended 31 December 2023 has not been prepared, in all significant aspects, with reference to the requirements of the GRI Standards as described in the section “Note on methodology” of the Sustainability Report.

DELOITTE & TOUCHE S.p.A.



Ernesto Lanzillo
Member

Rome, 30 October 2024

SUSTAINABILITY REPORT 2023



PHOTOS:

ROBERTO **DI TONDO** - SIMONE **FERRARO** - LUCA **PAGLIARICCI**



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