



ANNUAL REPORT 2025



operação
**NARIZ
VERMELHO**
receitamos alegria

EDITORIAL

In a single morning, within a hospital, there's room for the whole world.

Whenever possible, I try to visit each of the hospitals where Operação Nariz Vermelho is present. I meet the duo first thing in the morning, in the dressing room, and observe as they transform into clowns, through their preparation and warm-up. They begin, with the lightness and attentiveness of those who know that every moment holds a universe of its own. No two encounters are the same, nor is there a formula that is ever repeated. There are only the focus and willingness to respond to whatever is being revealed.

That day, we walked by a room where a 17-year-old girl was lying. A different kind of energy: more restrained, perhaps more resilient, made of the silences of a young adult, yet one who, of course, still harbours the child within. The Clown Doctors had been briefed by the nurses and knew what to expect; they approached gently, as if testing the water's temperature before diving in.

Suddenly, music. The opening chords of *Sweet Child O'Mine* emerge, almost as a like a tease.

The room fills with Guns N' Roses and there is a moment of suspended time. I must admit that, as it is a soundproofed room, I can't go in; I watch from the corridor. I can't see the smile, but it happened – I have no doubt – because the Clown Doctors play on, getting louder and louder in response to what they see. A smile that I believe is almost imperceptible.

The music did what it so often does: it found a direct path, without needing any translation. It wasn't just a song. It was an identity, a place where that young woman could recognise herself beyond the hospital setting.

Shortly after, on another floor, another world.

Neonatology has a rhythm of its own. A slower, more subdued rhythm, where everything is measured down to the last detail and where silence is the order of the day. They entered, with even greater care, almost as if asking the air for permission. The room was dark; the incubator was covered. Inside it lay a premature baby, still finding its place in the world. All around were machines, soft lights and the constant presence of the carers. The Clown Doctors approached and, once again,

it was music that paved the way. But it wasn't the same song. Nor could it be.

This time, it was something simple, almost a whisper: *'Olha o céu, lá no fundo do chapéu'*. A tune that many recognise from their childhood, transformed into a lullaby, a shared breath. But here there is no visible response, because there is no possible response. There is no smile, nor a glance in return.

But for those who are there, it is certain – even if unseen – that we are where we must be.

Between these two encounters – a teenager on the cusp of adulthood and a baby at the very outset of its journey – there is an immense distance. And yet, that morning, that distance melted away. What connects them is not their age, nor their medical condition, nor even the way they respond. What connects them is the possibility of their encounter.

And that's what we see, every day, with the work we do at Operação Nariz Vermelho, bringing joy to hospitalized children: a rare ability to adapt, listen, find the right words to every person, at each moment. It's not about

bringing something ready-made, but rather about building as many bridges as possible.

We know our work does not end with those moments, however fulfilling they may be. We also experience the other side of reality: the reports, the figures, the metrics that enable us to measure, explain and be accountable.

We count visits, hours, hospitals and teams. We organise data, develop indicators, and turn days like this into lines that can be read, understood and shared.

We do this because it is necessary. Because we have a duty to demonstrate, clearly and transparently, the impact of what we do to all those who place their trust in us and make this work possible.

But there is one essential aspect that always eludes us. How does one measure a glance?

How does one translate into numbers a body that relaxes, even if only for a moment?

How does one record, in a report, a piece of music that finds its way to a place where there seemed to be no answer?

Between what we can put into words and what can only be felt, there is a gap that is difficult to bridge. And it is precisely in that gap that our work takes on meaning.

This report is, as always, a rigorous and necessary attempt to give shape to what we do. But it is also an invitation: a reminder that behind every figure there is an encounter; behind every indicator, a story; and behind every result, a unique and unrepeatable moment.

In a single morning, within a hospital, there's room for the whole world.

Luiza Teixeira de Freitas
President

THE BOARD ALSO INCLUDES:

Ana Sofia Catarino
Elgar Rosa
Francisco Abecasis
Matilde Ricciardi

2025 – GROWING SUSTAINABLY

There are years for sowing and years for reaping. 2025 was, clearly, both. We reaped the rewards of what we had been building, with persistence and dedication, over the past few years. And, at the same time, we continued to sow, with the same conviction as ever: that joy is essential. That art transforms. That no child should be in a hospital without a visit from a Clown Doctor.

We have arrived at Hospital de Aveiro, our 22nd partner hospital, thanks to the generosity of over 4,000 people who responded to the “A Camisola Mais Valiosa do Mundo” (The Most Valuable T-Shirt in the World) campaign. This direct link between the gesture of those who donate, and the opening of a new hospital is, for us, one of the most beautiful stories we have ever experienced. João remains with us, with his red nose on.

We doubled the number of days we visited the Garcia de Orta, Cascais and Braga hospitals. We took on five new artists. We ended the year with the highest number of regular donors ever. These figures carry real significance: more children, more families, more moments when joy walked through a hospital door.

This was also a year in which we deliberately invested in the people who build Operação Nariz Vermelho from within. We held a retreat in Nazaré, which brought together the entire artistic team and the office staff in a space for sharing, reflection and reconnecting with our mission. It hadn't been done for a few years. And we felt, very

clearly, just how much it was missed. It is not a symbolic gesture. It is an investment in cohesion, in a sense of belonging and in clarity of purpose, which enables us to do what we do even better. We left Nazaré feeling stronger.

In the artistic sphere, standards remained high. Auditions, artistic workshops, weeks of ‘Encontrinhos’, and ‘Mergulhão’. A study visit to CliniClowns in the Netherlands and international training with Norman Taylor. Because artistic quality does not sustain itself. It demands hard work, attention and the humility to always want to learn more.

As part of our research, we completed a study on the impact of the Clown Doctors’ in-person and virtual interventions. We published our findings in international scientific journals. We taught a course module at the Faculty of Medicine of the University of Lisbon for the first time. And in November, at the Belém Cultural Centre, we organised the 1st Scientific Conference on Art and Health: Presence and Transformation in Hospital Care, which brought together over 100 participants. It was a day that will remain in the memory of everyone who attended. A sign that art in hospitals no longer needs to be justified. What it does need, however, is to continue.

In the communication area, 2025 brought significant changes. We started a partnership with a new digital marketing agency, launched the ONV blog and created new corporate materials, including a new video for the IRS tax campaign. The 360° campaign promoting

Aveiro Hospital, titled “Where the estuary meets joy”, was one of the highlights of the year in terms of visibility, and community outreach campaigns were also developed in Guimarães and Leiria. In terms of press relations, we maintained a consistent presence in the media, with notable coverage of the Scientific Meeting at the CCB and our arrival in Aveiro. For us, every media appearance is an opportunity to reach those who do not yet know us and to strengthen our ties with those who are already walking alongside us.

The workshops and Improvisation Capsules continued to grow, with 44 initiatives bringing the art of clowning to businesses, hospitals and universities. This is an area we’re particularly proud of, as it shows that our mission has something to offer beyond the walls of the hospital.

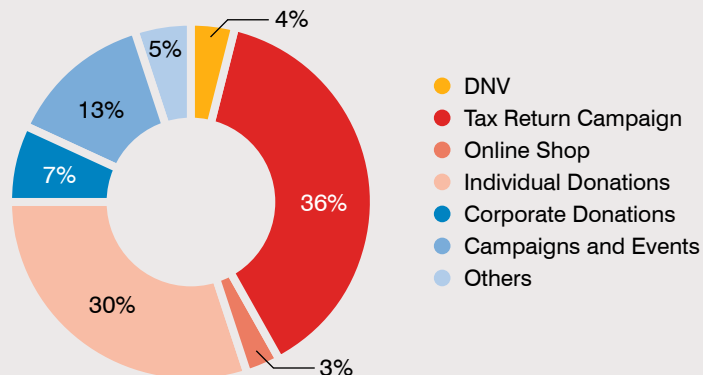
We ended 2025 certain that we are building something that will last. Not because we are big. But because we are consistent, because we believe in what we do, and because we have extraordinary people by our side who believe in it too.

Thank you to everyone. To the team. To the artists. To the donors. To our partners. To those who believe that joy is, in fact, essential.

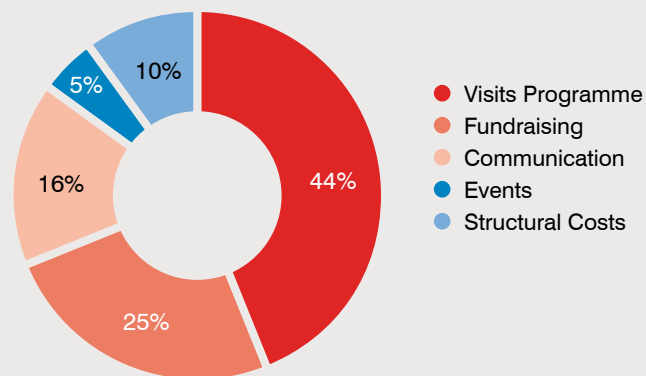


**NO CHILD SHOULD
BE IN A HOSPITAL
WITHOUT THE VISIT
OF A CLOWN DOCTOR.**

REVENUE



EXPENSES



* All number presented in this report are without tax.

FINANCIALLY SPEAKING

Financially speaking, 2025 was a very positive year for ONV, with a net profit after tax of **€465,949**, which will be carried forward to the following year to be invested in the expansion plan that we intend to continue accelerating.

We achieved revenues of **€2,553,152**, a figure that reflects the growing confidence of our community of donors and partners. This growth stemmed from regular donations, which totalled **€650,702** by the end of the year, with 9,845 active donors – a record number that fills us with pride and a sense of responsibility. Added to this are income tax allocations, corporate partners and large-scale fundraising campaigns, which enable us to maintain a healthy balance between our various sources of funding.

Dia do Nariz Vermelho, now in its 17th year, remains a very important campaign, not only because of the funds raised, but also because of the way it keeps us connected to the school community and local businesses. The large-scale fundraising campaigns at Auchan and Pingo Doce, featuring the Game of Sounds and Charades, once again proved to be a major source of funding, with significant impact and visibility for our mission. Our 'Lojinha' webstore raised **€93,396**, with the 2025 Christmas Hamper proving to be the most sought-after product of the season.

On the expenditure side, the total stood at **€2,083,344**, with the increase having its greatest impact on the visits programme – a direct result of our arrival in Aveiro and the expansion of visits to three hospitals – and on fundraising, due to the growth in campaigns and charity events. We have nevertheless managed to maintain strict cost control, ensuring that every euro spent directly supports our mission.

These results are the fruit of the commitment and dedication of the entire ONV team and of everyone who believes in us: our regular donors who support us month after month; the companies that renew their trust in us year after year; and the partners who support us with services and in-kind donations. To all of them, we offer our heartfelt thanks.

Anabela Possidónio
CEO



**MAINTAINING A
HEALTHY BALANCE
BETWEEN THE VARIOUS
SOURCES OF FUNDING.**





THE VISITS PROGRAMME

The Hospitals we visit

BRAGA

Hospital de Braga

GUIMARÃES

Hospital da Senhora da Oliveira

PORTO

Hospital de Gaia – ULSGE
Hospital São João – ULSSJ
Cto. Materno Infantil do Norte
Cto. de Reabilitação no Norte
IPO Porto

AVEIRO

Hospital Infante D. Pedro

COIMBRA

Hospital Pediátrico, Coimbra – ULSC

LEIRIA

Hospital de Santo André

VILA FRANCA DE XIRA

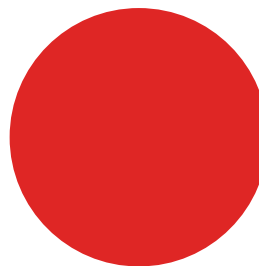
Hospital de Vila Franca de Xira

LISBOA

Cto. de Medicina de Reabilitação de Alcoitão
Hospital Beatriz Ângelo
Hospital de Cascais Doutor José de Almeida
Hospital Dona Estefânia
Hospital Professor Doutor Fernando Fonseca
Hospital Santa Maria
Hospital Santa Marta
Hospital São Francisco Xavier
IPO Lisboa

SETÚBAL

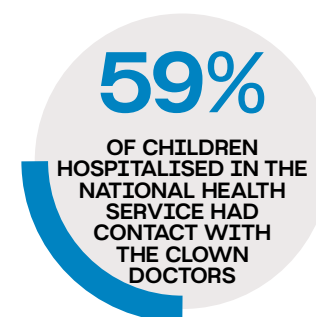
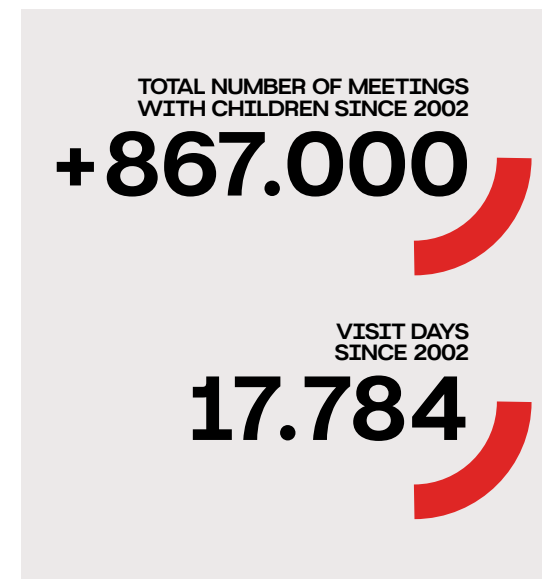
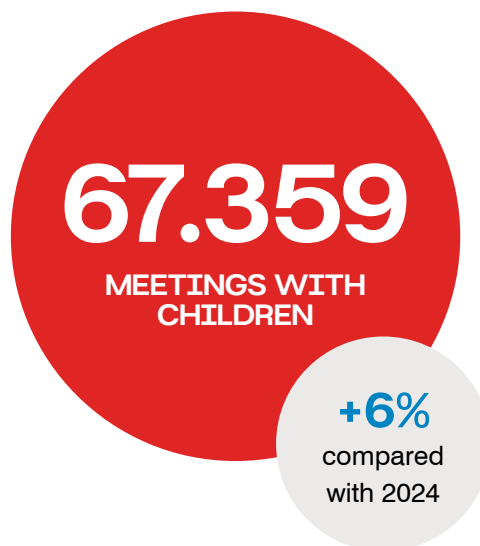
Hospital Garcia de Orta
Hospital de Nossa Senhora do Rosário
– Barreiro



Impact Report | 2025

How do we account for it?

The figures presented are taken from the Clown Doctors' daily records and reflect artistic interactions carried out in a hospital setting. We have chosen to count encounters (artistic interactions) rather than children, as the same child may be visited on several occasions during their hospital stay.



ARTISTIC AREA

In 2025, the Artistic Department stood out for a year of significant investment in creation, training and sharing, strengthening the artistic quality and sustainability of the cast.

Throughout the year, the artistic team was responsible for **the conception, direction and production of the IRS tax return video**, a central element in the communication of Operação Nariz Vermelho, in line with its artistic identity and mission.

Doors Wide Open

THERE WERE auditions in Lisbon and Porto, involving both arts centres. This selection process resulted in **two trainees in Lisbon and three in the North**, furthering the ongoing process of renewal and growth within the company.

In Lisbon, **six Artistic Gyms took place**, with a wide reach and consistent participation, bringing together artists who choose to return for each edition, as well as new participants, **PROMOTING A REGULAR SPACE FOR TRAINING, EXPERIMENTATION AND SHARING.**



At Our Home

The **ENCONTRINHOS** (Little Gatherings) were **redesigned**, establishing themselves as a space for training and welcoming new artists. These sessions also **included external artists who were not yet on the training programme**, enabling them to acquire artistic tools and familiarise themselves with the association's artistic approach. Throughout the year, seven external artists took part. In 2025, **nine sessions were held in each city**, with plans already in place to expand to **ten sessions in the next edition**.

Also worth highlighting are the **INTENSIVE WORKSHOPS IN LISBON AND PORTO**, periods of **intensive training** dedicated to the cast, which are essential for artistic development, team cohesion and the continuous updating of practices.

ONV, Out there

As part of our international collaboration, the **MANAGEMENT AND ARTISTIC COORDINATION TEAMS PAID A VISIT TO CLINICLOWNS, NETHERLANDS**, our sister organisation, creating opportunities for observation, dialogue and the exchange of experiences regarding artistic methodologies and approaches in a hospital setting.

A particularly significant milestone was the creation of the **OPTIONAL COURSE AT THE FACULTY OF MEDICINE OF THE UNIVERSITY OF LISBON (FMUL)**. Following a lengthy process of negotiation and joint development, the first run of the course was a **great success**, and preparations are already under way for its second run.

Finally, the Arts Department organised an **INTERNATIONAL TRAINING COURSE WITH NORMAN TAYLOR**, a leading trainer, reinforcing its **commitment to continuous professional development and exposure to artistic practices of international excellence**.



HOSPITAL RELATIONS - NORTH

Throughout the year, the Northern Hospital Relations department developed several initiatives that **strengthened ties with partner hospitals**, raised the profile of Operação Nariz Vermelho's work and deepened the bond with hospital staff.

The year 2025 was marked by the realisation and implementation of several projects long 'dreamed of' by the Hospital Relations Department, which were made possible thanks to the cooperation and vital support of staff at our partner hospitals, to whom we express our deepest gratitude.



Hospital Meetings and Moments of Sharing

On **23 April**, the **RODA ARTÍSTICA** (Artistic Performance) event took place at Braga Hospital, an initiative that transformed the hospital's lobby into a space for socialising, surprise and joy. The event was very well attended by hospital staff and visitors, and saw the active participation of the Operação Nariz Vermelho team. The event was extensively documented through photographs, and also received media coverage, raising awareness for the work carried out.

On **9 July**, we had the **INTER-HOSPITAL BREAKFAST** at **Hotel Vila Galé Porto**, a partner in the initiative providing the venue, logistical support, accommodation and special terms. The event brought together representatives from the eight partner hospitals in the North (Porto, Braga, Guimarães and Coimbra), the entire artistic team from the North and members of the Office team. The main aim of this event was to open the doors of Operação Nariz Vermelho's 'home' to healthcare professionals, promoting sharing, joint reflection on the work carried out and the strengthening of close ties. As part of this initiative, the booklet *Topografia do Nariz Vermelho* (Topography of the Red Nose) was produced in partnership with the Centre for Studies and Research.

Inside the Hospitals

On 14 October, the programme of visits at **AVEIRO HOSPITAL** began, with the arrival of **Dr Popovna** and **Dr Amarelo**. The launch of the programme was covered by the media on the Clown Doctors' first official day of visits, on 20 October.

Also in October, **REGULAR VISITS TO BRAGA HOSPITAL WERE SIGNIFICANTLY EXPANDED**. From **14 October** 2025, the artistic team began **visiting twice a week** (Tuesdays and Thursdays), doubling the number of sessions with children, parents and healthcare professionals and reinforcing their ongoing presence at the hospital.

Finally, due to availability constraints within the Northern artistic team, the usual **Christmas Choir** was replaced in 2025 by **CHRISTMAS DUETS**, performed by pairs from each hospital. This more intimate approach made it possible to bring double the Christmas cheer to the **nine partner hospitals in the Northern Region** throughout the week of **15–18 December**, keeping alive the spirit of celebration and togetherness that characterises this time of year.

HOSPITAL RELATIONS – SOUTH

**Building a presence.
Strengthening ties.
Nurturing relationships.**

In 2025, the Hospital Relations in the Southern region **consolidated its role** as a forum for ongoing dialogue between Operação Nariz Vermelho and its partner hospitals. Rather than simply ensuring that visits took place regularly, this work focused on strengthening bonds, listening to one another and building a relationship of trust with healthcare professionals.

Every meeting, every initiative and every artistic performance **helped establish the Clown Doctors' work as an integral part of hospital life.**

**Artistic events and
open doors to the
hospital community**

Making artistic language visible

On **April 2nd**, an **ARTISTIC CIRCLE** took place at **PROFESSOR DR FERNANDO FONSECA HOSPITAL**, as a result of the close collaboration between Operação Nariz Vermelho and various professionals and departments within the hospital. This artistic performance, held in a busy outdoor area, featured the entire Lisbon troupe and provided an opportunity to showcase, in an open and sensitive manner, the artistic language of the Clown Doctors.

More than just a performance, this initiative strengthened ties with the hospital community and highlighted the artistic work carried out daily in the paediatric wards.



Closeness, reflection and sharing

Open our doors to deepen the relationships with partners

On **July 2nd**, it was Operação Nariz Vermelho's headquarters turn to welcome representatives from the **13 partner hospitals** in the Lisbon region for a special **BREAKFAST**, which brought together healthcare professionals, the artistic team from the southern region and the Office team.

This gathering provided a space for dialogue and the sharing of experiences between different teams, fostering closer ties amongst all those involved. The event served to deepen mutual understanding, encourage the exchange of perspectives and strengthen relationships that are fundamental to the development of this joint initiative. All guests also received a copy of the booklet *Topografia do Nariz Vermelho*.

Strengthening our presence in the hospitals

More visits, more encounters

In September, **REGULAR VISITS TO THE CASCAIS AND GARCIA DE ORTA HOSPITALS WERE EXPANDED** for **twice a week**. This expansion made it possible to double the number of visits and meetings with children, families and healthcare professionals.

At Cascais Hospital, visits now take place on **Mondays and Thursdays**; at Garcia de Orta Hospital, on **Tuesdays and Thursdays**. This represents a significant increase in artistic presence, reinforcing the continuity of the programme and the integration of the Clown Doctors into the hospital routine.

Symbolic moments with a huge impact

Celebrate together

Between **15 and 18 December**, the **LISBON HOSPITALS CHRISTMAS CHOIR** took place, an artistic event of great emotional and relational impact. This initiative strengthened ties with healthcare professionals and brought celebration, music and joy to various hospital settings during a particularly sensitive time of year.

In 2025, the Hospital Relations in the south continued to be a daily endeavour: nurturing relationships, providing artistic presence and maintaining constant dialogue with partner hospitals. For it is through this continuity that joy finds a place to endure.

STUDY AND RESEARCH CENTRE

Conduct research to reinforce our presence.

Generating knowledge to broaden the connection.

By 2025, the Study and Research Centre at Operação Nariz Vermelho had established itself as a cornerstone of the organisation. It is here that artistic practice within the hospital is conceived, scrutinised and rigorously documented. It is here that the experiences lived out in the hospital corridors are transformed into knowledge that can be shared.

Monitoring the work of the Clown Doctors is only part of the journey. The Study and Research Centre's commitment goes further: to produce knowledge that engages with academia, healthcare professionals, the artists themselves and society at large. Knowledge that legitimises, deepens and advances artistic intervention in a hospital setting.

This work reaffirms a central conviction of Operação Nariz Vermelho: art in hospitals is not merely incidental. It demands continuous reflection, ethical responsibility and scientific rigour. Research is, therefore, also a way of nurturing the practice and the mission.

Scientific research

To produce evidence that reveals the depth of the artistic intervention

In 2025, the study **“THROUGH THE DOOR OR ON SCREEN? THE IMPACT OF IN-PERSON AND VIRTUAL INTERVENTIONS BY THE CLOWN DOCTORS”** was completed at the Vila Franca de Xira Hospital. The results were presented to the Board of Directors and the paediatric teams, contributing to a deeper understanding of the impact of artistic intervention in different formats of engagement.

Throughout the year, scientific articles were also published in leading international journals, reinforcing the recognition of Operação Nariz Vermelho as an organisation that brings together art, critical reflection and academic research:

- 📖 Disrupted Life Meaning: Humanistic Psychology and Autoethnographic Analysis of Hospital Clown Interventions with an Adolescent with Cancer
- 📖 Stories of Stories: Thinking Normalcy through the Narratives of Hospital Clowns' Encounters with Children



Knowledge production and internal reflection

Reflecting on what we do, how we do it and why we do it

The **TOPOGRAPHIC MEETING**, held in two sessions — in Lisbon and Porto — in February 2025, provided a vital forum for joint reflection between the Study and Research Centre and the Artistic Department. These meetings deepened the understanding of the mission, artistic direction and language of Operação Nariz Vermelho, strengthening the artists' ability to communicate their work clearly, consistently and coherently.

The Centre also played an active role in the conceptual and programme planning for the **1ST SCIENTIFIC CONFERENCE ON ART AND HEALTH: PRESENCE AND TRANSFORMATION IN HOSPITAL CARE**, contributing to the consolidation of a space for interdisciplinary dialogue.

Training and education

Bringing the art of the Clown Doctor into healthcare education

In partnership with the **Faculty of Medicine at the University of Lisbon**, the optional module **THE ART OF THE CLOWN DOCTOR IN THE CONTEXT OF MEDICAL STUDENTS' TRAINING** was delivered. Held between 8 and 12 September 2025, this intensive course involved **19 students from the 3rd to 5th years**, totalling 20 hours.

An experience that was brief in duration but profound in its impact. It focused on redirecting one's gaze, listening and relating to others within a care context. A significant step towards bringing together the artistic intervention of Operação Nariz Vermelho and medical training.

Scientific dissemination and interdisciplinary dialogue

Sharing knowledge, opening up debate, building bridges

Throughout 2025, the Centre for Studies and Research took part in national and international conferences, seminars and scientific events, **bringing the discussion on the Clown Doctor intervention to different contexts and audiences.**

Rather than merely observing the practice, the Centre helped to **THINK IT THROUGH, SUSTAIN IT** and **PLAN IT**.





Visit the Study and Research Centre page
on our website and discover the publications
we have already shared:

HISTÓRIAS DE HOSPITAL
(Hospital Stories)

ESTUDOS DE IMPACTO
(Impact Studies)

**INQUÉRITOS SOBRE O TRABALHO
DOS DOUTORES PALHAÇOS**
(Inquiries on the Clown Doctors' work)

CANCIONEIRO, DICIONÁRIO...
(Songbook, Dictionary, and many more...)



OPERAÇÃO NARIZ VERMELHO'S 1ST SCIENTIFIC ENCOUNTER

Art and Health – Presence and Transformation in Hospital Care

On **20 November 2025**, we organised our first Scientific Encounter, an important milestone in consolidating the **INTERCONNECTION BETWEEN ART, HEALTH AND RESEARCH**. Under the theme “Art and Health: Presence and Transformation in Hospital Care”, the event brought together **HEALTHCARE PROFESSIONALS, ARTISTS, RESEARCHERS AND HOSPITAL MANAGERS** at the **Belém Cultural Centre**, in Lisbon, to reflect on the impact of artistic presence on everyday hospital life.

During the meeting, experiences and evidence were shared demonstrating how art can be an essential tool for **HUMANISING HEALTHCARE**. Doctors, nurses, psychologists, therapists and artists discussed how artistic interventions — such as those by the Clown Doctors — help to reduce children’s anxiety, promote the emotional wellbeing of families and improve the clinical environment.

Among the participants were **Ana Jorge** (paediatrician and former Minister of Health), **Joana Barrios** (actress and presenter), **Luiza Teixeira de Freitas** (President of ONV), **Francisco Abecasis** (Head of Paediatrics at Santa Maria Hospital), and **Fernando Escrich** (Artistic Director of ONV), **Pedro Caldeira da Silva** (child psychiatrist and Clinical Director of CADIn – Neurodevelopment and Inclusion), **Paula Maia** (nurse specialising in Child Health and Paediatrics) and **Luís Lopes Cardoso** (nurse and musician), amongst others.





The event highlighted that humanising the hospital is a practical necessity, not an abstract idea. In the clinical setting, time and resources are limited, but the power of art — through laughter, imagination and connection — broadens the scope of care. As Dr Pedro Caldeira da Silva noted, “**PLAY IS THE WORK OF CHILDHOOD**”, and the Clown Doctors restore this space to hospitalised children, helping them to process the experience of illness and hospitalisation emotionally.

By organising this event, ONV has reinforced its commitment to scientific research and interdisciplinary dialogue, highlighting the transformative role of art in the hospital setting and paving the way for **NEW COLLABORATIONS BETWEEN ARTISTS AND HEALTHCARE PROFESSIONALS**.

The 1st Scientific Encounter was, therefore, a forum for reflection, sharing and the development of knowledge, reinforcing the mission of Operação Nariz Vermelho: to bring a human touch to the hospital through art and joy.



COMMUNICATION

When communication means getting there... and staying there.

In 2025, Operação Nariz Vermelho's communication strategy served as a means of reaching out – reaching out to local areas, communities and hospitals. To highlight not only the mission, but also the tangible impact that makes it possible.

Throughout the year, the communication department highlighted **key moments in the organisation's growth**, helping to turn fundraising into a visible presence, campaigns into action, and messages into real-life encounters.



WELCOME!

In 2025, we welcomed **Clara Cotrim** – ONV's new Director of Communication and Corporate Fundraising! Clara is responsible for managing the communication of our cause and our corporate fundraising strategy, with a view to ensuring the sustainability of our visit programme.

Identity, content and institutional presence

Taking care of the way we present ourselves

During the year, Operação Nariz Vermelho's **BLOG** was launched, creating a new space for sharing content, reflections and stories that strengthen our relationship with the community.

New **INSTITUTIONAL MATERIALS** were also developed, which are essential for more consistent and up-to-date communication: a new **corporate video** and a new **corporate presentation**, which now support the organisation's work in the areas of partnerships, fundraising and representation.

At the same time, **COMMUNICATION MATERIALS** were created to **strengthen the brand's presence in partner hospitals**. Although this implementation is not yet complete in all hospitals, the response has been very positive, confirming the importance of a thoughtful, respectful presence that is aligned with the hospital environment.



Digital Communication

Reaching further without losing our voice.

In 2025, Operação Nariz Vermelho embarked on a new phase in digital communication, with the support of a new digital marketing agency. This partnership has helped strengthen the organisation's presence in digital media, improve the consistency of its communication and broaden the reach of its campaigns.

More than just growing in numbers, this work has enabled the organisation to consolidate a digital presence that is aligned with the values of Operação Nariz Vermelho, ensuring that the mission is communicated effectively in this space too.

Expanding to new hospitals

Communicate the impact. Highlighting the presence.

The opening of new partner hospitals was one of the most significant moments of 2025, and communication played a central role in how these developments were shared with the communities.

In **LEIRIA**, a local campaign was launched to announce the **beginning of Operação Nariz Vermelho's presence** at the hospital, clearly and personally communicating that the Clown Doctors had arrived to stay. The campaign was tailored to the local area, strengthening ties with the community and raising the profile of a long-term initiative.

In **AVEIRO**, communication took on an even more fundamental role. The launch of Operação Nariz Vermelho at this new hospital was made possible thanks to the funds raised through the **"A CAMISOLA DO JOÃO"** (João's Jersey Campaign), directly transforming the community's support into tangible results.

To celebrate this moment, a **360° campaign** was launched, which highlighted not only the arrival itself, but also the journey leading up to it. Under the slogan **"Where the estuary meets joy"**, the campaign celebrated the coming together of the local area, the community and the mission of Operação Nariz Vermelho, symbolically marking the Clown Doctors' arrival at the Aveiro Hospital.

This campaign highlighted something essential: when the community comes together, joy reaches further.

Awareness-raising campaigns

Communicate to engage

In 2025, the **INCOME TAX ALLOCATION** campaign was entirely **conceived, produced and developed** in-house by the Operação Nariz Vermelho team.

This project reinforced the organisation's creative autonomy and its ability to communicate its mission clearly, coherently and in a way that inspires action.



Operação Nariz Vermelho also joined forces with other private social solidarity institutions (IPSS) in the **ASSINO DE CRUZ** campaign, a joint initiative that called for civic participation and solidarity, reinforcing the power of collaboration within the social sector.

The **DIA DO NARIZ VERMELHO** once again proved to be a key moment for communication and mobilisation, with a dedicated campaign that raised the profile of the cause and increased public engagement.

Local communication and community ties

Saying 'we're here'

At **GUIMARÃES**, a local campaign was launched to highlight the presence of Operação Nariz Vermelho at the city's hospital.

This community-focused communication, tailored to the local context, reinforced awareness of the Clown Doctors' ongoing work within the community.

These initiatives underscore the importance of communication that respects local communities, speaks to the right people and raises the profile of a presence that is felt every day



Our Social Media Presence

COMMUNICATING WITH PURPOSE AND EMPATHY

In 2025, Operação Nariz Vermelho strengthened its presence on social media, broadening the reach of its mission and deepening its connection with the community.

This growth was reflected in more active participation, significant content sharing and greater engagement with the values of joy and humanisation.



FOLLOWERS ON FACEBOOK

572.223

FOLLOWERS ON INSTAGRAM

109.179

FOLLOWERS ON TIKTOK

67.260

FOLLOWERS ON LINKEDIN

8.354

FOLLOWERS ON YOUTUBE

3.608

Press Office

In 2025, our media presence remained consistent and significant, helping to inform the public about our work both inside and outside hospitals.

With the launch of our **Visiting Programme at Aveiro Hospital**, the introduction of the course **'The Art of the Clown Doctor in the Context of Medical Student Training'**, and the **sporting events** that brought together well-known figures and helped raise public awareness of our mission, there were many and varied topics on which we made the news.

Tracking our media presence is only possible thanks to the support of **CARMA**, which has enabled us to establish that, in 2025, we featured in a total of **231 news items** across a wide range of platforms and channels, allowing us to stay in close contact with those who follow the achievements we seek to publicise throughout the year.

News Items per Media

TELEVISION	21 NEWS
RADIO	6 NEWS
PRESS	31 NEWS
ONLINE	161 NEWS



Isabel, aged 5, has just been admitted to the hospital and is still frightened by all the medical procedures and tests. The little girl found a safe haven with Dr Charlote and Dr Marióska on three occasions:

On the first occasion, the Clown Doctors were asked to attend Isabel's ultrasound scan; she had heard the clowns singing in the corridor and asked the nurse to call them over. They asked the little girl her name and dedicated a song to her, then played a guessing game, until:

— What do you want to be when you grow up?

— A clown.

— A clown! And what's your clown's name?

— Purple.

Dr Charlote makes her a name badge on a post-it note and gives her a red nose. When she's finished, Isabel goes to show them her bedroom, but straight afterwards she's called away for an X-ray.

A short while later, Isabel finds Dr Charlote and Dr Marióska in Teresa's (the nursery teacher) room, and asks if they'd like to draw a picture with her. Just as they start drawing, the little girl is called away again, this time for a blood test. Isabel asks the Clown Doctors to come with her. When the painful part is finally over, they go back to playing, turning the procedure into a game.

In the third scene, again in Teresa's classroom, the three of them went to sign the 'friends forever' certificate. Isabel is called in again for another examination, and from the look on the little girl's face, the Clown Doctors already know they must stay with her. The nurse tries to apply the suction cups, but, frightened, Isabel refuses. So Dr Charlote offers to have the suction cups applied to herself first, thereby proving that it doesn't hurt. As the little girl should not move during the procedure, they decide to play a game of statues: "the first one to move loses". Needless to say, Isabel won the prize for best statue.

ONLINE SHOP AND EVENTS

When every bit of help counts

In 2025, the Lojinha Nariz Vermelho and its charity events continued to be much more than simply fundraising channels. They were spaces for people to come together, to share, and to make small gestures which, when added together, make a big difference.

Throughout the year, **2,173 orders** were placed, mostly online, reflecting a simple and accessible way to support the mission of Operação Nariz Vermelho.

Our focus on creating new charity products has opened up new ways of engaging our supporters. The **GAME OF SOUNDS AND CHARADES**, the **A5 NOTEBOOK**, the **“I PUT MY NOSE” KIT** and the 2025 **CHRISTMAS HAMPER** have helped to diversify our range and expand the impact of the Shop.

In particular, the **Christmas Hamper** proved to be a real success, with **1,576 units sold** in just two months — a clear sign that solidarity is also embodied in acts of sharing.

In total, the Shop and the charity events generated revenues of **€99,772** in 2025 (including charitable donations), contributing significantly to the sustainability of the mission.



Among the most popular products are symbols of joy and camaraderie — small objects, yet full of meaning:

RED NOSE
19.950 units

DECK OF CARDS
4.202 units

GAME OF SOUNDS AND CHARADES
3.784 units



Throughout the year, Operação Nariz Vermelho also took part in various charity events, races and festivals, strengthening its ties with the community and celebrating, together, joy as a force for change. Of all these, we would like to give a special mention and express our heartfelt thanks to:

- 📌 Rock Festival – **€3,850** raised
- 📌 Red Nose Challenge – angariação de **€9,009** raised
Mário Félix (@Bora Treinar) ran along Nacional 2
- 📌 Participation in sporting events with the ONV team:
 - Tagus River Run – september 2025 (CM Oeiras)
 - GP Christmas Run – december 2025 (Last Lap)

Every contribution, every step and every gesture helped to bring more joy to hospital corridors — where it is always most needed.



**DIA DO
NARIZ
VERMELHO**



DIA DO NARIZ VERMELHO

17th Edition of the Campaign

DNV **SCHOOLS** once again rallied the educational community around the mission of Operação Nariz Vermelho, promoting values of solidarity and citizenship amongst young people.

This year's edition saw 125 entries, involving **202 schools** from across the country and involving a total of **46,454 students**.

In 2025, the product developed for this initiative was the '**Game of Sounds and Charades**', accompanied by the **A5 Notebook** and the '**I Put on My Nose**' kit, reinforcing the campaign's playful and educational aspects.

The total amount raised was **€40,791**.

When joy turns into collective impact

This year's Dia do Nariz Vermelho mobilised **COMPANIES** and **RETAILERS** across the country, with particular emphasis on the Montra DNV Empresas initiative, involving **10 companies** and a further **16 retail partners**, totalling 296 points of sale.

The amount raised through this initiative totalled **€60,756.10**.

THE
BEST-SELLING
PRODUCTS
WITHIN THE DNV
SCHOOLS
CAMPAIGN

RED-NOSE
6.212 UNITS

**GAME OF SOUNDS
AND CHARADES**
3.896 UNITS

A5 NOTEBOOK
2.719 UNITS



FEATURED
PRODUCTS IN
THIS 17TH DNV

PRIVATE FUNDRAISING

When commitment becomes presence

In 2025, private fundraising remained one of the cornerstones of Operação Nariz Vermelho's mission. More than just figures, this work reflects conscious choices, lasting commitments and a community that believes joy can — and should — also be present in the hospital setting.

9.845

REGULAR
DONORS

Thank you
for your
support!



WELCOME!

In 2025, we welcomed **Pedro Cardoso**. He joined the Fundraising Department, where he is the coordinator of the Face to Face project, which aims to attract new 'smile donors' to support our mission!

MONTHLY DONATIONS formed the basis of this ongoing trust, totalling **€650,702**, provided by 9,845 donors who make a monthly commitment. This consistent support ensures stability, planning and continuity for the Clown Doctors' daily visits to hospitals.

In 2025, we also had the involvement of **116 MEMBERS**, including **3 new members**, which resulted in a total of **€3,400** in membership fees — a simple gesture that reinforces a sense of belonging to the mission.

Throughout the year, **ONE-OFF DONATIONS** totalled **€104,055**, coming from various channels and for various reasons. Of particular note are contributions made via the website, PayPal and other digital channels (**€37,194**), as well as donations made through the 'Ser Solidário', available on MB Way and at Multibanco cash machines (**€28,671**).

Added to these are **€21,690** resulting from payments of court orders, fines or penalties imposed by the courts, and **€16,500** from Major Donors, whose support had a particularly significant impact

Face to Face continued to play a key role in building close ties with the community. Throughout 2025, **2,429 NEW DONORS** were recruited, mainly through direct contact on the street. Of these, 2,253 remained committed, reflecting the quality of the work carried out on the ground.

This operation involved **4 teams**, comprising a total of **25 RECRUITERS**, based in **Lisbon, Porto, Coimbra** and **Aveiro**, taking the mission of Operação Nariz Vermelho to different parts of the country.

The year was also marked by significant developments, such as the appointment of a new Face To Face coordinator in February and the launch of this project in Aveiro in October, thereby expanding the organisation geographical reach.

This work takes on special significance through those who experience it on a day-to-day basis.

As recruiter **Juliana Attayde** explains:

“BEING OUT ON THE STREETS EVERY DAY AS A RECRUITER MEANS TALKING TO PEOPLE IN AN ATTEMPT TO BUILD BRIDGES BETWEEN THEM AND A CAUSE. IT IS EXHAUSTING, YES. BUT IT IS A KIND OF EXHAUSTION THAT MAKES SENSE. I DON’T THINK THE AIM IS TO CONVINCE PEOPLE, BUT TO INVITE THEM TO JOIN A MISSION. IT’S NOT JUST ABOUT MAKING A CHILD IN A HOSPITAL SMILE.

IT’S ALSO A FAMILY FINDING SOME COMFORT AND HOPE IN THAT MOMENT. KNOWING THIS MAKES THE WORK WORTHWHILE, DAY AFTER DAY. CONVERSATION BY CONVERSATION. WHENEVER SOMEONE DECIDES TO BECOME A DONOR, I SEE IT AS A CHOICE DRIVEN BY EMPATHY AND SOLIDARITY”



Every individual contribution,
whether regular or one-off,
helped ensure that joy
continued to enter hospitals.

Because when someone chooses
to support, they also choose
to be present where it is
most needed.

CORPORATE FUNDRAISING



Partners that help us reach further

The presence of so many partners throughout the year shows that ONV's mission is also built hand in hand with others outside the hospital.

PARTNERS OF JOY

Altice • Boa Onda • Culligan • Lidergraf • Carma • Multicare • NOSSA • Portis (Ibis, Mercure) • Sage • SBG • Send It • Step Ahead Consulting • TFRA • Torrestir • Viamodul • Visavis • Webdados • Xerox

SMILE PARTNERS

Antiga Confeitaria de Belem • AMT Consulting • ARC - Indústria de Mobiliário SA • Ah!ppy Party Studio • Bebê Gourmet, Lda • Best Partner - Consultoria e Contabilidade, Lda • Bwizer Lda • CMI, Lda • CMM - Centro Médico Da Murtosa • DigitalSign - Certificadora Digital S.A • Endress Hauser Portugal, SA • Escapeproperties Lda • Feeders, Lda • FearlessModernity • Gráfica Montalto, Lda • Human Skills - HR Unipessoal, Lda • J.A.F.S Montagens Electricas, Unipessoal Lda • Nestor Amorim Lda • JMV - José Maria Vieira S.A. • JRC Construção e Obras Públicas S.A. • JWF Group, Lda • Komat, SA • Loureiro Gomes SMP, Lda • Mesintegration, Lda • ORNI EX Lda • Percentil Lda • Quarto Colorido • Real Biuti, Lda • Rebelo Costa Coutinho • SaberProjeto Lda • Spinerg • TwentyFour Seven, Unipessoal, Lda • Simplicity Soul, Lda • Socilégua - Promoção Imobiliária, Lda • Steltix Portugal, Lda • Vidacomum, Lda

LAUGHTER PARTNERS

Saúde Prime • Espaço Casa

SOLIDARY COMPANIES

Aeroporto ANA Lisboa • Alerta Emprego • Ascensão Silva – Consultora Imobiliária • Brand It • InvoiceXpress • Fopin • Grupo Vila Galé • Hertz • Hotel Holiday Inn • J. Amaral • Junta de Freguesia de Matosinhos e Leça da Palmeira • Lean Consultores • Papelarte • PHC Hotels • SIBS • Simpack • Talkdesk • Universidade Católica Portuguesa no Porto • Universidade de Coimbra • Young Network Group • Wook

OTHER BIG SUPPORTERS

Armando Almeida, Lda. • AMT Consulting • Almeida Duarte, Lda • Bunge Ibérica Portugal, S.A. • FFonseca • Idealista • Intrum Portugal • MCoutinho • Natixis Portugal

Cross-Campaigns

Partnerships that multiply our impact

Cross-promotional campaigns stem from initiatives launched by brands in collaboration with their customers, in which a percentage of the revenue generated from the sale of products or services is donated to Operação Nariz Vermelho. These initiatives strengthen partnerships, actively engage the public and help to raise the profile of and bolster the association's mission, thereby multiplying its impact.

€27.032
TOTAL RAISED

Food Retail

An initiative that brought the mission into everyday life

In 2025, Operação Nariz Vermelho was once again present in the major supermarkets, **Auchan** and **Pingo Doce**, with the **Game of Sounds and Charades**. This initiative transformed a simple, everyday gesture into a moment of engagement with the cause, fostering solidarity amongst thousands of people at the point of sale.

The involvement of the teams, the shops and the customers was crucial to the success of this campaign, which helped to raise the profile of Operação Nariz Vermelho and highlight the impact of its work in hospitals.

79.287€
TOTAL RAISED
AUCHAN CAMPAIGN (APRIL)

106.318€
TOTAL RAISED
PINGO DOCE CAMPAIGN (JULY)

The Trail of Donations Left by Companies Throughout 2025

Through direct donations, and the sale and purchase of ONV charity products by corporate and retail partners – not least our **2025 Christmas Hamper**, which was a great success!

Every contribution, however small, helped to ensure that joy continued to be brought into hospitals.

THANK YOU VERY MUCH :O)

63.179€
TOTAL ANGARIADO
ATÉ AO MOMENTO



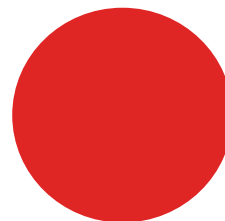
CONTENT CREATION

Can a Clown Doctor fit in the Workplace?

This question often comes up when companies approach Operação Nariz Vermelho. The answer becomes clear later, during the meeting.

In 2025, the workshops, talks and experiential activities developed by the Content Creation department continued to grow, both in number and in impact. The art of improvisation and clowning found new audiences — in the corporate world, in hospitals and at universities — bringing with it values that cut across all these settings: active listening, trust, creativity, empathy, collaboration and adaptability to change.

The feedback received after each initiative confirms what practice demonstrates: yes, the workplace is the right place for a Clown Doctor.



Throughout the year, **44 initiatives** were carried out, spread across:

24 WORKSHOPS AND LECTURES
HELD IN COMPANIES

6 WORKSHOPS AT
PARTNER HOSPITALS

9 INITIATIVES AIMED AT HEALTHCARE
PROFESSIONALS AND UNIVERSITY STUDENTS

5 IMPROVISATION CAPSULES
AT CORPORATE EVENTS

Each event broadened the scope of Operação Nariz Vermelho's mission, taking the values of the Clown Doctors beyond hospitals — without ever losing sight of the core.



TO OUR MEMBERS AND DONORS

Your support makes a HUGE DIFFERENCE!

And what better way to say thank you than through the words of those you've helped the most – the children in hospital who are visited every week by the Clown Doctors?

Thank you so much for another year of smiles!



**“I’ll wait for you
every Monday, at the
Rehabilitation Centre
where I’ll be hospitalized.
On those days, I’ll be
happier just because you
exist.”**

Rodrigo

“Íris is always looking forward to a visit from the Clown Doctors. During her six months of chemotherapy, she was often visited by Dr Xabregas (...) A few months later, she was at Estefânia and heard Dr Xabregas’s voice in the corridor. We were so happy; it was as if we were hearing the voice of someone from our family.”

Ana Rita Caiado



The Artistic Team / Clown Doctors



Basile
Pujebet
NURSE CHAMPIGNON



Bernardo
Souto
DR TITI
CITRINO



Carlos
Lima
DR RAPÓTACHO



César
Ngimba
DR UBUNTU



Fernando
Terra
DR KOTONETE
KOMKAPA



Gilberto
Oliveira
DR PACO



Gisela
Matos
NURSE COMPRESSA



Inês Mariana
Moitas
DR MARISOL



Jaime
Mears
DR CAMOMILA
DA CONCEIÇÃO



Joana
Egypto
DR DOMINGAS
XABREGAS



Joana
Martins
DR POM POM



Joana
Sapinho
DR SAPA



Joana
Saraiva
DR JANETE



João
Parreira
DR JANOTA



João Paulo
Reis
DR BAMBU



Kelly
Lima
DR GREICE



Julieta
Rodrigues
DR FOGUETE



Liliana
Abreu
DR MADAME
SALAME



Luciana
Viacava
DR LOLA



Luana
Vicente
DR SALOMÉ
TROCOPE



Luís
Almeida
DR TONI
SILVA



Margarida
Fernandes
DR FRANCESINHA



Margarida
Gonçalves
DR BIJU



Mariana
Moreira
NURSE XTRUZ



Márcia
Lança
DR GUILHERMINA
DOS VENTOS



Marta de
Carvalho
SUPER
DR GINJAÇÃO



Marta
Costa
DR POPOVNA



Miguel
Antunes
DR MIGAS



Miguel
Branca
DR AMARELO



Nádia
Zambujo
NURSE SARACURA



Nilson
Domingues Jr.
DR CHICÓ



Patrícia
Pais
DR ACREDITA



Patrícia
Ubeda
DR CHARLOTE



Poliana
Tuchia
DR SOCORRO



Rui
Gomes
DR BOAVIDA



Sara Sofia
Araújo
DR MARIÓSKA



Tiago
Quites
DR CUSTÓDIO



Valdemar
Luís
DR CHOCA PIC

The Office Team



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Possidónio
CEO



Tila
Pereira
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RESOURCES



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Marques
ADMINISTRATIVE
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Escrich
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DIRECTION



Marta de
Carvalho
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AREA



Flávia
Diab
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RELATIONS



Marta
Antunes
HOSPITAL
RELATIONS



Iêda
Alcântara
STUDY AND
RESEARCH
CENTRE



Inês
Peceguina
STUDY AND
RESEARCH
CENTRE



Sílvia
Carvalho
ONV
PROJETS



César
Gouvêa
CONTENT
CREATION



Catarina
Pereira
PRIVATE
FUNDRAISING



Joana
Carvalho
PRIVATE
FUNDRAISING



Roberta
Matias
PRIVATE
FUNDRAISING



Vanessa
Dinis
PRIVATE
FUNDRAISING



Pedro
Cardoso
PRIVATE
FUNDRAISING



Morgan
Rocha
PRIVATE
FUNDRAISING



Clara
Cotrim
COMMUNICATION
AND CORPORATE
FUNDRAISING
DIRECTION



Rita
Fialho
COMMUNICATION



Inês
Aguiar
COMMUNICATION



Carla
Reis
COMMUNICATION



Jéssica
Rocha
COMMUNICATION



Sara
Ferrão
ONLINE SHOP
AND EVENTS



Mafalda
Ataíde
CORPORATE
FUNDRAISING



Margarida
Marques
CORPORATE
FUNDRAISING



Elisabete
Costa
CORPORATE
FUNDRAISING



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