



Olympic
Broadcasting
Services



**STORYTELLERS
OF THE GAMES**



EXECUTIVE SUMMARY

Olympic Broadcasting Services (OBS) is the host broadcaster of the Olympic, Paralympic, and Youth Olympic Games, entrusted by the International Olympic Committee (IOC) to produce unbiased, high-quality coverage for billions of viewers worldwide. OBS's mission is to capture every sport, every event, every moment, as well as the unique atmosphere that surrounds the Games, and distribute this content to the world's broadcasters or Media Rights-Holders (MRHs). These MRHs, ranging from major networks to digital platforms, tailor the world feed for their individual audiences.

Headquartered in Madrid, Spain, OBS operates with a permanent team of 160 professionals from 28 countries. As the Games approach, this core team expands dramatically, with thousands of seasoned broadcast professionals and service providers converging on the host city.

Following the close of the Games, OBS's work continues year-round, with teams engaged in strategic planning, technological innovation, and the ongoing evolution of broadcast operations. Even as one edition concludes, OBS is already deep into preparations for several upcoming Games, building on recent experience and applying lessons learned to shape future success.

OBS's role is not only technical but also deeply collaborative and innovative. The organisation works closely with MRHs, Organising Committees, technology partners, and International Federations to ensure that every Games is a showcase of excellence, inclusion, and sustainability.

OBS's commitment to legacy is reflected in its training programmes, diversity initiatives, and industry-leading sustainability practices, all designed to leave a lasting, positive impact on the world of sports broadcasting.

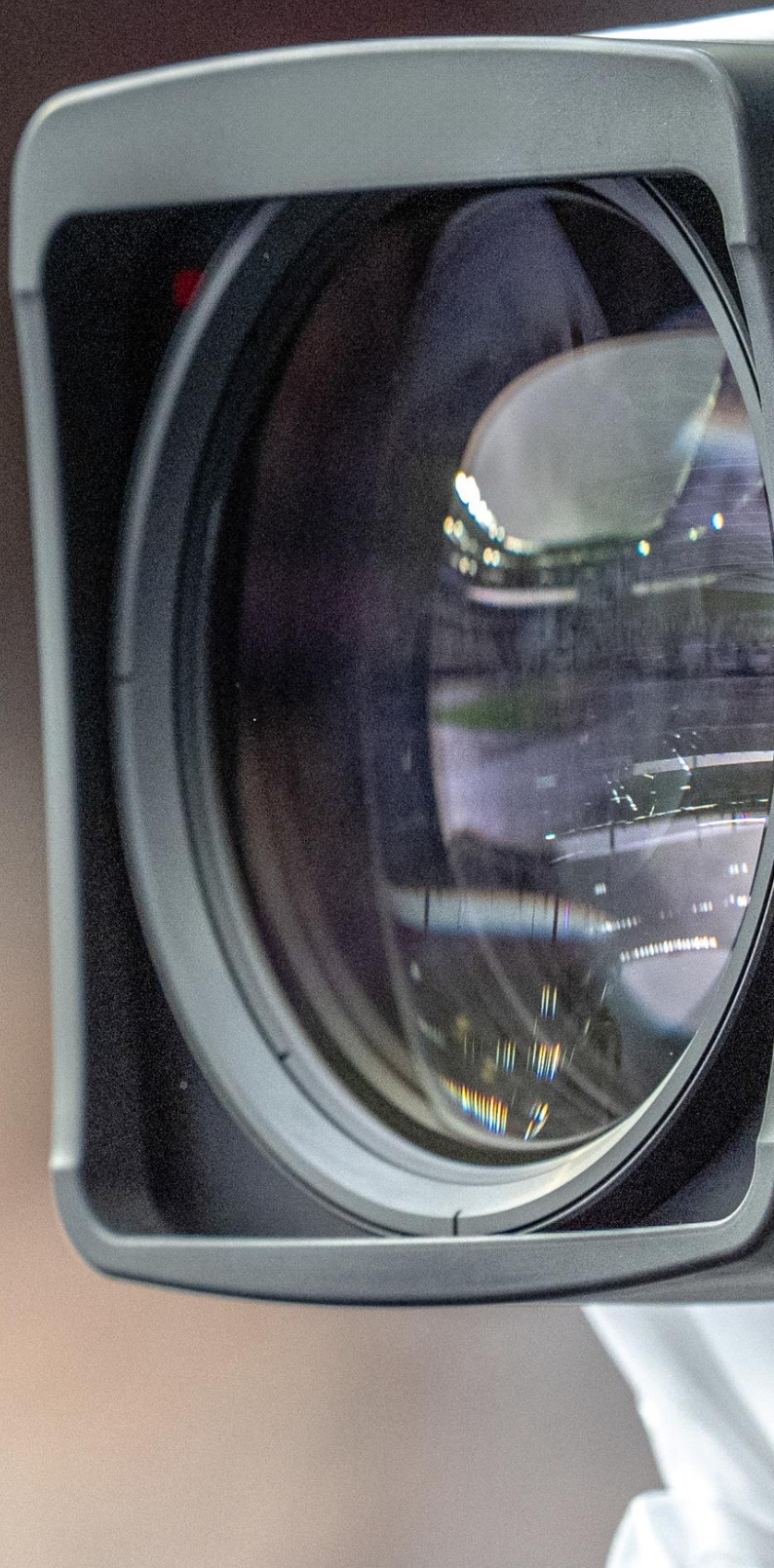
WHAT IS A HOST BROADCASTER?

Imagine if every country intending to televise the Olympic Games were to bring its own equipment, personnel, and infrastructure, as well as source their own cabling, camera platforms, power supply, etc., to capture and transmit every moment of every event. The logistical demands on space, power, and support services would be overwhelming and unsustainable.

To avoid this scenario, a single organisation, referred to as the host broadcaster, is appointed to manage all broadcast coverage of the Games on behalf of the world's broadcasters. The host broadcaster works in close collaboration with IOC, the local Organising Committee, International Federations, and various technology and telecommunications partners to plan and execute the production and technical aspects of the broadcast.

A key responsibility of the host broadcaster is to ensure that the global live coverage is entirely neutral, free from bias or favouritism toward any nation or athlete. This universal signal, or world feed, is then distributed to broadcasters across the globe, who adapt it for their local markets.

As a result, audiences worldwide see the same core images of the Games, produced by the host broadcaster, but experience them through the coverage of their country's designated Media Rights-Holder, which can be customised with local commentary, interviews, analysis, and enhanced with studio shows, tailored graphics, or a focus on their national athletes.



WHO WE ARE AND WHAT WE DO

OBS is responsible for producing and distributing the coverage of every Olympic event, making the Games accessible to billions of viewers worldwide. OBS’s coverage is guided by the principles of neutrality, fairness, and inclusivity. Thus, delivering a world feed that is precise, consistent, and universal, ensuring that every athlete, every sport, and every moment is given the opportunity to be seen.

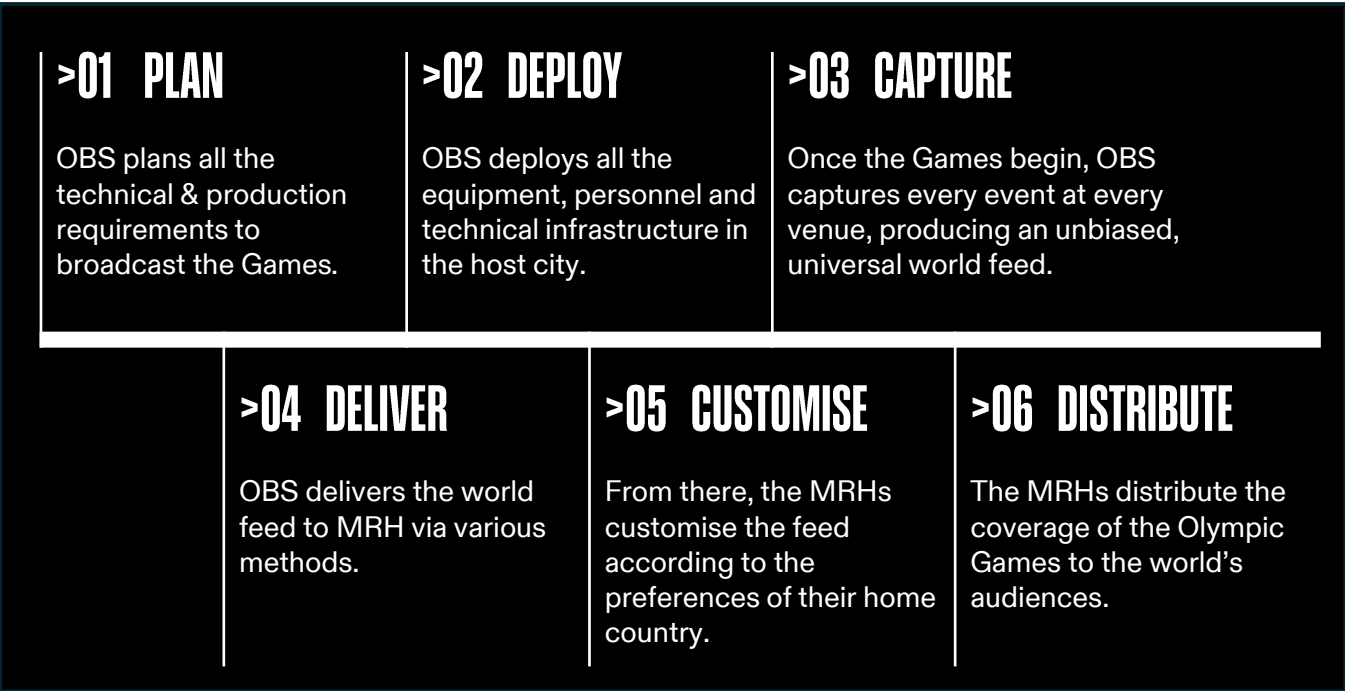
Beyond live coverage, OBS also creates a wide range of content tailored for different platforms and audiences. This includes highlights, clips for social media engagement, behind-the-scenes features, and analytical packages that help broadcasters and digital platforms enrich their storytelling. By providing these additional assets, OBS ensures that the Olympic narrative extends far beyond the competition venues, reaching fans through multiple channels and formats.

OBS’s operations are a blend of meticulous planning and agile execution. Years before the

Olympic flame is lit, the OBS team begins preparations, working closely with the IOC, the local Organising Committee, Media Rights-Holders (MRHs), International Federations and technology partners.

This long-term planning lays the foundation for one of the world’s most complex live broadcast operations. As the Games approach, the scale of the OBS operation grows exponentially, culminating in the establishment of the International Broadcast Centre (IBC) in the host city – a hub that supports both OBS and the MRHs, and is adapted to the unique requirements of each edition of the Games.

OBS’s technical infrastructure is both robust and flexible. The reuse of existing facilities and the adoption of cloud-based solutions is prioritised, reducing the environmental impact while maintaining the highest standards of broadcast quality. Every detail is designed to ensure seamless, uninterrupted coverage for audiences around the world.



COLLABORATION WITH STAKEHOLDERS

The success of Olympic broadcasting depends on cooperation among multiple global stakeholders. At the top is the **IOC**, which governs the Olympic Movement and holds the exclusive global media rights to the Games. OBS works in conjunction with the IOC to ensure that Olympic values and standards are maintained throughout the broadcast process.

Broadcast organisations from around the globe seek to bring the Olympic Games to their respective audiences. To do so, they must purchase exclusive broadcasting rights from the IOC. These rights are typically sold for specific territories, ensuring that each broadcaster can tailor the Olympic content to the cultural and linguistic preferences of their viewers.

Once a broadcaster secures these rights, it becomes a **Media Rights-Holder (MRH)**. At this point, a close and ongoing working relationship with OBS begins.

The partnership between OBS and the MRHs is built on a foundation of mutual trust, adaptability, and shared expertise. OBS provides comprehensive guidance and support to MRHs throughout every stage of the planning and execution process. This includes offering technical assistance, facilitating access to broadcast infrastructure, and delivering customisable services that allow each MRH to tailor the viewing experience for their audience.

Collaboration extends beyond just OBS and MRHs. OBS works in close coordination with **the local Organising Committee** of the Games. This partnership ensures that the necessary infrastructure, such as the IBC, technical facilities, and logistical support, is in



place for both OBS and MRHs to operate efficiently and effectively within the host city environment.

Furthermore, technology partners and International Federations play indispensable roles in the broadcast ecosystem. OBS is driven to continually explore, test and improve the latest advances in broadcasting, with the assistance of its **technology partners**, to introduce cutting-edge solutions, such as cloud-based workflows, remote production capabilities, and immersive media experiences, that enhance the quality and sustainability of Olympic coverage. **International Federations**, meanwhile, provide sport-specific expertise and ensure that the nuances of each discipline are accurately and compellingly represented in the broadcast.

This intricate collaboration is what enables the Olympic Games to be broadcast to billions of viewers worldwide. It ensures that the production is not only technically flawless and universally accessible but also culturally resonant and inclusive. Through this collective effort, the Olympic spirit is brought to life on screens everywhere, inspiring audiences and setting new standards for excellence in global sports broadcasting.

INTERNATIONAL BROADCAST CENTRE: THE HUB OF OLYMPIC STORYTELLING

At the heart of every Olympic Games lies the IBC, a purpose-built, state-of-the-art hub that serves as the operational nerve centre for all on-site broadcast activities. It is here that all live audio and video feeds from every competition venue are received, monitored, and processed by OBS before being distributed to the MRHs for global transmission. The IBC is not a one-size-fits-all facility; rather, each edition is meticulously designed and constructed to meet the unique logistical, technical, and infrastructure requirements of its host city and the specific needs of that Games edition. This customisation ensures that the IBC can efficiently support the complex workflows of both OBS and the MRHs.

The planning and development of the IBC is a collaborative effort between OBS and the local Organising Committee. Together, they prioritise the use of existing local facilities wherever possible, adapting and upgrading them to meet broadcast standards. This approach is complemented by the integration of cutting-edge virtual technical infrastructure, cloud-based solutions, and advanced IP technologies. By harnessing these innovations, the IBC has progressively reduced its physical footprint and environmental impact over successive Games, aligning with broader sustainability goals and demonstrating leadership in responsible broadcast design.

In addition to its core technical infrastructure, the IBC incorporates a range of essential services and amenities, including catering facilities, a medical centre, post office, bank and general store, among others, designed to

support the thousands of accredited broadcast professionals working on-site. Operating on a 24/7 basis throughout the Games, the IBC provides a secure and comprehensive setting that enables OBS and MRHs to maintain uninterrupted delivery of coverage to global audiences.

Transforming the IBC from an empty shell into a fully functional broadcast environment is a significant task. The fit-out process involves months of detailed planning, engineering, and coordination with local authorities, health and safety inspectors, and a wide range of vendors and contractors. Every aspect, from power distribution and network connectivity to workspace ergonomics and emergency protocols, is carefully considered to create a safe, efficient, and resilient environment.



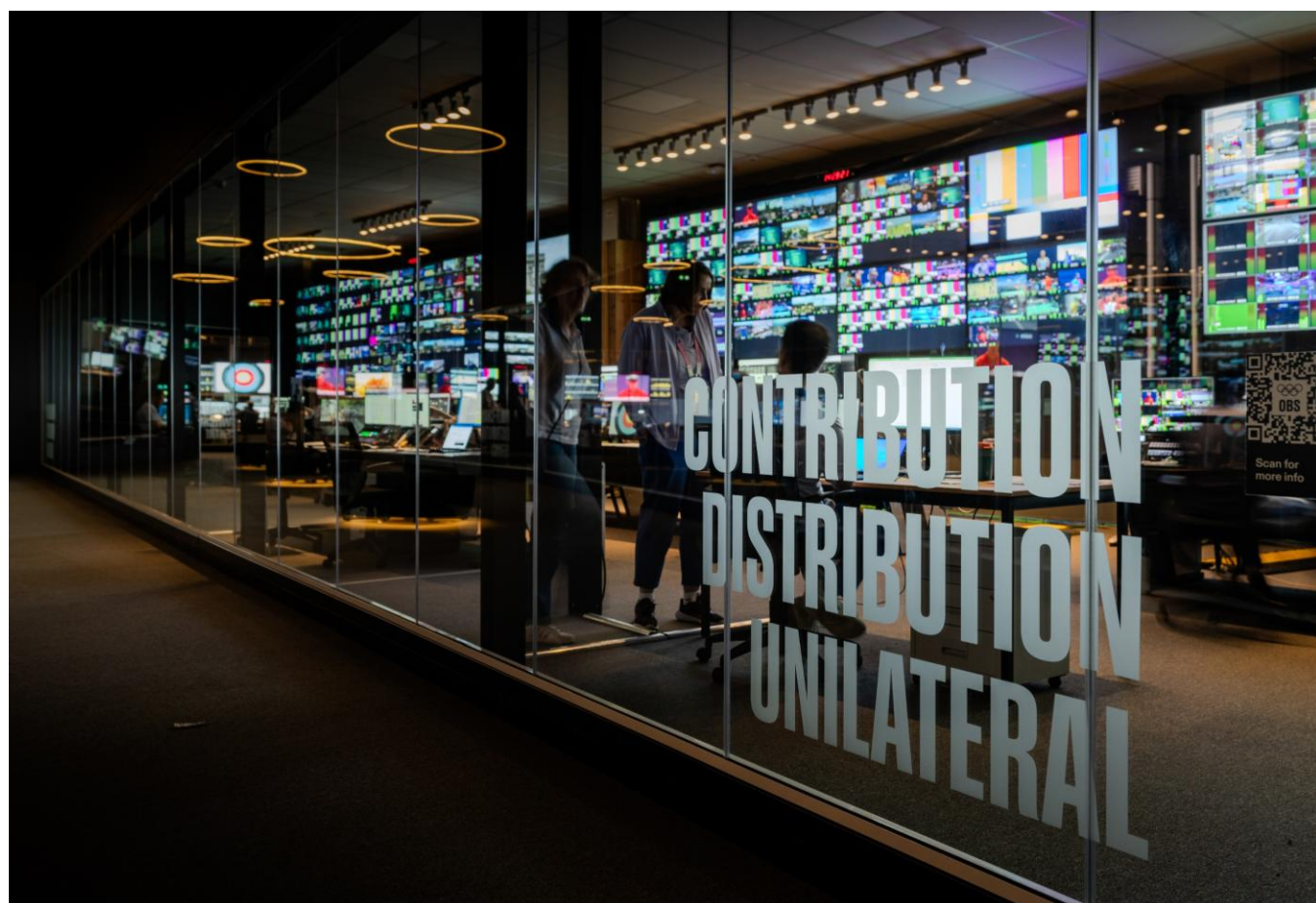
A key innovation introduced for the first time for the Olympic Games Rio 2016 is the use of reusable modular panels by OBS. These panels are specifically designed for flexibility and sustainability, allowing the core structural elements of the IBC, such as walls, partitions, and technical enclosures, to be rapidly assembled, disassembled, and transported. After each Games, the panels are carefully dismantled and stored, then redeployed for future editions. This approach not only streamlines the fit-out and breakdown processes but also significantly reduces material waste and the environmental impact associated with constructing temporary facilities.

Essential to the IBC is its provision of customised spaces for MRHs. These dedicated areas are tailored to the specific requirements of each broadcaster, enabling them to produce localised coverage that resonates with their home audiences. The flexibility of the IBC design allows for a wide

range of setups, from large-scale studios to compact digital workstations.

Thanks to technological advancements, the traditional necessity for broadcasters to be physically present at the IBC is diminishing. OBS has introduced cloud-based workflows, remote production capabilities, and high-speed data connectivity that enables many aspects of Olympic broadcasting to be managed from afar. This evolution not only increases operational flexibility and reduces costs but also further minimises the broadcast footprint of the Games.

The IBC stands as a testament to the Olympic commitment to innovation, sustainability, and global collaboration. It is the unseen engine that powers the seamless delivery of the Olympic Games to billions of viewers worldwide, adapting and evolving with each edition to set new standards for excellence in sports broadcasting.



LIFECYCLE OF AN IBC

5 DISMANTLING & RETURN

Within weeks following the close of the Paralympic Games, OBS dismantles and removes all infrastructure installed at the IBC, with the aim of recovering & recycling as many materials as possible. At the end of this process, the facility is then returned to the venue owner to resume normal use.

4 GAMES-TIME OPERATIONS

About 30 days before the Opening Ceremony, the IBC becomes a 24/7 working facility. Serving as the hub for all broadcast activity, the IBC also features dining, shopping and other services to ensure that broadcasters can work around the clock to deliver the Games to the world.

1 IDENTIFYING A LOCATION

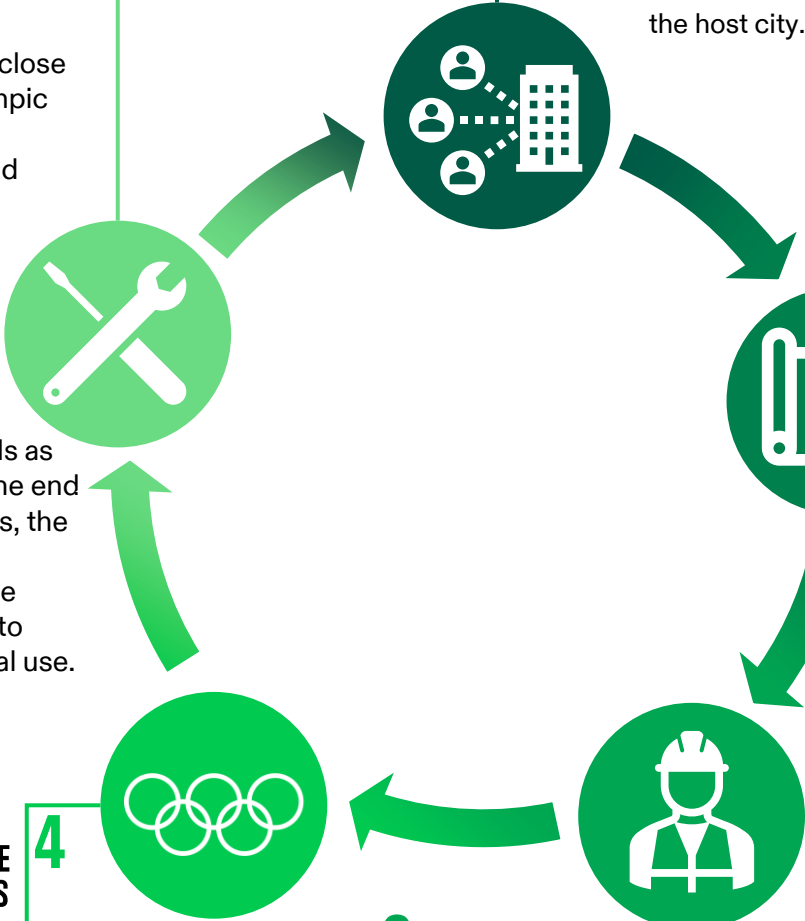
OBS works closely with the Organising Committee (OCOG) to define the requirements for the IBC, in order for the OCOG to find a suitable solution to house the facility. Typically, OBS encourages the OCOG to identify an existing location, so as to minimise the broadcast footprint in the host city.

2 PLANNING & DESIGN

Once the location has been agreed upon and contracted by the OCOG, OBS begins its planning stage. This includes the provision of space for both OBS and the MRHs, ensuring that the most effective use of space and power is achieved. This stage involves constant collaboration between the OCOG and the OBS Planning and Construction departments.

3 HANDOVER & FIT-OUT

Approximately 6-9 months before the start of the Games, OBS takes possession of the facility to begin the fit-out process. OBS installs power, cabling, HVAC and modular panels to build the technical and production facilities required by both OBS and the MRHs.



FROM THE FIELD OF PLAY TO YOUR SCREEN



Capturing the Action

The broadcast process begins at the venue, where the action on the field of play is captured by OBS cameras and complemented by strategically placed microphones and specialty equipment. These cameras and mics are positioned to cover every angle and sound, ensuring that nothing is missed. The goal at this stage is to collect high-quality visuals and crystal-clear audio that will form the foundation of the live broadcast.



Signal to Production Unit

As the live action is being captured, the raw feeds are delivered to the production unit, located either in the venue's broadcast compound or operated remotely. This unit acts as the first control hub, where all incoming signals are carefully monitored, mixed, and synchronised. Here, directors and technical teams shape a unified programme feed by selecting the best camera angles, incorporating real-time graphics, adding replays, and ensuring smooth, seamless transitions throughout the broadcast.



Transmission to IBC

Once the programme feed is ready, it is carried via the broadcast contribution network to the International Broadcast Centre (IBC), where it undergoes two critical checks. First, a technical review ensures that the feed meets strict quality standards, with no interruptions or distortions. Second, an editorial review verifies that the content adheres to broadcasting guidelines, maintaining neutrality, accuracy, and compliance throughout.



Distribution to MRHs

Once the signal passes all checks, it is distributed to the Media Rights-Holders (MRHs). The feed they receive is clean and standardised, providing a reliable base for customisation. This step ensures that every MRH has access to the same high-quality content, ready to be adapted for local audiences.



Customisation by MRHs

The MRHs then tailor the feed to suit their viewers. This customisation often includes adding localised commentary, on-screen graphics, branding elements, and sometimes additional analysis or studio segments. By doing this, MRHs make the broadcast relevant and engaging for their specific audience, reflecting cultural preferences and language requirements.



Delivery to Home Audiences

Finally, the customised feed is transmitted to home audiences through various platforms such as television, streaming services, and mobile apps. At this point, the journey from the venue to the viewer is complete, delivering a seamless and immersive experience that connects fans around the world to the Olympic Games.



LEADING THE INDUSTRY IN BROADCAST INNOVATION

Engaging audiences

OBS has a clear mission: to spotlight athletes and their stories, driven by the belief that technology can bring those stories to life in more compelling ways. At OBS, innovation is a guiding principle that shapes how every broadcast is planned, produced, and delivered. OBS embraces the latest tools when they make the sport clearer to understand, easier to analyse, and more engaging to watch. From on-screen graphics that transform athlete movements and performance data into visuals any viewer can follow, to AI-powered highlights that broadcasters can customise in seconds, to immersive sound that places audiences at the heart of the action, innovation drives every detail. First-person-view drones offer dynamic perspectives once out of reach, while cinematic cameras capture the drama and emotion of every decisive moment. In short, innovation is the goal, but every technology choice made by OBS serves better storytelling and smarter, more efficient production, so both first-time viewers and passionate fans can truly connect with the Olympic Games.

Creating efficient workflows

This approach is underpinned by a culture of continuous learning and adaptation. OBS continually explores new technologies and creative approaches, piloting innovations that integrate cloud-based editing, remote production, and real-time data systems to minimise transport and setup costs of equipment, reduce physical infrastructure and energy consumption. OBS has advanced efforts to virtualise key processes and maximise equipment reuse, significantly cutting space and power requirements while enabling faster, more flexible operations. These smart workflows not only elevate the quality and reliability of coverage but also set a new benchmark for responsible broadcasting. By leveraging virtualised environments, OBS has also enhanced operational resilience, enabled seamless remote collaboration across global teams, and accelerated content delivery through scalable, cloud-native tools, ensuring agility, cost-efficiency, and innovation at every stage of production.

SUSTAINABILITY: DOING MORE WITH LESS

OBS is committed to environmentally responsible and efficient broadcast operations. Over the past decade, OBS has reduced the requirements for broadcast operations at both the IBC and the competition venues by optimising space usage and decreasing energy consumption. Equipment reuse and cloud-based workflows have minimised waste, while digital transformation continues to be a key enabler for more sustainable practices without compromising the quality.

Cloud technology enables remote operations and reduces the need for physical equipment. Since its first implementation in 2018, cloud solutions have become integral to OBS's workflow, enhancing flexibility and aligning with sustainability goals.



This shift not only minimises the environmental impact of broadcasting but also supports the broader Olympic Movement's commitment to sustainability.

During the Games, OBS actively supports zero waste policies by eliminating single-use plastics within its catering operations and amongst staff. Dedicated Sustainability Managers oversee these initiatives, educating staff and seeking new ways to reduce environmental impact. Sustainability is also woven into OBS's uniform programme, with staff uniforms made from recycled materials, and suppliers selected for their strong sustainability credentials. Together, these Games-time efforts reflect OBS's commitment to responsible broadcasting and lasting positive change.

This commitment is also evident in OBS's operations at its headquarters in Madrid. In addition to removing single-use plastics, OBS has achieved environmental management, and energy management certifications, and maintains rigorous monitoring and renewal processes for these standards. Additionally, OBS contributes yearly data to the IOC Carbon Footprint Report, supporting ongoing efforts to measure and reduce environmental impact in their day-to-day operations.

These advancements ensure the Olympic Games evolve in an environmentally conscious way, demonstrating OBS's leadership in sustainable and responsible broadcasting. By embedding sustainability into every aspect of its operations, from broadcast technology to uniforms and catering, OBS sets a benchmark for the industry and contributes to a lasting positive legacy for host cities and the Olympic Movement as a whole.

COMMITMENT TO GENDER BALANCE, BOTH ON AND OFF SCREEN

OBS is deeply committed to advancing gender balance and fostering a culture of inclusion and diversity, both in front of the camera and behind the scenes. This commitment is reflected in a broad range of policies, initiatives, and measurable outcomes that are reshaping the landscape of sports broadcasting.

In its headquarters in Madrid, OBS has made significant strides in improving gender balance across its workforce. Across its permanent staff, OBS has achieved full gender parity. Notably, since 2017, more than 50 percent of OBS employees promoted to senior management have been women.

OBS continues to advance gender balance in its staffing during the Games. For Paris 2024, women held a significant majority of Broadcast Venue Manager positions, setting a benchmark for future editions. The senior leadership team overseeing the Broadcast

Operations Centre at the IBC also achieved full gender balance. In addition, the OBS Logistics back-office team reached a new milestone in female representation, showing notable progress compared to previous Games.

OBS is also committed to gender-balanced storytelling and fair portrayal of athletes. Having recognised a significant disparity in the number of male vs. female commentators, OBS made a concerted effort to increase the number of female commentators, continually improving the ratio from Games to Games.

Additionally, OBS adheres to the IOC's Portrayal Guidelines, which promote balanced coverage and fair representation of athletes. These guidelines help ensure that women's sports and female athletes receive equal visibility and are celebrated for their achievements, not just their personal stories or appearance.



To address the gender gap in technical and editorial roles, OBS has launched several legacy programmes:

Engineering the Future

This programme aims to close the gender gap in broadcast engineering. It offers six-month internships to female students in broadcast engineering and telecommunications, focusing on planning for future Games and providing real pathways into the industry.



Framing the Future

This initiative provides both theoretical and hands-on training that prepares participants for professional camera operator roles at the Olympic Games. By offering real-world experience and mentorship, the programme empowers young women to launch their careers in sports media, helping them build the skills and confidence needed to succeed.



Olympic Media Innovators Programme

This collaborative programme shared between OBS and Olympic Channel Services (OCS) supports women entering sports media, offering mentorship and real-life project experience.



OBS’s Gender Equality Monitoring Committee, established in 2020, oversees the implementation and progress of the OBS Gender Equality Plan. The committee monitors the effectiveness of gender equality measures, advises on their application, and reports to senior management, ensuring accountability and continuous improvement.

The commitment to gender balance at OBS is comprehensive and ongoing, encompassing recruitment, training, leadership, content creation, and organisational culture. By embedding gender equality into every aspect of its operations, OBS is setting new standards for the industry and contributing to a more inclusive future for sports broadcasting.

CREATING PATHWAYS FOR FIRST CAREERS AND NEW BEGINNINGS

Broadcast Training Programme

Every edition of the Olympic Games is not just a celebration of sport, it's also a launchpad for new careers in broadcasting. OBS's Broadcast Training Programme (BTP) is designed to create unique opportunities for local university students in the host city. Through the BTP, students gain hands-on experience in one of the world's most complex live broadcast operations, working alongside seasoned professionals and learning the latest technologies and workflows that power Olympic coverage.

Participants in the BTP are immersed in real-world broadcast environments, from technical operations to production support. This experience provides invaluable skills, professional connections, and a springboard into the global sports media industry. By opening doors for local students, OBS helps build a legacy of expertise and innovation that lasts long after the Games conclude.

OBS's commitment to creating opportunities extends beyond students. The BTP is also open to former Olympians and Paralympians, offering these athletes a chance to transition into new careers after their competitive days are behind them. By participating in the programme, former athletes can leverage their unique insights and passion for sport, gaining technical and editorial skills that prepare them for roles in sports broadcasting and media production.

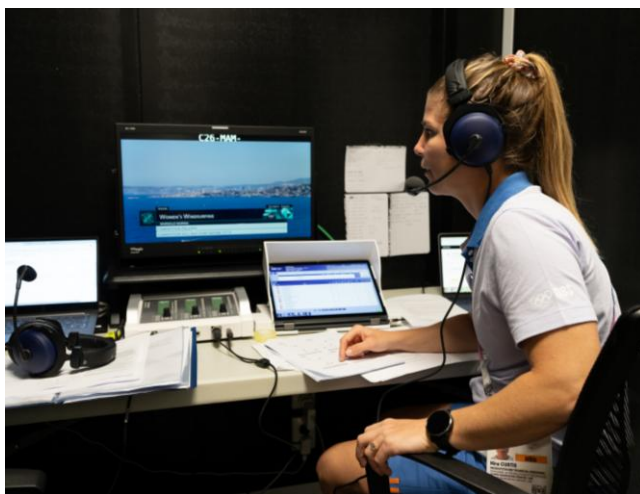
Olympic Commentary Training Programme

OBS has also launched a key initiative to open new doors for athletes—both current and retired—by offering opportunities in commentary and broadcasting.

The Olympic Commentary Training Programme was specifically designed to equip Olympians and Paralympians with practical commentary skills, helping them transition from on-screen competitors to behind-the-scenes experts who share their valuable insights with viewers worldwide.

This programme stands as a cornerstone of OBS's broader strategy to recruit more former athletes into broadcasting roles and to increase the representation of female commentators across various sports events. Success of the programme can be measured by the fact that, following training, approximately two-thirds of participants were offered positions in the Games, with a ratio of 3:1 female to male.

Through the Olympic Commentary Training Programme, OBS is not only creating new career opportunities for athletes but also enriching the broadcasting landscape with diverse voices and perspectives. The unique insights and experiences of these athletes help to enhance the viewing experience, bringing added depth and authenticity to the coverage of the Games.



At OBS, excellence is not merely an aspiration, it is the foundation upon which all operations are built. OBS consistently holds itself to the highest standards across every dimension, from meticulous planning and cutting-edge technology to compelling storytelling and feasible sustainability practices. Each broadcast produced by OBS is engineered to be technically robust, culturally resonant, and accessible to a truly global audience.

This unwavering commitment to quality is matched by a philosophy of purposeful innovation and resourcefulness. OBS strives to achieve more with less, continually seeking smarter, more efficient ways to deliver world-class coverage while minimising environmental impact. Every edition of the Games is approached as an opportunity not only to meet but to exceed Olympic standards, setting new benchmarks for the industry and leaving a lasting, positive legacy.

By consistently raising the bar with each broadcast, OBS is not just fulfilling its mandate as the host broadcaster; it is shaping the future of sports media and building a tradition of excellence that will inspire generations to come.



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