

*ANNUAL
REPORT*

2023

COMITÉ OLÍMPICO DO
BRASIL



**ANNUAL
REPORT**

2023



TABLE OF CONTENTS

Message from the President	7
The Report	10
About COB	12



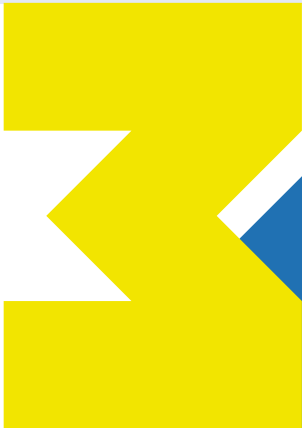
MANAGEMENT AND GOVERNANCE

Mission, Vision, and Values	16
Strategic Map (2021–2024)	18
Board of Directors	20
Fiscal Board	22
Ethics Council	23
Athletes Commission	24
Confederations Affiliated to COB	26
Projects Office	28
Compliance	38
Human Resources	42
Financial Planning and Control	46
Olympic Solidarity	50
Information Technology	54



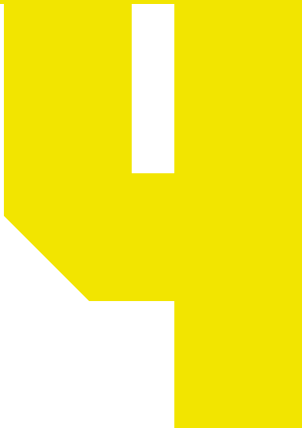
SPORTS DEVELOPMENT AND SPORTS SCIENCES

Sports Development	64
Sports and Youth	72
Olympic Training Center and Laboratory	82
Women in Sports	90



HIGH PERFORMANCE

Sports Planning and Performance	98
International Games and Operations	113
Sports Infrastructure	120



RELATIONSHIP WITH SOCIETY

Brazilian Olympic Institute	126
Culture and Olympic Values	134
Education and Doping Prevention	145
Communication	148
Marketing	152
Events	157



MESSAGE FROM THE PRESIDENT

The COB 2023 Annual Report presents the entity's achievements dedicated to sports in its different perspectives throughout the year: in High Performance, in Sports Development, in education, in the promotion of Olympic Values, and the strengthening of the national sports culture.

Great sports results marked 2023. The most prominent, undoubtedly, the best campaign in Brazil's history at the Pan American Games. At the Santiago 2023 Games in Chile's capital, we won 205 medals. Of which, 66 were gold, besides 73 silver and 66 bronze medals. The total and the number of gold medals were records.

Team Brazil's campaign, which again reached second place in the overall table, also secured 40 spots for the Paris 2024 Olympic Games and had women as major protagonists, such as Bárbara Domingos (rhythmic gymnastics), with three gold and two silver; Stephanie Balduccini (swimming), with one gold, three silver, and one bronze; and Flávia Saraiva (artistic gymnastics), with four silver and one bronze. Without leaving aside the men, especially the swimmers Guilherme Costa, with four gold, and Guilherme Caribé, with three gold and one silver.

All sports enthusiasts followed the outstanding achievements of Brazil in Santiago 2023 through broadcasts on the Olympic Channel of Brazil,

the official COB channel. With massive coverage and the biggest transmission of its history — with almost 800 hours live on air on up to six simultaneous channels — the channel received more than 40 million views on Youtube.

Back to sports results, I also exalt our campaign at the Santa Marta 2023 South American Beach Games. With only 61 athletes participating in 10 of the 14 sports modalities, our team reached third place on the medal table. The Brazilian delegation won 25 podiums, with 11 gold, 7 silver, and 7 bronzes, guaranteed in the 10 sports played.

The Brazilian Olympic Committee acted, once again, not only in High Performance but also in Talent Development. In 2023, to attract new talent, the Youth Games, held in Ribeirão Preto and organized by COB, were once again a success. The edition was marked by growth in several areas. The expansion was due to the entry of new modalities: open water, fencing, archery, and triathlon, which were joined by 14 others from the event's sports program. Athletics also had news: for the first time, the race walking was disputed.

Moving on to non-sporting actions, but essential for the functioning of our entity, I would like to mention the capture of 13 new sponsorships by the Marketing area; strategic content partnerships with companies such as Cazé TV,

NSports, and Play9; the launch of the “Manda Brasa” campaign, highlighting the COB brand in the national advertising market; and the debut of great achievements, such as COB Expo and Casa Brasil.

In São Paulo, the COB Expo received about 60 thousand people over 5 days. They could check out a program full of content, courses, sports activations, and various attractions. Casa Brasil was the meeting point of Brazilians at the Santiago 2023 Games, where it was possible to celebrate the results of our athletes in a space that brought together culture, gastronomy, tourism, sports, and entertainment, fundamental to disseminate the image of the country and promote the COB brand and its sponsors.

Also in 2023, we launched the documentary “Pernas, Cabeça e Coração” (Legs, Head, and Heart), telling the story of the famous Vanderlei Cordeiro de Lima; we launched COBcast, the official podcast of the entity, in audio and video, which always has the participation of athletes, coaches, managers, and important personalities at COB and Team Brazil; we signed media partnerships with TV Brasil, CazéTV, Band, UOL, and Lance!; and we launched the “Momento Brasil Olímpico” (Olympic Brazil Moment), a program on the BandSports sports channel, another opportunity to disseminate and value the work conducted in the entity’s daily life, in addition to the results obtained by our athletes.

As the concern with evolution is a constant in COB, we launched our Sustainability Program, in which we signed the commitment with Sports for Nature – S4N, which made COB a signatory to the treaty from July 2023.

Sports for Nature was led by the International Olympic Committee (IOC) together with the International Union for Conservation of Nature (IUCN) and the UN Convention on Biological Diversity (UN CBD) and provides that the signatory sports organizations undertake to align their activities and operations with actions that contribute to reducing impacts on the environment and preserving nature. Thus, as has already happened with Sports for Climate Action (S4CA), in 2020, the entity became the first committee in the Americas to sign the agreement. Besides becoming a signatory, we also launched the Sustainability in Sports and Life course, which is made available to all employees on our online platforms.

In addition to evolution, the entity also looks closely at inclusion. The Brazilian Olympic Institute innovated by launching the Athletes Commission Course: Voice and Representativeness and the Balancing the Game Course: Equality and Gender in Sports. Through a rich cycle of lectures, it was possible to discuss relevant themes of Safe Sports, such as coping with abuse, harassment, and racism. Another important action was implementing affirmative actions for women, black and brown people in a pilot project linked to the Athlete Career Program. All these innovations and results result from actions by the areas that worked together to promote a present and a future of excellence, one of the main pillars of the entity.

Finally, I want to thank the support of the Olympic Confederations, the Athletes Commission, the Board of Directors, the Ethics

Council, and Fiscal Board, the official sponsors and partners, the Ministry of Sports, the national federations, clubs and associations, Loterias Caixa, the Armed Forces and everyone that makes up the production chain of the Brazilian Olympic sports. Everyone’s partnership was essential to cross another year and move on to another victorious Olympic cycle.

Olympic Greetings,

Paulo Wanderley

COB President

THE REPORT

The Annual Report covers the period from 01/01/2023 to 12/31/2023 and is divided into four main topics: Management and Governance, Sports Development and Sports Sciences, High Performance, and Relationship with Society.

It is a publication in which the Brazilian Olympic Committee clarifies its management to the Brazilian Confederations of Olympic Sports, sports clubs, athletes and coaches, and Brazilian society in general. The document seeks to be in line with the guidelines of the International Olympic Committee regarding modern sports management.

The first chapter presents the organization's strategic map, boards and councils, and policies adopted, among other governance themes, and what was produced by some areas of the institution.

Next, the report addresses the entity's *raison d'être*: sports and the entire organizational structure aimed at promoting Olympic sports in the country, from the discovery and development of talents through the practices of improving the sports performance of already consolidated athletes to the conditions offered to athletes for the most important sports competitions of the year, such as the Santiago 2023 Pan American Games and the Santa Marta 2023 South American Beach Games.

Finally, the social role of COB conducts indirect actions, not exactly related to sports, but that help athletes in the search for the best possible performance and inspires children and young people to aim for a future in sports.



ABOUT COB

The Brazilian Olympic Committee (COB) is a non-governmental organization affiliated with the International Olympic Committee (IOC), which works in national sports' technical, administrative, and political management.

The mission of the Brazilian Olympic Committee (COB) is to develop and represent the country's high-performance sports with excellence, improving sports results, raising the management maturity of COB and affiliated confederations, and strengthening the image of Brazilian Olympic sports.

The entity must also protect and promote the Olympic Values in national territory. Over its more than 100 years of existence (it was founded on June 8, 1914), COB has already led Brazil to achieve 150 medals (37 gold, 42 silver, and 71 bronze) in the Olympic Games and 37 medals in the Youth Olympic Games (11 gold, 15 silver, and 11 bronze).

The main source of COB resources for fulfilling its strategic objectives comes from Federal Law 13.756/2018, which allocates a percentage of the collection of federal lotteries to sports. The resources are managed respecting the precepts of public administration and transparency, and their use is audited by the Federal Court of Accounts (TCU) and the Federal Comptroller General (CGU).





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**MANAGEMENT
AND GOVERNANCE**

MISSION, VISION, AND VALUES

STRATEGIC PILLARS

In 2020, the new Strategic Planning was prepared, which became effective in 2021 and is valid until 2024. This planning includes the COB Mission, Vision, and Values, as well as the strategic pillars and the strategic map, as follows:

For an organization to establish itself and be successful, it is necessary to define the basis of its strategy, that is, its Strategic Pillars. They were created from the Mission, Vision, and Values analysis.



MISSION

Develop, promote, and protect the Brazilian Olympic Movement and ensure excellence in its international representations.



VISION

Be recognized for the excellence of sports results, management, and governance.



VALUES

Respect, Excellence, Friendship, Passion for Sports, Transparency, Equality.



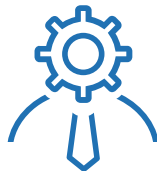
SPORTS RESULT

Maximizing Sports Results



REPUTATION OF THE OLYMPIC MOVEMENT

Strengthening the Olympic Movement



SPORTS MANAGEMENT AND GOVERNANCE

Excellence and Competence in Management, Ethics, and Transparency



CULTURE AND EDUCATION IN SPORTS

Promotion of Olympic Values and Production and Dissemination of Knowledge

STRATEGIC MAP

COB 2021-2024

4. SPORTS RESULT

Maximizing Sports Results

- | | | |
|--|--|--|
| 4.1 Consolidate the level of sports results achieved by Brazil in the Olympic Scenario. | 4.2 Pursue excellence in the sports services offered during the Missions. | 4.3 Enhance the science and health infrastructure and services in sports offered to athletes. |
| 4.4 Invest in and support high-performance athletes, coaches, and multidisciplinary teams. | 4.5 Structure programs and actions to encourage the development of new athletes, coaches, and sports managers. | 4.6 Support confederations in detecting and developing talents with investment in structuring projects of the basic categories and training. |
| 4.7 Encourage the practice of sports and new modalities in youth. | | |

3. SPORTS MANAGEMENT AND GOVERNANCE

Excellence and Competence in Management, Ethics, and Transparency

- | | | |
|--|---|--|
| 3.1 Lead the Brazilian Olympic Movement efficiently, transparently, in line with Olympic Agenda 2020. | 3.2 Improve good corporate governance practices for the sports environment. | 3.3 Conduct the processes in a sustainable, ethical, and transparent manner. |
| 3.4 Seek the continuous improvement of the meritocratic process of transferring resources to confederations. | 3.5 Capture new business models to increase revenues. | 3.6 Improve the model of the Olympic Preparation Program. |

2. REPUTATION OF THE OLYMPIC MOVEMENT

Strengthening the Olympic Movement

- | | | |
|---|---|--|
| 2.1 Include sustainability in actions to promote the Brazilian Olympic Movement | 2.2 Expand the relationship with society by valuing the reputation of COB and the Brazilian Olympic Movement. | 2.3 Promote a sporting, governance, and management environment free from any type of discrimination. |
| 2.4 Turn our stakeholders into ambassadors. | 2.5 Communicate the main actions and results in a modern, effective, and transparent way. | |

1. CULTURE AND EDUCATION IN SPORTS

Promotion of Olympic Values and Production and Dissemination of Knowledge

- | | |
|---|---|
| 1.1 Promote culture and education as agents of Knowledge Management development. | 1.2 Improve research and innovation in sports, generating values for society. |
| 1.3 Foster and increase programs and studies on Olympism and its values with society. | 1.4 Prepare and provide educational support to athletes during and post-career. |

BOARD OF DIRECTORS

The Board of Directors (BOD) is the top executive board of COB and is responsible for defining the strategy and good governance practices.

COB’s mission is to develop and represent the country’s high-performance sports with excellence, improving sports results, raising the maturity of its management and affiliated confederations, and strengthening the image of Brazilian Olympic sports.

The COB’s main source of resources for fulfilling its strategic objectives come from Federal Law 13.756/2018, which allocates a percentage of the collection of federal lotteries to sports. The resources are managed respecting the precepts of public administration and transparency, and their use is audited by the Federal Court of Accounts (TCU) and the Federal Comptroller General (CGU).

COMPOSITION: 13 MEMBERS

- > COB President
- > President and Vice-President of the Athletes Commission
- > Brazilian members of the IOC (2)
- > Independent Member (1)
- > Presidents of Confederations (7)

MAIN STATUTORY COMPETENCES OF THE BOARD OF DIRECTORS

- > Guide COB administration.
- > Present the budget, financial statements, and annual activity report to the Meeting.
- > Prepare and approve codes and regulations and propose reforms to the Bylaws.
- > Prepare the Strategic Plan.
- > Grant binding and recognition to sports administration entities and propose entity affiliation to the COB Meeting.
- > Authorize the signing of contracts that exceed the amount of BRL 1 million.

BOARD MEMBERS

Paulo Wanderley
*President of COB and
Chairman of the board of directors*

Yane Marques
President of the COB Athletes Commission

Fabiano Peçanha
*Vice-President of the COB Athletes
Commission*

Ricardo Leyser Gonçalves
Independent Member

Andrew Parsons
IOC Member

Bernard Rajzman
IOC Member

José Luiz Vasconcellos
*President
Cycling*

Karl Anders Ivar Pettersson
*President
Snow Sports*

Matheus Figueiredo
*President
Ice Sports*

Raphael Nishimura
*President
Sport Climbing*

Alberto Cavalcante Maciel Junior
*President
Taekwondo*

Silvio Acácio Borges
*President
Judo*

Ernesto Teixeira Pitanga
*President
Triathlon*

FISCAL BOARD

It is one of the powers of COB, the General Meeting, the Board of Directors, and the Ethics Council.

It has a term of 4 (four) years and consists of 3 (three) effective members and 2 (two) substitutes elected at the Meeting. The Chairperson shall be elected from among the effective members of the Fiscal Board at its first meeting. Meetings occur ordinarily, once a quarter, and extraordinarily, when called by its Chairperson or COB President.

THE FISCAL BOARD SHALL:

- > Examine income and expense documents, as well as monthly balance sheets.
- > Give an opinion on the monthly balance sheets, the financial and balance sheet of the previous year, and other matters submitted to it by its Chairperson.
- > Examine, when deemed appropriate, all documents in the area of its competence.
- > Approve, by December, the annual budget for the following year and requests for budgetary and extraordinary credits.
- > Give an opinion on the sale of real estate or recording of them with property liens.
- > Organize its annual report.
- > Prepare and approve its bylaws.

MEMBERS OF THE FISCAL BOARD

Effective Members

- > Ângelo Moniz Freire Vivacqua (President)
- > Bianca de Azevedo
- > Sebastião Dantas Ramos

Substitutes

- > Marcus de Carvalho Mussa Gaze
- > Guilherme de Oliveira Campos
- > Marcos José de Carvalho Neto

ETHICS COUNCIL

The Ethics Council is endowed with autonomy and is responsible for defining the ethical parameters expected of COB and its agents based on the values and principles enshrined in the Olympic Charter and the IOC Code of Ethics, public administration, and democratic management.

It is also responsible for investigating and judging reports raised to non-compliance with such ethical principles, including violations of the Code of Ethical Conduct, and, if necessary, to sanction or propose sanctions to the competent authorities.

Non-Independent Members

- > Sami Arap Sobrinho (Chairman until 02/13/2023)
- > Joana de Albuquerque Maranhão Bezerra de Melo (Chairman since 02/13/2023)

Independent Members

- > Humberto Aparecido Panzetti
- > Ney de Barros Bello Filho (until 11/20/2023)
- > Guilherme Faria da Silva

ATHLETES COMMISSION

Formed by great national sports highlights, the COB Athletes Commission (CACOB) was created in 2009, following the model of the Athletes Commission of the International Olympic Committee (IOC). The formation in force in 2023 is below:



COB ATHLETES COMMISSION

Yane Marques
President
modern pentathlon

Fabiano Peçanha
Vice President
athletics

Adriana Aparecida da Silva
athletics

Ana Sátilla
canoe slalom

Arthur Zanetti
artistic gymnastics
(until 12/13/23)

Bárbara Seixas
beach volleyball

Beatriz Futuro
rugby

Clodoaldo do Carmo
athletics

Diogo Silva
taekwondo
(until 03/22/23)

Edson Bindilatti
bobsleigh

Eduarda Amorim
handball

Emerson Duarte
shooting

Fernanda Nunes
rowing

Francisco Barretto
artistic gymnastics

Gilvan Bitencourt Ribeiro
canoe sprint
(since 04/12/23)

Gustavo Guimarães
water polo

Hortência Marcari
basketball

Iziane Marques
basketball
(until 12/20/23)

Jade Barbosa
artistic gymnastics
(since 04/12/23)

Jaqueline Mourão
cycling mountain bike/skiing
cross-country/ biathlon

Jefferson Sabino
athletics

Joana Cortez
tennis

Juan Nogueira
boxing

Lucas Duque
rugby sevens

Poliana Okimoto
open water

Rodrigo Santana
volleyball

Thiagus Petrus
handball

CONFEDERATIONS AFFILIATED WITH COB

CONFEDERATION	CHAIRPERSON
BRAZILIAN SPORT CLIMBING ASSOCIATION	Raphael Nishimura
BRAZILIAN CONFEDERATION OF ATHLETICS	Wlamir Leandro Motta Campos
BRAZILIAN BADMINTON CONFEDERATION	José Roberto Santini Campos
BRAZILIAN BASKETBALL CONFEDERATION	Guy Rodrigues Peixoto Junior
BRAZILIAN BOXING CONFEDERATION	Marcos Cândido de Brito
BRAZILIAN CANOEING CONFEDERATION	Rafael Giroto
BRAZILIAN CYCLING CONFEDERATION	José Luiz Vasconcellos
BRAZILIAN WATER SPORTS CONFEDERATION	Luiz Fernando Coelho de Oliveira
BRAZILIAN CONFEDERATION OF SNOW SPORTS	Karl Anders Ivar Pettersson
BRAZILIAN ICE SPORTS CONFEDERATION	Matheus Bacelo de Figueiredo
BRAZILIAN FENCING CONFEDERATION	Ricardo Pacheco Machado
BRAZILIAN FOOTBALL CONFEDERATION	Ednaldo Rodrigues (until 12/9/23). As of 12/10/2023, João Perdiz became the intervenor
BRAZILIAN GYMNASTICS CONFEDERATION	Maria Luciene Cacho Resende
BRAZILIAN GOLF CONFEDERATION	Osmar da Costa Sobrinho
BRAZILIAN HANDBALL CONFEDERATION	Felipe Tadeu Moreira Lima do Rêgo Barros
BRAZILIAN EQUESTRIAN CONFEDERATION	Fernando Sperb
BRAZILIAN GRASS AND INDOOR HOCKEY CONFEDERATION	Bruno Patricio Oliveira da Silva
BRAZILIAN JUDO CONFEDERATION	Silvio Acácio Borges
BRAZILIAN WEIGHTLIFTING CONFEDERATION	Enrique Montero Dias
BRAZILIAN MODERN PENTATHLON CONFEDERATION	Celso Sooma Sasaqui

BRAZILIAN ROWING CONFEDERATION	Magali Moreira
BRAZILIAN RUGBY CONFEDERATION	Martín Andrés Jaco
BRAZILIAN SKATEBOARDING CONFEDERATION	Eduardo Musa
BRAZILIAN SURF CONFEDERATION	Flávio Padaratz
BRAZILIAN TAEKWONDO CONFEDERATION	Alberto Cavalcante Maciel Junior
BRAZILIAN TENNIS CONFEDERATION	Rafael Westrupp
BRAZILIAN TABLE TENNIS CONFEDERATION	Alaor Gaspar Pinto Azevedo
BRAZILIAN ARCHERY CONFEDERATION	João Luiz Araujo da Cruz
BRAZILIAN SHOOTING CONFEDERATION	Jodson Gomes Edington Junior
BRAZILIAN TRIATHLON CONFEDERATION	Ernesto Teixeira Pitanga
BRAZILIAN SAILING CONFEDERATION	Marco Aurélio de Sá Ribeiro
BRAZILIAN VOLLEYBALL CONFEDERATION	Walter Pitombo Laranjeiras (until 05/31/23) Radamés Lattari (since 05/31/23)
BRAZILIAN WRESTLING CONFEDERATION	Flavio Cabral Neves
NATIONAL COUNCIL OF SPORTS DANCE	Patric Machado Tebaldi

PROJECTS OFFICE

The area is responsible for ensuring the alignment between COB's strategy and its projects through the best governance and management practices, as well as offering support to senior management in decision-making.



The area is responsible
for the following activities:

- > Governance
- > Strategic Planning
- > Processes Management
- > Projects Management
- > Management Program, Ethics
and Transparency - GET

MAIN ACTIVITIES CONDUCTED

Governance

Advice at Meetings: Board of Directors:
13 meetings held (6 ordinary and
7 extraordinary); Board of Directors:
240 meetings held (186 electronic
and 54 in person).

Strategic Planning

In line with COB’s Strategic Planning,
70 indicators and goals were defined
for 2023, which cover all COB’s boards
and areas, and are distributed in
4 (four) Strategic Pillars: Sports Result,
Management and Governance in Sports,
Reputation of the Olympic Movement,
and Culture and Education in Sports.
Monitored quarterly, indicators play a
key role in Management, which assists
in evaluating results, ensuring that COB
remains on track to achieve its goals.

Satisfaction Survey

Through a questionnaire with qualitative
and/or quantitative questions, in order to
understand the perception of internal and
external users (external are from the areas:
COB Training Center and Culture and
Olympic Values/Library) on the quality of
products, processes, services, service, and
other aspects, 8 (eight) satisfaction surveys
were conducted, from the following areas:

- > Building Administration and Services
Administrative and Protocol
- > COB Training Center
- > Culture and Olympic Values (Library)
- > Procurement and Contracts
- > Projects Office
- > Travel Management
- > Legal
- > Information Technology

Research indicators are valuable inputs for
continuous improvement, to direct efforts
and leverage results

Management of Normative Processes

Preparation and/or review of 48 regulations
(resolutions, regulations, policies,
procedures, manuals, practical guides)
together with the areas. According to
the information classification of the COB
Information Security Policy, the regulations
are available on the COB website and/or
on the COB online.

Were defined
for 2023
70
indicators and goals

Were conducted
8
satisfaction
surveys

Performance Reports

Issuance of 12 management reports with monitoring of activities; 02 reports of projects and programs with the monitoring of progress information, points of attention, and next steps.

**Quality Management System
Certification Project - QMS**

In 2023, COB made even more efforts in continuous improvement, aiming to achieve an internationally recognized certification seal. In this sense, implementing the Quality Management System has made significant advances, in compliance with ABNT NBR ISO 9001 requirements. To this end, COB employees had access to training on interpreting these requirements and training internal auditors.

**Management, Ethics,
and Transparency Program - GET**

Another year of implementation of the GET Program was successfully conducted, the main objective of which is the continuous process of raising the maturity in management and transparency of the Brazilian sports system. Based on the purpose of maintaining the level of excellence, we conducted, from October to December/2023, the review of the GET Program, which had the collaboration of an Advisory Committee, consisting of representatives of COB, IOC, CACOB, and Sports Entities, in addition to the participation of many COB specialists.

**EDUCATIONAL ACTIONS
SUPPORTING SPORTS ENTITIES**

**Management Webinars,
Ethics and Transfer:**

- > Marketing
- > Safe Sports
- > Mental Health
- > Sustainability

The Overall Webinar Cycle rating at maximum satisfaction levels was 92.23%.

In 2023, the audience participating in the GET webinars was even more expressive. An average of 121 professionals from 32 sports entities participated in a webinar.

Throughout the year, 10 meetings were held to support the Sports Entities.



The overall rating
of the Webinar Cycle
at the maximum levels
of satisfaction was

92,23%

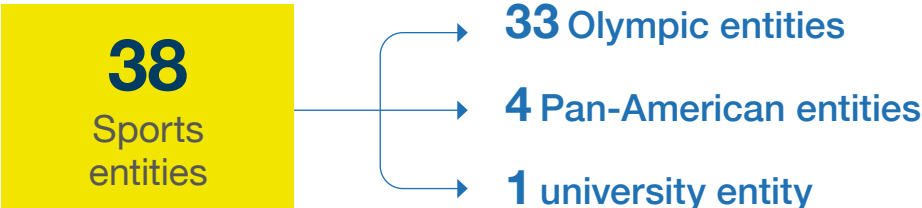
Throughout the year,

10

meetings were
held to support
the Sports Entities.

GET PROGRAM RESULTS

ADHERENCE



OLYMPIC ENTITIES	
Brazilian Volleyball Confederation	Brazilian Shooting Confederation
Brazilian Equestrian Confederation	Brazilian Canoeing Confederation
Brazilian Judo Confederation	Brazilian Boxing Confederation
Brazilian Rugby Confederation	Brazilian Badminton Confederation
Brazilian Athletics Confederation	Brazilian Taekwondo Confederation
Brazilian Gymnastics Confederation	Brazilian Surf Confederation
Brazilian Tennis Confederation	Brazilian Wrestling Confederation
Brazilian Snow Sports Confederation	Brazilian Rowing Confederation
Brazilian Basketball Confederation	Brazilian Weightlifting Confederation
Brazilian Cycling Confederation	Brazilian Association of Sport Climbing
Brazilian Sailing Confederation	Brazilian Modern Pentathlon Confederation
Brazilian Table Tennis Confederation	Brazilian Golf Confederation
Brazilian Skateboarding Confederation	Brazilian Grass and Indoor Hockey Confederation
Brazilian Fencing Confederation	National Council of Sports Dance
Brazilian Ice Sports Confederation	Brazilian Water Sports Confederation
Brazilian Triathlon Confederation	Brazilian Handball Confederation
Brazilian Archery Confederation	

PAN-AMERICAN ENTITIES

- Brazilian Bowling Confederation
- Brazilian Hockey and Skating Confederation
- Brazilian Squash Confederation
- Brazilian Water Ski and Wakeboard Confederation

UNIVERSITY ENTITY

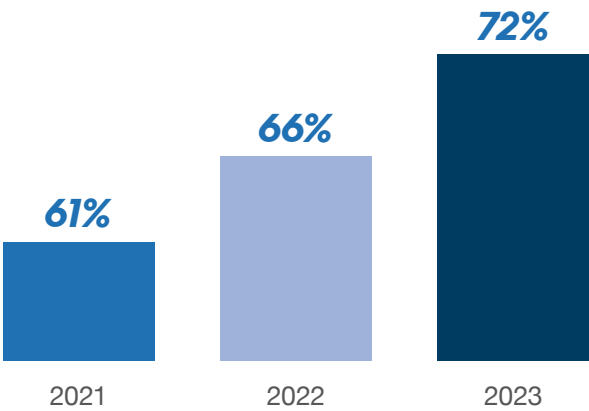
- Brazilian Confederation of University Sports

DEFINITION OF THE SIZES OF SPORTS ENTITIES

MATURITY LEVELS

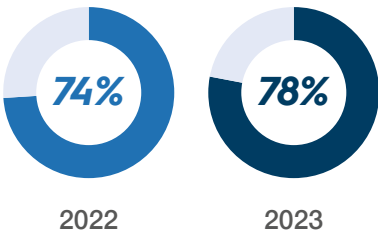
1 INITIAL	2 KNOWN	3 STANDARDIZED	4 MANAGED	5 OPTIMIZED
Process in accordance with the law. Minimum required for its operation.	Processes already known, but executed without standardization. Each employee performs differently.	Process known, mapped, formalized, and with a defined policy.	Standardized process, presenting efficiency measurement, with performance measurement.	Efficient process, which also seeks to implement actions of improvements.
DEFINITION OF THE SIZES				
CATEGORY 1 UP TO BRL 4,000,000.00		15%		
CATEGORY 2 FROM BRL 4,000,000.01 TO BRL 6,000,000.00				
CATEGORY 3 FROM BRL 6,000,000.01 TO BRL 15,000,000.00				
CATEGORY 4 FROM BRL 15,000,000.01				

PERFORMANCE GET SPORTS ENTITIES

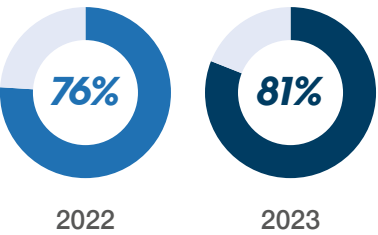


The program is supported by an online platform with 306 questions grouped into 5 different maturity levels. Therefore, developing sports entities with such different realities and characteristics was possible.

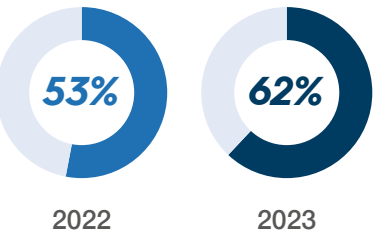
GOVERNANCE



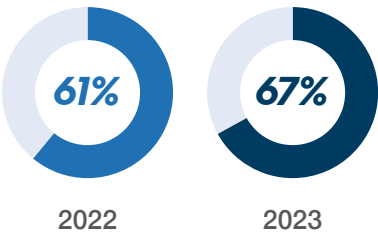
SUPPORT PROCESSES



COMPLIANCE



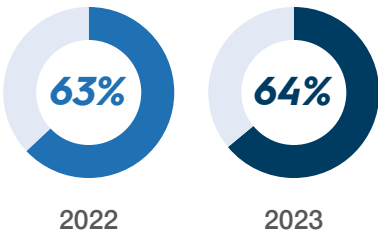
SPORTS MANAGEMENT



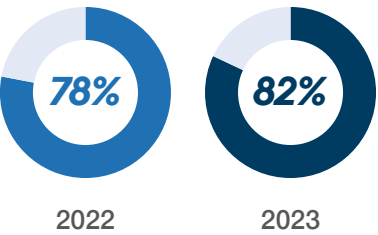
TOTAL EVIDENCE ANALYZED (2023)

7,356

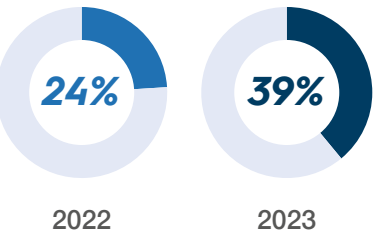
STRATEGY



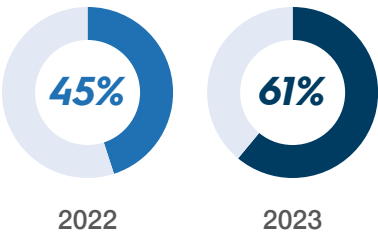
TRANSPARENCY



WOMEN IN SPORTS



COMMUNICATION AND MARKETING



COMPLIANCE

The area, also known as Compliance Management, is responsible for implementing the Compliance Program in the entity in compliance with Law 12.813/2013 and its Regulatory Decree 11.129/2022 (Anti-Corruption Law) and the strengthening of COB's Corporate Governance.



Among the main activities in the area, the following stand out:

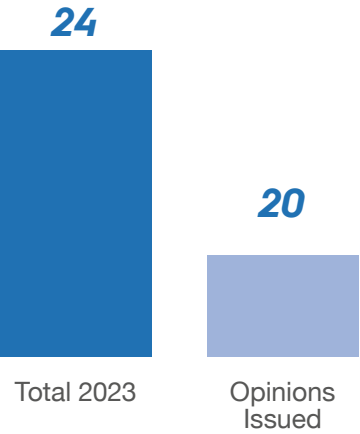
- > Management and investigation of complaints arising from the Ombudsman and Ethics Channel;
- > Dissemination of the Culture of prevention and risk management, internal controls, and Corporate Governance;
- > Adherence to the entity’s internal regulations and current legislation in the country.

MAIN ACTIVITIES CONDUCTED

Among the main achievements in 2023, the publication of the Ombudsman and Ethics Channel Management Procedure and the Conflicts of Interest Procedure stand out, and these were the developments of the Policies related to the themes, published in 2022.

RELEVANT DATA

LEGAL ENTITY DUE DILIGENCE

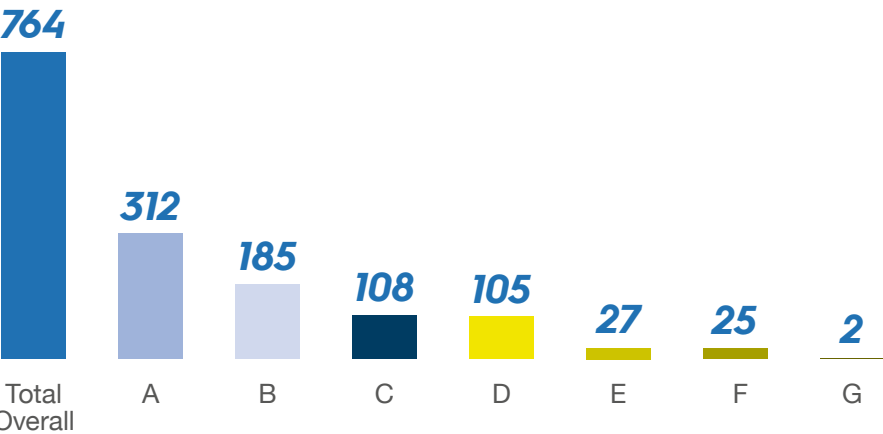


In 2023, a bidding procedure was opened to replace the supplier of COB’s Ombudsman and Ethics services, bringing as the main improvement and innovation for the Olympic Movement the sending of complaints via the WhatsApp application and the existing channels. The main objective of this change was to create another access channel for users, in addition to meeting all the needs of COB in missions and actions inside and outside the national territory.

In the same period, the Compliance area consolidated its due diligence procedures, acting directly in verifying the integrity of the hiring processes of Individuals and Legal Entities (partnerships and sponsorships) that intend to relate to COB.

Also in 2023, the 1st Training on Moral and Sexual Harassment was held for COB employees and service providers.

INDIVIDUAL DUE DILIGENCE



A - High Performance Board
B - Miscellaneous COB Projects and Events
C - Communication Board
D - Development and Sports Sciences Board

E - General Management
F - Marketing Board
G - Administrative/Financial Board

HUMAN RESOURCES

The area acts as a facilitating agent of the people management process, making available to the other areas of COB the resources and instruments necessary to attract and retain the best professionals in the labor market. It also ensures the application and standardization of labor laws, meeting the determinations of public agencies, and allowing the organization to always comply with legal requirements.





MAIN ACTIVITIES CONDUCTED

- > Review and create new policies and procedures. We highlight the position and salary management policy and the training policy, in addition to the Timeclock Spreadsheet, Training, and Competence Management and Performance Evaluation procedures;
- > Hiring an outsourced company to support in the recruitment and selection processes, so that we have a higher rate of assertiveness;
- > Individual permanent development to keep the skilled workforce, providing employees with courses and training for various areas, such as Information Technology, Procurement and Contracts, which are areas that are in constant need of updates;
- > Beginning of the Leadership Development Program with a workshop for all managers and individual mentoring for leaders up to the supervisory level;

- > Social and engagement actions, such as the chocolate donation awareness campaign to be delivered to a Social Institution on Easter, Women’s Day, 500 days and 1 year for Paris, flu vaccination campaign, Mother’s Day, Orange May campaign, COB Anniversary, Father’s Day, Secretary’s Day, Crazy Hair Day during the Pan American Games, and year-end get-together.

RELEVANT DATA

Employee satisfaction, with low turnover.

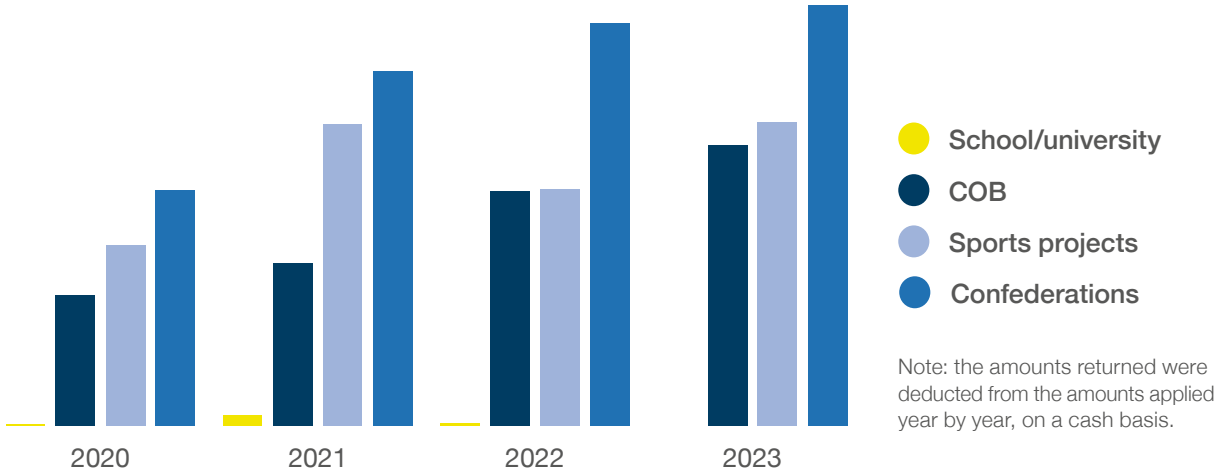
EVOLUTION COMPARED TO RECENT YEARS

With the development program, initially focusing on leaders up to the supervisory level, we advanced with the training of our leadership.

FINANCIAL PLANNING AND CONTROL

The area is responsible for coordinating, organizing, analyzing, and controlling the budget plan of COB and the Confederations. It must also verify that what was established in the planning is being executed and what the necessary measures are to correct possible budgetary distortions. To support decision-making, the area prepares monthly graphs and management reports, and, with the aid of these instruments, monitors and analyzes the results.





EVOLUTION COMPARED TO RECENT YEARS

In 2023, through the Lotteries, COB received a total of BRL 391,365,040.18 as a transfer, intended to promote sports in its most diverse Olympic sports, either through the Confederations or directly by COB.

The graph above shows a considerable increase in the amounts applied by COB in 2022, mainly due to the resumption of the Youth Games, which, due to the effects of the COVID-19 pandemic, were canceled in 2020 and 2021.

As for sports projects, there is an increase in 2021 and 2023. Due to the Tokyo 2020 Olympic Games and the Santiago 2023 Pan American Games, respectively.

Regarding the amounts allocated to School and University Sports, although COB has not received this type of resource since June 2018 (provisional measure No. 841), the investments were maintained until 2022, thanks to a residual balance available in cash.

As for the values applied by the Confederations, 2023 was a record year of transfer to the Olympic modalities. The direct consequence is the excellent sports results achieved by Brazilian athletes at the Santiago 2023 Pan American Games.

MAIN ACTIVITIES CONDUCTED

Area routines

- > Analysis and consolidation of the COB annual budget planning;
- > Update, control, and reporting of financial reports and indicators;
- > Analysis of blockages, adjustments, and budget balances;
- > Review policies and procedures.

Participation in projects

- > Request for cancellation of additives - SIGEF;
- > Financial online dashboard - Confederations;
- > Request for financial supplementation - SIGEF;
- > PCF-32 optimization;
- > COB quality certification.

OLYMPIC SOLIDARITY

The area is responsible for interfacing with the International Olympic Committee (IOC) and the Pan American Sports Organization (Panam) to ensure that the functional areas (FAs) of COB, linked to each program, have access to the opportunities available. Also, it works to maximize the potential for fundraising, in monitoring executed projects, and, in a careful and analytical way, in the internal and external accountability process.





50%

of the funds invested
were allocated directly to
the preparation of athletes
for the Santiago 2023 Pan
American Games and the
Paris 2024 Olympic Games

29%

were transferred to the
maintenance and renovation
of the COB Training Center

13%

were allocated to the
“Transforma” Program

MAIN ACTIVITIES CONDUCTED

In 2023, nine COB internal areas received support through resources from Olympic Solidarity. A total of BRL 5,883,145.50 raised in specific programs offered by the IOC and Panam Sports.

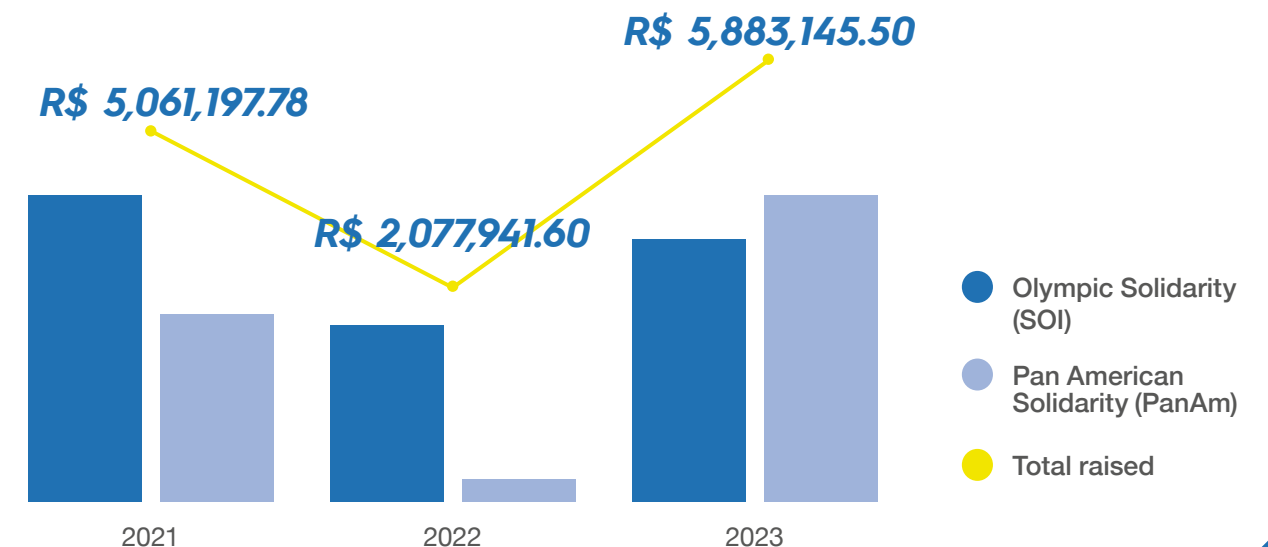
More than half of the resource was used in education programs and sports projects, directly contemplating young and adult athletes. Grants for coaches appointed by international federations and Brazilian confederations, management courses

organized by COB, sports equipment and sports grants aimed directly at athletes with a focus on Paris 2024 are some examples of projects contemplated.

Another considerable part of the resource was used to support actions of the COB, Sustainability and “Transforma” Athletes Commission, which is the program of the Culture and Olympic Values area of the Brazilian Olympic Committee.

EVOLUTION COMPARED TO RECENT YEARS

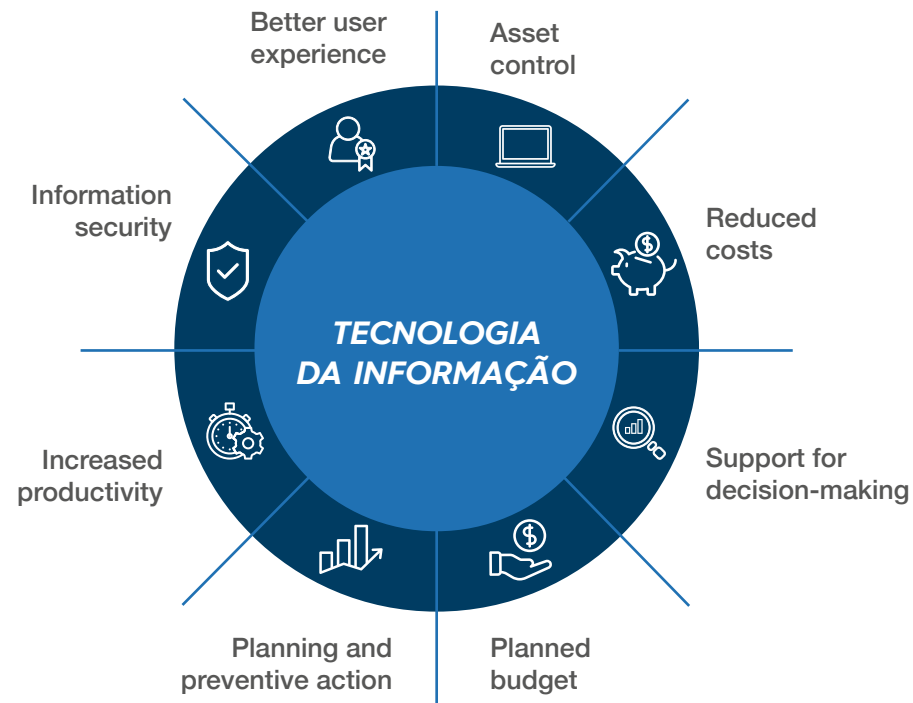
SOI/PANAM COLLECTION



INFORMATION TECHNOLOGY

The area is the backbone of all COB activities, responsible for ensuring that any technology adopted is aligned with its objectives, is safe and viable in the long term. That means it provides guidelines for using technologies, develops, directs, and monitors resources, always aligning with the COB's macro objectives.





MAIN ACTIVITIES CONDUCTED

ACTIVITIES	RESULTS/DELIVERABLES
Local and distance service dedicated to the Mission	54 days of analysts allocated to on-call missions for systemic and in person service
Service of tickets from confederations	902 tickets serviced
COB ticket service	4674 tickets serviced
Change request service	130 tickets (RDM) serviced
Control of IT contracts	18 managed contracts (creation, monitoring, amendments)
Dashboard creation - BI	Construction of 4 new dashboards
IP telephony management	Facilities settings, creation and deletion of extensions, installation of devices and softphones on notebooks
Managing employee account access	Employee account creations, terminations, temporary locks, activations and permissions
Laptop rental management	Laptop rental request and monitoring
Management of IT devices	Monitoring, configuration, updating, and maintenance of 600 assets made available for employee use
Licensing management of corporate software	Software Licensing: Microsoft, Adobe, Autodesk, Monday, Atlassian
Management of corporate mobile line	Maintenance, request for new lines, and requests for separate services
Management of Internet and Network links (Headquarters, Maria Lenk, and Datacenter, Firewall, Switch)	Maintenance, updates, configurations, and monitoring of failures and opening of tickets with suppliers
Management of virtual servers (COB and CIRION Datacenter)	Management of 100 servers (creation, configuration, updating, and maintenance)
Outsourcing of printing	Monitoring, setting up the printing park, and replacement of ink toners
Cybersecurity project	Vulnerability survey project, construction of the master plan and risk matrix and treatment plans
Network expansion project in Maria Lenk	Configuring network expansion (wired and Wi-Fi) in Maria Lenk
Datacenter location change project	Relocation of all equipment to the final room in Maria Lenk
Design of new approval environment	Creation of new environment for approval and testing of systems
Emergency safety incident project	There was a task force of everyone from IT to resolve the incident. All our environments and devices were isolated, subsequently analyzed and put into production with new security criteria, tools, and policies

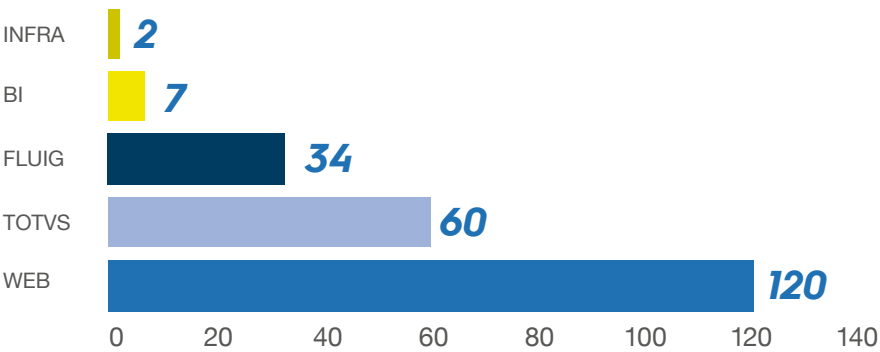
DATA FOR 2023

PROJECTS

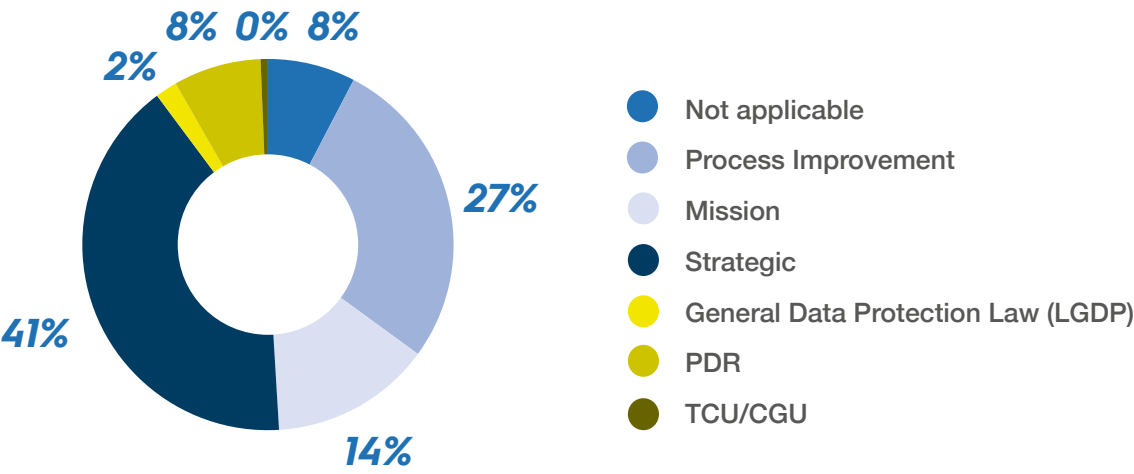
TICKETS

- > 5576 tickets
- > 367 users of Confederations
- > 464 monthly tickets on average
- > 368 COB employees
- > 30 systems used
- > 43 confederations
- > 21 Own systems
- > 45 COB areas
- > 23 IT employees

CATEGORY BY PROJECTS



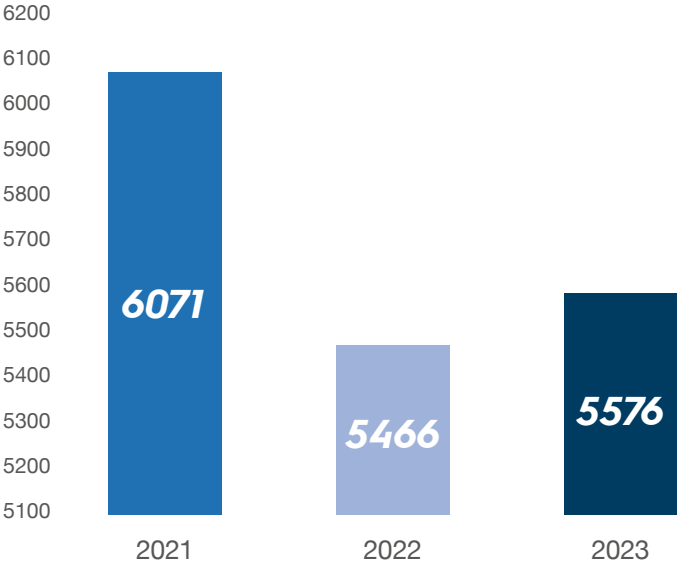
PRIORITIZATION CRITERIA



DATA FOR 2023

TICKETS

OPEN TICKETS

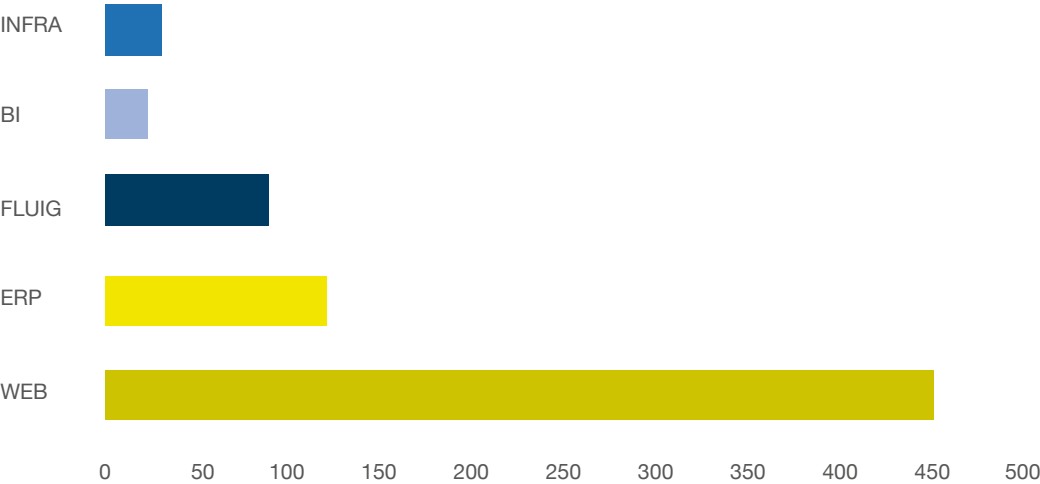


PROJECTS

In the last 3 years, in total, 716 subprojects have been delivered, of which:

- > 456 by the WEB team
- > 120 by the Totvs team
- > 88 by the FLUIG team
- > 22 BI projects
- > 30 Infrastructure projects

PROJECT DELIVERABLES (2021 TO 2023)





2

***SPORTS DEVELOPMENT
AND SPORTS SCIENCES***

SPORTS DEVELOPMENT

The area works in the planning and implementing strategies aimed at sports development, focusing on young athletes and the sports environment, systemically. Its main objectives are: to provide a better development environment for young athletes; to contribute to the management of sports development in the National Sports Administration Entities (ENADs); to guide long-term sports training processes; and to enhance the transition process for adult teams.





MAIN ACTIVITIES CONDUCTED

Sports Development Model

After the launch in 2022 of the COB Sports Development Model, in 2023 the document gained its versions in English and Spanish, aiming to expand the reach of its content. With accessibility in other languages, the possibility of dialogue with other nations is open, in addition to increasing the possibilities of being a reference, especially for Latin American countries. The versions in both languages were launched during the Sports Development Seminar of Panam

Sports, held between August 21 and 24, in Rio de Janeiro.

Another opportunity to disseminate the Model was during the COB EXPO, in September, in which the area promoted two panels. The first, which discussed the development of athlete development models, was attended by Andre Lachance, from Canada, and Michelle De Highden, from Australia, specialists who participated in the implementation of similar references in their countries, and Taciana Pinto,

Supervisor of Sports Development at COB. The second discussed the development of coaches, with the participation of Larissa Galatti, from UNICAMP, Masamitsu Ito, from Japan, and once again Michelle De Highden.

III Sports Development Workshop

The Workshop had its 3rd edition in 2023. It was conducted in 3 modules, two in virtual form and the third in an in-person format, all focusing on aligning themes between the confederations and the Sports Development area of COB. Modules 1 and 2 aimed to promote debates on coach development actions and improve the confederations' Sports Development strategic plan. Also, conceptual and practical subsidies were offered to analyze the athlete's development environment and to prepare the Development Plan. In Module 3, held during the COB EXPO, with national and international facilitators, topics such as the necessary adjustments in the competition in the Athlete Development Path and the specificities of coaches who work in the youth and junior categories were addressed. Combining all the themes dealt with throughout the year, the closing of the Workshop had support activities for the improvement by the confederations of their strategic Sports Development plans. In Module 1, 80 people participated, representing 33 confederations and 44 modalities.

In Module 2, there were 79 people, representing 33 confederations and 44 modalities. Finally, in Module 3, there were 52 participants, from 29 confederations and 37 modalities.

Mentoring Program

As in 2022, the area offered support to confederations in preparing their long-term athlete development references and/or training of coaches, based on the COB Sports Development Model. In 2023, 10 modalities were served by the program, 3 focusing on the systematization of the athlete development process (swimming, diving, and triathlon) and 7 focusing on the structuring of training actions for coaches (badminton, cycling, sport climbing, fencing, equestrian, archery, and wrestling). Throughout the program, the modalities were monitored by a pair of mentors (model authors) and managers in the Sports Development area.

Management Diagnostics

In 2023, the fifth edition of the Sports Development Management Diagnosis was held, an action that contributes to a better understanding of the practices of each ENAD aimed at the development of sports and young athletes, and for making strategic decisions related to the area actions. The result of the diagnosis impacts the process of prioritizing the resource made available in the Sports Development Program.

Sports Development Program

The program aims to support ENADs in the planning and implementing their Sports Development Plans. The program provided BRL 14,400,000.00 for the 44 modalities that participated in the 2022 Sports Development Diagnosis, enabling projects with an emphasis on: field training; technical training actions; acquisition of sports equipment; participation in national and international competitions; remuneration of human resources; multidisciplinary evaluation; and preparation of a guiding document for sports training. A total of 182 projects were conducted in 2023, benefiting 3,375 athletes, 691 coaches, and other 394 professionals.

Coach Developers Training Program

In another action to implement the Sports Development Model, in August 2023, the area started the Coach Developers Training Program. In this program, 20 professionals appointed by the confederations are being trained to structure, conduct, and evaluate training initiatives for coaches. Of these, five are receiving specialized training to conduct actions aimed at training coaches, based on the reflection of the challenges for the insertion and permanence of women in sports. The specific program for training coaches will be ended in March 2024, while the general program ends in January 2024. The action is conducted with resources from the Olympic Solidarity of the International Olympic Committee. It has a technical cooperation partnership with the Federal University of Santa Catarina and the State University of Campinas.

Foram executados,
ao todo,

182

projetos em 2023,
beneficiando

3.375

atletas

691

treinadores/as e mais

394

profissionais

Santiago connection

The project, which ended in 2023, aimed to assist young athletes who mainly were champions at the 2021 Pan American Junior Games in their preparations for the 2023 Pan American Games in Santiago. The transition from youth to adult categories is recognized as one of the most challenging moments of the sports career.

Over two years, individualized development plans were conducted for 39 athletes, from 14 sports modalities. In 2023, the project provided 67 participants in international competitions, 30 field trainings, 11 evaluations in the Olympic Laboratory, and

continuous support from professionals with interdisciplinary functions of Team Brazil to 11 athletes. In Santiago, 33 athletes — 18 women and 15 men — from 12 sports that benefited from the Santiago Connection program joined Team Brazil. In this group, 28 joined the program after qualifying for Santiago at the Pan American Junior Games, 3 were Olympic Solidarity grant holders, and 2 met both eligibility criteria. In all, the athletes of the project won 34 medals — 15 gold, 10 silver, and 9 bronze — with 21 medals won in individual events, 2 in doubles, and 11 in team events.



Support for Young Athletes

The project focuses on specific actions for developing potential young people aiming at the main sports competitions of the basic categories, such as the 2023 Winter Youth Olympic Games, the Asunción 2025 Pan American Junior Games, the Dakar 2026 Youth Olympic Games, and the Los Angeles 2028 Olympic Games. In partnership with the confederations, investments of approximately BRL 550,000.00 were made in field training

actions and international competitions according to the sports level of each athlete, in order to increase sports experience by providing opportunities for experience in training methodologies and characteristics. To support the development of these young people, aiming at long-term sports development, evaluations were also conducted at the Olympic Laboratory and services were provided by professionals from the interdisciplinary areas of Team Brazil.

EVOLUTION COMPARED TO RECENT YEARS

	2020	2021	2022	2023
Projects	73	138	154	182
Modalities	32	45	44	44
Confederations	27	31	32	31
Athletes	781	2,293	2,648	3,375
Coaches	612	631	691	691
Other professionals	219	222	314	394



SPORTS AND YOUTH

The area is responsible for the planning and executing the COB Youth Games, which annually bring together the best young athletes, up to 17 years old, from all over the country. The main objectives of the event are to promote the practice of sports in youth, to assist sports confederations in the process of identifying young people with sports potential, to promote socio-cultural exchange among participants, in addition to an experience in a national world-class multi-sports event.





sports are conducted, in addition to the participation of renowned teachers and athletes, as ambassadors of the Youth Games, transmitting the Olympic Values to the participants and serving as inspiration for the new generation.

The Youth Games are one of the most significant multi-sports events in the country, and all deliverables are designed to offer the best technical and service quality, in order to contribute to the continuous improvement of sports performance of athletes up to 17 years old.

MAIN ACTIVITIES CONDUCTED

In 2023, the Youth Games were held in Ribeirão Preto/SP, from September 1 to 16, and counted on the participation of 4,082 athletes from all states, in the 18 Olympic modalities that are part of the sports program.

Besides all the sports infrastructure offered, the event promotes the integration of athletes in the Living Center, where the central restaurant, the evaluation and monitoring center, the organizing committee, as well as sports experimentation spaces, library, sponsor activation, and the stage,

where award ceremonies are held, as well as various cultural and entertainment actions for participants and the general public.

Through the Youth Games, COB establishes a relationship with a young audience from all regions of the country, presenting its most relevant projects and programs, disseminating the Olympic Values and Olympism. In the Living Center, actions related to Safe Sports, Anti-racist Sports, Education and Doping Prevention, Combating Abuse and Harassment in



RELEVANT
DATA



4,082

ATHLETES
2036 female
and 2046 male



5,000

PEOPLE DIRECTLY
INVOLVED,
152 from the Organizing
Committee alone



2,088

EDUCATIONAL
INSTITUTIONS
from all states represented



190

EVENTS DISPUTED AND

1,458

MEDALS DISTRIBUTED
15 events by teams and
10 mixed events, in the
individual modalities



3,769

ATHLETES EVALUATED
in the Evaluation
and Monitoring Center



116 hours+

OF BROADCAST
on the Olympic Channel

31

BROADCAST EVENTS

31

SPECIAL VIDEOS

979,000+

TVS CONNECTED
to TV Brasil during the
broadcast, and it was
the first time that the Youth
Games were broadcast on an
open channel, with more than
1.5 million people reached

EVOLUTION COMPARED TO RECENT YEARS

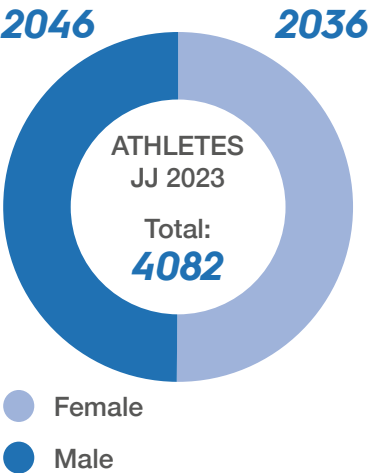
As a comparison, the 2022 edition will be used since, due to the pandemic, there was no event in 2020 and 2021.

- > Four new Olympic modalities were inserted compared to the 2022 edition: Open Water, Fencing, Archery, and Triathlon, in addition to including Racewalking in Athletics.
- > The number of participating athletes exceeded the previous edition, with a total of 4,082 athletes in 2023.
- > Twelve more sports events were held than the previous edition.
- > 56 more medals were awarded than the previous edition.
- > There was a significant increase in the number of schools represented by athletes, from 1,884 in 2022 to 2,088 in 2023.
- > In the qualitative research with the delegation members (athletes, coaches, and officers), the average of the answers in the “great” and “excellent” options for the services provided by COB represented 84% of the respondents, exceeding the established goal of 75% of “great” or “excellent” answers.

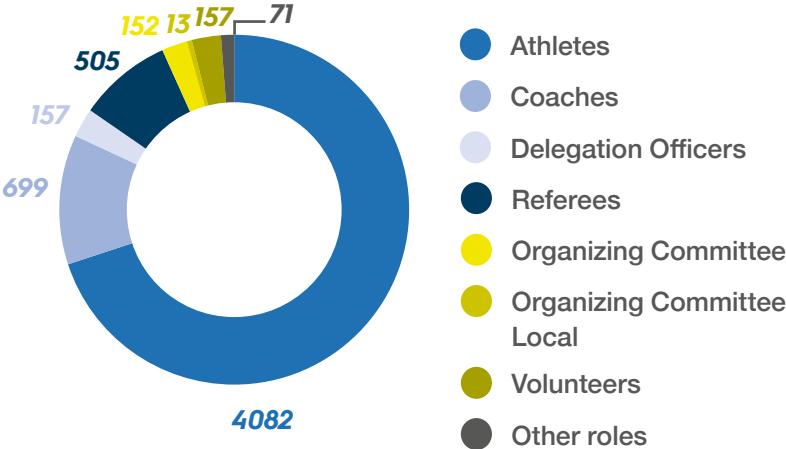


2023 YOUTH GAMES

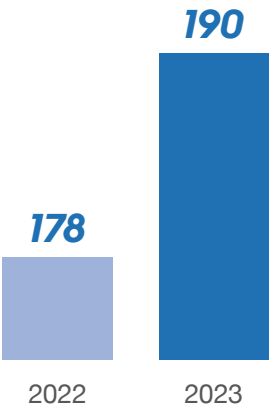
TOTAL NUMBER OF
ATHLETES PER GENDER



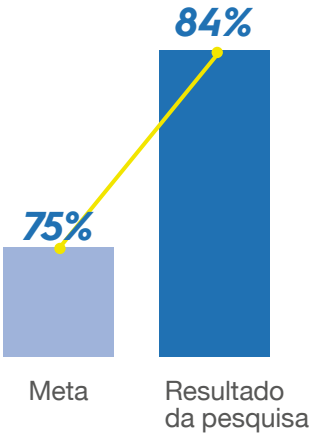
PEOPLE DIRECTLY IMPACTED
BY THE 2023 YOUTH GAMES



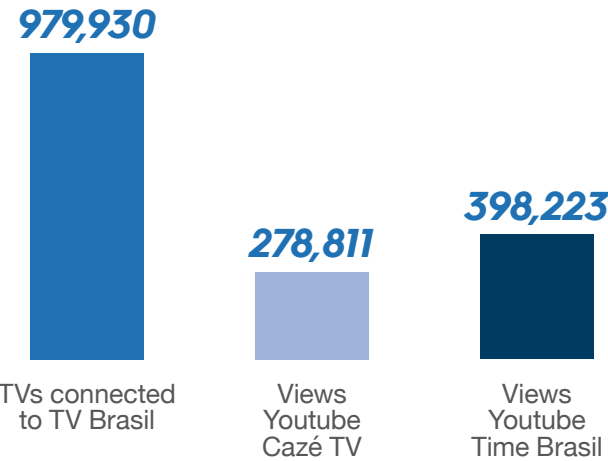
NUMBER OF EVENTS
(2022 x 2023)



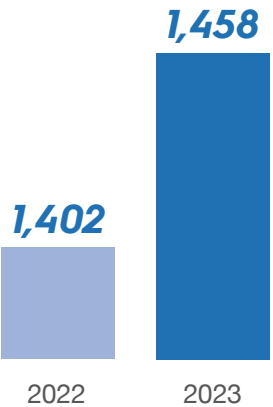
SATISFACTION SURVEY



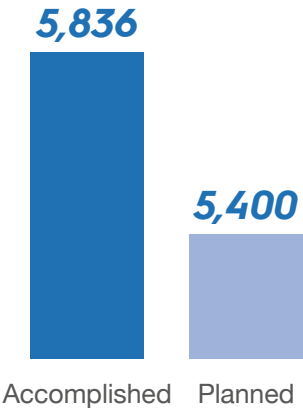
COMMUNICATION NUMBERS



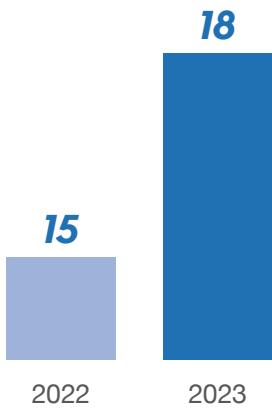
MEDALS AWARDED
(2022 x 2023)



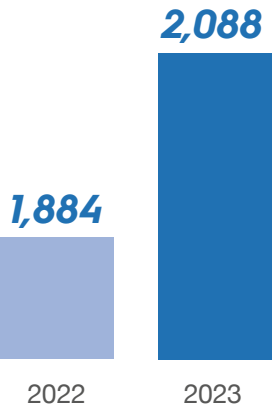
PEOPLE DIRECTLY
IMPACTED
Planned x Accomplished



COMPARISON
OF MODALITIES
(2022 x 2023)



SCHOOLS
REPRESENTED
(2022 x 2023)



OLYMPIC TRAINING CENTER AND LABORATORY

The Training Center of the Brazilian Olympic Committee aims to provide support services to athletes of the Brazilian national and adult teams through Athlete Health, Sports Science and Technology, and Sports Preparation, which compose the concept of Olympic Laboratory.



ITS GOALS ARE

- > Act, in an integrated manner, in support of young and adult athletes from the perspective of sports performance.
- > Propose more effective and efficient evaluation and training methods, standards, procedures, protocols, and conducts, based on scientific knowledge.
- > Guide and develop professionals in the ability to act with resources, technical and technological innovations applied directly in evaluating, monitoring, training, and developing athletes.
- > Provide sports infrastructure support and sports services for camping and competitions.
- > Encourage the exchange of information and technical and scientific cooperation between professionals involved in Sports Science.

MAIN ACTIVITIES CONDUCTED

- > Evaluations and monitoring of sports performance indicators (*);
- > Development of assessment protocols, technological support for modalities and injury assessment and prevention programs for athletes;
- > Assistance to athletes, coaches, and multidisciplinary teams in person at the COB Training Center, in the places intended for specific training of the modality, in camping sites, in competitions and, remotely, through videoconferences;
- > Assistance for medical emergencies and hospital needs, remote care to guide interventions, use of medications, and support to athletes;
- > Organization and assistance in the logistics of equipment and technical materials for Team Brazil's Missions;
- > Coordination of the Center for Evaluation and Monitoring of the Youth Games (Ribeirão Preto 2023) (**);
- > Present in the Santiago 2023 Pan American Games (**).

INNOVATIVE ACTIONS

- > Improvement in the integrated actions of monitoring athletes by the areas of the Olympic Laboratory;
- > Creation of the COB Training Center Service Request Center through the email centrodetreinamento@cob.org.br (* **);
- > Implementation of the process of prioritizing the support of the Olympic Laboratory to athletes of the national youth and adult teams;
- > Expansion of longitudinal monitoring of athletes from the national youth and adult teams;
- > Work of Sports Science and Technology in statistical and performance studies, focused on target athletes with data analysis for strategic decision-making;
- > Modernization of the Training Center facilities with the creation of a new health and performance space.

(*), (**), (***) and (****) Numbers described in "Relevant Data"

RELEVANT DATA FROM THE OLYMPIC
TRAINING CENTER AND LABORATORY

1,044

Athletes and Technical
Committee serviced

855

Athletes serviced
(411 male / 444 female)

39

Confederations serviced

50

Modalities serviced

1,829

Evaluations

2,020

Remote services

13,666

In-person services

35,769

Infrastructure Use



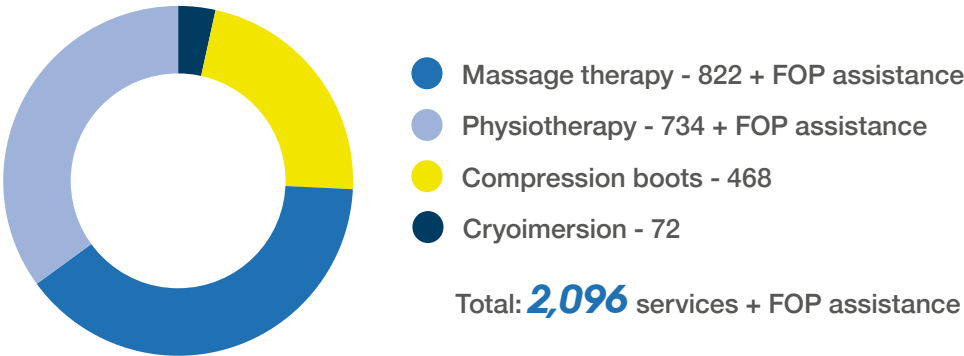
EMAIL REQUESTS
CENTRODETREINAMENTO@COB.ORG.BR

- 421 - Total requests
- 503 - Total services requested (each request can generate multiple services)

REQUESTS BY AREA	REQUESTS BY TYPE OF SERVICE
181 - Sports Preparation	167 - Service / Professionals
212 - Athlete's Health	88 - Evaluation / Monitoring
29 - Sports Science and Technology	22 - Lectures / Training
81 - Sports Infrastructure	68 - Sports Facility
	61 - Sports equipment, materials, and technology
	43 - Administrative Infrastructure
	54 - Visiting

OLYMPIC LABORATORY AT THE SANTIAGO 2023 PAN AMERICAN GAMES

PHYSIOTHERAPY / MASSAGE THERAPY



*The services consider cases in which the same athlete was serviced more than once, at different times

MEDICINE

Number of services: **556**
Clinician: **254**
Orthopedic: **282**
Procedures: **20**

SPORTS PREPARATION

ATHLETES SERVICED	PHYSICAL PREPARATION	PHYSIOLOGY / BIOCHEMISTRY
Females	192	58
Males	169	46
TOTAL	361	104
Services performed	N/A	282
Tests performed	N/A	2034

*The services consider cases in which the same athlete was serviced more than once, at different times (monitoring throughout the competition)

SPORTS SCIENCE AND TECHNOLOGY

Captures of Games and Competitions

393 - Individual athletes with flagged performance and technical and tactical performance identifiers registered in a database
425 - Number of recorded events/competitions

518 - Video hours made available for technical committees

Personalized services to Technical Committees

31 - Disciplines
22 - Modality

EVOLUTION COMPARED TO RECENT YEARS

Numbers for the Olympic Training Center and Laboratory

	2020	2021	2022	2023
Athletes and Technical Committee serviced	652	652	1060	1044
Evaluated athletes	187	393	440	855 (*)
Confederations serviced	20	24	35	39
Modalities	25	30	50	50
Total evaluations	1387	2333	2929	1829

(*) We considered this year as the number of athletes evaluated the specific actions and those conducted during training monitoring.

OLYMPIC LABORATORY AT THE RIBEIRÃO 2023 YOUTH GAMES

Evaluation of the physical and motor profile of the athletes of the 2023 Youth Games

Total athletes evaluated: **3705**
Male: **1857 (50,12%)**
Female: **1848 (49,88%)**

WOMEN IN SPORTS

The area aims to boost women's sports development in the most diverse roles. It works with actions aimed at promoting equity and sports performance; initiatives related to governance; dissemination of relevant information; research and training; and sports projects.





MAIN ACTIVITIES CONDUCTED

- > Three meetings of the Commission for Women in Sports were held. One of which was open to professionals who work in confederations. In this meeting, about 70 professionals were gathered to stimulate the exchange of knowledge and good practices between the entities, besides promoting integration between the network of professionals involved in promoting Women in Sports.
- > In 2023, COB’s Gender Equity Policy was published. The document outlines 20 guiding guidelines for the entity, intending to promote an institutional environment without gender discrimination, fostering common understanding on issues related to the theme and good practices for equity, and encouraging and supporting the promotion of women in the workplace and sports at all levels and structures.

- > Participation in the I Continental Seminar on Women in Sports, promoted by Panam Sports and the IOC, leading a panel on female representation in sports media. The event, which took place in Panama, was attended by over 100 women from the 41 member countries of Panam Sports.
- > During the Media Summit, organized by the COB Communication area, the Women in Sports area released the Portuguese version of the Representation Guidelines — an equal, fair, and inclusive perspective in sports. The translation of the document published by the International Olympic Committee aims to increase reflections on the representation of women in sports media. <https://www.cob.org.br/pt/documentos/download/d652b3fda4510>
- > Two panels were held on the Performance of Women Athletes and Women in Sports 360 during the COB EXPO. In the first one, sports science professionals and coaches discussed the specifics of sports training for women. In the second, athletes and sports professionals discussed the challenges of women in different areas.
- > The course “Balancing the Game: Gender Equality in Sports”, held in partnership with UN Women and the Brazilian Olympic Institute, was launched in December in an online action.

The percentage of satisfaction with the projects supported by the PDEF Notice was

91%

The content, which already integrated other IOB courses, became available to anyone interested in gender issues. The course aims to raise awareness about the need to deepen the debate on gender equality in sports.

- > During the Youth Games, the “Mempowerment and Menstrual Health” booklet developed by “Mempodera”, an institution that uses sports to promote gender equality, was distributed. During puberty, issues related to menstruation are factors that contribute to girls and women stop playing sports. The action is part of the pillar of the area related to the dissemination of information as a way to promote gender equity.

- > Following the changes in the legislation of the Athlete Grant, the COB Resolution related to Financial Aid to High Performance Athletes was amended to ensure the maintenance of support for pregnant or postpartum athletes.
- > In 2023, the Notice of the Women's Sports Development Program was launched unprecedentedly. The program

aims to financially support initiatives to be implemented by the confederations. In all, 36 projects were submitted and, after the selection process, 8 of them were contemplated, including actions in athletics, rugby, volleyball, sailing, 3x3 basketball, artistic swimming, archery, and wrestling.





3

***HIGH
PERFORMANCE***

PLANNING AND SPORTS PERFORMANCE

The main mission of the area is to establish strategies for continuous improvement of sports results and the reputation of Brazilian sports. It proposes and manages the sports criteria of distribution of ordinary resources to the National Sports Administration Entities (ENADs), with whom it maintains a close and daily relationship. It develops and applies the resource utilization criteria of the Olympic Preparedness Programs (PPOs) and Pan American Preparedness Programs (PPP), in addition to analyzing and approving the work plan of all confederations.



MAIN
ACTIVITIES
CONDUCTED

- > Analysis and approval of 2,273 (two thousand, two hundred and seventy-three) projects conducted by ENADs with decentralized resources from Lotteries, in alignment with the sports plan of each modality. There was an increase of 10.5% in the number of projects requested by the confederations compared to 2022.
 - > Support to Brazilian confederations daily in all issues related to high sports performance.
 - > Direct execution of 5 sports programs for Brazilian confederations prevented from receiving funds, after approval by the Sports Collegiate and Board of Directors, 28% less than in 2022. There were 1,225 air tickets bought (an increase of 16.2% compared to 2022), 724 lodging requests (an increase of 65.7%), 586 travel insurance issues (an increase of 30.2%), and 40 land transport contracts (an increase of 300%) issued by the area for these projects only.
 - > Analysis and technical opinion of all projects executed directly by ENADs.
 - > Establishment of strategies and monitoring of the main Brazilian athletes and their opponents, in partnership with the confederations.
 - > Direct support for the training and development of high-performance athletes through 26 Olympic Preparedness Programs and Pan American Preparedness Programs.
 - > Evaluation meetings for 2023 and planning for the following year (2024) with the 33 ENADs that will receive an ordinary resource from the Lotteries in 2024.
 - > Technical and operational management of the Team Rio Program, a partnership with the City of Rio de Janeiro. In 2023, 36 athletes were benefited, who met the criteria required by the program, which pays a monthly allowance of eight thousand reais per athlete. In total, 23 female and 13 male athletes benefited, from 14 different sports disciplines.
- There were 4 athletes from athletics, 1 from open water, 2 from swimming, 2 from diving, 1 from canoeing, 4 from artistic gymnastics, 2 from judo, 3 from weightlifting, 1 from rowing, 2 from surfing, 1 from shooting, 5 from sailing, 5 from beach volleyball, and 3 from wrestling.
- > Direct payment (athlete's allowance) made to 117 athletes (except for those from Team Rio) throughout the year, including requests from the debarred confederations.
 - > Hiring by RPA of 142 professionals from multidisciplinary teams and 20 foreign coaches.
 - > Operational management of beneficiaries of Prevent, a COB partner that provides health insurance for approximately 1,400 athletes and officers, based on strategic criteria created by the Sports Planning and Performance area. This benefit has been fundamental for athletes, who are the focus of Brazilian sports.

2273

projects executed
by ENADs

10.5%

increase
in the number of
projects requested
by the confederations
compared to 2022

- > Sports management of the participation of the Brazilian teams in the Santa Marta 2023 South American Beach Games and Santiago 2023 Pan American Games.

RELEVANT DATA

- > 26 Olympic Preparedness Programs were executed in 2023, benefiting 38 Olympic disciplines.
- > Execution of the Pan American Preparedness Program, benefiting 7 sports (9 Pan American disciplines).
- > Direct execution of sports actions for 5 ENADs prevented from receiving funds from the Lotteries in some period of 2023, aiming to maintain the sports activities of the modalities without prejudice to the athletes (Support projects). For 3 of these ENADs, 100% of high-performance sports projects (Basketball, Water Sports, and Handball) were executed.
- > The sports results goals established for 2023 were related to the world championships or similar competitions or world rankings if they did not happen in 2023. The goal was to win 19 medals in 14 disciplines. 20 medals (4 gold, 7 silver, and 9 bronze) were won in 9 disciplines (athletics, boxing, artistic gymnastics, judo, skateboarding, surfing, taekwondo, archery, beach volleyball).





SPORTS
RESULTS
IN 2023

ADULT AND SIMILAR WORLD CHAMPIONSHIPS IN 2023

MODALITY	EVENT	MEDAL
Athletics	World Championship 2023	Bronze - Caio Bonfim (20km Racewalking)
Boxing	World Championship 2023	Gold - Beatriz Ferreira (-60kg)
Artistic Gymnastics	World Championship 2023	Gold - Rebeca Andrade (jump)
		Silver - Rebeca Andrade (general individual)
		Silver - Women's Team
		Silver - Rebeca Andrade (floor)
		Bronze - Flavia Saraiva (floor)
Judo	World Championship 2023	Bronze - Rafael Silva (+100 Kg)
		Bronze - Beatriz Souza (+78 Kg)
Skate	World Championship 2022 (in February 2023)	Gold - Rayssa Leal (Street)
		Silver - Augusto Akio (Park)
		Bronze - Pedro Barros (Park)
Skateboarding	World Championship 2023	Silver - Rayssa Leal (Street)
		Silver - Luigi Cini (Street)
Surfing	Final WSL World Tour	Gold - Filipe Toledo
Taekwondo	World Championship Adult	Bronze - Maria Clara Machado (-57kg)
Archery	World Championship 2023	Bronze - Marcus D'Almeida
Beach volleyball	World Championship Adult	Silver - Duda Lisboa / Ana Patricia
		TOTAL 20 medals in Olympic events

SANTA MARTA 2023 SOUTH AMERICAN BEACH GAMES

Total of 61 athletes - 37 male (61%) and 24 female (39%);

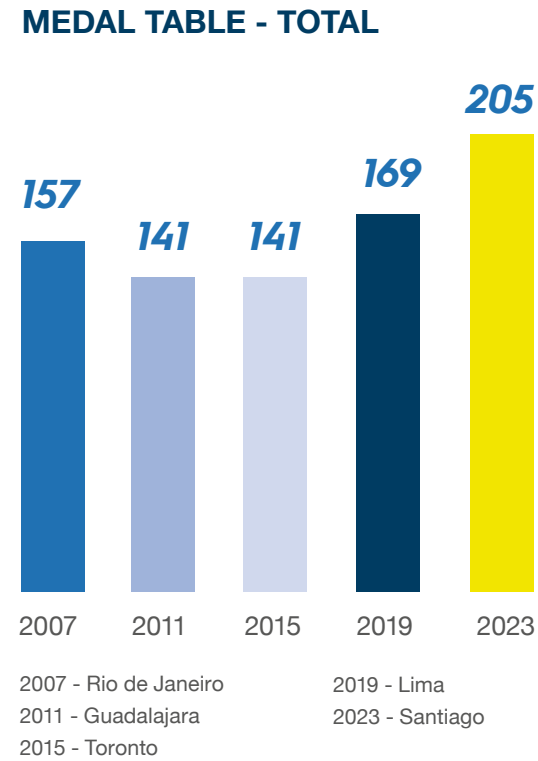
Participation in 10 sports and 12 disciplines;

3rd place in the medal table, with 11 golds, 7 silver, and 7 bronzes.

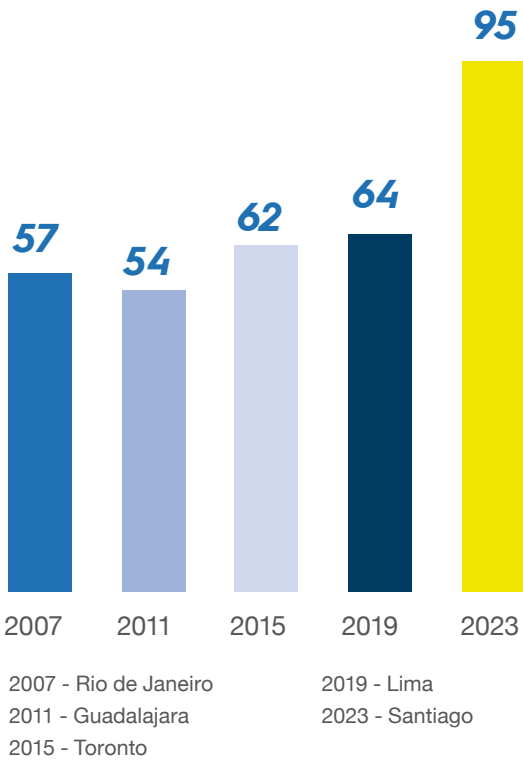
SANTIAGO 2023 PAN AMERICAN GAMES

Total of 623 athletes - 343 male (61%) and 280 female (39%);
Participation in 38 sports and 57 disciplines plus e-sports;
2 nd place in the medal table, with 66 golds, 73 silver, and 66 bronzes;
40 Olympic spots secured in 10 disciplines;
Highlight for the performance of female athletes, who were 45% of the total number of athletes and won 95 medals.

HISTORY OF THE MEDAL TABLE - TOTAL

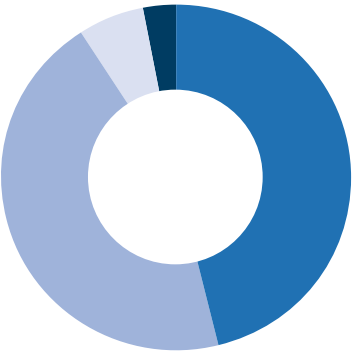


MEDALS - FEMALES

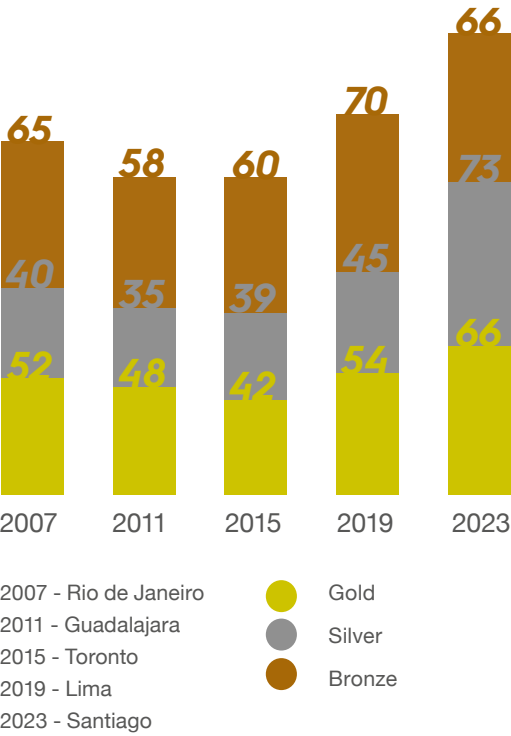


MEDALS

- Female 95.46%
- Male 92.45%
- Mixed 12.6%
- Open 6.3%



HISTORY OF THE MEDAL TABLE - TYPE



Other relevant data regarding the performance of athletes in 2023:

- > **Olympic spots** – we finished 2023 with 147 Olympic spots secured for Paris 2024 in 19 sports and 28 disciplines.
- > **Open water** – highlight to Ana Marcela Cunha, who won the 5th place in the 10km Olympic event and bronze medal in the 5km event, in addition to Viviane Jungblut, 6th place in the same 5km event.
- > **Athletics** – at the World Championships, 2 athletes were in the top 8: Alisson dos Santos (5th in the 400m hurdles) and Darlan Romani (8th in the shot put), despite recovering from injuries in 2023.
- > **3x3 basketball** – 4th place of the men’s team in the World Championship.
- > **Baseball** – runner-up at the Santiago 2023 Pan American Games.
- > **Boxing** – in the world championship, bronze medal in non-Olympic category with Barbara Santos -70kg, and 5th place of Jucielen Romeu and Keno Machado in Olympic categories -57kg and -92kg.
- > **Canoe Slalom** – 5th place of the athlete Ana Sátilla in the World Championship, both in C1 and K1.
- > **Artistic Gymnastics** – six medals won by the modality in the World Championship.
- > **Rhythmic Gymnastics** – highlighting

the sport’s performance at the Pan American Games, with excellent performance and excellent results in the year. Maria Eduarda Alexandre, only 16 years old, was the revelation athlete of 2023.

- > **Trampoline Gymnastics** – 6th place of Alice Hellen and 8th place of Alice Gomes in the World Championship.
- > **Handball** – Women ‘s gold medal at the Pan American Games, securing the Olympic spot.
- > **Equestrianism Jumping** – 4th place per team in the Barcelona Nations Cup, with a level similar to a world championship.
- > **Weightlifting** – 5th place of the athlete Laura Amaro in the category up to 81 kg in the World Championship of the modality.
- > **Swimming** – the sports won 25 medals at the Pan American Games. Guilherme Costa stands out, with 4 others in Santiago and the top 8 in two events in the World Championship.
- > **Skateboarding** – highlight for the top 8 athletes in world championships this year: Gabriela Mazetto (6th) and Pamela Rosa (8th) in street, and Augusto Akio (5th), Pedro Barros (6th), and Raicca Ventura (4th) in park. Rayssa Leal won the two-time Super Crown championship and the two medals at the World Championships held in 2023.

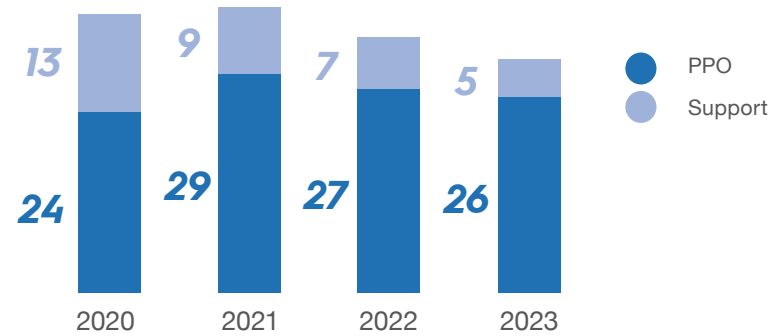
- > **Surfing** – 4th place of João Chianca, with Gabriel Medina ranking 6th, Yago Dora 7th, and Tatiana Weston-Webb 8th in the world tour (WSL).
- > **Taekwondo** – silver medal of Caroline Gomes in non-Olympic category -62kg in the World Championship.
- > **Tennis** – athlete Bia Haddad finished 2023 in 11th place in the WTA world rankings and was a semi-finalist at Roland Garros.
- > **Table Tennis** – Hugo Calderano finished the year as top 5 in the world ranking, in addition to being a three-time champion of the Pan American Games.

- > **Archery** – Marcus D’Almeida finished 2023 as world leader.
- > **Triathlon** – 6th place of Miguel Hidalgo in the final of the individual World Tour and 8th place of Brazil in the Mixed Relay World Championship.
- > **Beach Volleyball** – Featured in addition to the medalists for the two 5th places in the World Championship with Pedro Solberg/Guto and Tainá/Victoria.
- > **Wrestling** – highlight for the women, the 8th place of Laís Nunes (-62kg) in the World Championship, in addition to the two gold medals in the Pan American Games, with Laís and Giullia Penalber.

EVOLUTION COMPARED TO RECENT YEARS

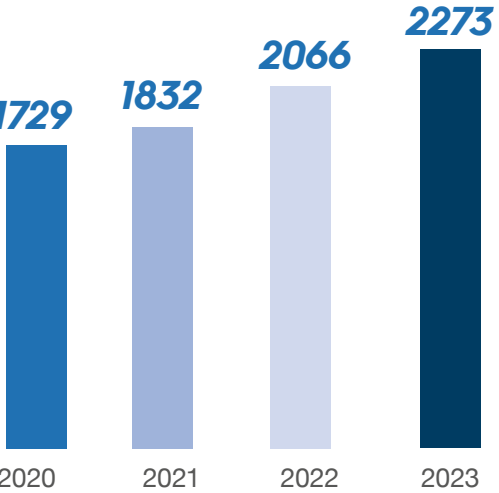
A graph with the number of PPOs (26) and Support Projects executed per year can be found below, from 2020 to 2023:

COB SUPPORT PROJECTS AND PPOS EXECUTION 2020–2023



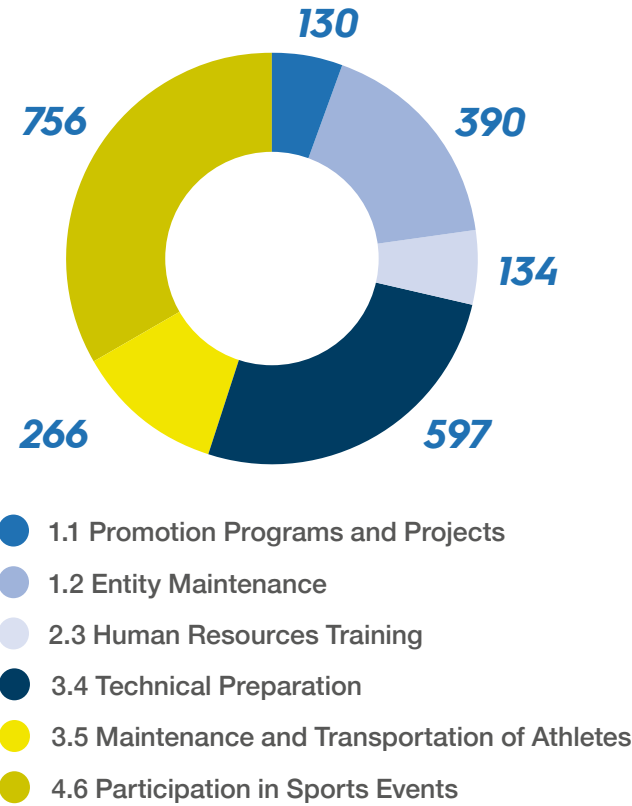
Number of projects executed by ENADs through SIGEF, with approvals, monitoring, and issuance of technical opinions executed by sports managers in the Sports Planning and Performance area.

COB SUPPORT PROJECTS AND PPOS EXECUTION 2020-2023



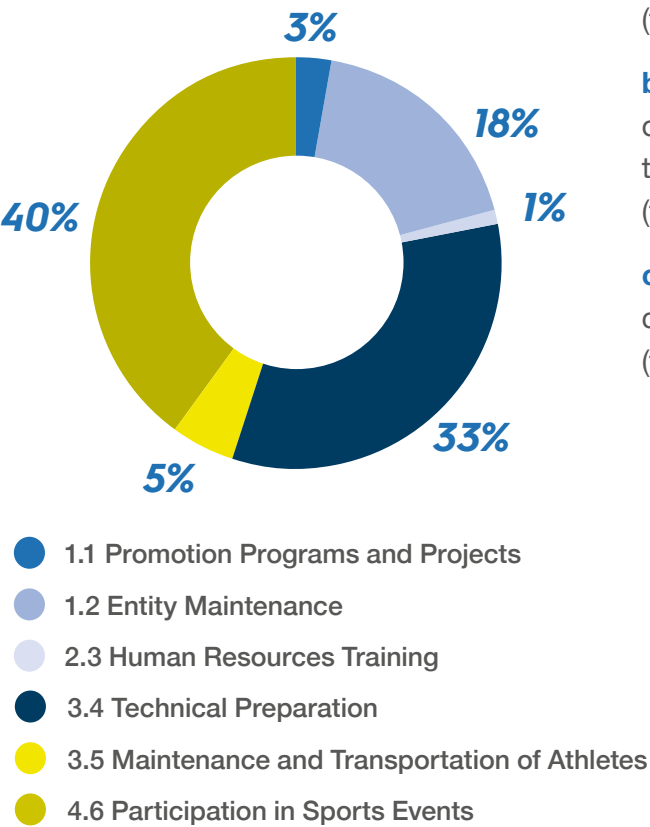
Of these projects by ENADs, most fall into the types “Technical Preparation” (28%, against 28% in 2022), “Participation in Sports Events” (26.3% against 26% in 2022), and “Entity Maintenance” (17.2% against 10% in 2022), as seen in the following graph. In this graph, the numbers of projects requested by type are represented.

NUMBER OF PROJECTS BY TYPE - SIGEF 2023



The following graph represents the percentages allocated to each type of project requested by the ENADs.

RESOURCE BY TYPE OF PROJECT



OTHER
2023
HIGHLIGHTS

COB Internal indicators (target x met):

- a) Number of athletes serviced by the Olympic Preparedness Programs (target 295/270 met);
- b) Number of coaches and members of multidisciplinary teams serviced by the Olympic Preparedness Programs (target 109/182 met);
- c) Number of medals won in world championships or similar in 2022 (target 19 x 20 met).



INTERNATIONAL GAMES AND OPERATIONS

The area is responsible for sending the Brazilian delegations to the International Multi-sports Games, such as the South American, Pan American, World Beach, and Olympic Games. Currently, there are 10 events in a 4-year cycle, which makes the planning and execution of projects conducted simultaneously.

Planning and execution of missions include:

- > Identify sports facilities, accommodations, warehouses, and operational areas in each host country of the events in which Brazil participates in to establish solutions for support services in the Missions.
- > Lead and engage all areas involved in the missions and lead the communication process with the confederations and athletes concerning each event.
- > Perform: accreditation, sports registration, air and land transport, airport services, hiring of lodging, sports facilities, food, hydration, and infrastructure, in addition to taking care of all the logistics of materials, uniforms, and sports equipment.

2023 was intense, focused on operational tests and the preparation of athletes for the Paris 2024 Olympic Games. This, of course, without diverting attention from the 3 missions of the year: South American Games in Santa Marta, Bali World Beach Games, and Santiago 2023 Pan American Games, in addition to the execution of the preparatory activities for the Youth Winter Olympic Games, Gangwon, scheduled for the first month of 2024.

Despite the intensity, we continue with the actions of partnerships and international bases, supporting 11 confederations, 12 modalities (with a total of 174 athletes and 80 officers in 15 training centers abroad), in addition to organizing and participating in 5 meetings between partner countries, promoting the exchange of knowledge and opportunities for collaboration between nations.

The area also assumed the COB warehouse's management scope, returning all material necessary for the missions and managing the processes of entry, exit, and inventory control. Currently, COB has a total of 1951 items used to serve athletes, confederations, and various events of the entity.

Santa Marta South American Beach Games (Colombia)

July 14 to 21

The Games were successfully held and, despite the reduced representation of the Brazilian delegation, we maintained

third place on the podium, behind only the host country and Venezuela, which had a complete delegation. Brazil had representatives in 10 of the 14 modalities that make up the event. They were: open water, beach handball, water skiing (slalom and wakeboard), beach soccer, beach wrestling, coastal rowing, skateboarding, surfing (shortboard and SUP), beach tennis, and triathlon. In the exclusive beach modalities, COB opted for summoning the maximum force. In the Olympic modalities, it was decided for an opportunity for young athletes to prove their worth in front of South American opponents. Team Brazil won 25 medals, 11 gold, 7 silver, and 7 bronze.

Bali World Beach Games (Indonesia)
August 5-12 — Canceled

Scheduled to take place from August 5 to 12, the Bali 2023 World Beach Games were canceled through a statement from the Association of National Olympic Committees (ANOC), just 1 month before its opening. COB deeply regretted what happened and sympathized with the feeling of frustration of athletes, technical committees, confederations, sponsors, and all other agents who prepared and dedicated to participate in this multi-sports event. However, the decision was taken by the Organizing Committee of the Games of Bali 2023, leaving no alternatives for COB action. In addition to the damage to the athletes, the cancellation happened

after 90% of the project has already been executed: accreditation, technical visit, hiring of lodging, purchasing air tickets, insurance, etc. Despite the significant spending, COB managed, through several negotiation fronts, to recover much of the investment.

Santiago 2023 Pan American Games (Chile)

20 October to 05 November

The Santiago 2023 Pan American Games were genuinely historic for the Brazil Olympic Committee. The largest delegation to compete outside the country won a series of marks, achieving all the goals established

before the event: we won 40 spots for Paris 2024, surpassed the total number of medals and golds and consolidated ourselves among the three main Olympic powers of the Continent, staying for the second consecutive time in the second place in the medal table. There were 205 medals won, 66 gold, 73 silver, and 66 bronze, new records in both total medals and number of golds.

The backstage was busy in the face of the significant challenges found in Santiago. We took the largest delegation in history abroad, faced setbacks concerning the desired level of service and there were many actions to guarantee all the support to the Brazilian delegation in multi-sports games.



During the 2021–2024 Olympic Cycle, the 2023 Santiago Pan American Games presented a great challenge for the entire International Games and Operations team since this would be the largest mission, in total number of athletes and members, ever operated by COB, in addition to being characterized as a delivery of great relevance of the cycle due to the number of Olympic spots being disputed. Given the degree of importance of the project and the high number of athletes and customers served, there were several operational difficulties, mainly due to the specificities of service to each of the 06 host cities of the Games, in addition to the Pan American Village, and also due to the complexity of delivering the Pan American Games of such magnitude to the local Organizing Committee.

Divided into 7 bases throughout the country, COB aimed to certify that all modalities would have the services and support structure to act and seek their best performances.

1293 tickets were issued from several countries worldwide, including national tickets, travel insurance, and the execution of the in-person reception and dispatch service at GRU, GIG, and SCL airports.

To ensure the necessary structure, 6 containers of materials, equipment, and uniforms originating in Brazil, China, and Europe were sent, 3 shipments via air cargo of uniforms, athletics poles, surfboards, and slalom canoe boats, 3 specialized

1,293

tickets issued

6

containers of materials

15

horses from Europe

14

**support hotels and
operational spaces**

65

trucks and vans

companies for transporting the 15 horses from Europe, the United States, and Brazil, 14 support hotels and operational spaces were hired, 65 trucks and vans were destined for distribution of materials, suitcases, and uniform exchanges, and in all bases there were health professionals, operation, sports technician, and communication coverage dedicated to the respective sports.

In the Pan American Village, where we find major building infrastructure problems, we have assigned a team of 4 people to inspect, monitor necessary works, and act as village services to shield the impact

on the delegation and ensure the athletes' comfort. Electrical, hydraulic, and masonry interferences occurred in 110 apartments throughout the Games.

The mission integrated professionals from various areas to work in the Games: accreditation, operations, performance services, health services, psychology, coaching, biochemistry, nutrition, strength and conditioning preparation, sports services, video analysis, results and schedule, safe sports, financial, and technology, which together with the professionals of the confederations, formed the pillar of support for the performance of athletes in the Games.



Preparation for the Gangwon 2024 Youth Winter Olympic Games

With a record of qualifying at the Youth Winter Olympic Games, the area of International Games and Operations turned its full attention to preparing the Winter Games as soon as it returned from the Pan American Games. Reservations were made for lodging, purchase of materials, and competition uniforms specific to each modality, issuance of tickets, reservation of vehicles for local travel and alignment meetings with the team leaders of the snow and ice confederations. In December 2023, it was possible to be sure that the preparatory activities for this edition of the Games were referred and refined for the operational team to travel as early as the first week of 2024.

Preparation for the Paris 2024 Olympic Games

The pre-Olympic year is an extremely strategic period for preparing for the Olympic Games, both in the technical-sporting aspect, with intense training, participation in key competitions, and the operational aspect. 2023 was fundamental for the execution of operational tests, local suppliers, and conclusion of contracts. It was possible to advance in refining the demands, requirements, and negotiations of air transport, international logistics, land transport, Brazilian catering, and security scope. Also, we performed important tests at Team Brazil Base, in St. Ouen, with the Taekwondo team; in Marseille, with the Sailing team, where the accommodation and local logistics were tested; and with the Surfing team in Tahiti, which used the exclusive base of Team Brazil with COB support services on site.

Several lessons learned have been mapped so that the final adjustments are made and we are ready for the executions in the period of the Paris 2024 Olympic Games.



SPORTS INFRASTRUCTURE

The area is dedicated to the development of projects considered necessary so that the physical space can support adequately to the needs of Brazilian sports, contemplating sports facilities, training, competitions, focusing on the COB Training Center and in the Multisports Games, as well as demands for special projects. The premises for the projects include: increased sports performance, injury prevention, functionality, comfort, accessibility, safety, and socio-environmental measures that encourage sustainable attitudes and practices.



One of the highlights of this year was the completion of the projects related to Phase 01 A and B of the Maria Lenk Water Park Olympic Legacy Improvement Program — COB Training Center, delivering the following new areas: reception, administrative rooms, event area, health and performance room, support areas for athletes, operational areas, and renovation of infrastructures. In all, 5,148m² were delivered in renovated areas, supporting the services of approximately 350 athletes and 22 modalities per month.

Another major challenge was implementing the infrastructure of the Santiago 2023 Pan American Games, which required commitment, involvement, persistence, and resilience of the entire team to conduct, in record time, the necessary adaptations of the facilities delivered by the Organizing Committee, intending to provide the best infrastructure, in order to serve all services for the Team Brazil delegation adequately.

MAIN ACTIVITIES CONDUCTED

Program to improve the Olympic Legacy, which aims to develop the COB Training Center, planning the use of the facility, recovering underutilized spaces, renovating obsolete equipment, developing innovative solutions to support different sports. The following projects were conducted:

- > Phase 01 A — New Auditorium: implementation of the scenic lighting system and completion of all projects involved with the auditorium.
- > Phase 01 B — Ground Floor — Health and Performance Room, administrative and operational areas.
- > Phase 01 B — 1st Floor — Event areas, support areas for athletes.
- > Phase 01 C — Beginning services related to the work of treatment and recovery of the metal roof of the PAML.
- > Phase 01 C — Beginning services related to structural recovery and waterproofing of the bleachers.

- > Licensing — Execution of the DGST-CBMERJ Fire and Panic Prevention and Fighting Project (LE) adaptation works, aiming at the AC Approval Certificate.
- > Design of Ambience and Signaling of COB Corporate Headquarters.

SUPPORT TO COB SPORTING EVENTS

- > Youth Games — support to the Sports Development area with implementation and operation projects.
- > Paris 2024 Olympic Games — support to the area of International Games and Operations in infrastructure planning, design, and implementation.
- > Santiago 2023 Pan American Games — support to the area of International Games and Operations in infrastructure planning, design, and implementation.





4

**RELATIONSHIP
WITH SOCIETY**

BRAZILIAN OLYMPIC INSTITUTE

The Brazilian Olympic Institute (IOB) is the COB Education area for Olympic sports. Launched in 2009, its main objective is to generate and disseminate knowledge by promoting high quality professional training through training and development programs. Thus, IOB intends to contribute significantly to the maturation of high-performance national sports through courses, seminars, congresses, and other academic and scientific events. Its main programs are: Brazilian Academy of Coaches — ABT, Managers Program, Athlete Career Program, Safe Sports Program, and Special Projects.



MAIN ACTIVITIES CONDUCTED

- > In 2023, we innovated with the launch of new courses; cycle of lectures; implementation of affirmative actions for women, black and brown people; and the seminar for presidents, according to the information below:
- > We highlight the launch of the Athletes Commission Course: Voice and Representativeness, in response to the demand requested by the Athletes Commission of the Brazilian Olympic Committee (CACOB), which has been an example of work on behalf of athletes in the country, and an incentive for the formation of other commissions in sports entities. The Course aims to train athletes to act more efficiently and effectively in representing their peers, to support athletes in understanding the structure of sports in the country and understanding sports management and administration. The course is free, in the distance learning format, and is intended for athletes who are members of Athletes Commissions, those who wish to be part of or who want to follow the

performance of the Athletes Commission of their sports organization. It consists of video classes, reflections and quiz, addressing topics such as: the Athletes Commission; the Olympic Movement and the national and international sports structure; and the path of sports development.

- > Another launch that marked 2023 was the Balancing the Game Course: Gender Equality in Sports, an initiative of the COB Women in Sports Area, partnering with UN Women, and conducted by IOB. The content was inspired by guidelines and initiatives established by the International Olympic Committee (IOC) to accelerate equal opportunities for men and women in sports, whether economic, access to sports, or visibility. The course is in the modality of distance learning and is structured with video classes, reflections, and e-book, addressing topics such as: Bases for Gender Equity; Gender and Sports in Brazil; Recommendations for the Inclusion of Women in Sports. An edition of the Course for young athletes was also created and made available to the classes of the “Núcleo Formando Campeões para o Esporte e para Vida” of the Athlete Career Program — PCA.

- > In the Safe Sports Program, we highlight the historical mark of 35 sports organizations that are signatories to the Program, namely: confederations, federations, associations, clubs, among others, where IOB acts strongly supporting these organizations, with the mission of implementing effective actions and creating a safety culture. Furthermore, also in 2023, as one of the new actions of the Program, we launched the Cycle of Lectures, aiming to discuss the main themes of Safe Sports, such as: Competition Manipulation, Ethical Conduct, Mental Health, Coping with Abuse and Harassment, Prevention and Coping with Racism, Prevention and Coping with Doping.

- > As one of the affirmative actions, IOB advanced in establishing quotas, reserving a minimum of 30% of spots for women and a minimum of 20% for black and brown people in a pilot project, for the Athlete Career Program selection process.
- > Also in 2023, the Seminar for Chairpersons: High Performance Management was launched. With each Olympic cycle, the high competitiveness between nations and the challenges for sports management increase. Moreover, to achieve excellence, it is essential to understand the complex scenario of the sports and be prepared to plan, manage, and execute its successful projects. The Seminar was created for the Confederations Chairpersons and was conducted by reference professionals in the market.

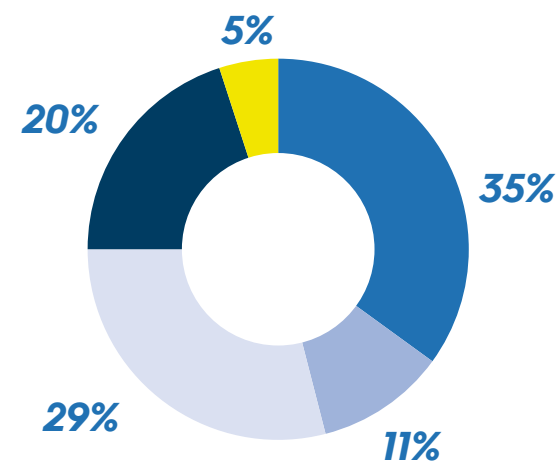


RELEVANT DATA

In 2023, IOB completed 14 years of existence and achieved its highest mark in training in one year, with 9,931 students trained and 151 projects, distributed according to the following data: *5% in the Manager Program; *35% in the Brazilian Academy of Coaches; * 11% in the Athlete Career Program; *29% in the Safe Sports Program; * 20% in the Special Projects courses. Thus, reaching the total number of 40,448 people trained since its creation, in 2009 until 2023.

PROJECTS CONDUCTED IN 2023 - IOB

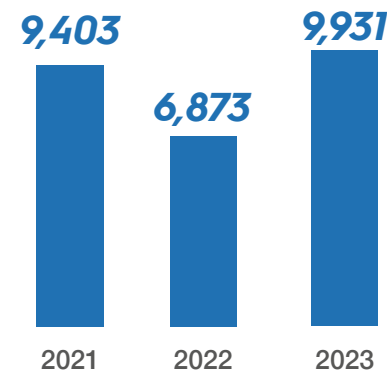
It shows the distribution of the 151 projects conducted in the 5 IOB programs in 2023.



151 projects conducted

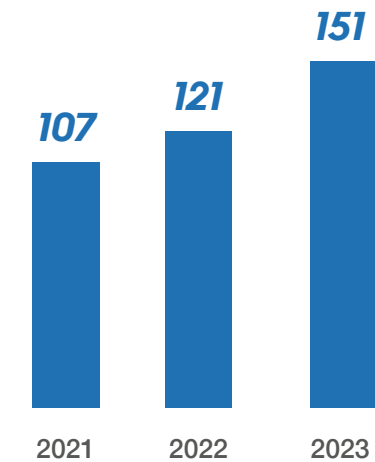
- Brazilian Academy of Coaches - ABT
- Athlete Career Program - PCA
- Safe Sports Program - PES
- Special Projects - PE
- Manager Program - PG

QUANTITATIVE GROWTH - IOB



More than **26** thousand students trained in the last 3 years (2021, 2022, and 2023)

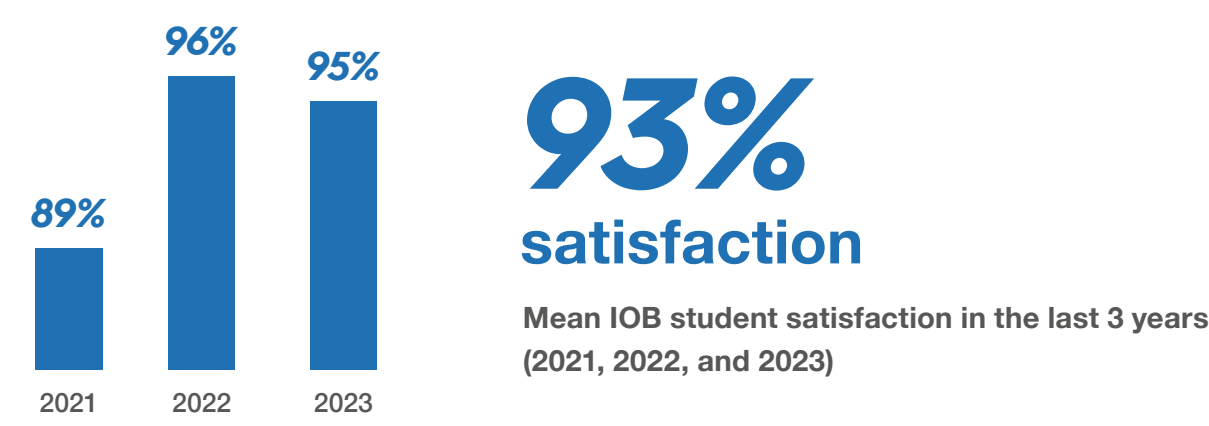
QUANTITATIVE GROWTH - IOB



More than **370** projects conducted in the last 3 years (2021, 2022, and 2023)

QUALITY MAINTENANCE - IOB

It measures the level of satisfaction of students with the courses taken at IOB. It shows that, in the last 3 years, the IOB continues to grow in the number of course offers and trained students and the level of satisfaction accompanies this growth.



QUALITY MAINTENANCE - IOB

It measures the students' perception of the applicability and usefulness of the training offered by IOB in their daily professional practices, having reached in 2023 the result of 91% of practical applicability of the contents.



CULTURE AND OLYMPIC VALUES

The Culture and Olympic Values department is responsible for the actions, programs, and publications that record and disseminate Olympic history and that promote the Olympic Values, serving as a bridge between sports and society. The detailed description of each area can be found below.

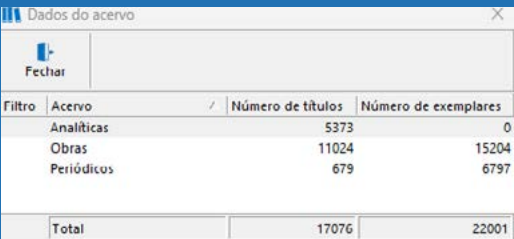
LIBRARY

The COB Library is open to the public and is located in the Training Center. Through research support and guidance services, we offer access to the information gathered here to promote education, teaching, and Olympic research for teachers, researchers, journalists, and students. As a reference source for the Olympic Movement, its mission is to ensure that knowledge is permanently enriched and accessible.

- > Acquisition of 21 new publications to compose the collection.
- > Manufacture of 50 Solander boxes, a model suitable for packaging periodicals.

SERVICES

38 research requests were answered.

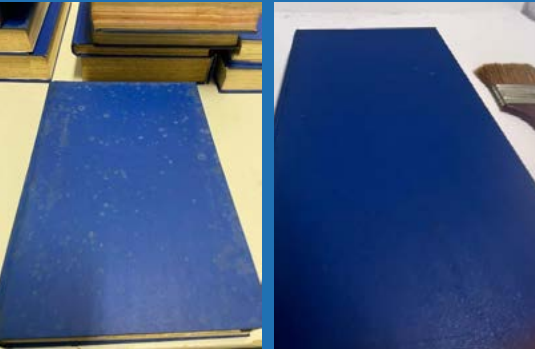


Filtro	Acervo	Número de títulos	Número de exemplares
	Analíticas	5373	0
	Obras	11024	15204
	Periódicos	679	6797
Total		17076	22001

Screenshot - Archive data

RELEVANT DATA

- > In 2023, we reached 22001 documents cataloged in the collection management system.
- > Besides the Library’s routine work for conservation and preservation, about 100 bindings we received from the COB Archive were sanitized. This is a preventive action to ensure the physical integrity of the collection.
- > 25 publications that needed support for better packaging and handling were bound.



OLYMPIC MEMORY

To preserve and disseminate the Olympic Movement, the area is responsible for the acquisition, control, and storage of pieces from the historical-cultural collection of the Brazilian Olympic Committee. It is also responsible for the planning, organizing, and managing exhibitions and cultural activities.



MAIN ACTIVITIES CONDUCTED

Continuity of routine activities: cataloging, cleaning, and packaging of the collection.

- > **Digitalization of collection:**
 - 2,300 captured and edited images of 470 items in the collection.
- > **Collection packaging:**
 - Manufacture of 60 customized boxes for packaging the collection;
 - Manufacture of 100 drawer organizer trays for small items.
- > **Purchase acquisition:**
 - 2 Phryges Paris Olympic mascots 2024;
 - 35 commemorative medals of the series Great Sports Idols;
 - collectible cap and pins from the Santiago 2023 Pan American Games.
- > **Acquisition through donation** (at the Santiago 2023 Pan American Games):
 - baseball cap signed by the athlete Gabriel Barbosa;
 - Duda beach volleyball top;
 - Ana Patrícia beach volleyball top.

SERVICE

- > **Exhibition “The Olympic Flame”:** loan of 19 Olympic torches from the COB collection to XP Investimentos. Design of showcases, preparation of texts, technical guidance, and monitoring of the collection transfer. The exhibition occurred on September 1 and 2, 2023, in São Paulo, SP.
- > **Itinerancy of the exhibition “The Olympic Flame”** for the COB Expo occurred between September 25 and 29, 2023, in São Paulo, SP.
- > **The exhibition “Olympic Emotions”** at the Ribeirão Preto Youth Games was held from September 1 to 16, 2023. Curatorship, selection of collection, and preparation of texts. Technical guidance for the event’s production team for the design of walls, showcases, and art. Monitoring the collection transfer.
- > **Exhibition “Hall of Fame 2023”** on May 18, 2023, São Paulo, SP. Exhibition with 35 plaques of the honorees. Technical report and assembly.

DONATION

- > **Donation of a Rio 2016 Olympic torch** to Escola Pública Centro de Ensino Médio Escola Industrial de Taguatinga - CEMEIT Brasília - DF.



PROMOTION OF OLYMPIC VALUES

The area is responsible for COB's actions to promote the Olympic Values, working in schools through "Transforma", an Olympic Education program. Its objectives are: strengthening the national sports culture; insertion of the Olympic theme in the school environment, in all curricular components; and development of social-emotional skills in line with the National Common Curriculum Base - BNCC.

MAIN ACTIVITIES CONDUCTED

Actions for students:

- > Two editions of "Esporte Cria" were held, an event that presented professional opportunities provided by sports to 1,100 young people (from 14 to 17 years old) from 30 public schools in Rio de Janeiro. Also, during the COB Expo, an edition took place in São Paulo, for 300 young people (14 to 15 years old) from 13 local school units. In São Paulo, we

also premiered the unprecedented event "Aulão Transforma", a class that related the Olympic theme to Mathematics, Portuguese, and Chemistry disciplines.

- > Promotion of 4 "Transforma" Festivals in partnership with 17 schools in the municipal networks of Rio de Janeiro, São Paulo, Teresópolis, and Santos, reaching a total of 3,540 students. The "Transforma" Action at the Ribeirão Preto Youth Games also involved 591 students. Also at the Youth Games, the area supported "You at the Games", an action of the event that received 3,224 students from local schools to watch the competitions. There was also "Transforma" Action on Olympic Day, in partnership with 7 schools in Rio de Janeiro, impacting 320 students.
- > Donation of sports equipment to GEO Martin Luther King, a Rio de Janeiro school benefiting about 500 elementary school students.

Training for educators of all curricular components:

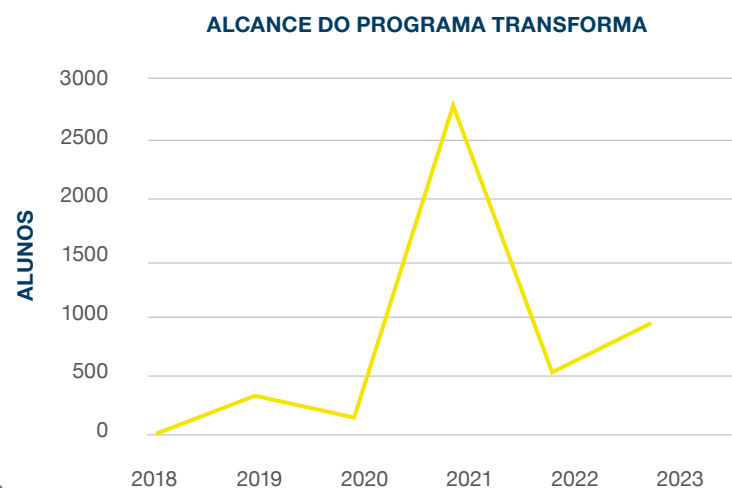
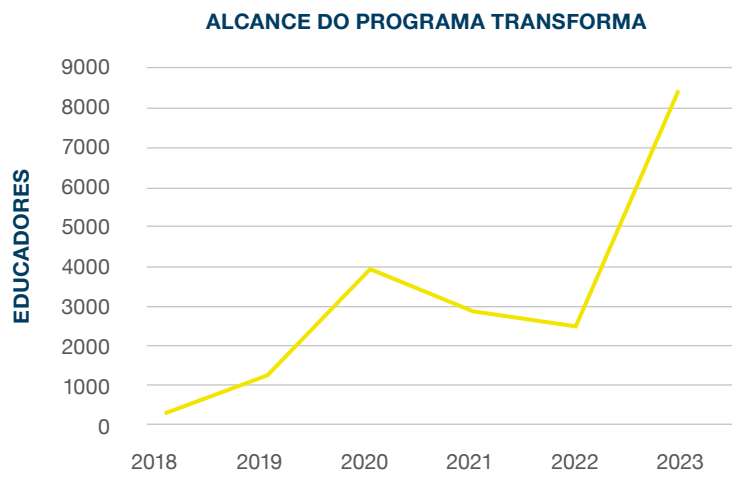
- > Online courses VOS (Olympic Values for Society) and VOV (Olympic Values for Life): about 2,000 participants throughout the year.
- > Workshop on Olympic education "Dreams Transform", for 6,578 professionals of all curricular components, from different Brazilian cities.

Partnerships

- > In 2023, we formalized 7 new partnerships, through the Cooperation Agreement: state of Acre, cities of São Paulo/SP, Araçás/BA, Vila Velha/ES and the institutions SESI/SP, SESC/SP, and FESPORTE (Santa Catarina). We renewed with the cities of Teresópolis/RJ, Rio de Janeiro/RJ, and Santos/RJ.



DADOS
RELEVANTES



SUSTAINABILITY

The COB Sustainability Program has the role of creating, implementing, and monitoring policies and actions related to the care and preservation of the environment, social development, and business governance, making the institution play an important role of social responsibility and is in line with the international objectives of sustainable development.



MAIN ACTIVITIES CONDUCTED

- > Launch of the Sustainability Program for COB employees, with an awareness-raising lecture on the theme;
- > Launch of the online course Sustainability in Sports and Life;
- > Signature of the Sports for Nature Commitment, led by the International Olympic Committee (IOC), together with the International Union for Conservation of Nature (IUCN) and the Convention on Biological Diversity (CBD-UN);
- > Start of the execution of the Brazilian Olympic Forest Project, with training in seed collection, processing, and storage, in Tefé, Amazonas, aimed at the indigenous communities involved in the project;
- > Participation in the following international events: South American Working Group, at the Santa Marta 2023 Games; Sport Positive Summit 2023 (London); Sustainability Congress (Argentina).

RELEVANT DATA

Funded by COB and executed in partnership with the Mamirauá Sustainable Development Institute, the Brazilian Olympic Forest Project was established respecting the criteria of the Olympic Forest Network of the International Olympic Committee. Participation, community involvement, and positive impact on community members are among the criteria. The restored area should include planting almost 4,500 trees of native species, as well as species that are part of the traditional extraction activities of local residents, such as chestnut and açaí.



PUBLICATIONS

The area is responsible for acting in the design and development of COB's institutional publications, conducting editorial production, selecting, and/or validating specialized suppliers and valuing the unit and the standardization of documents, in their content and form, serving various departments. It also produces its own texts and collaborates with content writing and review services from other sectors of the institution.

PUBLICATIONS COMPLETED IN 2023

- > **2022 Annual Report:** the report presents the duties of COB and all areas, as well as the MAIN ACTIVITIES CONDUCTED, innovations and the results achieved each year. The content is available in Portuguese, in print and digital, and English in digital.
- > **Sports Development Model:** the model combines and segments the main stages that athletes go through, as well as guides what needs to be done in each. In 2023, in addition to the Portuguese version, the content also became available digitally in English and Spanish.

- > **Team Brazil Santiago 2023 Guide:** the guide consists of the data of the athletes who competed in the Santiago 2023 Pan American Games, such as name, date, and place of birth, club to which they belong, their social media, and other curiosities, in addition to having more information about the Games. The publication is available in Portuguese, English, and Spanish, and in two formats: mobile and desktop, making it easy for those who access the content by mobile devices or computer/notebook.
- > **Representation Guidelines - equal, fair, and inclusive representation in sports:** translated version of the second edition of the Portrayal Guidelines, a publication authored by the IOC that calls for the implementation of "equal and fair practices of representation in all forms of communication", a policy that interests all people who are part, directly or indirectly, of the Olympic Movement.
- > **Code of Ethical Conduct:** layout and revision of the document that "regulates the conduct of the entity and public and private agents involved in the practice of sports in the national territory, according to the good values of human action and the principles of Olympism."

- > **Menstrual Health Guide (Mempowerment):** booklet with educational content about the functioning of the female body, in addition to the presentation and explanation of habits important for women's health and the environment.
- > **Exhibition "Women in Sports":** production of texts that made up the Exhibition "Women in Sports", which was part of the COB Expo, held in São Paulo.
- > **Folders of the Brazilian Olympic Institute:** update of the following publications: Anti-racist Sports Course: everyone wins; Abuse and harassment outside the game (for young people); Protecting sports against harassment and abuse; institutional forum; and adjustments in the English, Spanish, and French versions of the folders on racism and harassment. The publications present the courses available to the various audiences of their programs and policies and actions.
- > **Uniforms Guide:** English translation and revisions of the Portuguese and English versions.

PUBLICATIONS STARTED IN 2023

- > **Olympic Almanac Book:** second edition (revised and expanded), which gathers historical information and curiosities about the editions of the Olympic Games of the Modern Era (from 1896 to 2024) and the participating modalities.
- > **Team Brazil's book at the Santiago 2023 Pan American Games:** the book tells the history of Team Brazil's performance at the Santiago 2023 Pan American Games, in addition to the backstage of the Brazilian delegation in the Chilean capital.
- > **Rio 2016 Olympic Games Report:** Before the IOC, the COB committed to publish the final report of the Rio 2016 Olympic Games, given the fact that the document was not produced at the time by the then Organizing Committee.

DOPING EDUCATION AND PREVENTION

The area prioritizes performing actions that may corroborate preserving the ethics, health, and well-being of its athletes. Hence, the objective of the area is disseminating anti-doping information through education. We hold educational lectures to raise awareness and inform athletes and the sports community (coaches, doctors, nutritionists, physiotherapists, massage therapists, sports managers, and even family members of athletes) that it is essential and fundamental to protect the clean athlete.

Therefore, we support and honor the actions of the World Anti-Doping Agency - WADA, the International Federations, and the Brazilian Doping Control Authority - ABCD, related to prevention and education or related to doping control.

MAIN ACTIVITIES CONDUCTED

- > Launch of the virtual assistant - AUT;
- > Round table in the Olympic Congress;
- > Round table at the Play the Game Congress;
- > Development of social media monitoring systems;
- > Cooperation Agreement with UFRRJ;
- > Cooperation Agreement with LBCD - UFRJ;
- > Content on supplements on the anti-doping page of the COB website - 52 pdfs;
- > Launch of the collection of 8 3D videos on supplements, on Team Brazil's Youtube channel;
- > Participation in the Youth Games

- > Disclosure of COB Artificial Intelligence - chatbot;
- > Visit of the WADA President to COB with CACOB; and
- > Gangwon pre-mission meeting.

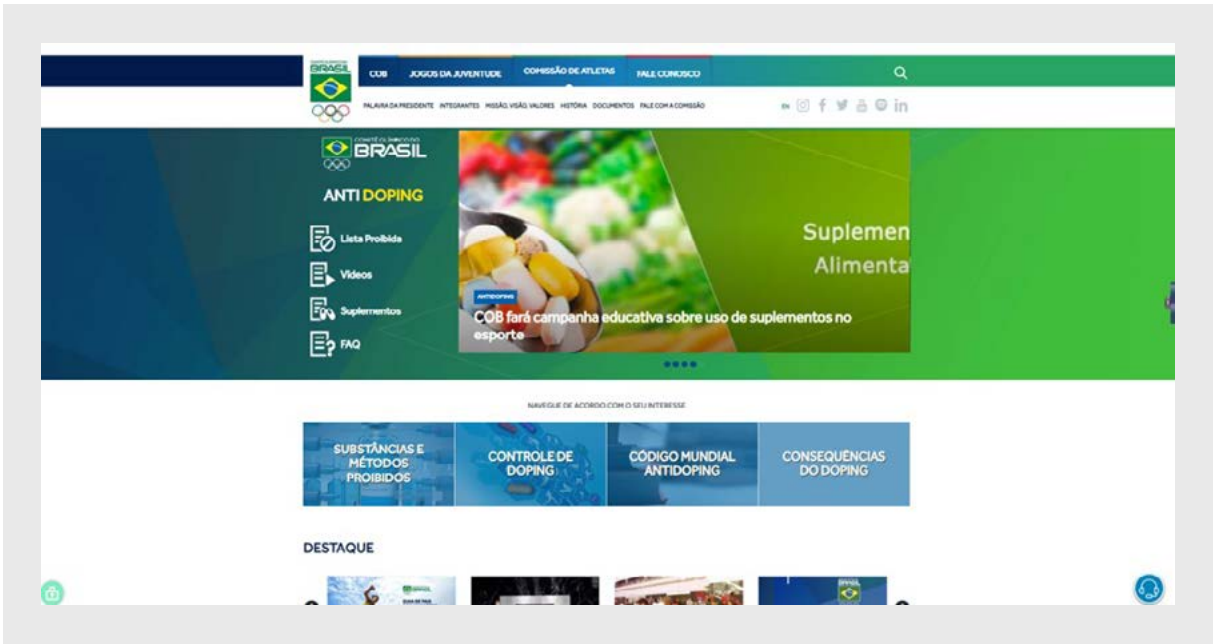
RELEVANT DATA

500 hours of streaming the Education and Doping Prevention playlist and 1 million tweets the social media monitoring system captured.

Evolution compared to recent years

- > Increase in the number of views on Team Brazil's Youtube videos;
- > More than 80 lectures for athletes and support staff;
- > Participation in the missions composing the Safe Sports;
- > Launch of Artificial Intelligence;
- > Update of the anti-doping website;
- > AUT system update.

Anti-Doping Website Update



AUT Virtual Assistant



COMMUNICATION

The main mission of the area is to disseminate COB's messages, work on the institution's representation, circumvent crises, and strengthen the engagement of the public and the press with Brazilian Olympic sports. Its attributions are: the service to journalists, the production of written and audiovisual content, the production of the Brazilian Olympic Channel and the management of COB, IOB, and Youth Games social media accounts.



DELIVERABLES,
ACTIONS, AND
INNOVATIONS
IN 2023

The biggest communication challenge in 2023 was the Santiago Pan American Games, with massive press coverage and the largest transmission in the history of the Brazilian Olympic Channel, with almost 800 hours on air, on up to six simultaneous channels. The Channel received more than 40 million views on Youtube. Social media and the COB website also broke access records.

Other coverage was also challenging, such as the Santa Marta 2023 South American Beach Games and the Youth Games, which were broadcast on open TV for the first time thanks to the Olympic Channel signal. The team covered the World Gymnastics and Judo Championships on-site and the opening of the Diamond League, producing content for all platforms. We signed media partnerships with TV Brasil, CazéTV, Band, UOL, and Lance!.

Among the main innovations of 2024 were the launch of the documentary Legs, Head, and Heart, with the story of Vanderlei Cordeiro de Lima; the debut of COBCast, the COB podcast; the Hall of Fame event, and the COB Summit, in which we received more than 40 journalists to present COB’s work.



RELEVANT DATA

We had significant growth on social media, especially on Youtube, reaching 259,000 subscribers and more than 40 million views during Pan alone. Some of the main figures in the area are below.

SOCIAL MEDIA	TOTAL OF FOLLOWERS	NEW FOLLOWERS	ENGAGEMENT	VIEWS	REACH/ IMPRESSIONS
Tiktok	1,268,521	55,759	2,090,386	42,000,899	n/a
Instagram	1,099,346	120,255	30,013,888	197,906,961	170,789,579
Facebook	2,357,406	34,735	5,761,761	38,656,863	145,090,365
Twitter	592,505	527	3,165,851	14,437,420	67,740,000
Linkedin	80,616	12,214	132,576	11,056	3,656,457
Youtube/ Canal Olímpico do Brasil	258,894	203,574	1,365,323	55,764,646	n/a
TOTAL	5,657,288	427,064	42,529,785	348,777,845	

COB WEBSITE	792 news published	789,227 accesses
PUBLISHED RELEASES	188	

MAIN MISSIONS OF THE YEAR		
EVENT	NUMBER OF ARTICLES	NUMBER OF PHOTOS
Santa Marta 2023 South American Beach Games	22	893
Ribeirão Preto 2023 Youth Games	85	11,581
Santiago 2023 Pan American Games	229	7,627

MARKETING

The process of planning and executing COB's marketing actions focuses on strengthening and promoting the brand. One of the main objectives is to give relevance to the national Olympic Movement, with the stakeholders: athletes, confederations, managers, sponsors, partners, fans, and internal public.



The area is also responsible for generating new revenues, through the commercialization of COB properties, and acts not only in attracting partners and sponsors, but also in serving and relating to this audience. Marketing also manages the institution’s branding, making the entire visual identity of the company cohesive and uniform, permeating all departments and projects.

MAIN
ACTIVITIES
CONDUCTED

One of the main actions conducted by the area in 2023 was the capture of 13 new sponsorships, bringing companies such as Kraft Heinz, Vivo, Água Branca, Mormaii, and Smartfit, as well as new strategic content partners, with companies such as Cazé TV and Play9.

In the 1st semester, the “Manda Brasa” campaign was launched, in partnership with the WMCaann agency, highlighting the COB brand in the national advertising market, and exalting the athletes of Team Brazil.

In September, COB Expo was held in SP, which became known as “the Olympic Disney”, and received about 60 thousand people from the sports segment, in 5 days of an event full of content, courses, sports activations, and various attractions.

Attraction of
13
new sponsorships

COB Expo received
60
thousand people from
the sports segment

The following month, “Brazil House” was the meeting point for Brazilians in Santiago, celebrating the results of our athletes and bringing together culture, gastronomy, tourism, sports, and entertainment, which helped to publicize the country’s image, promote the COB brand and also its sponsors.

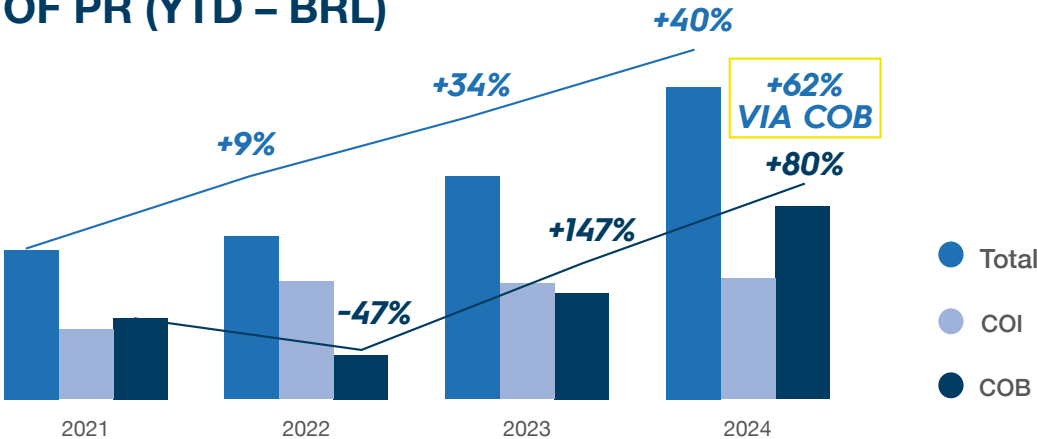
In December, the app of the Brazilian Olympic Committee was launched, a platform that will serve as one of the pillars of COB to engage and retain Team Brazil fans, offering a series of exclusive content, news, and experiences.


RELEVANT DATA

Results of the reach of the “Manda Brasa” campaign and a graph that shows the

increase in COB revenue for the cycle, through contracts signed with sponsors.

COMPARISON
OF PR (YTD – BRL)





BRASIL
OLÍMPICO
COMITÊ

MANDA BRASA

RESULTS: (1st wave)

Reach =
43M
impacted

Engagement =
1,112M
likes

63 Athletes
15 Sponsors
29 Confederations
**5 Godfathers/
godmothers**
+ Lance Portal
+ Cazé TV

EVOLUTION COMPARED TO RECENT YEARS

There has been a great maturity to the perception of the market with COB, due to a process of approximation and creation of a sponsorship program (COB+) more attractive to the advertising market.

Thus, the Institution has been seen as increasingly relevant regarding image and brand, attracting more and more companies interested in associating their brands with those of COB.



EVENTS

The main role of the area is to conduct the events of the Brazilian Olympic Committee, considering support and execution in all its phases, such as:

- Pre-event: idealization, planning, budgeting, feasibility, and organization.
- Event: operation, assembly, monitoring, and resolution of any problems.
- Post-event: closure, disassembly, evaluation, accountability, and reporting for future improvements.

Also, another role of the area is the management of global COB contracts. We currently have two contracts in place and three in the bidding phase, they are:

- > Current Personnel Transport Service
- > Audio and Video Equipment Service in force
- > Contracts in preparation of the bidding phase:
 - Shirts
 - Catering
 - Ambulance

MAIN ACTIVITIES CONDUCTED

In 2023, the area held 42 internal and external events, involving several COB areas in different states and countries. Some projects deserve to be highlighted because they are unpublished or because they have been redesigned, without losing their essence.

The Hall of Fame was an event that took place for the first time, with an

unprecedented exhibition of memorabilia and the presence of consecrated Sports honorees. The PBO was redesigned in 2023 in a more dynamic and innovative format, with the presence of the best athletes of the modalities on stage at the same time to be applauded by the 700 guests present.

During the Santiago 2023 Pan American Games in Chile, Brazil House received many Brazilians who could check out the competitions — with food service and bar —, attend the medal celebration ceremony of the awarded athletes and several appearances of Ginga.

OTHER 2023 FEATURED PROJECTS

- > COB EXPO (New)
- > Youth Games (Team responsible for medal awarding)
- > Olympic Day
- > 1 year milestone for Paris (New)



Holding of
42
internal and
external events

The Brazil Olympic
award received
700
guests

Annual goal of
10%
savings

Goal achieved of
35%
savings

RELEVANT DATA

The area had the savings in the events as an indicator in 2023, and the total obtained at the end of the year was 35% of savings from the initial budget.

SAVINGS	PERIOD	PLANNED	ACHIEVED
Savings survey from January to March/23	January to March/23	10%	32%
Savings survey from April to June/23	April to June/23	10%	26%
Savings survey from July to September/23	July to September/23	10%	26%
Savings survey from October to December/23	October to December/23	10%	46%
Savings survey in total in 2023	2023	10%	35%

EVOLUTION COMPARED TO RECENT YEARS

The number of events has increased in recent years and their complexity has become increasingly significant. With this, the area was structured and the number of people involved also increased, so that

it was possible to ensure that all demands would be delivered with quality and that the projects would have the necessary attention for improvements and new formats.

3. Sports Management and Governance

EXCELLENCE AND COMPETENCE IN MANAGEMENT, ETHICS, AND TRANSPARENCY

3.2. IMPROVE GOOD CORPORATE GOVERNANCE PRACTICES FOR THE SPORTS ENVIRONMENT

GGE14

Indicator: Level of reduction of expenses resulting from the actions of the Events Area (Savings)

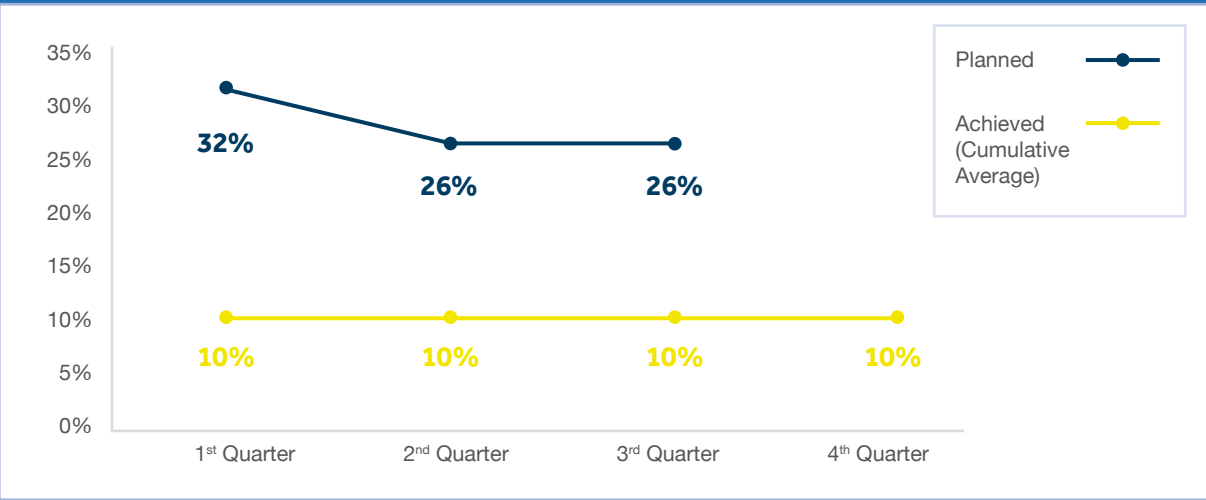
Measures the percentage of reduction in expenses related to the general budget of the projects in the Events area.

Responsible Area: Events

PERIOD	PLANNED	ACHIEVED (Cumulative Average)
1 st Quarter	10%	32%
2 nd Quarter	10%	26%
3 rd Quarter	10%	26%
4 th Quarter	10%	

ANNUAL GOAL

10% REDUCTION IN EXPENSES



Notes:

Planning in advance so that all needs were mapped, unforeseen events were anticipated, and the negotiation with suppliers was the best possible.

BEACON


- 100% - Goal achieved
- 0% - 99% Goal not achieved
- Not measured


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Paulo Wanderley	Pedro Gonzaga
VICE PRESIDENT	EDITORIAL PRODUCTION AND PROOFREADING
Marco Antonio La Porta	Lorennna Correia
GENERAL DIRECTOR	GRAPHIC DESIGN PROJECT
Rogério Sampaio	Redondo Estratégia + Design
LEGAL DIRECTOR	PHOTOGRAPHIC CREDITS
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ADMINISTRATIVE AND FINANCIAL OFFICER	Alex Ferro/COB p. 148, 149
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COMMUNICATIONS DIRECTOR	Bruno Lorenzo/COB p. 141; 142
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	Renata Penna/COB p. 136; 137
	Wander Roberto/COB p. 38; 39; 48; 62; 63; 96; 97
	Washington Alves/COB p. 64; 65; 75; 78
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BRASIL








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NATIONAL OLYMPIC SPONSORS





























































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