

EMA MILANO.



ITALY'S OFFER TO HOST THE
EUROPEAN MEDICINES AGENCY (EMA)

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Executive Summary

Relocating the European Medicines Agency (EMA) to the Pirelli building in Milano will ensure full business continuity to its institutional mission during the post-Brexit transition away from London. Milano has excellent links with Europe and the rest of the world, is home to one of Europe's best research and business environments, and offers a vibrant cosmopolitan lifestyle as well as outstanding conditions for an efficient and seamless relocation of staff and their families.

Aiming to ensure the full business continuity and promote an even more efficient functioning of the European Medicines Agency (EMA), the Italian Government decided to submit the candidacy of the city of Milano to host the future seat of EMA. A superbly located, ready-to-use, state-owned building, the Pirelli building has been allocated to host the EMA headquarters in Milano. A comprehensive adaptation project has been already drawn up, to meet EMA specific needs as indicated in the document SN47/17 of June 22nd 2017. Significant financial resources have already been allocated by law 232/2016 in order to cover the adaptation works. Very favorable financial terms for renting the premises and operating the building have been set up as well as a plan to ensure a seamless and efficient relocation of EMA and its staff to Italy.

Italian authorities will provide dedicated support teams to help both the EMA management team and each EMA staff member with the relocation process assuring a smooth and effective transition to the new location. In a sentence, all is set to have EMA fully installed and operative in Milano as from day one in March 2019.

Milano is one of the most well-connected European cities, with efficient and rapid connections with Italy, Europe and the world. Milano is served by three major airports: Malpensa (MXP), with a wide network of European and international destinations; Linate (LIN), with convenient connections to European and Italian cities; and Orio al Serio (BGY), an operating base for all major European low-cost airlines.

Nearly 1,300 weekly flights link Milano to 27 EU capitals. A highly developed rail network connects Milano to other major Italian centers (including Rome, Florence, Venice, Turin) and European cities (including Basel, Bern, Dijon, Geneva, Lausanne, Marseille, Munich, Nice, Paris, Stuttgart, Vienna and Zurich). Milano is connected by highways to France, Switzerland, Germany, Austria and Slovenia.

The future EMA premises will fully enjoy Milano's accessibility being located just in front of the city's main transportation hub, Milano Central Train Station. Milano offers highly-developed accommodation facilities. 69,000 beds are available within the city and a further 30,000 in the metropolitan area, accounting for a total of nearly 100,000 beds. Milano's leading hotels are ready to offer EMA the availability of at least 1,000 rooms per night throughout the year.

Milano offers a comprehensive network of international schools that can easily accommodate all education needs of EMA staff's children. A survey conducted by the Italian Ministry of Education and by the City of Milano in May 2017 confirms that over 4,500 places are currently available for a/y 2018/19 and a minimum of 2,300 for a/y 2019/20 in international schools of Milano. Moreover the European School of Ispra-Varese is well connected to Milano's city center.

Milano also offers 18 world-class university-level institutions, including five visual and performing arts academies. Milano State University, the Milano Polytechnic, the Bocconi University, the Catholic University, and the Brera Academy are just a few examples.

Milano, one of Europe's most economically developed cities with a vibrant world-class lifestyle, is the ideal home for EMA staff spouses, partners and children to find a job and pursue a promising career. Quality of life in Milano is among the best in the world, including high-quality housing at competitive prices as well as a state-of-the-art health system. EMA Staff and families, including LGBT families,

nationals of EU/EFTA member states and third-country nationals with a valid residence permit, are entitled to medical assistance from the Italian National Health Service (SSN).

The relocation to the Pirelli building in Milano will ensure continuity to EMA's institutional activity during the post-Brexit transition away from London.

Italy offers an ideal environment for EMA's activity, it has a long-standing tradition in regulatory activities, it is home to a leading pharmaceutical industry and to one of Europe's best research and business environment. EMA's relocation to Milano will also create an EU scientific and monitoring hub with the Joint Research Centre (JRC) and the European Food Safety Authority (EFSA).

Italy is ready to sign a headquarters agreement with EMA which will grant EMA and its staff further facilitations, in addition to those established in the 1965 Protocol on the Privileges and Immunities of the European Communities.

Section I. The assurance that the agency can be set up on site and take up its functions at the date of the United Kingdom's withdrawal from the Union

A superbly located, ready-to-use state-owned building, the Pirelli building, has been allocated to host the EMA headquarters in Milano. A complete adaptation project has been already drawn up, in line with EMA's specific requirements. Financial resources have already been allocated to cover the adaptation works. Very favorable financial terms for renting the premises and operating the building will be offered, as well as a plan to ensure a seamless and efficient relocation of EMA and its staff to Italy. The Italian authorities will provide dedicated support teams to help both the EMA management team and each EMA staff member with the relocation process, ensuring a smooth and effective transition to the new location. All the necessary preparations have thus been made to have EMA fully installed and operative in Milano as of 'day one' in March 2019.

1. The premises

a) The building

Milano has earmarked one of its major landmarks as the next EMA headquarters. The Pirelli building was designed in the early 1950s by the architecture firms Ponti-Fornaroli-Rosselli and Valtolina Dell'Orto and the engineers Pier Luigi Nervi and Arturo Danusso. Construction began in 1956 and the building was completed and inaugurated in 1960.

In 1978 the building was bought by the Lombardy Region, which used it as its main premises until 2011. In 2003, major internal and external restoration was carried out.

The Pirelli building currently serves as the headquarters of the Regional Council of Lombardy and is therefore fully operational, conforms to high standards of environmental and technological safety and is fitted with high-quality fittings and furnishings. If EMA relocates to Milano, the Regional Council of Lombardy will move, by March 2018, to an adjacent building which is also owned by the Lombardy Region and which has been earmarked for the purpose.

The building is 127m high and has 31 floors above ground level and two below. Two smaller buildings adjoin it, with entrances on Via Pirelli and Via Galvani; the three buildings have a combined covered area of 50,260 Sq m. The building can be accessed from Via Fabio Filzi 22, currently the entrance for employees and the public, and from Piazza Duca d'Aosta, currently used as the entrance for guests.

The building has a long, thin, hexagonal footprint, with a grille of reinforced-concrete pillars and a continuous façade covering 31 floors. The building is flanked by two three-storey adjoining buildings, one on Via Galvani and the other on Via Pirelli. The building has a stairwell and a goods lifts at its extremities, and a central section with 10 lifts, washrooms and technical rooms, while the remaining space consists of offices and meeting rooms.

On the first basement level is the auditorium, which has an area of approximately 500 Sq m, and the Regional Council chamber.

The remaining space consists of waiting rooms, additional offices and meeting rooms. The second basement level houses the archives and the technical equipment that serves the entire building.

The building's supporting structure, in reinforced concrete, and its design allow the space to be easily customized to meet EMA's requirements.

b) How the Pirelli building will meet the specific needs of EMA

In order to streamline the EMA's relocation process to Milano, Infrastrutture Lombarde S.p.a., the

in-house engineering company of the Lombardy Region, will be responsible for the adaptation of the building to EMA's specific needs and for the supply of the fittings and furnishings. The same company will also offer facility-management services, if required.

The premises are available immediately and are fully operational, although any adaptations deemed necessary can be made. The layout of the office space is extremely flexible and it will be adapted according to EMA's specific needs, by Italy. Infrastrutture Lombarde S.p.a has already drawn up a complete renovation project that will be made available to EMA if the new EMA headquarters is assigned to Italy.

Every detail has been thoroughly studied and anticipated to fully meet EMA's requirements and ensure that the Agency is operative in the new premises by March 2019.

According to the project drawn up by Infrastrutture Lombarde S.p.a, 1,430 work stations, 1,350 of them in open-plan areas, will be installed, distributed over a surface area of approximately 13,500 Sq m. Sixty meeting rooms, with between eight and 32 places each, will also be created. Eight conference rooms will be fitted out, with between 22 and 350 places each, accounting for a total surface area of 1,800 Sq m.

The current configuration of the basement levels will be partly retained. The second basement level will house the technical facilities, the archives, the security control room and other service areas. An industry lounge will be added to the first basement level, which currently houses two conference rooms (the auditorium and the Council room) of 500 Sq m each, a café, a training room and three meeting rooms.

On the ground floor, the lobby and reception area will be refurbished and a delegates' lounge (230 Sq m) will be added. The infirmary, medical office and bank will remain unchanged. The smaller building on Via Pirelli will house the kitchens, print room and post room.

The building on Via Galvani will have 36 workstations, both in open-plan areas and in offices.

On the first floor there will be a large restaurant/café area (over 1,200 Sq m) capable of serving approximately 350 users at a time. There will also be two conference rooms, covering 420 Sq m in total, with 100 places each.

Each floor from the second to the 30th will have approximately 48 workstations in a mixture of open-plan areas and private offices, as well as two meeting rooms with 14 places each and auxiliary facilities such as waiting rooms. The 26th and 29th floors have additional conference rooms with between 22 and 44 places.

The 31st floor is an open-plan space with magnificent views over the city. It can be used for a variety of purposes, including banqueting and meetings. It also has an upper floor, accessible by lift, with a fully equipped meeting room.

The building is equipped with state-of-the-art technology, which will be adapted to meet EMA's needs. There are already top-quality audiovisual, telephone and data systems in place. Each meeting room will have a fitted TV screen and projector, and the larger rooms will have booths for interpreters.

The meeting rooms will be fitted with voting systems, microphones and video facilities. Each floor already has wi-fi and technical rooms. The second basement level has two areas for data processing, UPS, the network connection and the lifts. The building also has an engine-generator that can be adapted as required.

The building currently serves as the headquarters of the Regional Council and high safety and security standards are therefore already in place. The complex is fully sealed, with automatic sliding gates at the access points. The external perimeter is also fully covered by CCTV, monitored from the security control room, which is staffed 24/7.

A nursery/kindergarten for the children of EMA staff will be set up within the building as part of the adaptation works.

A multi-story car park completes the proposed premises. It is located opposite the employees' entrance on Via Fabio Filzi and has places for up to 227 cars and 28 motorcycles. It will be managed as part of the facilities-management service. Taking into account that the building is already operational and has been renovated relatively recently, the following interventions will be carried out:

- Adaptation of the wiring, air-circulation systems and other monitoring and control systems, as required;
- Renovation of dropped ceilings;
- Replacement of floor finishing;
- Removal of existing partition walls and supply and installation of new glass partition walls;
- Full review and adaptation of existing technological systems;
- Repainting of interior walls.

Larger-scale works will be carried out on the adjacent buildings on Via Galvani and Via Pirelli, as they will have to house the restaurant, the printing room and the post room, all of which require dedicated equipment and installations. Major renovations and adaptation of equipment will be carried out in the conference rooms on the first floor and basement and on both entrances.

The furnishings and fittings will be fully renovated under the supervision of an interior designer. The timelines for the tender process and the procurement of materials fit within the overall timeline for the works.

Finally, numerous local service providers can offer remote archiving, transport and digitalization of paper documents at reasonable rates.

c) Financial terms for the Agency's use of the Pirelli building

The Pirelli building is and will remain the property of the Lombardy Region, which, as a public body, can offer a long-term rental agreement.

In order to facilitate EMA transfer, Italy offers a particularly advantageous rental price, starting from €0 in 2019 and slowly increasing to the final rental price.

The rental price scheme - which includes all fittings and furnishing as a "ready to use" building - is as follows:

- 2019: €0/year
- 2020: €2 million/year
- 2021: €4 million/year
- 2022 - onwards: €7 million/year

Starting from 2023 the rental price will be updated every year on the basis of the yearly Italian national inflation rate. As a point of reference, data from the Italian Revenue Agency indicate that price per square meter for comparable office space is 192 €/Sq m per year.

Hence, given that the Pirelli building's surface totals 50,260 Sq m, the market price for a comparable office space exceeds 9.6 million per year. This contrasts to Italy's offer of no rent for the first year which will increase progressively to reach 7 million per year starting in 2022, corresponding to 139 €/Sq m per year (or 11.5 €/Sq m per month). In short, the rent requested for the Pirelli building is particularly advantageous. These low rates are possible because the building is publicly owned and the investment made in it has been fully paid off.

Italy will cover all costs arising from the adaptation of the Pirelli building to ensure that it meets EMA's specific requirements, including the cost of acquiring furnishings and installations for the meeting rooms. €59 million has already been allocated by law 232/2016 for the purpose.

d) Terms concerning maintenance of the building

In order to facilitate EMA's relocation to the Pirelli building, Infrastrutture Lombarde S.p.a., a company

owned by the Lombardy regional authorities, is available to run the tender for EMA, upon request. If EMA chooses to make such a request, the tender will be published in February 2018, with a view to ensuring that a suitable provider is available by January 2019. The services listed in the following paragraphs will be coordinated and supervised by the building manager, who will be appointed directly by Infrastrutture Lombarde S.p.a. The building manager will be present full-time during office hours (as well as being on call 24 hours a day) and will be the contact person for all the services, liaising with the service providers and EMA to ensure effective organisation and execution of the services.

The estimated yearly cost for facility management services is 3.2 million euros, which corresponds to the current expenditure.

The facility-management services include, but are not limited to, the following:

A 24/7 reception and concierge service, which will include:

- Welcoming guests and visitors at the entrance (including identifying and registering visitors and providing them with information);
- Booking taxis for visitors;
- Receiving and sorting post;
- Taking orders for stationery, welcoming visitors and accompanying them to the appropriate room, monitoring the area, delivering newspapers to the offices in the morning, delivering post, preparing meeting rooms, delivering documents, and assisting visitors during events.

Cleaning services, including but not limited to the following, with the frequency to be agreed upon:

- Supplying waste-disposal containers and collecting and disposing of waste from all areas;
- Cleaning floors;
- Cleaning external windows;
- Cleaning and disinfecting washrooms;
- Supplying all the necessary materials for the washrooms;
- Cleaning furniture and fittings;
- Cleaning technical equipment;
- Pest control inside and outside the building (including supply of materials).

All necessary maintenance work on the building, the green areas and the technical systems (e.g. electrical and mechanical systems, automatic regulation, monitoring and control, security, lift machinery), including:

- Routine and scheduled maintenance;
- Supply of equipment, materials and spare parts;
- Restoration and replacement;
- Emergency interventions;
- On-call service;
- Full-time on-site presence of specialist technical teams for construction, electrical work, mechanical work, etc.
- Engineering and support for planning and carrying out interventions;
- Technical analysis and regular updating of technical records.

Goods handling within the building and space planning, including everything relating to the planning of the use of space within the building, as well as dismantling, packing up, removing, transporting, reassembly and storage of materials and equipment. Some examples of this service:

- Supply of equipment, vehicles and consumable materials necessary for optimising use of the spaces;
- Interventions to ensure full and efficient use of interior and exterior spaces;
- A full-time call centre to handle requests relating to soft and hard facilities management, using a special web-based app;

- A full-time service to plan and coordinate interventions and to carry out regular reviews of the use of space;
- Management of storage areas.

Armed security staff, including an integrated set of services to ensure that the building and external areas belonging to it are secure, including:

- Opening and closing the building, receiving people coming in, monitoring entrances using CCTV, monitoring parking and drop-off points, managing a security control room, and patrolling the inside and outside of the building with dogs;
- A day and night patrol service with a vehicle, organised using a computerised programming and monitoring system;
- Remote monitoring of all alarmed access points.

The facilities-management services can be customized according to EMA's needs.

e) Terms concerning the upgrading and future extensions of the building if needed

Italy will be responsible for any non-routine maintenance whose cost is the responsibility of the Lombardy regional authority as the building owner. If, at any time in the future, EMA requires further office space, the Italian authorities will assist the Agency with the search for additional office space in the vicinity of the Pirelli building. Whenever possible, Italy will offer suitable state-owned premises.

f) Special conditions offered with regard to all costs and dedicated infrastructures

In addition to the offers outlined above, Italy will grant the following:

- Refurbishment of the two existing entrances (one entrance for employees, on the Via Filzi side, and one for the public and delegations, on the Piazza Duca d'Aosta side, both with security and control systems), in accordance with EMA's requirements;
- An entire multi-storey car park with space for up to 230 cars (included in the rental price), located opposite the Via Fabio Filzi entrance and managed by the security services mentioned in paragraph d;
- Special rates for water, electricity, gas and internet as well all other utilities;
- A partnership with a nursery across the street (located in Palazzo Lombardia, the headquarters of the regional authorities) with places for 57 children in addition to the nursery/kindergarten set up in the Pirelli building;
- A partnership with a gym, also in Palazzo Lombardia.

2. The Relocation

Italy will submit an in-depth technical and financial feasibility study to EMA immediately after the decision is made to relocate the headquarters to Milano, so that EMA can evaluate the quality and content of the adaptation project. Once EMA has approved the feasibility study, the detailed design will be issued within 45 working days. Estimating 20 working days for EMA's approval process, the detailed design would be available by the end of January 2018.

Works will be managed by Infrastrutture Lombarde and will be carried out simultaneously on several floors of the building and in several sectors on each floor, with workers working in shifts. Works are expected to last for seven months, with completion by the end of January 2019.

The Lombardy Region will make five workstations available to EMA's advance staff as of January 2018, in the Pirelli building or in its immediate vicinity. 20 additional workstations and a reserved area will be

available to EMA's advance staff as of May 2018. Further needs that EMA may have during the transition phase (January 2018-January 2019) will be addressed by the Italian authorities in a spirit of full cooperation. See the relocation plan in Annex III for further details.

In parallel with the adaptation works, the Italian authorities will provide dedicated support teams to help both the EMA management team and each EMA staff member with the relocation process, ensuring a smooth and effective transition to the new location. EMA staff members will be given one-to-one assistance with administrative procedures, e.g. ID card issuing, visa applications (if needed), and driving licenses. Tailored assistance will be also available for house-hunting, school enrolment, job seeking for the partners of EMA staff, language classes, babysitting and information on the local health system. The help desk will be open in Milan city center as of December 2018 while a dedicated EMA help desk will be also open in London throughout the transition period.

A dedicated information desk is already in operation at the Italian Embassy in London (Embassy of Italy - Economic and Trade Section, 14 Three Kings Yard, London W1K 4EH, weekdays from 9:30 a.m to 5:00 p.m., +44 (0)20 7312 2211/2258, londra.emamilano@esteri.it).

Section II. The accessibility of the location

Milano is one of the most well-connected European cities, with efficient and rapid connections with Italy, Europe and the world. Milano is served by three major airports: Malpensa (MXP), with a wide network of European and international destinations; Linate (LIN), with convenient connections to European and Italian cities; and Orio al Serio (BGY), an operating base for all major European low-cost airlines. Nearly 1,300 weekly flights link Milano to 27 EU capitals. A highly developed rail network connects Milano to other major Italian centres (including Rome, Florence, Venice, Turin) and European cities (including Basel, Bern, Dijon, Geneva, Lausanne, Marseille, Munich, Nice, Paris, Salzburg, Vienna and Zurich). Milano is connected by highways to all of continental Europe through France, Switzerland, Austria and Slovenia. The future EMA premises will fully enjoy Milano's accessibility, being located just in front of the city's main transportation hub, Milano Central train station. Milano offers a highly developed hospitality system. 69,000 beds are available in the city and a further 30,000 within the metropolitan area, accounting for a total of nearly 100,000 beds.

1. Transport

a) Flights

Milano is served by three major airports. Malpensa (MXP), with nearly 20 million passengers in 2016, serves a wide network of European and international destinations. Linate (LIN), with nearly 10 million passengers in 2016, is just 7km from the Pirelli building and offers convenient connections to European and Italian cities. Orio al Serio (BGY), with over 11 million passengers in 2016, is an operating base for all major European low-cost airlines.

Nearly 1,300 weekly flights link Milano to 27 EU capitals, while more than 900 additional weekly flights link Milano to 84 other EU destinations.

Adverse weather conditions are rare, affecting only 0,4% of flights arriving or leaving Milano. Flight punctuality at Milano airports is among the best in the world (87% at LIN, best in EU in 2016, 85% at BGY, 83% at MXP). Standards are also very high for waiting time at security (<7' (90%) at LIN and MXP, <12' (90%) at BGY)

Weekly air connections and flight duration to EU capitals

Destination country as of June 2017	Destination	Weekly Connections				Flight Time (ap- prox.)
		MXP	LIN	BGY	TOT	
Austria	Vienna, AT	37	-	-	37	1h30
Belgium	Brussels, BE	31	37	14	82	1h35
Bulgaria	Sofia, BG	10	-	7	17	2h00
Croatia	Zagreb, HR	3	-	-	3	1h30
Cyprus	Larnaca, CY	2	-	-	2	3h25
Czech Republic	Prague, CZ	26	-	12	38	1h30
Denmark	Copenhagen, DK	27	1	13	41	2h00
Estonia	Tallinn, EE	2	-	3	5	3h00
Finland	Helsinki, FI	14	-	-	14	3h00
France	Paris, FR	86	77	7	170	1h30
Germany	Berlin, DE	14	28	14	56	1h40
Greece	Athens, GR	18	-	10	28	2h30

Hungary	Budapest, HU	11		7	18	1h35
Ireland	Dublin, IE	7	7	14	28	2h35
Italy	Rome-Da Vinci, IT	6	156	-	162	1h00
Latvia	Riga, LV	6	-	4	10	2h40
Lithuania	Vilnius, LT	-	-	10	10	2h30
Luxembourg	Luxembourg, LU	24	-	4	28	1h20
Malta	Malta, MT	-	7	7	14	2h00
Netherlands	Amsterdam, NL	62	33	-	95	1h50
Poland	Warsaw, PL	21	-	5	26	2h05
Portugal	Lisbon, PT	34	-	7	41	2h50
Romania	Bucharest, RO	7	14	21	42	2h15
Slovakia	Bratislava, SK	-	-	4	4	1h25
Spain	Madrid, ES	39	14	18	71	2h20
Slovenia	Ljubljana*, SI	-	16	-	16	1h05
Sweden	Stockholm-Arlanda, SE	8	7	-	15	2h40
United Kingdom	London, EN, GB	99	129	28	256	2h00
Total	EU capitals	594	526	209	1329	

*The city of Ljubljana is connected to Trieste Airport by direct highway (100km, 1h00 transfer).

The detail of the weekly air connections to EU non-Capital Cities, Japan, South Korea and USA is enclosed in the Annex II (Table 18 and 19).

b) Public transportation and other connections from the airport to the Pirelli building

The three airports are connected by bus to the city center and Malpensa also has a direct rail connection to major railway stations in Milano (including Milano Central station, in front of the Pirelli building), with a total of 158 journeys a day. The new metro line M4, expected to be completed by 2021, will be one of the fastest airport-city-center connections in Europe, connecting Linate airport directly to the city center in less than 15 minutes.

Duration and frequency of public transport connections from Milano to airports

Airport	By train/ metro	Frequency	By bus	Frequency	By taxi
Milano Linate (LIN)	14 min (from 2021)	NA	20 min	every 10 min	20 min
Milano Malpensa (MXP)	45 min	every 30 min	50 min	every 20 min	45 min
Milano Orio al Serio (BGY)	60 min (from 2025)	NA	50 min	every 20 min	45 min

c) Train connections

Milano is the hub of a well developed network of 2,464km of railways. The network in Lombardy centers around Milano, with major national (east-west and north-south) and international rail arteries passing through or terminating in the city. Lombardy has 296 train stations, 28 of them in Milano itself. A high-speed rail network links Milano to other major Italian and European cities: it takes just 3 hours

to get to Rome (2h25 by 2018), 2h25 to Venice (1 hour by 2018), 1h40 to Florence, 3h30 to Zurich (3h by 2020), 4 hours to Geneva and 8 hours to Paris (4 hours once the Turin-Lyon railway project is finalized in 2030). Milano Central station is the main hub for international railway traffic to Europe. Daily destinations include Basel, Bern, Dijon, Lausanne, Marseille, Munich, Nice, Stuttgart, Vienna and Zurich.

Selected weekly international train connections and journey time

Destination country as of June 2017	Destination	Weekly connections	Journey time
Austria	Salzburg, AT	21	9h30
Austria	Wien, AT	28	10h50 – 13h10
France	Dijon, FR	41	6h00 – 7h59
France	Marseille ¹ , FR	14	7h30
France	Nice, FR	21	4h45
France	Paris, FR	63	7h40 – 12h32
Germany	Munich, DE	77	7h10 – 11h39
Switzerland	Basel, CH	28	4h06
Switzerland	Bern, CH	21	3h00
Switzerland	Geneve, CH	28	3h58
Switzerland	Lausanne, CH	28	3h19
Switzerland	Zurich, CH	56	3h26
Total		426	

Selected weekly high-speed train connections to major Italian cities (Trenitalia)

Destination country as of June 2017	Destination	Weekly connections	Journey time
Italy	Florence	168	1h39
Italy	Naples	217	4h13
Italy	Turin	189	1h00
Italy	Rome	416	2h55 (2h25 from 2018)
Italy	Venice	112	2h25 to Venice (1h00 from 2018)
Total		1102	

¹ Via Monaco Montecarlo, Antibes, Cannes.

d) Road connections

Milano and its metropolitan area are at the junction of three essential EU transport corridors – the Mediterranean, the Rhone-Alpine and the Scandinavian Mediterranean – with a highway and road network linking the region's main cities with its smaller towns (over 700km of highways, 1,000km of state roads, over 10,000km of provincial roads and 58,000km of municipal roads). Milano is also connected by the following highways belonging to the international E-road network:

- to Austria (via E-roads E64+E70+E45, E64+E70+E45+E66, E64+E70+E55);
 - to France (via E-roads E64+E25, E64+E70, E62+E70+E74, E62+E80);
 - to Germany (via E-roads E35+E43, E64+E45+E54);
 - to Slovenia (via E-roads E64+E70+E61);
 - to Switzerland (via E-roads E64+E25+E27, E35 and E62);
- and to the ports of Genoa (via E62) and Venice-Mestre (via E64+E70).

Below are some of the destinations that can be easily reached by car from Milano:

Country	Destination	Driving time
Austria	Innsbruck	4h
France	Lyon	5h
France	Marseille	5h30
France	Nice	3h30
France	Strasbourg	5h
Italy	Genoa	2h
Italy	Venice	3h30
Germany	Munich	5h30
Slovenia	Ljubljana	5h
Switzerland	Bern	4h
Switzerland	Geneva	3h30
Switzerland	Lugano	1h
Switzerland	Zurich	3h30

A number of improvement works are planned for the highway network, including completion of the fifth lane of the A8 (Linate-Milano), a dynamic fourth lane in the section of the A4 that passes through Milano, a fourth lane of the A1 (Milano-Lodi), and completion of the north bypass of Milano. These works will start producing usable results by 2020 and will improve traffic flow within Milano and reinforce north-south and east-west connections to and from the city.

e) Local transportation

Milano is well served by Lombardy's transport network, one of most widespread and efficient in Europe, with train, bus, metro and trolleybus networks. The system is divided into 6 macro-areas including the main cities in the region and other areas of interest: 1) Bergamo; 2) Brescia; 3) Cremona-Mantua 4) Como-Lecco-Varese; 5) Sondrio; 6) Milano-Monza-Brianza-Lodi-Pavia.

Further information on public-transport timetables and routes is available in English, French and German on the website of the Lombardy Region (www.muoversi.regione.lombardia.it/planner/index.jsp) Milano boasts 4,700 surface public transport stops, efficiently serving the 1.3 million residents of the city, with 800,000 journeys a day as standard and an additional 250,000 journeys a day during international fairs and other major events.

Milano has 4 metro lines (plus one under construction), covering a total of 96.8km with 113 stations, and 122 bus and tram routes covering over 1000km. Compared with major European capitals, Milano has competitive public-transport rates, with a single journey costing €1.50 and yearly subscriptions starting from €200.

Milano is also a leader in promoting new green public transportation. In 2012 a road pricing scheme (Area C) was launched in order to improve the living conditions of visitors and those who live, work and study in the city. In 2016 the rules governing Area C were further tightened, preventing access to the city center by all commercial vehicles from 8am to 10am. Car-sharing is widely used, with over 2,900 free-floating cars, as is the public bike-sharing service with 280 stations, 4,650 bikes and 1,000 electric bikes. Complete information on routes and timetables can be found at: www.atm.it/en/Pages/default.aspx

Furthermore, Milano is the European city with more taxis per capita: one taxi per 261 inhabitants (totally about 4,900 taxis).

With the new Sustainable Urban Mobility Plan adopted in June 2017, the environmentally-friendly policies already introduced in 2013 are further enhanced, aligning Milano's public transportation system with the increasingly greener and citizen-friendly spirit of the city.

The plan earmarks substantial investments to extend the underground, tram and bus lines in order to better connect Milano to its metropolitan area and provinces and increases the use of shared electric vehicles (e.g. 10,000 new bikes have been made available in the suburbs). The plan also boosts policies in favor of persons with disabilities such as an integrated fare system and free travel.

f) The accessibility of the premises

The Pirelli building is located in the center of Milano (Piazza Duca d'Aosta), just opposite Milano Central station, the city's most important transportation hub. From the Pirelli building area there are direct links to other parts of the city, the suburbs, other major Italian cities (3 hours to Rome - 2h25 from 2018, 2h25 to Venice - 1 hour from 2018, 1h40 to Florence, 1h00 to Turin) and European cities (Barcelona, Bern, Geneva, Lugano, Nice, Marseille, Munich, Paris, Vienna and Zurich). Two metro lines, five bus lines, three tram lines and two trolleybus routes pass through the station, with a direct train linking it to Malpensa airport (MXP), with a total of 158 journeys a day, and shuttle buses linking it every few minutes to all three Milano's airports. The new metro line M4, expected to be completed by 2021, will connect Linate airport (LIN) directly to the Milano Central Station in less than 15 minutes. Taxi ranks are located at the entrances at each side of the station.

2. Accommodation facilities

a) Quality and quantity of accommodation facilities

As a major economic and financial center, Milano is today one of the top tourist destinations in the world, with 7.65 million tourists and business visitors a year, and a major destination for international events (such as EXPO Milano 2015, which saw over 21 million visitors). Milano offers a highly developed hospitality system: 69,000 beds are available in the city and a further 30,000 in the metropolitan area, accounting for a total of nearly 100,000 beds, as well as a wide variety of private accommodation through on-line portals as Airbnb. Being located in the city center, the new EMA headquarters will benefit from a wide choice of accommodation options just a stone's throw away. According to data registered by the City of Milano, an average of over 5,000 free rooms were available every night in Milano's hospitality system in 2015, 2016 and early 2017. As shown in table 10, lows were recorded in September and October 2015 (closing of EXPO 2015), but even at those times there was still an average of more than 1,500 rooms available per night, many more than the 350 requested by EMA.

Number of accommodation facilities and beds in Milano city center (2016)

Milano city area	facilities	Beds
Five-star hotels	21	5,312
Four-star hotels	137	29,945
Three-star hotels	130	10,869
Other hotels & residences	178	8,008
Other accommodation	913	14,786
Total	1,379	68,920

Number of accommodation facilities and beds in Milano and its metropolitan area (2016)

Milano metropolitan area	facilities	Beds
Five-star hotels	22	5,412
Four-star hotels	219	46,218
Three-star hotels	205	16,823
Other hotels & residences	223	12,599
Other accommodation	1,279	17,324
Total	1,948	98,376

Number of available (non booked) rooms in the City of Milano in 2015, 2016 and 2017 per night (out of 33,500 total rooms)

	2015	2016	2017
January	7,686	8,701	6,821
February	6,527	5,765	4,901
March	6,509	6,868	5,741
April	5,743	5,331	4,387
May	5,136	4,858	-
June	4,191	5,943	-
July	4,673	5,587	-
August	6,509	9,093	-
September	1,962	3,381	-
October	1,641	4,751	-
November	5,475	4,893	-
December	9,399	8,239	-

b) Possibility of a specific agreement

The Association of Hotels of Milano (www.albergatorimilano.it), together with the other local unions of the sector as ATR (www.atrmilano.it) and Assolombarda Confindustria Milano Monza and Brianza (www.assolombarda.it/governance/gruppi/turistico), are ready to sign an agreement with EMA and/or its stakeholders that will guarantee the availability of at least 1,000 rooms per night in hotels located within 1km or 3km from the Pirelli building at prices which will remain constant throughout the year, including during peak holiday season and at times of increased demand during the many events that the city hosts (please see annex I for further details).

Help-desk service

Further information on the aspects covered in this section may be addressed to the EMA Milano help-desk operating at the Embassy of Italy – Economic and Trade Section, 14 Three Kings Yard, London W1K 4EH, weekdays from 9:30 a.m to 5:00 p.m., +44 (0)20 7312 2211/2258, londra.emamilano@esteri.it

Section III. The existence of adequate education facilities for the children of agency staff

Milano offers a comprehensive network of international schools that can easily meet all education needs of the children of EMA staff. A survey conducted by the Italian Ministry of Education and by the City of Milano in May 2017 confirms that over 4,500 places are currently available for the 2018/19 school year and nearly 2,300 for 2019/20 in the international schools of Milano. The European School of Varese is also easily accessible from Milano's city center. Milano also offers 18 world-class university-level institutions, including visual and performing-arts academies. Milano State University, the Milano Polytechnic, the Bocconi University, the Catholic University and the Brera Academy are just a few examples.

1. Foreign and international education

Milano offers a comprehensive network of international schools. The Deutsche Schule Mailand, the French Lycée Stendhal de Milan and the Swiss School of Milan follow the curricula of their home countries, awarding qualifications that are recognized in both their home countries and in Italy. Eight international schools, the American School of Milan, the Bloom International College, the Sir James Henderson British School of Milan, the Canadian School of Milan, the Collegio San Carlo, the International School of Milan, the Ludum School and the St. Louis School of Milan offer a full curriculum taught in English, plus a second or third EU language, and award the international baccalaureate, the international diploma granting access to universities in over 80 countries. Milano is also home to the European Bilingual School, which offers a bilingual curriculum in English and Italian.

A special mention should be made to the European School of Varese (45km North from the city of Milano to the school), which is already attended by over 1,300 students from 47 different nationalities in five language sections (Dutch, English, French, German and Italian) and awards the European baccalaureate.

Two other international schools, awarding the international baccalaureate, are located on the outskirts of Milano: the Monza campus of the International School of Milan (19km North of Milano), and the International School of Como (43km North of Milano). A survey conducted by the Italian Ministry of Education and the City of Milano in June 2017 found out that a total of over 4,500 places will be available for the 2018/19 academic year and nearly 2,300 for the 2019/20 academic year¹ in the above-mentioned foreign and international schools. As agreed with most international schools, if EMA relocates to Milano, arrangements will be made to create additional capacity in these schools. Details are available in the following table.

In terms of elementary and pre-school services, the city offers a number of international schools and kindergartens, including the British American Preschool (open to children aged 24 months and up) the KC school kindergarten (6 months) and the Montessori Bilingual School of Milano (3 years). As indicated in section I, 1, paras. b) and f), a kindergarten will be added to the Pirelli building and EMA will be allowed to use the existing kindergarten in Palazzo Lombardia, the headquarters of the regional authorities, just a few steps from the Pirelli building.

¹The figures for the 2019/20 academic year are expected to be lower than for 2018/19 because of reduced capacity as a result of a higher number of enrollments in 2018/19 and lower long-term predictability

2. The European School of Varese

The European School of Varese was founded in 1960 and it is one of the currently existing 14 European Schools. It is the only official European School in Italy and was located in Varese as the town is connected to the largest European research center (Joint Research Centre at Ispra, near lake Maggiore, 20km from Varese). The European School of Varese is just slightly smaller than its sister schools in Brussels and Luxembourg. It currently enrolls 1,400 pupils, coming from 47 different countries. The school is divided into five language sections (Dutch, English, French, German and Italian) and offers mother-tongue tuition in all official European Union languages. In Varese the nursery and primary schools are housed in two different buildings (Montessori and Comenius) with a gymnasium and garden.

The secondary school is housed in two different buildings (Erasmus and Da Vinci) where the school facilities are also situated (hall, canteen, infirmary, library, study rooms, laboratories). Nearby there are the gymnasiums, a 200m sport track and two football and basketball fields. The school is located on a large campus of 40,000 Sq m.

The European School of Varese has confirmed that it is willing to accept all the enrollment applications from the children of EMA staff. The school is easily accessible from Milano's city center and from Milano's hinterland. Milano and Varese are connected with direct trains (0h57) every 30 minutes, from 5:55 a.m. to 23:52 p.m.. The school provides a shuttle service from the Varese railway station to the school and vice-versa (a 10-minute journey). The school and local authorities are considering will consider the introduction of a shuttle service from Milano's city center to the school.

3. Higher education

Milano offers 18 university-level institutions, among the most reputed in the world. Its public universities include Milano State University, the Milano Polytechnic and Bicocca University; its private universities include the Bocconi University, the Catholic University, the Humanitas University, the San Raffaele University, and the Brera Academy, which has prestigious classes in Art Sciences.

Nearly 100 degree courses are taught in English, many of them in subjects relevant to EMA, such as biotechnologies, medicine, psychology, and biomedical engineering, in addition to economics, business administration, engineering and architecture. In addition, the New Academy of Fine Arts (NABA), the Istituto Marangoni and the European Design Institute (IED) offer 18 different degrees in fashion, design, product design, interior design and advertising.

Milano is also home to the world-renowned Ballet Accademy of the Teatro alla Scala which has been directed by prestigious masters of the stage.

Public and private universities and art academies in Milano

	Public universities	Website
1	Milano Polytechnic	www.polimi.it
2	State University of Milano	www.unimi.it
3	Milano Bicocca University	www.unimib.it
	Private Universities	Website
4	Humanitas University	www.hunimed.eu
5	European Design Institute (IED)	www.ied.edu
6	Libera Università di Lingue e Comunicazione (IULM)	www.iulm.com
7	Theological faculty of Northern Italy	www.teologiamilano.it
8	Bocconi University	www.unibocconi.eu
9	Università Cattolica del Sacro Cuore	www.ucscinternational.it
10	Sigmund Freud University	www.milano-sfu.it
11	San Raffaele University	www.unisr.it
	Art academies	Website
12	Brera Fine Arts Academy	www.accademiadibrera.milano.it
13	G. Verdi Conservatoire	www.consmilano.it
14	Domus Academy	www.domusacademy.com
15	New Academy of Fine Arts (NABA)	www.naba.it
16	Civic schools of Milano (Claudio Abbado Civic School of Music, Civic School of Cinema, Paolo Grassi Civic School of Theatre, Civic School of Interpreting and Translation)	www.fondazionemilano.eu
17	Istituto Marangoni	www.istitutomarangoni.com
18	Ballet Accademy of Teatro alla Scala	www.accademiascala.it

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Section IV. Appropriate access to the labour market, social security and medical care for both children and spouses

Milano, one of Europe's most economically advanced areas, is the ideal city for the spouses, partners and children of EMA staff to find a job and pursue a promising career. Quality of life in Milano is among the very best in the world, including a state-of-the-art health system. EMA staff and their family members who are nationals of EU/EFTA member states or third-country nationals with a valid residence permit, are entitled to medical assistance from the Italian National Health Service (SSN). The standard of the Italian social-security services is extremely high and the services are offered to all EU and legally resident non-EU citizens.

1. Lombardy: one of the most advanced regions in the EU

Milano is not only the economic capital of Italy but also one of the leading European and international cities in term of Gross Domestic Product (GDP). In 2015 the Milano metropolitan area had a GDP of €153 billion (higher than the GDP of 11 EU countries) while the Milano regional area (Lombardy) had a GDP of €359 billion (higher than that of 17 EU countries), ranking number one in attracting cross-border investments amongst the group of four highly industrialized regions in Europe known as the "the Four Motors for Europe".

The economy of Milano is in a positive cycle. In 2016, the number of new business increased by 1.5%, reaching 296,404 active companies. The export of Milano is on the rise (+3.9% in 2016) as well as employment (+2.3%). Additionally, nearly one-fourth of high-tech Italian startup companies are in Lombardy. Milano is a leader in many industries. Among these are:

a) Financial and Banking Services. Employing over 10,000 experts, Milano is the main financial hub of Italy, also home to the Italian stock exchange. Nearly 200 banks are located in Milano and over 40 foreign banks have branches in the city.

b) Pharmaceutical sector and biotech: Italy has the second largest pharmaceutical industry in Europe in terms of production volumes and is the world's largest exporter of medicines per capita, with 60% of the country's production taking place in the Lombardy Region. It is a highly internationalized industry, with 60% of operating companies which are foreign-owned, and exporting 71% of its production.

c) Creative Industries: The city of Milano, hosting nearly 15,000 creative firms (including 6,000 software production companies, 5,000 advertising companies and 1,000 companies in the audio-visual sector) is also Italy's capital of creativity.

d) Design and Fashion: 542 companies in the Milano area produce 61% of Italy's turnover in the design industry, while the fashion sector alone has more than 12,000 companies, 800 showrooms and 6,000 outlets. 17 specialist institutions and 13 major international fairs dedicated to fashion and design, such as the Salone Internazionale del Mobile and Milano Fashion Week, make Milano a world capital of design and fashion.

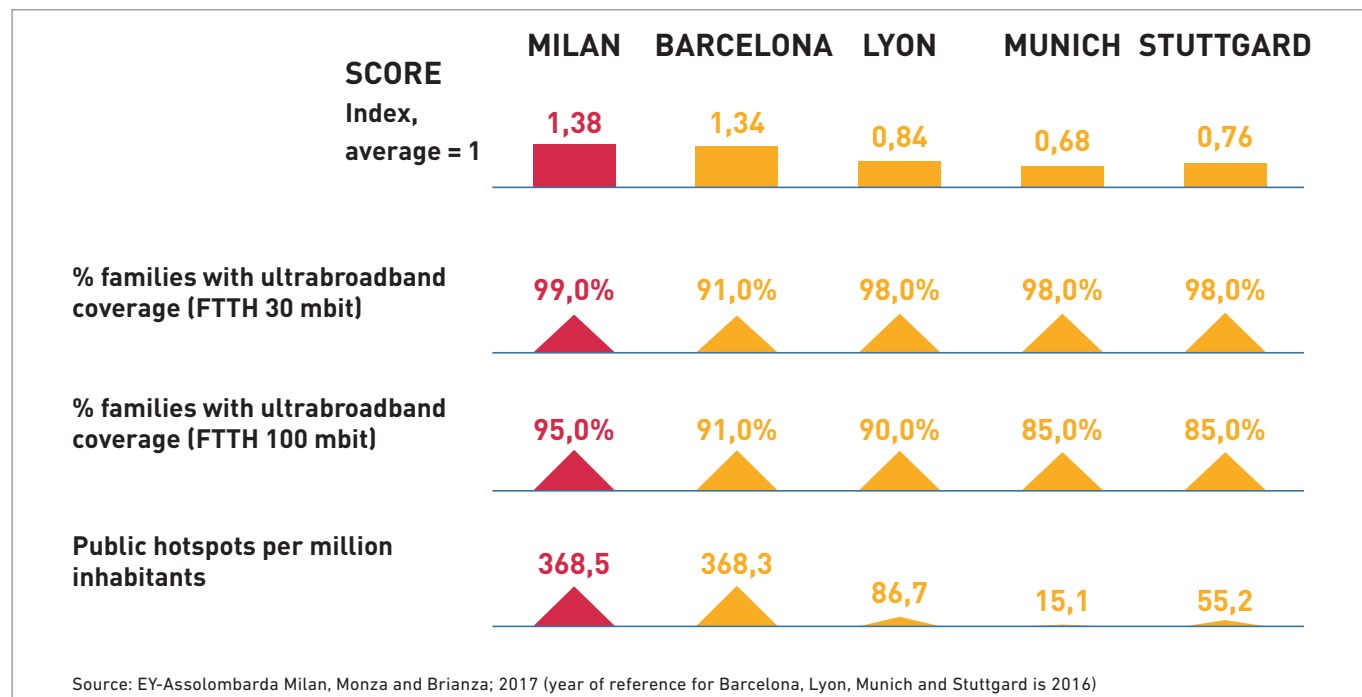
e) Engineering: Lombardy includes four main world-leading industrial districts specializing in engineering and mechanics with more than 7,000 companies and nearly 300,000 employees.

f) Agri-food: Lombardy ranks among the top producers of traditional products with quality certifications such as PDO (Protected Designation of Origin) and PGI (Protected Geographical Indication). Over 50,000 world-renowned agri-food companies are based in the area.

g) Energy & Renewables. Italy is the 9th largest renewable-energy producer in the world. 40% of Italian green energy companies are located in and around Milano, and almost a third of Italy's hydroelectric energy is produced in the area.

h)ICT & Multimedia. Milano is one of the most advanced cities in Europe in the field of ICT, thanks in part to the presence of nearly 12,000 specialist communications companies and its proximity to major technology parks, such as Kilometro Rosso and ComoNext. Nearly 70% of ICT multinationals operating in Italy are based in Milano. Milano is one of the most wired cities in Europe, with ultra-broadband coverage >100Mbit reaching 95% of families (99% of families >30Mbit) and 368,5 public hotspots per million inhabitants.

Broadband services comparison (selected cities among those considered the “smartest cities” in Europe) 2017



2. Labour market and job opportunities for spouses and partners of EMA staff

In the dynamic and highly developed economic contest offered by Lombardy, career opportunities are widely available, especially for skilled international workers like the family members or partners of EMA staff. There are 3,599 foreign-owned companies located in Milano with a turnover of €167.6 billion – accounting for 30% of the foreign corporations operating in Italy – employing over 280,000 people. Lombardy has also the highest number of multinational corporations based in Italy. Nestlé, Lactalis, Reckitt Benckiser, Almirall, Shindler Group, Basf, Astrazeneca, Unilever, and most recently Amazon, Microsoft and Google, are just few examples of the international economic soul of the city. Moreover, Milano is in a leading position in Italy in terms of job opportunities and labor-market accessibility: in 2016, 32,000 people entered the city's workforce, accounting for a 2.3% increase in the number of people in employment compared to 2015, bringing the total number of people in employment in Milano to 1.433 million. Interestingly, the number of foreign workers increased at a higher speed +3.6%. The recently approved tax legislation (2017), introduced a significant incentive in the form of a flat-rate tax for citizens who transfer their tax residence to Italy. This will facilitate the large-scale arrival of human capital, represented by high-profile managerial and professional figures.

The reforms of the education and employment systems supported in recent years at national and also regional level have allowed Lombardy to remain resilient and then quickly pick up speed during recovery. The employment system is further strengthened by an established network of about 200 private and public agencies providing individual tailored orientation, training and employment services registered under the regional accreditation system. Since its introduction in 2013, the Lombardy model of active employment policies has represented a best practice at national as well as at EU level. The excellence of the regional education and employment system has been acknowledged by the European Commission within the “Region Stars 2017”, the yearly competition which honors the most inspiring and innovating regional projects supported by EU Cohesion Policy Funds.

3. Social security and medical care

The Italian social-security system is of an extremely high standard and is accessible to both EU citizens and to non-EU citizens who are legally resident in Italy. The system has been reformed in recent years and currently offers a level of protection that is among the best in the world.

The mandatory social-insurance provides protection for employed workers, self-employed people and freelancers.

In Italy, EU/EFTA citizens as well as third-country nationals with a valid residence permit, are entitled to medical assistance from the Italian National Health Service (SSN) which includes both public and private facilities. If needed, access to both social and medical assistance will be facilitated for EMA staff and their family members through dedicated procedures and support.

Milano offers a state-of-the-art health system through a comprehensive network of 30 public and private hospitals, offering high level services at the same prices and conditions. 12 of them with emergency rooms offering dedicated assistance for foreign patients. Specialist pediatric hospitals are available (e.g. Mangiagalli Hospital) while all major hospitals have pediatric departments. Milano also has a number of medical centers dedicated to the large expat community living in the city, such as the American International Medical Center and the International Health Center.

The Lombardy Region has over 200 hospitals, both public and private, with a total of 37,000 beds. They are generally either research hospitals (istituti di ricovero e cura a carattere scientifico [IRCCS]) or local social healthcare trusts (aziende socio sanitarie territoriali [ASST]). IRCCSs are top-level hospitals that carry out research, primarily clinical and translational, in the fields of biomedicine and healthcare management and organization. They offer specialist medical care and collaborate with other medical and research centers around the country. Most of the services are available in English and other languages. The detail of Major Public and private hospitals in Milano and Lombardy is enclosed in the Annex II (Table 20,21,22).

Figure 4 Milano's geographical coverage of public and private hospitals



PUBLIC FACILITIES

- 1- Ospedale Luigi Sacco (Cardiology)
- 2- Ospedale S. Carlo (Generic)
- 3- Ospedale Niguarda (Cardiology, Oncology)
- 4- Istituto Nazionale dei Tumori (Oncology)
- 5- Policlinico (Generic, Surgery)
- 6- Ospedale Mangiagalli (Gynecology)
- 7- Istituto Ortopedico G. Pini (Orthopedics)
- 8- Ospedale San Paolo (Surgery, Gynecology)
- 9- Ospedale Fatebenefratelli (Generic)
- 10- Ospedale Buzzi (Gynecology)
- 11- Istituto C. Besta (Neurology)

PRIVATE FACILITIES

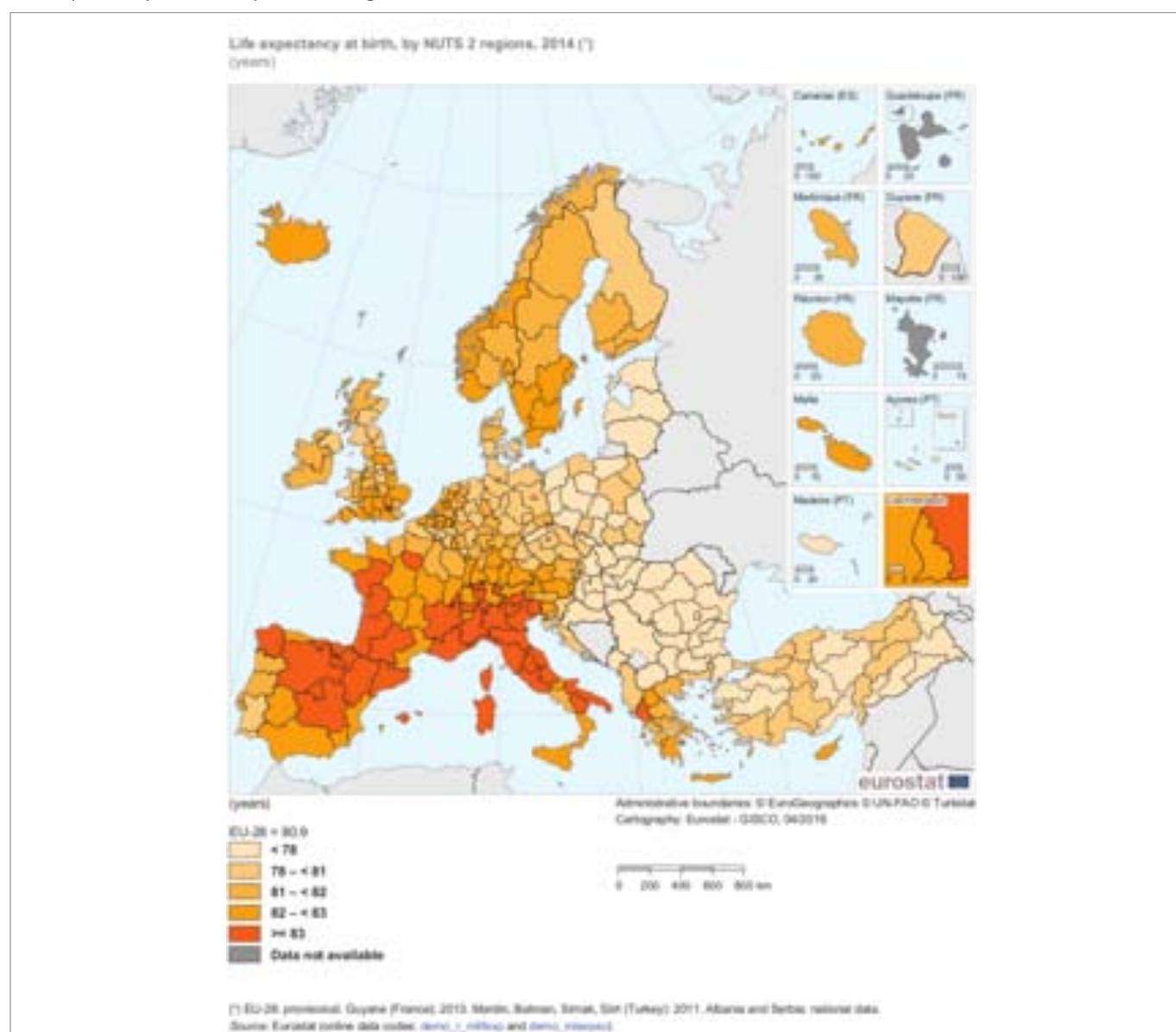
- 1- Istituto Ortopedico Galeazzi (Orthopedics)
- 2- San Raffaele (Cardiology, Oncology)
- 3- Humanitas (Oncology, Surgery)
- 4- Fondazione Monzino (Cardiology)
- 5- Istituto Europeo di Oncologia (Oncology)
- 6- Policlinico S. Donato (Surgery)- Cardiology)
- 7- Ospedale S. Giuseppe (Generic)
- 8- Columbus (Surgery)
- 9- Auxologico S. Luca (Generic)

	Numbers
Major Public Research Ospital	4
Major Private Research Ospital	14
Other Major Public Ospital	10

4. Life expectancy at birth

As a consequence of excellent living conditions, and the high standard of the health system, Italy ranks third on a global level and first in the EU in terms of life expectancy (83.5 years). In addition, according to the latest Bloomberg Global Health Index data, Italy is the nation with the healthiest population worldwide, ranking first in a list of 163 nations analyzed.

Life expectancy at birth, by NUTS 2 regions, 2014 (*)



5. Protection and promotion of LGBTIQ rights

Italy guarantees the rights of all couples in stable relationships. Same-sex civil unions, provide same-sex couples with most of the legal protection enjoyed by married couples, including social rights and health assistance. Moreover, the City of Milano has a record of protecting and promoting the rights of LGBTIQ people. For example, the Mayor of Milano has appointed an equal opportunities delegate;

discrimination based on sexual orientation can be reported to the “Spazio LGBT” department of the municipality of Milano, which also offers free counseling, practical assistance, legal assistance and information on local LGBTQI associations. The City of Milano has also set up the Casa dei Diritti, a platform that provides information and organizes events to promote equal opportunities and to fight prejudice and discrimination. Milano is also widely recognized as being a very open and inclusive city for people of all genders and sexual orientations. A number of LGBTQI events are held in Milano and supported by the Municipality, including Milano Pride, Pride Week, and the Mix Festival of Gay, Lesbian and Queer Cinema, which marked its 30th anniversary last year.

6. Accessibility for persons with disabilities

In 2016, Milano was awarded by the European Commission the “Access City Award.” This award “recognises and celebrates a city’s willingness, capability and efforts to ensure accessibility in order to: guarantee equal access to fundamental rights; improve the quality of life of its population and ensure that everybody - regardless of age, mobility or ability - has equal access to all the resources and pleasures cities have to offer.” (www.ec.europa.eu/social/main.jsp?catId=1141&langId=en)

7. A safe city

Milano has a record-low level of crime, thanks to an integrated safety and security system that coordinates national and local police corps in order to deal with different levels of threat. This is confirmed by recent data provided by the Police of Milano: between 2015 and 2016, crime episodes decreased by 6.5%. This model has, among others, allowed over 21 million people to safely visiting the EXPO in Milano during six months in 2015, with not even one incident occurring either on site or in the city centre.

Help-desk service

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Section V. Business continuity

The relocation to the Pirelli building in Milano will ensure full continuity in EMA's institutional activity during the post-Brexit transition away from London, with a seamless relocation of staff and their families. Italy offers an ideal environment for EMA's activity, as it is home to a leading pharmaceutical industry and to one of Europe's best research and business environments. EMA relocation to Milano will also create the unique opportunity for an EU scientific and monitoring hub with the Joint Research Centre (JRC) and the European Food Safety Authority (EFSA).

1. Ensuring business continuity

The continuity of the existing agencies' operations without interruption or slowing down is fundamental, the agencies' services to citizens and stakeholders must not be compromised by the transfer. This is particularly important for EMA, given its activities. Any delay in the examination of new drugs or medicines could harm citizens' basic rights to health. Milano offers the best conditions to ensure a smooth, efficient relocation of EMA and its staff.

2. The strength of Italian pharmaceutical expertise at the service of EMA











a) Italian regulatory competences

Italy was a pioneer in the modernization of regulatory and market-access frameworks. It has thus developed valuable institutional and individual capabilities. Moreover, Italy's pioneering work in managed entry agreements has created an institutional culture of viewing regulators as partners rather than as barriers. This is of particular relevance to EMA, given that one of its core missions is to facilitate dialogue between stakeholders and provide early advice on marketing authorization. As transformative new therapeutic classes (e.g. DNA editing therapeutics, iRNA, regenerative medicine) come to market in the near future, EMA will need to develop new regulatory frameworks. In order to do so, it will require scientific and regulatory competencies that Italy can offer through its academic strength in biotechnology, bio-engineering, etc.










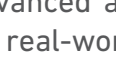
EMA must also remain at the leading edge of innovation in order to effectively understand, anticipate and regulate these products to ensure appropriate access. In many cases, more collaborative and iterative frameworks will be required that will rely less on pre-market clinical evidence and more on (controlled) in-market real word evidence. This will require not only a deep understanding of the science but also new approaches to data collections and analysis.

In 2016 Italy ranked third among EU/EFTA countries for research productivity both in the field of Medicine and in the field of Pharmacology, Toxicology and Pharmaceuticals.

TOP 10 EU / EFTA Countries for research productivity in the field of Pharmacology, Toxicology and Pharmaceuticals (2016)

			Documents	Citable documents	Citations	Self-Citations	Citations per Document	H index
1		United Kingdom	4.601	4.166	7.031	1.953	1.53	347
2		Germany	4.426	4.032	6.276	1.927	1.42	296
3		Italy	3.643	3.408	5.834	2.184	1.60	232
4		France	2.749	2.574	3.843	997	1.40	269
5		Spain	2.251	2.122	3.203	870	1.42	191
6		Netherlands	1.601	1.470	2.599	620	1.62	218
7		Switzerland	1.410	1.333	2.429	640	1.72	228
8		Poland	1.358	1.333	1.560	495	1.15	125
9		Belgium	1.153	1.079	2.072	459	1.80	195
10		Sweden	967	919	1.724	315	1.78	207

TOP 10 EU / EFTA Countries for research productivity in the field of Medicine (2016)

			Documents	Citable documents	Citations	Self-Citations	Citations per Document	H index
1		United Kingdom	58.889	49.447	97.569	26.883	1.66	884
2		Germany	48.096	41.574	71.344	20.090	1.48	736
3		Italy	34.300	28.938	55.763	15.888	1.63	660
4		France	32.096	27.791	51.997	11.105	1.62	708
5		Spain	25.224	21.301	35.565	7.169	1.41	527
6		Netherlands	22.688	20.120	44.664	8.520	1.97	661
7		Switzerland	15.096	13.126	29.238	5.028	1.94	585
8		Sweden	12.837	11.415	24.410	4.021	1.90	549
9		Belgium	10.502	9.323	22.451	3.085	2.14	527
10		Denmark	9.475	8.581	19.506	3.332	2.06	471

Advanced analytics and “big data” are transforming the role of regulators, offering opportunities for real-world drug monitoring, more accurate predictive modeling, etc. Italy’s strength in academic specialisms such as statistics, data engineering and software will provide the tools and competencies required. The choice of a new location for EMA must consider the ability to set up a modern agency with advanced analytics and “big data” capabilities. Italy’s credentials are very strong:

- Italy ranks 3rd in Europe for innovation productivity in “Computer Science – Information Systems” as measured by publications and citations (2015 data, full data set available at Shimago Lab, Scopus Data, www.scimagojr.com);
- a very aggressive Digital Agenda with the introduction of individual electronic health record (fascicolo sanitario elettronico);
- several internationally recognized educational programs (e.g. International Master in Business Analytics and Big Data offered in collaboration by IBM and Politecnico di Milano);
- Italy has been chosen as destination for research and training centers of world-leading advanced analytics companies (e.g. Amazon in Turin, Apple in Naples).

Reflecting EMA’s focus on human and veterinary medicines, Italy is one of the pioneers of the “one health” approach. Taking an integrated approach to all issues relating to human and veterinary procedures, Italy safeguards the health and wellbeing of its citizens through effective controls all along the food chain. In Italy EMA would benefit from an extensive network of veterinary research centres (10 national institutes with 90 local departments) with excellent procedures in surveillance and control of animal diseases and zoonosis as well as in pre- and post- marketing controls on medicines for veterinary use.

b) The Italian Medicines Agency (AIFA)

Established in 2004, the Italian Medicines Agency (AIFA) is one of the first medicines agencies created in the European Union with regulatory functions. AIFA is responsible for clinical trials, assessment and marketing authorization, pharmacovigilance and post-marketing surveillance of medicinal products. AIFA is also in charge of all inspection activities involved in the authorizing of plants and laboratories manufacturing raw materials and final products. EMA could benefit from AIFA’s capabilities as well as the well-developed network of high-level researchers and clinicians from academia, public and private research institutes, hospitals and academic societies with links to patient associations, practitioners and the manufacturing and distribution sectors. AIFA has successfully regulated pharmaceutical access, overseen healthcare budgets, ensured full and prompt access to innovative

drugs and developed effective monitoring tools and competencies. Its experience in these fields will be of great value to EMA.

Thanks to AIFA's competences, Italy keeps its healthcare spending within budget, without compromising on patients' access to innovative pharmaceutical products. AIFA has strong track record in price and value assessment for new pharmaceutical products, thanks to a capable regulatory framework that interprets its dual role in a balanced manner.

Because the Italian regulator AIFA controls both price and reimbursement in one process, it has been able to introduce truly innovative managed entry agreements (MEA) approaches to the funding of pharmaceutical spending based on medical outcomes, risk sharing agreements and managed entry arrangements. As a result, Italy has developed technical, analytical and procedural capabilities to perform modern regulatory function. Such capabilities are abundant due to the dual national and regional system in Italy, creating a deep bench of talent, a capillary safety and efficacy monitoring network and high awareness to pharmaceutical regulatory responsibilities in hospitals and points of care.

Approval time (no. of days)

	No. of drugs	Mean	SD	Min	Max
All drugs					
EMA time	34	440.8	108.3	266	770
AIFA time	19	247.6	130.6	85	688
Non orphan drugs					
EMA time	20	449.9	106.6	290	770
AIFA time	12	196.5	74.5	85	385
Orphan drugs					
EMA time	14	427.8	113.4	266	617
AIFA time	7	335.3	163.6	202	688

AIFA – Agenzia Italiana del Farmaco; EMA – European Medicines Agency ;Max – maximum value; Min- minimum value; No. of drugs – number of drugs analyzed; SD – standard deviation

c) The Italian pharmaceutical industry

Italy has the second largest pharmaceutical industry in Europe in terms of production volumes and is the world's largest exporter of medicines per capita, with 60% of the country's production taking place in the Lombardy Region. Significant investment is made in the pharmaceutical sector in Lombardy: over the past three years, €700m has been invested in clinical studies in the region, placing Italy third in the EU ranking of investments in the sector. 8% of clinical studies are carried out for regulatory purposes and 27% for non-profit purposes. 26% of Italian companies in the biotechnology industry are located in Milano area, with a turnover of €3.4m, accounting for 45% of the overall national turnover.

d) Milano, a breeding ground for research and innovation

Milano is home to more than 200,000 students. The presence of university hubs with medical and scientific disciplines (four universities specializing in medicine, 56 faculties of medicine and related subjects, such as biotechnology, 17 hospital-based science centres and 32 research centres) has made Lombardy one of the largest international hubs for biomedical and biotechnological research. University polyclinics register over 55 million patients and 9,200 students a year. Milano and its surroundings also have a number of prestigious public and private institutes, including the Città della Salute, the Mario Negri Institute, Humanitas, the Nerviano medical sciences research facilities, the European Institute of Oncology (IEO), the IFOM-Institute of Molecular Oncology, the San Raffaele Institute, the Milano Polyclinic, the Molecular Genetics Institute, the San Matteo Polyclinic in Pavia

and Niguarda Hospital. Over the last 20 years, Milano has focused precisely on the sort of interdisciplinary educational and research programs that create and sustain the capabilities needed by EMA. Milano Bicocca University offers integrated biotechnology, bioengineering and data engineering programs. Milano Polytechnic has one of the first and most successful master's programs in pharmaco-economics.

The Department of Pharmacological Sciences of the University of Milano and its Center for Pharmacoeconomic Studies offers teaching and research programs under its EU-sponsored programs and in close collaboration with foreign institutions and companies seeking marketing authorization. In addition, the Lombardy Region has started the construction of Città della Salute e della Ricerca ("City of Health and Research"). This is one of the largest projects in the health sector ever undertaken in Italy. It will include new headquarters for the National Cancer Institute and the Besta Neurological Institute, creating a new public clinical-research cluster to build on the considerable experience of the research hospitals (IRCCS). The project will total over 127,000 Sq m of total surface area and will have 700 beds, an outpatient center, a cutting-edge diagnostic plate, and a research center with technological platforms for new fields of research (genomics and proteomics).

e) The Human Technopole

Last but not least, in 2017, the Italian Government has started the development of the Human Technopole (HT), a large-scale international research infrastructure in the field of lifescience and big data, which will be located within the area that hosted EXPO Milano 2015. HT's mission is to develop personalized approaches, both medical and nutritional, focusing on cancer and neurodegenerative diseases. It will achieve this mission using genomics, the analysis of increasingly large data sets, and new diagnostics techniques. At its completion, the facility will involve about 1500 people and will include: 30000 Sq m of cross-disciplinary laboratories including 7 Centers and 4 Facilities; massive high-throughput genomic screening/sequencing; imaging dedicated to structural biology and proteomics; data storage and a high-performance computing center. Details on the on-going progresses can be found in www.htechnopole.it.

The Città della Salute e della Ricerca and the Human Technopole are on track to make Italy one of the world's leaders in the development of human and long-life technologies, with self-evident synergies that would allow the creation in Milano of a complete chain of research, innovation and industrial development in the fields of food safety, pharmaceuticals and biotechnology.

The positive interaction between public and private research institutions and the industry's dynamism create a fertile ground for new ideas and innovation. 22% of Italy's patents are registered in Milano and the city's rate of 114 registered patents per million inhabitants is higher than that of London. Some of the world's leading achievements within the pharmaceutical industry were developed in the Milano area, such as the first gene therapy recorded in Europe (Strimvelis); the first stem-cell therapy in the world (Holocar) and the first genomic approach to vaccines, particularly with the development of the meningococcal B vaccine.

f) The legacy of EXPO Milano 2015

EXPO Milano 2015, with its theme "Feeding the Planet, Energy for Life", provided an exceptional boost to the development of life sciences. Milano hosted experts and a selection of innovative projects from 200 participants (including countries, international organizations, NGOs and private companies), local universities and companies, nurturing many fruitful international relationships. Over 21 million people visited the EXPO Milano 2015.

The Human Technopole, described in the previous section, will further develop Expo's legacy.

The University of Milano has also expressed an interest in transferring all its scientific faculties to the same area, thus creating one of the most modern campuses in Europe, with a capacity of over 20,000 people, including 18,000 students.

3. The Pirelli building is ready to host EMA

The Pirelli building fully meets EMA's requirements in term of spaces, infrastructure, meeting spaces and accessibility. Italian authorities have already drafted, in close collaboration with EMA technical experts, a detailed adaptation plan for the building. Adequate financial resources has been already been allocated in the 2017 Italian national budget (law 232/2016) and all procedures have been already discussed and prepared in order to start the implementation process of the building adaptation as of the day after the new EMA location is decided (see Section I for further details).

4. Creating an EU scientific hub

A significant potential for synergies can be exploited if three EU bodies dealing with science and research are located within a radius of less than 200km: the JRC, the EFSA and the EMA. A site of the Joint Research Centre (JRC) of the European Commission is based in Ispra (60km north of Milano) since the 1960s; the European Food Safety Authority (EFSA) is based in Parma (120km south-east of Milano) since 2002.

Relocating EMA to Milano would strengthen the bonds among these three European bodies, all operating in science, research and monitoring, while enhancing and broadening their cooperation in common fields of activity (particularly health, food and nutrition). Additionally, it would create a unique EU hub of scientific networks and collaborations with relevant stakeholders, to the benefit of all European citizens.

Help-desk service

Further information on the aspects covered in this section may be addressed to the EMA Milano help-desk operating at the Embassy of Italy – Economic and Trade Section, 14 Three Kings Yard, London W1K 4EH, weekdays from 9:30 a.m to 5:00 p.m., +44 (0)20 7312 2211/2258, londra.emamilano@esteri.it

Section VI. Geographical spread

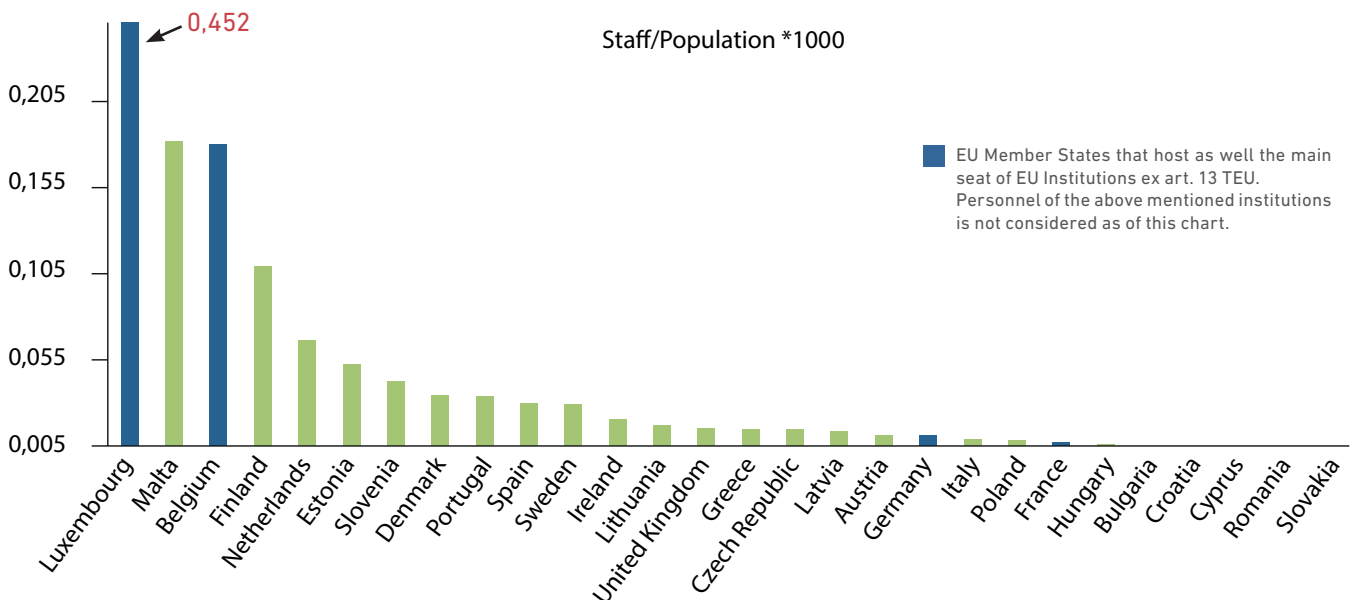
Italy hosts a comparatively small number of EU officials working in EU agencies (565 as of 2015). The current ratio between the EU agencies personnel and the country's population ranks Italy 20th out of 28 member states².

Italy hosts two European agencies, the European Training Foundation (ETF) and the European Food Safety Authority (EFSA). ETF is based in Turin with a staff of 130 (2015) while EFSA is based in Parma with a staff of 435 (2015).

Germany, Greece, The Netherlands and Portugal also host 2 European agencies each, while Luxembourg hosts 3, France 5*, Spain 5 and Belgium 7.

Italy's ratio of EU agency personnel to host-country population is one of the lowest in the EU, standing at 0.009, ranking Italy 20th out of 28 member states.

EU agency staff per 1000 inhabitants of host country (2015)



* including the operational management of the large-scale systems of EU-LISA in Strasbourg.

²taking into account decentralised and executive agencies, agencies under CSDP, EURATOM agencies and bodies and other organisations. Source: www.europa.eu/european-union/about-eu/agencies_en

Section VII. Headquarters agreement and further measures to facilitate staff relocations, in addition to those described in the 1965 Protocol

Italy is ready to sign a headquarters agreement with EMA which will grant EMA and its staff a number of measures to facilitate staff relocation in addition to those established in the 1965 Protocol on the Privileges and Immunities of the European Communities.

1. The headquarters agreement and additional measures

Italy is ready to sign a headquarters agreement with EMA regulating all the main aspects of the Agency's activity in Italy. A draft headquarters agreement has been already prepared by the competent Italian authorities, and the Italian Ministry of Foreign Affairs and International Cooperation is ready to negotiate it with EMA as soon as the decision to relocate EMA to Milano is taken. The following facilitations will be granted to EMA by the Italian headquarters agreement, in addition to those already described in the 1965 Protocol on the Privileges and Immunities of the European Communities.

EUROPEAN MEDICINES AGENCY (THE AGENCY)	
exemption from regional tax on productive activities ("IRAP")	yes
exemption from municipal tax ("IMU")	yes
exemption from value-added tax ("IVA") on institutional purchases of goods, services and works	yes ¹
exemption from registration tax on lease agreements	yes
exemption from excises, value-added tax ("IVA") and customs duties on fuel and lubricants for EMA's vehicles	yes ²
CD reserved parking (in cooperation with the local authorities)	n.3
CD plate	n.3

¹ purchases over €300 (single invoice – net price);

² Agency's vehicles: fuel 1,200 litres - lubricants 24 litres (1 year);

Section VIII. Milano Lifestyle

Quality of life in Milano is among the very best in the world, with high-quality housing at competitive prices, nearly 15million square meters of public parks, unrivalled sport facilities, a thriving artistic and cultural environment and a unique food scene, to cite just a few of the city's attractions. Additionally, many other Italian art cities, the Alps and the Mediterranean coast are all within three hours of train or car ride, providing endless weekend opportunities.

1. Quality of life and housing

Quality of life in Milano is among the very best in the world, with high-quality housing at competitive prices, a state-of-the-art health system, a comprehensive network of international schools, a thriving artistic and cultural environment, a unique food scene, and an efficient public transport system including fully developed car- and bike-sharing schemes, to cite just a few of the city's attractions. Offering such a high standard of living conditions to staff members and their families will allow EMA to significantly increase staff retention. Milano offers a wide choice of residential options at competitive prices, both in its historical heart and in other central areas, a number of which, such as the area of CityLife, Porta Nuova, Garibaldi and Darsena, have been recently transformed into contemporary commercial and residential neighborhoods. The average asking price for buying an apartment ranges from €1,200 per Sq m in the cheaper neighborhoods to €13,600 per Sq m in the most central and prestigious zones (2016 data from the Italian Revenue Agency). The average rental price ranges from €3,2 per Sq m per month to 45 euros per Sq m per month in the most central and prestigious zones. This means that a 100 Sq m apartment may be rented from €320 to €4,500 per month. Additionally, families or individuals wishing to live in suburban areas can choose from a range of well-connected smaller towns at easy reach by car or public transport, in comparable price ranges. Finally, as already mentioned, Italian authorities will provide dedicated support teams to help EMA staff with the relocation process, including assistance in identifying the preferred housing accommodation, assuring a smooth and effective transition to the new location. The figure below shows price ranges for the different areas of the city.

2016 average rental prices for real estate in Milano

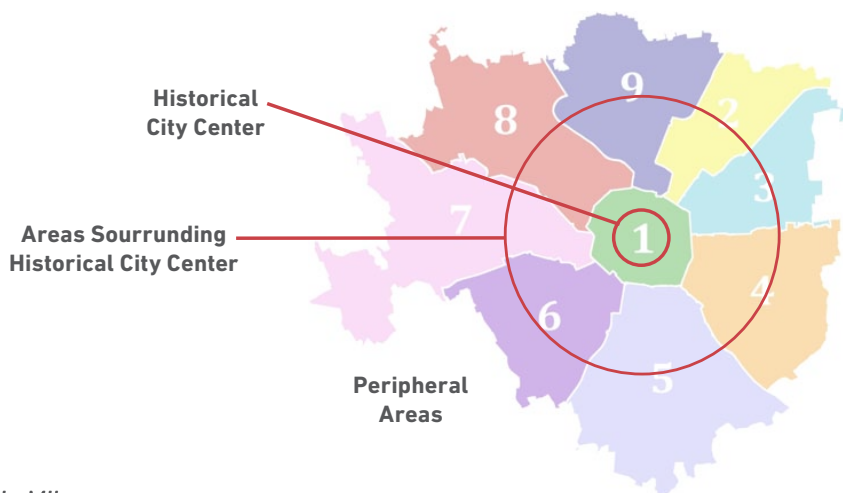


*The rental prices are shown in €/Sq m per month

** The red bullet indicates where the Pirelli building is located

Indicative Rental Prices €/Year				
	Historical City Center	Areas Sourrunding Historical City Center	Peripheral Areas	Suburban Areas*
One Bedroom Apartment	13,000/16,500	5,000/7,700	3,500/9,000	3,950/6,950
Two Bedroom Apartment	19,000/25,500	5,200/12,000	4,800/12,000	4,450/13,200
Three Bedroom Apartment	28,000/37,000	7,500/17,500	5,400/17,400	6,000/14,400
Four Bedroom Apartment	37,000/51,000	8,000/24,000	8,400/27,600	7,200/24,000

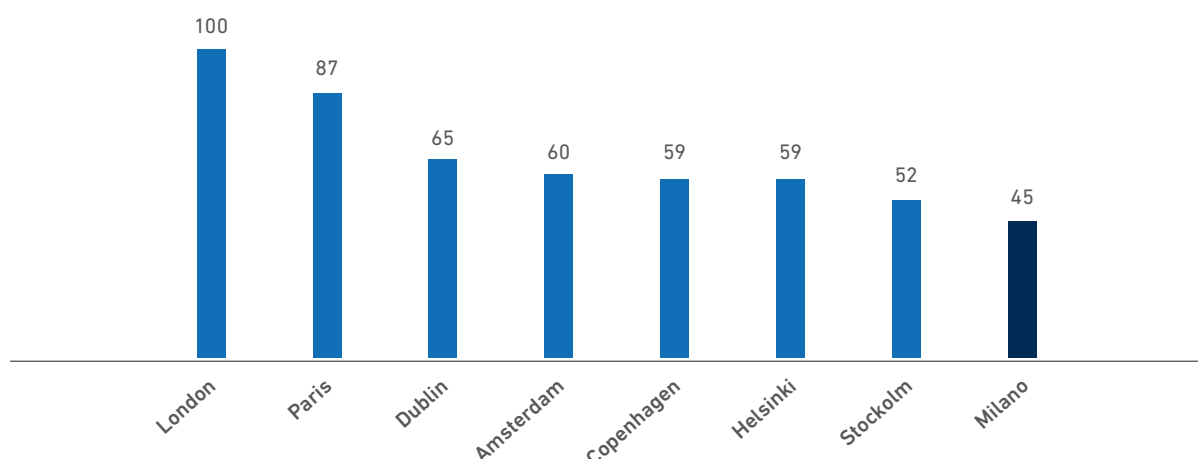
*The Prices are referred to smaller towns well connected to Varese European School and Milano City Center.



2016 average purchase prices for real estate in Milano



Figure 7 Monthly rent for mid-range 2 bedroom apartments 2017 – Comparison based on London as 100.



Sources: CBRE EMA Residential Market Report 2016, Deutsche Bank Report May 2017, Nomisma, TeMA publication rebased to London (USD 2,617)

2. Eating and drinking

With more than 17,000 restaurants, including 17 Michelin-starred ones, Milano offers a range of excellent cuisine, from traditional Italian specialties to the trendiest fusion and ethnic delicacies. Most bars and restaurants are open until late and offer a wide range of options such as the traditional aperitivo (pre-dinner drinks and nibbles).

3. Fairs and events

Milano hosts one of Europe's largest trade fair systems, Fiera Milano, extending over 1,600,000 Sq m, attended each year by ca 4.5 million visitors from all over the world attending 75 major events. The main exhibitions include fashion, furniture and design, food and professional accommodation facilities, applied mechanics, art and crafts, information and communication technology, tourism, plant engineering systems, energy production, architecture and building, security, art and photography. The annual Milano Furniture Fair and Milano Fashion Week are just two examples of the various events that make Milano a world-class capital.

4. Cultural and leisure activity

Milano boasts a cultural heritage that dates back to the Roman empire and a longstanding status as one of the most important cultural and artistic hubs in the world. Milano is a standard-bearer of a modern, sophisticated way of life, offering a safe, tolerant and open social and cultural environment. The city has 150 art galleries, 28 museums and 37 theaters as well the Teatro alla Scala, perhaps the most famous opera theater in the world. It also has 54 parks covering an area of approximately 14,681,400 Sq m, as well as numerous other green spaces equipped with dedicated areas for kids, including 21 splendid Italian gardens, adding further to the quality of life of its citizens.

Further information on the wide range of activities available in Milano can be found on the Milano Tourist Board's website at www.turismo.milano.it.

The cultural and creative energy of the city is also expressed by the high-quality entertainment it offer, boasting over 165,000 shows per year: theater performances, concerts, sporting events, exhibitions and fairs with a total audience of about 14.5 million people. Milano is one of the most appreciated cities for international visitors, with 7.65 million visits a year (of which two million are business-related). In 2016, Milano ranked 14th in the list of top global destinations (Mastercard, Global Destination Cities Index 2016).

The local surroundings make living in Milano a very stimulating experience. The city is just 45 minutes from the gorgeous Italian lakes (Lago Maggiore, Lago di Como, Lago di Garda), 125km north of the coast of Liguria and its wonderful maritime towns, and 175km from the ski resorts of Lombardy or

Valle d'Aosta (the region bordering with France and Switzerland). The historic towns of Bergamo, Brescia, Como, Cremona, Lecco, Lodi, Mantua, Pavia, Sondrio and Varese are just a few kilometers away and, thanks to high-speed rail connections, some of the most important Italian cities, like Bologna, Florence, Rome, Turin, Venice and Verona, can be reached within a three-hour journey, making them easy weekend destinations. Similarly, the east coast of the Adriatic sea can be easily reached by train, with Rimini, San Marino, Ravenna and other beautiful seaside destinations in less than 2h30 from Milano.

The city of Milano has a strong focus on wellbeing which enables residents to enjoy their free time in town. Milano has invested widely in recent years in a city-wide sports system whose goal is to be widespread, open, inclusive and of international standard. Whatever your preferred sporting activity is – from water sports, to golf, running or cycling – Milano will keep you fit.

The municipality manages over 135 sports facilities within the city boundaries (stadium, athletics facilities, swimming pools etc.). Many other facilities are managed by private companies or associations, as in the case of the well-known soccer stadium San Siro Meazza, which is managed by AC Milano and Inter FC.

Section IX. EMAMILANO website and promotional video

Further information and material on Milano's bid to host the new headquarters of the European Medicines Agency may be found online at the dedicated website www.emamilano.eu.

The EMAMILANO promotional video may be found on the dedicated website www.emamilano.eu.

ANNEX I – Letter on future agreement on hotel rooms availability



ASSOLOMBARDA
Confindustria Milano Monza e Brianza

Milano, 19 luglio 2017

Alla c.a. del signor Sindaco

Giuseppe Sala
Comune di Milano
P.za Scala, 2 - 20122 Milano

Egr. signor Sindaco,

facendo seguito ai contatti intercorsi, certi dell'importanza e della rilevanza che la candidatura di Milano ad ospitare l'Agenzia del Farmaco Europea (EMA) rappresenta per la Città e il suo sistema territoriale, tenuto conto delle indicazioni contenute nelle linee guida per il trasferimento delle agenzie europee approvate dal Consiglio Europeo in data 23.06.2017 - che prevedono al punto 5), come criterio di designazione e valutazione della candidatura, "The Business Continuity" della stessa agenzia - confermiamo che l'attuale sistema alberghiero cittadino, maggiormente rappresentato dalle scriventi Associazioni, è in grado di assicurare un'offerta ricettiva del tutto rispondente alle esigenze funzionali dell'Agenzia, rappresentando un vero e proprio punto di eccellenza della candidatura della nostra Città.

Come peraltro già dimostrato in occasione della recente esperienza di successo rappresentata dall'esposizione universale Expo Milano 2015, siamo certi della capacità delle nostre strutture di rispondere più che adeguatamente anche a picchi di richieste alberghiere in concomitanza di fiere internazionali e periodi dell'anno ad alta intensità turistica.

In particolare si evidenzia, come da file allegato, che nel raggio di circa 3 km dal Palazzo Pirelli - edificio offerto dal Governo italiano come futura sede dell'Agenzia - sono oggi presenti almeno 183 strutture alberghiere idonee (hotel di categoria: 3, 4, 5 e 5L stelle), che offrono complessivamente 14.685 camere di albergo di cui quasi il 48% risultano posizionate al massimo ad 1 km da Palazzo Pirelli. Forti di tale offerta, laddove Milano venisse prescelta per ospitare la sede di EMA, ci impegniamo con la presente a promuovere le opportune convenzioni con i soggetti interessati al fine di assicurare, nel raggio di circa tre chilometri (3 km) dalla sede, la disponibilità di posti letto in misura sufficiente a soddisfare interamente le necessità connesse alle attività istituzionali dell'Agenzia, fino anche ad un massimo di mille (1.000) camere a notte, a prezzi costanti per tutto l'anno, ivi compresi i periodi ad alta densità turistica e di picco della domanda alberghiera in concomitanza con i numerosi eventi che ospita la Città.

In fede

Maurizio Naro

Presidente APAM
Associazione Provinciale Albergatori
Milano, Monza e Brianza

Francesco Brunetti

Presidente Gruppo Turismo
Assolombarda Confindustria Milano
Monza e Brianza



ASSOLOMBARDA
Confindustria Milano Monza e Brianza

19 July 2017

Mayor Giuseppe Sala
Municipality of Milano
P.za Scala, 2 – 20122 Milano

Dear Mayor Sala,

Further to our discussions, we support Milano's bid to host the European Medicines Agency (EMA) and believe that it is of great importance to the city and to the region. In view of point 5 of the guidelines on the transfer of European agencies, approved by the European Council on 23/06/2017, which specifies the Agency's business continuity as a criterion for submitting a bid, we confirm that Milano's hotel system, primarily represented by the undersigned associations, is a particularly strong point in the city's bid and is capable of providing accommodation that meets the Agency's requirements.

As demonstrated during the recent successful experience of Expo Milano 2015, we are confident of the ability of our hotels to meet and exceed requirements, including during peak periods, such as during international events and peak tourist season.

As outlined in the attached file, there are at least 183 suitable hotels of 3, 4, 5 or more stars within 3km of the Pirelli building, with a total of 14,685 rooms, almost 48% of them within 1km of the building. If Milano is selected to host the EMA headquarters, we hereby commit to drawing up conventions with the interested parties to ensure that enough hotel beds are available within 3km of the headquarters to meet the needs of the Agency, up to 1,000 rooms per night, at prices which will remain constant throughout the year, including during peak holiday season and at times of increased demand during the many events that the city hosts.

Yours sincerely,

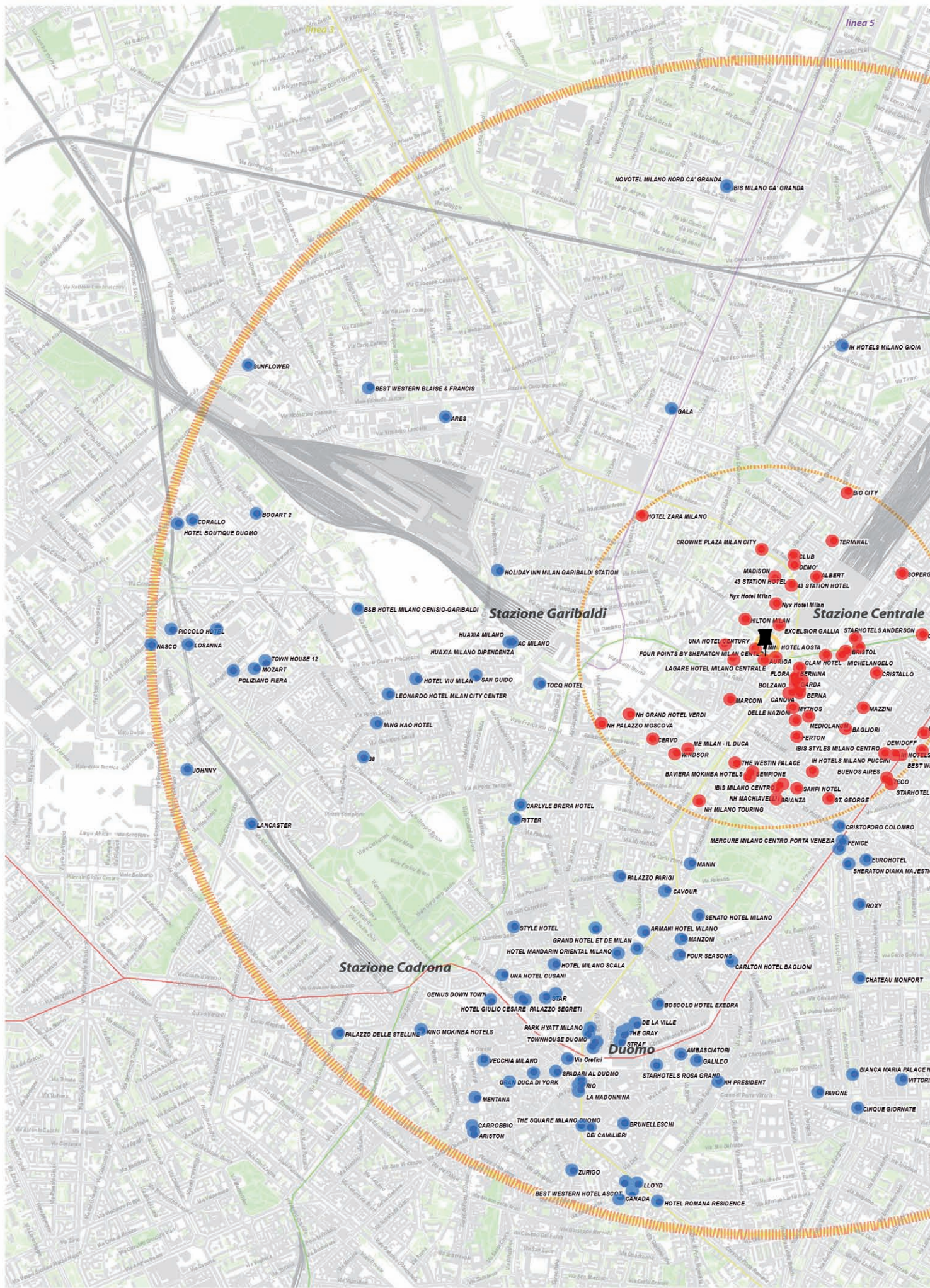
Maurizio Naro

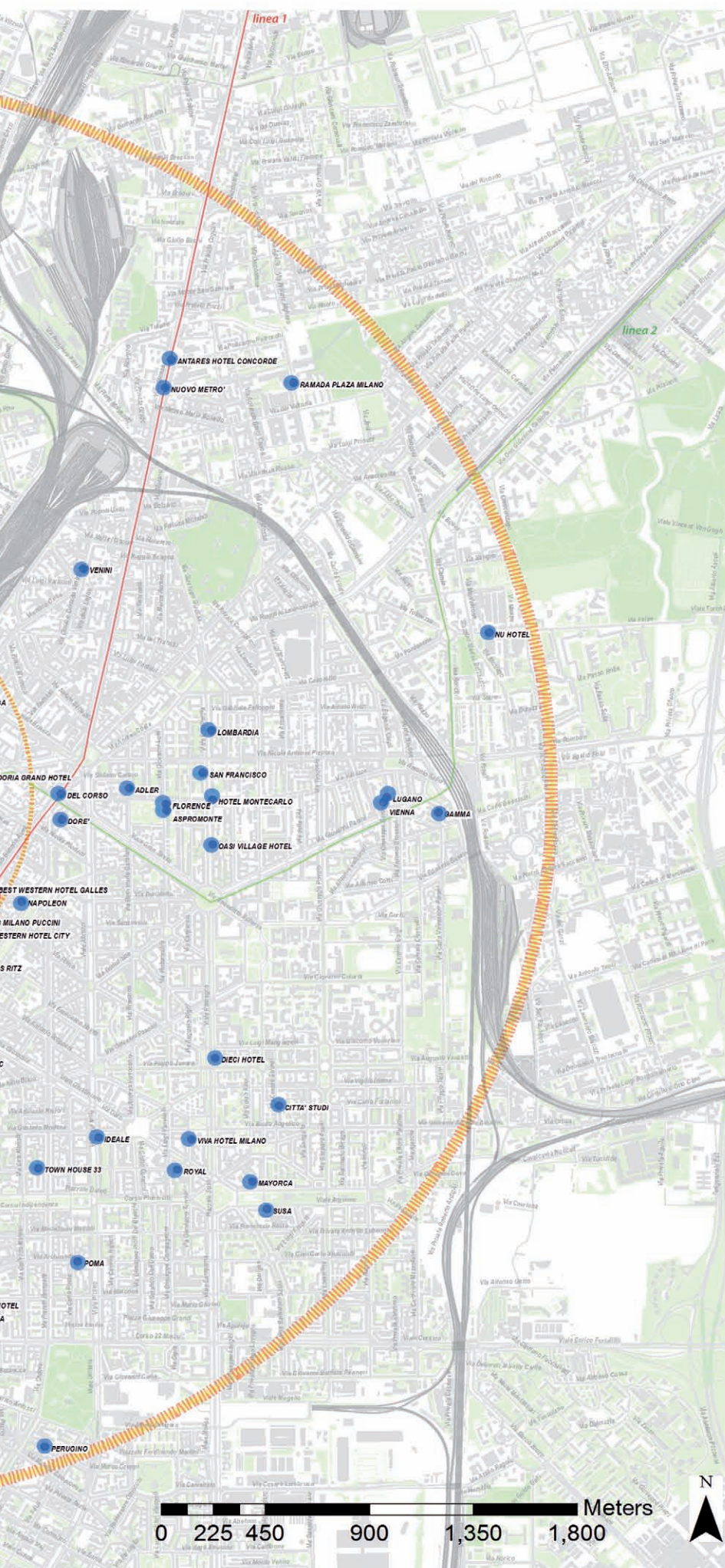
Head of Associazione Provinciale
Albergatori
Milano, Monza e Brianza

Francesco Brunetti

Head of Tourism Group
Assolombarda Confindustria fMilano
Monza e Brianza

Hotels within a 1km radius and a 3km radius from the Pirelli Building





-  Pirelli building
-  Hotels located within 1km
-  Hotels located within 3km
-  1km
-  3,250km

ANNEX II – Detailed information

Weekly air connections to EU non-Capital Cities.

Destination Country as of June 2017	Destination	Weekly Connections				Flight Time (circa)
		MXP	LIN	BGY	TOT	
Croatia	Dubrovnik, HR	3	-	-	3	1h 30m
Croatia	Split, HR	7	-	-	7	1h 10m
Croatia	Zadar, HR	3	-	-	3	1h 15m
Czech Republic	Ostrava, CZ	-	-	2	2	1h 30m
Denmark	Billund, DK	-	-	5	5	2h 05m
France	Bordeaux, FR	6	-	4	10	1h 35m
France	Lourdes, FR	-	-	2	2	1h 00m
France	Lyon, FR	13	-	-	13	0h 55m
France	Marseille, FR	10	2	-	12	1h 10m
France	Nantes, FR	10	-	-	10	1h 50m
France	Nice, FR	2	-	2	4	1h 00m
France	Rodez, FR	2	-	-	2	1h 00m
France	Toulouse, FR	4	-	-	4	1h 30m
Germany	Bremen, DE	-	-	3	3	2h 00m
Germany	Cologne-Bonn, DE	11	-	13	24	1h 25m
Germany	Duesseldorf, DE	23	27	-	50	1h 30m
Germany	Frankfurt, DE	35	61	-	96	1h 20m
Germany	Hamburg, DE	16	-	7	23	1h 40m
Germany	Hannover, DE	7	-	-	7	1h 50m
Germany	Munich, DE	43	11	12	66	1h 15m
Germany	Nordrhein-Westfale, DE	-	-	4	4	1h 25m
Germany	Nuremberg, DE	-	-	7	7	1h 15m
Germany	Stuttgart, DE	16	-	-	16	1h 00m
Greece	Chania (Crete), GR	-	-	4	4	2h 40m
Greece	Irakleion, GR	8	-	1	9	3h 00m
Greece	Kefalonia, GR	2	-	3	5	3h 00m
Greece	Kerkyra, GR	7	-	5	12	3h 00m
Greece	Kos, GR	3	-	1	4	3h 35m
Greece	Mikonos, GR	14	-	3	17	2h 35m
Greece	Preveza/Lefkas, GR	-	-	1	1	1h 55m
Greece	Rhodes, GR	5	1	7	13	2h 40m
Greece	Santorini, GR	7	1	2	10	2h 30m
Greece	Skiathos, GR	1	-	2	3	2h 15m
Greece	Thessaloniki, GR	-	1	5	6	2h 00m
Greece	Zakinthos, GR	4	-	2	6	2h 10m
Hungary	Debrecen, HU	-	-	2	2	2h 00m
Ireland	Cork, IE	-	-	2	2	2h 00m
Ireland	Knock, IE	-	-	2	2	1h 50m
Lithuania	Kaunas, LT	-	-	1	1	2h 00m
Netherlands	Eindhoven, NL	-	-	7	7	1h 40m
Poland	Gdansk, PL	-	-	5	5	2h 00m
Poland	Katowice, PL	-	-	3	3	2h 00m
Poland	Krakow, PL	3	-	7	10	1h 50m
Poland	Nowy Dwor Mazowiecki, PL	-	-	7	7	1h 30m
Poland	Wroclaw, PL	-	-	2	2	1h 40m

Destination Country as of June 2017	Destination	Weekly Connections				Flight Time (circa)
		MXP	LIN	BGY	TOT	
Portugal	Porto, PT	5	-	11	16	2h 40m
Romania	Bacau, RO	-	-	3	3	2h 15m
Romania	Cluj-Napoca, RO	-	-	7	7	2h 00m
Romania	Constanta, RO	-	-	2	2	2h 00m
Romania	Craiova, RO	-	-	4	4	2h 00m
Romania	Iasi, RO	-	-	6	6	2h 20m
Romania	Oradea, RO	-	-	2	2	1h 50m
Romania	Sibiu, RO	2	-	-	2	2h 00m
Romania	Suceava, RO	-	-	4	4	2h 15m
Romania	Timisoara, RO	-	-	12	12	1h 40m
Spain	Alicante, ES	5	-	5	10	2h 15m
Spain	Barcelona, ES	41	7	21	69	1h 44m
Spain	Bilbao, ES	6	-	-	6	2h 05m
Spain	Fuerteventura, ES	2	-	6	8	4h 25m
Spain	Gran Canaria, ES	2	-	3	5	4h 45m
Spain	Granada, ES	3	-	-	3	2h 30m
Spain	Ibiza, ES	36	7	13	56	2h 00m
Spain	Lanzarote, ES	2	-	4	6	4h 25m
Spain	Malaga, ES	11	-	5	16	2h 35m
Spain	Menorca, ES	16	1	1	18	1h 35m
Spain	Palma de Mallorca, ES	15	1	6	22	1h 30m
Spain	Santander, ES	-	-	3	3	2h 20m
Spain	Santiago de Compostela, ES	1	-	4	5	2h 40m
Spain	Sevilla, ES	3	-	7	10	2h 40m
Spain	Tenerife-Reinasofia, ES	3	-	5	8	4h 25m
Spain	Valencia, ES	-	-	12	12	2h 00m
Spain	Vigo, ES	-	-	2	2	2h 30m
Spain	Zaragoza, ES	-	-	4	4	2h 00m
Sweden	Goteborg, SE	-	-	3	3	2h 25m
Sweden	Nykoping, SE	-	-	7	7	2h 35m
United Kingdom	Belfast, NI,GB	-	-	2	2	2h 35m
United Kingdom	Birmingham, EN,GB	8	-	-	8	2h 00m
United Kingdom	Bristol, EN, GB	5	-	3	8	2h 10m
United Kingdom	Cardiff, WL, GB	4	-	-	4	2h 05m
United Kingdom	East Midlands, EN, GB	-	-	3	3	2h 15m
United Kingdom	Edinburgh, SC, GB	12	-	5	17	2h 30m
United Kingdom	Glasgow, SC, GB	3	-	-	3	2h 35m
United Kingdom	Liverpool, EN, GB	-	-	4	4	2h 15m
United Kingdom	Manchester, EN, BG	18	-	9	27	2h 20m
Total	EU Non-Capital Cities	468	120	323	911	

Destinazione Country as of June 2017	Weekly Connections
Japan	31
South Korea	13
USA	181

Major public research hospitals in Milano and Lombardy Region

	Name	Field of research	Website
1	Fondazione Istituto Neurologico Carlo Besta – Milano	Nervous-system disorders in adults and children	www.istituto-besta.it
2	Fondazione IRCCS Istituto Nazionale per lo studio e la cura dei tumori Milano	Oncology	www.istitutotumori.mi.it
3	Fondazione Ca' Granda - Ospedale Maggiore Policlinico - Milano	Repair and replacement of cells, organs and tissues in adults and children.	www.policlinico.mi.it
4	Fondazione Policlinico San Matteo - Pavia	Transplants: diseases treatable with transplants of organs, tissues and cells; internal diseases of high biomedical or technological complexity	www.sanmatteo.org

Major private research hospitals in Milano and Lombardy

	Name	Field of research	Website
5	IRCCS Centro San Giovanni di Dio Fatebenefratelli – Brescia	Psychiatry	www.irccs-fatebenefratelli.it
6	Centro Cardiologico S.P.A. Fondazione Monzino – Milano	Cardiovascular disorders	www.cardiologicomonzino.it
7	IEO - Istituto Europeo di Oncologia – Milano	Oncology	www.ieo.it
8	Istituto Ortopedico Galeazzi – Milano	Musculoskeletal disorders	www.galeazzi.grupposandonato.it

9	Istituto Auxologico Italiano – Milano	Rehabilitation; auxo-endocrinology and metabolic disorders; neuro-cardiovascular disorders	www.auxologico.it
10	IRCCS Ospedale San Raffaele – Milano	Molecular medicine	www.hsr.it
11	IRCCS Multimedica – Milano	Cardiovascular disorders	www.multimedica.it
12	Fondazione Don Carlo Gnocchi – Milano	Rehabilitation	www.dongnocchi.it
13	Istituto di ricerche farmacologiche Mario Negri - Milano, Bergamo, Ranica	Pharmacology and clinical experimentation on neurological, rare and environmental diseases	www.marionegri.it
14	Istituto Clinico Humanitas - Rozzano (Milano)	Immunodegenerative disorders	www.humanitas.net
15	Policlinico San Donato - San Donato Milanese	Cardiovascular disorders, particularly of the large blood vessels, in adults and children	www.sandonato.grupposandonato.it
16	Fondazione Istituto Neurologico Casimiro Mondino – Pavia	Nervous system disorders	www.mondino.it
17	Istituti Clinici Scientifici Maugeri S.p.A. SB – Pavia	Occupational medicine and rehabilitation	www.fsm.it
18	Istituto Eugenio Medea - Bosisio Parini (LC)	Rehabilitation	www.emedea.it

	Denominazione	Website
19	ASST GRANDE OSPEDALE METROPOLITANO NIGUARDA, Milano	www.ospedaleniguarda.it/en
20	ASST SANTI PAOLO E CARLO, Milano	www.asst-santipaolocarlo.it
21	ASST FATEBENEFRATELLI SACCO, Milano	www.asst-fbf-sacco.it
22	ASST CENTRO SPECIALISTICO ORTOPEDICO TRAUMATOLOGICO GAETANO PINI/CTO, Milano	www.gpini.it
23	ASST DEI SETTE LAGHI, Varese	www.ospedalivarese.net
24	ASST PAPA GIOVANNI XXIII, Bergamo	www.asst-pg23.it
25	ASST DEGLI SPEDALI CIVILI DI BRESCIA, Brescia	www.asst-spedalivicili.it
26	AASST DI MONZA, Monza	www.hsgerardo.org
27	ASST DI CREMONA, Cremona	www.ospedale.cremona.it
28	BRESCIA C.C. POLIAMBULANZA, Brescia	www.poliambulanza.it/en

City Areas	One Bedroom Apartment	Two Bedroom Apartment	Three Bedroom Apartment	Four Bedroom Apartment
BRERA DUOMO CORDUSIO TORINO	14,000/16,500	22,000/25,500	32,000/37,000	44,000/51,000
PORTA VENEZIA VITTORIA ROMANA	6,500/7,700	10,200/12,000	15,000/17,500	20,000/24,000
PIAZZA SCALA MANZONI VITTORIO EMANUELE	13,000/16,000	19,000/23,500	28,000/34,000	37,000/46,500
STAZIONE CENTRALE GIOIA ZARA ISTRIA MURAT LORETO TURRO PADOVA	5,850/7,500	6,500/8,500	8,200/9,700	9,500/11,500
CITTÀ STUDI LEONARDO DA VINCI GORINI	5,000/6,500	5,200/7,800	7,500/10,000	8,000/13,500
Suburban Municipalities	One Bedroom Apartment	Two Bedroom Apartment	Three Bedroom Apartment	Four Bedroom Apartment
MONZA	4,550/6,350	5,400/10,800	5,400/15,350	10,100/25,000
SESTO S.G.	4,800/9,000	6,250/9,000	8,300/15,350	9,600/27,600
SAN DONATO MILANESE	5,650/7,550	6,400/12,000	7,900/17,400	8,400/16,800
RHO	3,500/6,000	4,800/8,400	7,200/14,400	11,400/16,800
VARESE	4,300/6,600	7,000/12,000	6,600/12,000	7,200/14,400
GALLARATE	4,200/6,600	5,400/13,200	6,000/13,200	9,600/18,000
BUSTO ARSIZIO	4,200/6,950	4,700/7,200	7,200/10,800	7,800/14,400
LEGNANO	3,950/4,800	4,450/8,400	7,200/10,800	9,000/24,000
SARONNO	4,800/6,000	5,200/7,200	6,000/14,400	7,800/19,200

Source: Tax Revenue Agency (2017)

City Areas	New Properties	Properties Recently Restored	Old Properties
DIAZ-DUOMO-SCALA	9,300/14,100	7,200/9,900	6,300/7,500
VITTORIO EMANUELE SAN BABILA	9,500/15,100	8,100/9,900	7,100/8,500
SPIGA MONTENAPOLEONE	8,700/16,200	8,600/15,400	7,700/9,300
BRERA	8,200/11,400	7,000/8,700	5,700/7,300
REPUBBLICA PORTA NUOVA	7,700/9,900	5,500/7,900	4,000/5,000
SOLFERINO CORSO GARIBALDI	6,500/9,000	6,200/7,300	4,100/5,000
LAGOSTA STAZIONE GARIBALDI	4,200/5,300	3,600/4,500	3,350/3,400
FULVIO TESTI BICOCCA	2,800/3,500	2,100/2,700	1,700/2,400
VENEZIA-MONFORTE	7,500/10,000	6,200/8,700	4,800/5,800
PACINI-PONZIO	3,500/4,000	2,800/3,400	2,000/2,700
PARCO CASTELLO	8,400/12,500	6,100/7,800	4,600/5,700
FIERA MONTEROSA	6,300/7,400	4,200/5,400	2,600/3,400

Source: Tax Revenue Agency (2017)

ANNEX III - The Relocation Plan

The relocation of EMA's resources will be carried out in three different phases throughout the period of restoration works of the Pirelli building.

Restoration works of the Pirelli building will be carried out simultaneously on several floors and in several sectors on each floor, with workers working in shifts. According to the proposed timetable, works are expected to begin in July 2018, last for approximately seven months, and reach completion by the end of January 2019.

Prior to January 2019, the resources and departments that EMA indicates as a priority to guarantee business continuity will begin to be transferred and operate in offices either in buildings nearby the Pirelli building or in the Pirelli building itself, whenever possible, while restoration works proceed.

First phase of relocation (Jan-April 2018)

The government of the Lombardy Region will make a minimum of five workstations available to EMA's advance staff as of January 2018, in the immediate vicinity of the Pirelli building. Specifically, the building called Palazzo Sistema (housing the headquarters of several Regional Enterprises and Entities, such as Infrastrutture Lombarde S.p.a.) and the Palazzo Lombardia building (where the Regional Council and its administrative and operating staff have the headquarters) will house the EMA relocation teams. Both the buildings are in the immediate vicinity of the Pirelli building (within a distance of 800 m).

Offices and areas dedicated to EMA's team members will be set up according to EMA's requirements with all the necessary equipment for each workstation. Should EMA require more than five work stations, to start the process of relocation on site, they will be made available accordingly.

During the first phase, EMA will also be involved in the detailed design process of the restoration works and on the schedule of the works. In particular, EMA will have the chance to indicate the areas and floors of the Pirelli building which have priority, to guarantee the business continuity during the relocation.

Second phase of relocation (May-Dec 2018)

Twenty more workstations - or more, if need be - and a dedicated area will be available to EMA's advance staff as of May 2018.

These work stations will be located either in the same building where the first team is temporarily working or directly in the Pirelli building - while works proceed and furnishings and fittings will begin being installed in this phase - according to the schedule agreed upon with EMA, as mentioned above.

Further needs that EMA may have during the transition phase (January 2018-January 2019) will be taken care of by the Italian authorities in a spirit of full cooperation.

Third phase of relocation (Jan 2019 - end of relocation)

This phase, starting in January 2019 at the latest, will be agreed upon in detail and scheduled with EMA from the beginning of the relocation process, together with the finalization of the detailed design of the restoration works. A detailed relocation plan will be drawn up in close collaboration with EMA, specifically addressing EMA's needs in each phase of the works.

In this way, EMA's requirements will be the driver of the scheduling of the works and of the relocation of the various departments on the building various floors, in view of fully ensuring business continuity.

During this phase, EMA's Advanced Teams operating on the temporary work stations in the buildings nearby will also be transferred into the Pirelli building.

The overall guideline of the relocation plan will be the continuity of EMA's functions.

It will be the responsibility of Lombardy Region to set up the areas using its Facility Management services in cooperation with EMA's staff members. This support will be on the space planning operations, and on the activities of moving and fitting furniture and equipment.

Timeline for EMA relocation to Milano

Activity Date	Date
5+ workstations available to EMA in Milano	January 2018
20+ workstations available to EMA in Milano	May 2018
Start of renovation works	July 2018
Start of installation of the furnishings and fittings	December 2018
End of renovation works	January 2019

Relocation and transition phases support

In parallel with the adaptation works, the Italian authorities will provide dedicated support teams to help both the EMA management team and EMA staff with the relocation process, ensuring a smooth and effective transition to the new location. EMA staff members will be given one-to-one assistance with administrative procedures, e.g. ID card issuing, visa applications (if needed), and driving licenses. Tailored assistance will be also available for home-hunting, school enrolment, job seeking for spouses and partners of EMA staff, language classes, babysitting and information on the local health system.

Such assistance will be operational in a dedicated one-stop shop in Milano city center as of December 2018, while a dedicated EMA help desk is already open and fully functional at the Embassy of Italy in London and will continue to operate throughout the transition period (Embassy of Italy – Economic and Trade Section, 14 Three Kings Yard, London W1K 4EH, weekdays from 9:30 a.m to 5:00 p.m., +44 (0)20 7312 2211/2258, londra.emamilano@esteri.it).