

ANNUAL REPORT 2020

MUSEUM OF TOMORROW

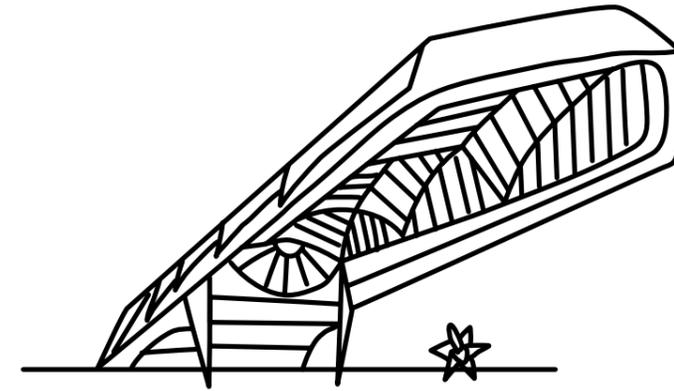


Museu do Amanhã



INSTITUTO DE
DESENVOLVIMENTO
E GESTÃO





ANNUAL REPORT 2020

MUSEUM OF TOMORROW





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ACKNOWLEDGMENTS

OPENING WORDS



RICARDO PIQUET

Director, IDG – Institute for
Development and Management

In 2020, the world split into two different eras: before and after the coronavirus. New words such as quarantine, zoom, lockdown and livestreaming infiltrated our daily lives, substituting everything that once took place in person. At the Museum of Tomorrow, we created a neologism to refer to this rare historical moment: Coronacene – the Anthropocene era when the world stopped because of a virus.

Last January and February, which now seem so very far away, the IDG was preparing to face its first year managing the Museum without public funding. Back then we could never have imagined that we would also be left for at least six months without ticket sales and the revenue generated by events and subletting the museum store and restaurant.

“AT THE MUSEUM OF TOMORROW, WE CREATED A NEOLOGISM TO REFER TO THIS RARE HISTORICAL MOMENT: CORONACENE – THE ANTHROPOCENE WHEN THE WORLD STOPPED BECAUSE OF A VIRUS.”

With a richly varied program ready to go, the Museum of Tomorrow – for the most part in sync with our sponsors – had to change tack, refuel and invent new ways to remain “open” for our public online.

In March, our team was already busy creating the pilot of what would become “Tomorrows Here and Now”, a series of debates and interviews aired on the Museum’s YouTube channel, featuring scientists, psychoanalysts, economists, environmentalists, artists and specialists from a range of different fields. Some of these chats, which were livestreamed every Friday, were sponsored by Santander and Shell.

The Between Museums Today program, sponsored by Engie, consisted of a series of videos featuring curators and education teams from partner museums presenting different collections and sharing little-known facts about each institution. Another program we broadcast on a monthly basis via our YouTube channel was the “Evidence of Afro-descendant Cultures”, now sponsored by Shell. Weekly yoga sessions and the monthly Book Club, two programs organized by NOZ – the Friends of the Museum Program –, also migrated online in March.

An online tour of the “Food for tomorrow - feeding 10 billion” exhibition was developed. This exhibition, sponsored by Carrefour and which had over 250,000 visitors in 2019, is now available via the Museum of Tomorrow website. In partnership with the Google Arts and Culture online platform, which currently hosts some of the Museum’s other successful temporary exhibitions, we also included a virtual tour of the “Inovações – Creations Brazilian Style” exhibition.

The Museum launched a new edition of “Inspire Science”, a program sponsored by IBM and in partnership with the British Council, which now reaches teachers all over Brazil. The ebook “Girls in School, Women in Science” was also published in partnership with the British Council,



encouraging education professionals to tackle this issue head on in schools.

The “Paths to Sustainable Societies” program, fruit of an important partnership established between the Museum and the United Nations Environment Programme (UNEP), featured such luminaries as photographer Sebastião Salgado and philosopher Rosiska Darcy de Oliveira, a member of our Scientific Committee.

During the period the Museum of Tomorrow was closed to the public, our building underwent a series of renovations, meaning we never actually stopped functioning. Operations, IT and security teams were always onsite to supervise maintenance and repairs. The permanent exhibition content was also updated during this period, with new information and data regarding the pandemic’s impact on society.

Last but certainly not least was our partnership with Lojas Americanas, targeted at port area inhabitants in need. Our Neighbors of Tomorrow and NOZ – Friends of the Museum programs joined forces to mobilize donations, together with local community organizations.

2020 cannot be remembered without evoking the losses suffered - lives, jobs and sometimes,

hope - and for these IDG wishes to express its deepest sympathies. As a museum dedicated to science and education, we take our mission to bring greater knowledge to the public at large very seriously, and even more so in amongst the chaos. We reopened in September, in keeping with all international museum safety protocols and Brazilian health requirements.

In 2021, the instability and challenges will be similarly significant, but we have already planned our first temporary exhibition, in partnership with Globo and Globonews: “Coronacene – Reflections on the Pandemic Era”, an homage to the people who worked throughout the pandemic to keep us all safe and sound at home. The exhibition will pay tribute to the victims and provide information on scientific advancements.

At the end of 2020, we renewed our contract with the Rio de Janeiro City Council to manage the Museum of Tomorrow for another five years. None of what we have achieved and what we intend to achieve in the coming year would have been possible without your trust and support, the partners of Tomorrow. May we continue dreaming together of a planet where human beings can live in harmony with each other and with nature. ●



JULIANNA GUIMARÃES

Director of Projects and Partnerships, IDG

At the risk of sounding repetitive, it is impossible to begin this text without remembering how difficult 2020 was for all sectors of society, including economically, with the cultural sector being one of the worst affected. At the Museum of Tomorrow, the Projects and Partnerships department was compelled to reinvent itself, implementing a series of changes, not least due to the loss of a further six months of ticket sales and suspended rent payments from the museum store, café and restaurant, plus the dearth of commercial events during the rigorous quarantine period. Aside from knuckling down to renew the Museum’s current sponsorships [Santander, Shell, Engie, IBM, Lojas Americanas, Fundação Roberto Marinho and Grupo Globo] – and we can proudly report that all seven have continued their commitment, joining us to promote science, culture and education and make the Museum’s ongoing work possible –, we were required to expand our scope, seeking out new sponsors and new partnership formats.

In cooperation with the other IDG departments, we developed new partnership opportunities, as our original programming lineups, activities and education programs migrated online, and we offered new event formats and onsite recording sessions, which generated additional opportunities for revenue.

Thanks to a creative and proactive team, IDG was able to satisfy our museum-going public, presenting debates and reflections on the coronavirus pandemic and the daily challenges it has posed for humanity. Alongside our “Inspire Science” and “Evidence of Afro-descendant Cultures” programs, we launched the new “Tomorrows Here and Now” and “Dialogues for Sustainability” programs, all with the support of our sponsors and partners, and live streamed via YouTube, responsible for our channel’s 239% growth over the past year. Friends of the Museum - NOZ program activities, such as yoga and Book Club, are now available online. New partnerships bore important fruit, such as BTG Pactual and Friends of the Museum distributing basic food baskets to the Museum of Tomorrow’s neighboring communities, as well as to various other cities across the state of Rio de Janeiro. All things considered, we have managed to remain present in the everyday life of our public, despite social distancing measures.

An assertive communications strategy, developed by the Museum’s Projects and Partnerships department in conjunction with our sponsors, who replicated and promoted our programming, guaranteed an increase in our

“THANKS TO A CREATIVE AND PROACTIVE TEAM, IDG WAS ABLE TO SATISFY OUR MUSEUM-GOING PUBLIC, PRESENTING DEBATES AND REFLECTIONS ON THE CORONAVIRUS PANDEMIC AND THE DAILY CHALLENGES IT HAS POSED FOR HUMANITY.”

followers and views, and broadened our national and international visibility. We were honored by the presence of such illustrious guests as Brazilian photographer Sebastião Salgado, alongside scientists, economists, sociologists and specialists from a wide range of areas. In 2020, we broadcast more than 80 hours of programming, attaining over 100,000 views across our various online platforms.

During the period we were closed to the public, the Museum's maintenance and security operations developed a detailed plan to reopen with the utmost safety, as soon as the relevant authorities permitted it. As such, we were the first large cultural center to reopen in Rio, attracting significant media coverage. The Museum was praised by the public and opinion makers alike for strictly following all

protocol to guarantee the safety of visitors and collaborators, bringing back locals and national tourists to the Museum.

Even though 2020 was a challenge, it was also a year of significant learning legacies, such as the importance of preserving nature, of promoting a respectful coexistence between living beings and the indispensable presence of science, education and culture in our lives. In spite of the context of insecurity, IDG and the Museum of Tomorrow managed to guarantee existing sponsors and attract new partners for 2021, instituting a series of changes, all while upholding our guiding ethical values and core pillars of sustainability and coexistence, demonstrating that culture is a worthwhile investment not only for brands, but most importantly for society. ●



THE YEAR 2020

INNOVATION TO OVERCOME THE CRISIS

2020 was a year of many challenges and lessons learnt for the Museum of Tomorrow. We reached our five-year mark during the first pandemic of the 21st century. Resiliently and creatively, we adapted to the limitations imposed by the new coronavirus – on top of the public funding cuts from the Rio de Janeiro City Council that the Museum has already suffered in recent years – and we reinvented our management approach. Despite the crisis, we achieved important goals and reaffirmed our commitment to being a plural, sustainable museum.

As part of a movement that had already been taking place organically, which was accelerated by the pandemic, we became a more connected Museum. From March onwards, with the temporary interruption of onsite activities at the Museum, we adapted to new formats and increased our online presence with the **#museuemcasa** series, encompassing a range of different institutional programs and spaces sponsored by our partners. Over 100 online activities took place during the year for nearly 70,000 viewers, resulting in the significant 239% increase in our YouTube followers, compared to the year before.

In March, we also launched **Tomorrows Here and Now**, a platform to investigate and dream of tomorrows yet to come. Throughout the year, online debates and interviews with specialists from a range of areas presented new perspectives for the post-pandemic world. Our overarching theme for the year gained new contours with Coronacene: an expression coined

by our curator Luiz Alberto Oliveira to define the Anthropocene era's new coronavirus period. Fresh scientific data on COVID-19 was another important part of the updating process for our permanent exhibition.

Aiming to get closer to our public and find out what they expect from the upcoming decade – across a range of themes –, we conducted a series of research surveys, including: “The Pandemic and a Vision for the Future”, which investigated how Brazilians have been thinking about the impacts of the pandemic; and “Rio's Tomorrow”, which collected local inhabitants' impressions regarding the city of Rio de Janeiro and the neighborhoods they live in. In addition, and for the first time, we put together a detailed study on the profiles of visitors who have come through the Museum over the past five years.

Accessibility remained one of our overarching themes for 2020. The program was refined with further inclusive resources: from June onwards, all online activities had simultaneous sign language interpreters and our Cognitive & Sensorial Mediated Visits – for people on the autistic spectrum and with other cognitive deficiencies – were also updated with new educational material. After the Museum reopened in September 2020, visits have been conducted in accordance with a strict safety protocol, which includes sanitizing material after each use.



Fully aware of our social role, particularly in the context of a sanitary and humanitarian crisis, we reinforced our social engagement. We expanded our network of supporters through the Friends of Tomorrow program and strengthened our relationship with our neighbors, the inhabitants of the port area. In partnership with local social organizations, we developed the “Amigo Solidário” [Friends in Solidarity] campaign, which benefited over 8,000 families from the region surrounding the Museum, as well as other vulnerable social groups – those who have been most affected by the pandemic.

In September, after six months closed to the public, we were the first museum in Rio de Janeiro to reopen. To guarantee safe visitation practices, we strictly followed all protocols

outlined by the relevant health authorities and the ICOM [International Council of Museums]. In spite of restrictions and reduced visitation numbers, we still managed to reach our **4.3 million visitors** in half a decade mark, with over 200,000 visitors to the Museum this year alone.

Thanks to IDG’s innovative management approach, the Rio de Janeiro City Council granted us a five-year renovation of our contract, guaranteeing the continuity of our activities and the institution’s financial sustainability, building on our principal sources of private sector funding. With the lessons learnt this year, we strengthened our guiding pillars, staying firm in our objective of contributing to the process of building new tomorrows, based on the promotion of knowledge and culture. ●





THE MUSEUM OF TOMORROW IN NUMBERS

5 YEARS AT THE MUSEUM OF TOMORROW



The Museum of Tomorrow's solid track record continually reinforces its relevance as a beacon of culture and tourism, not only for the city of Rio de Janeiro, but for Brazil and the world as a whole. Upon completing its first year of opening, the Museum joined the list of the country's most visited museums. In its five years of existence, the Museum has received more than 4.3 million visitors from Brazil and across the world. We have hosted 38 (including five large-scale) temporary exhibitions and reached thousands of people through our Educational program. During this time, the museum was mentioned in over 36,564 reports in the national and international media -

the equivalent of more than R\$472 million in paid media.

In 2020, as a consequence of the new coronavirus pandemic, our on-site museum activities were heavily impacted from March onwards. On the other hand, we significantly increased our online presence and audience: nearly 70,000 viewers enjoyed over 100 virtual seminars, debates, workshops and other online activities, broadcast across the Museum's different digital media channels. Check out the highlights from across the Museum of Tomorrow's five years and from 2020 specifically.

+ 4.3

MILLION VISITORS



**TOTAL VISITATION AT THE MUSEUM OF TOMORROW
SINCE INAUGURATION DEC15 - DEC20**

2015-2020

+38
TEMPORARY EXHIBITIONS
5 LARGE-SCALE

17
VIRTUAL EXHIBITIONS
GOOGLE ARTS & CULTURE

+300K
PARTICIPANTS IN MUSEUM ACTIVITIES
IN 5 YEARS

+2K
STUDENTS REACHED THROUGH "BETWEEN MUSEUMS"
+3,450 VIEWERS IN 2020

318
TEACHERS TRAINED BY INSPIRE SCIENCE



+200K
PEOPLE REACHED THROUGH THE EDUCATIONAL PROGRAM

+36K
MEDIA MENTIONS

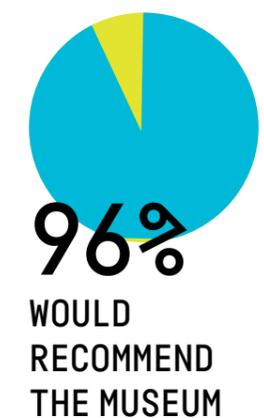
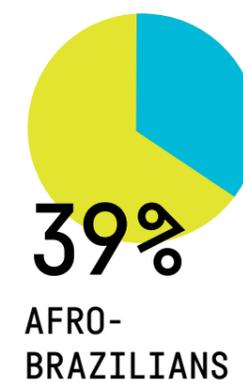
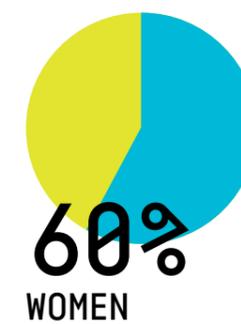
R\$ 472 MILLION
IN PAID MEDIA

VISITORS FROM THE PAST 5 YEARS – AN OVERVIEW

We always want to get to know our visitors as much as possible. With this in mind, we put together, for the first time, detailed research profiles on the people who have visited the Museum since it was founded five years ago. Based on different audience surveys carried out by ESPM and the DataFolha Institute, the IDG and Museum of Tomorrow research teams established indicators to gather, organize and analyze the data. The evaluation presented an overview of visitors' socio-demographic profiles, their impressions of their visits, and how themes proposed by the Museum have impacted their lives. Learn more about survey highlights:



VISITORS FROM 26 BRAZILIAN STATES AND 101 COUNTRIES



THE MUSEUM OF TOMORROW IS THE FAVORITE CULTURAL SPACE FOR VISITORS BETWEEN 16 AND 44-YEARS OLD.

*According to the survey "Culture in the capitals" conducted by the JLeiva Institute.

9.52
VISITORS' RATING ON A SCALE FROM 0 TO 10

80%
REPORT LEAVING THE MUSEUM WILLING TO REVIEW THEIR HABITS TOWARDS SUSTAINABILITY

500 MIL
VISITORS HAD NEVER BEEN TO A MUSEUM BEFORE

IN 2020

122

DAYS OPEN TO THE PUBLIC

2

TEMPORARY EXHIBITIONS

3,527

IM.FUSION AUDIENCE ON DISPLAY OCT-NOV

5,071

NEIGHBORS OF TOMORROW +202 IN 2020

787

FRIENDS OF TOMORROW 491 ACTIVE PLANS

182

IN-PERSON ACTIVITIES

106

ONLINE ACTIVITIES #MUSEUMCASA

+100K

TOTAL VIEWS OF ONLINE ACTIVITIES

+74K

ACTIVITY PARTICIPANTS

66,993

ON-LINE

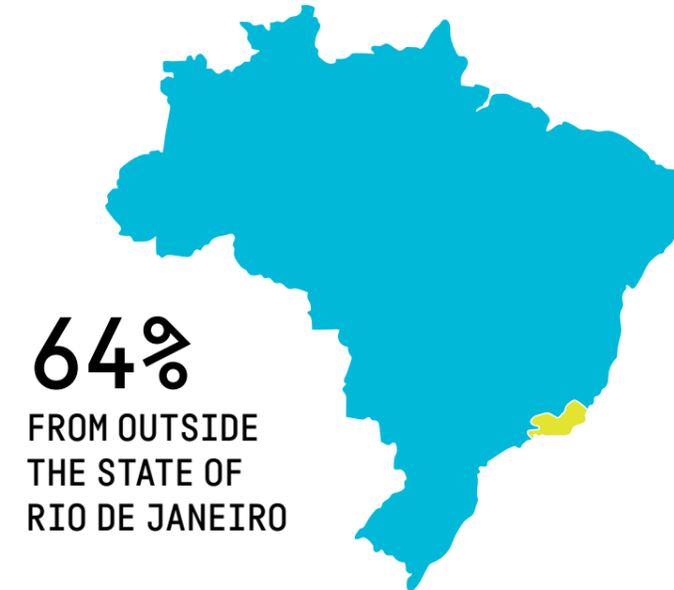
7,279

IN-PERSON

+224K VISITORS

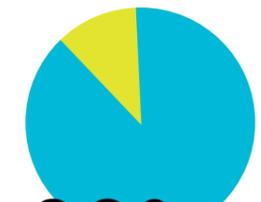


PROFILE OF THE 2020 AUDIENCE



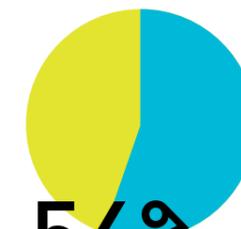
9.0

AVERAGE SCORE GIVEN TO THE VISITOR EXPERIENCE AT THE MUSEUM



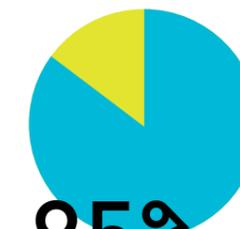
88%

ARE WILLING TO REVIEW THEIR HABITS AFTER THEIR VISIT



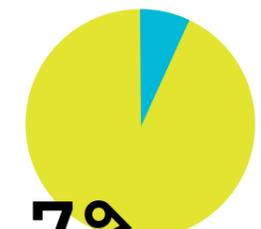
56%

WOMEN



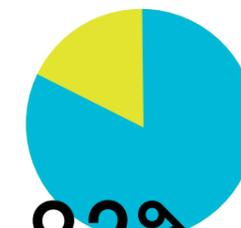
85%

RECOMMEND THE VISIT



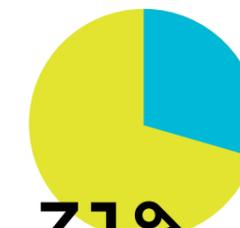
7%

HAD NEVER BEFORE VISITED A MUSEUM



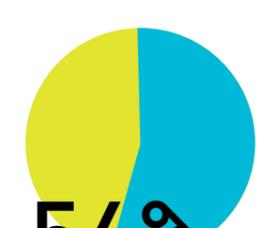
82%

HAD NEVER VISITED THE MUSEUM OF TOMORROW



31%

YOUNG PEOPLE BETWEEN 25-34 YEARS OLD



54%

VISITED THE MUSEUM ON A FRIEND'S RECOMMENDATION



THE MUSEUM OF TOMORROW IN THE MEDIA

MUSEUDOAMANHA.ORG.BR
@MUSEUDOAMANHA
#MUSEUDOAMANHA

The Museum of Tomorrow began the news year with broad, neutral media coverage of the suspended free entry on Tuesdays. With the subsequent arrival of the pandemic and the Museum's temporary closure, the press focused on our solidarity initiatives, online activities and the pandemic's economic impact on culture. As the first cultural space to reopen in Rio, the museum had wide-reaching media attention, praise for public health and safety precautions, as well as for the updated permanent exhibition content on the coronavirus. The Museum's research projects also generated headlines, with special mentions in TV segments (GloboNews and TV Globo). For the second semester, the immersive exhibition "Im.fusion" and the Children's Day activities were the most widely reported by the press.



+8K
YOUTUBE
SUBSCRIBERS

↑ 239%
IN 2020

2,5K IN 2019



+202K
FOLLOWERS
ON FACEBOOK

194K IN 2019



+178K
FOLLOWERS
ON INSTAGRAM

159K IN 2019



+19K
FOLLOWERS
ON TWITTER

18K IN 2019



+1.3 MILLION
SITE VIEWS
IN 2020

REPERCUSSION IN THE TRADITIONAL MEDIA

2,169

MENTIONS IN TRADITIONAL MEDIA

RADIO 147

TV 109

MAGAZINE 21

NEWSPAPER 247

ONLINE 1,645

+ R\$52,4

MILLION

IN PAID MEDIA

36 MEDIA ADVISORIES, RELEASES, NEWS PIECES AND AGENDAS

92 PRESS RELATIONS OPPORTUNITIES

37 MEDIATED INTERVIEWS WITH SPOKESPERSONS



NEWS

Coronavírus: os desafios enfrentados pelo Museu do Amanhã para sobreviver à pandemia

Ricardo Piquet, diretor presidente do IDG, fala sobre as adaptações que tiveram de ser feitas durante a crise do coronavírus

DANIELA FRABASILE, ANA CAROLINA NUNES E RODRIGO BULDRINI
26 OUT 2020 - 20h07 | ATUALIZADO EM 27 OUT 2020 - 13h52



Museu do Amanhã, no Rio de Janeiro (Foto: Bernard Lessa)



THINKING ABOUT TOMORROW

The Museum of Tomorrow is forever imagining new tomorrows. Our research department works non-stop forecasting trends on relevant themes for society, the environment and people's daily lives. Aside from informing and guiding different approaches to our exhibition content, studies conducted by the Museum of Tomorrow generate new perspectives on the world's recent transformations and possible projections for the future. Check out two of our major research projects undertaken in 2020: "The Pandemic and a Vision for the Future" and "Rio's Tomorrow", both of which drew on the Museum's digital platforms.



THE PANDEMIC AND A VISION FOR THE FUTURE

Undertaken in May and June of 2020, the research project was conducted on the basis of 171 interviews with people from across the country, investigating how Brazilians believe the new coronavirus pandemic will impact people's lives, society and the environment in the upcoming decade. The survey showed that even though interviewees consider themselves to be well-informed, the pandemic has provoked a sense of uncertainty regarding the future. The majority of respondents hope that the pandemic has provided lessons that will contribute to a fairer world. However, primary concerns listed were the increased onset of new viruses and pandemics, and the fear that society will undergo this period without incurring significant positive changes. Check out research highlights:

WHAT SHOULD GOVERNMENTS' AND SOCIETY'S MAIN SOCIAL AND ENVIRONMENTAL PRIORITIES BE, STARTING FROM THE ONSET OF THE PANDEMIC?

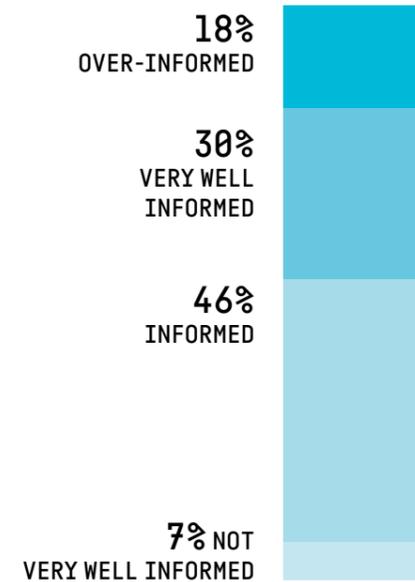
SOCIAL PRIORITIES



ENVIRONMENTAL PRIORITIES



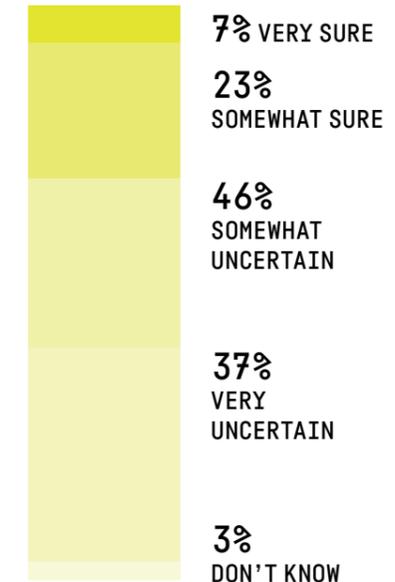
LEVEL OF INFORMATION REGARDING THE PANDEMIC



93%

FEEL WELL INFORMED ABOUT THE PANDEMIC

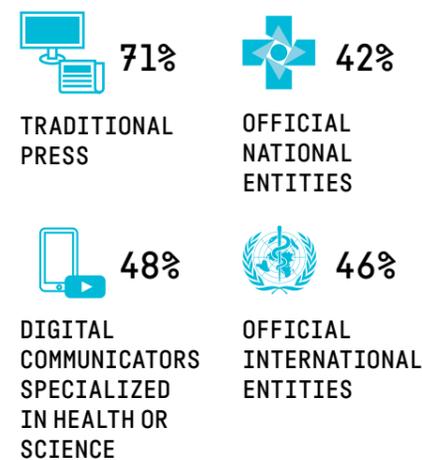
LEVEL OF CERTAINTY REGARDING THE FUTURE



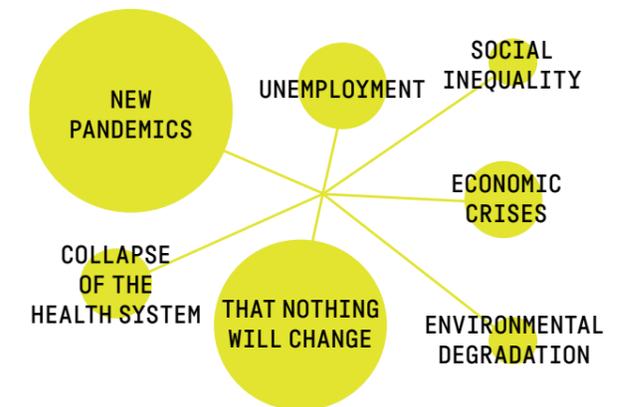
83%

FEEL UNCERTAIN ABOUT THE FUTURE

MAIN SOURCES OF INFORMATION ON THE PANDEMIC:



MAIN FEARS:



81%

HOPE PEOPLE WILL VALUE EDUCATION, TECHNOLOGY AND INNOVATION MORE

*The study has a 3% margin of error.

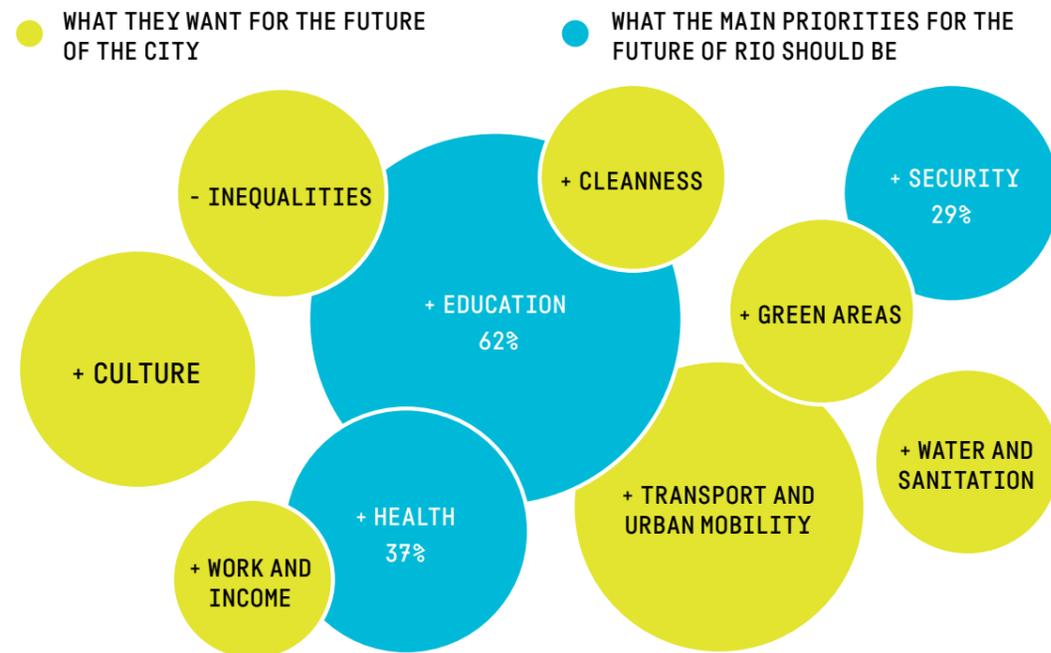
RIO'S TOMORROW

Conducted in October 2020, the aim of the “Rio’s Tomorrow” study was to analyze how local residents view the future of their city and the neighborhoods in which they live. The research project, in which 400 people participated, concluded the sampling on the basis of answers from 220 Rio de Janeiro residents, representing the city’s different regions and proportional to demographic data from the IBGE [Brazilian Institute of Geography and Statistics]. 28 open and closed-ended questions were posed about residents’ desires, priorities and proposals for the future of the city. Amongst other findings, the study revealed that, even though the majority of respondents liked living in the so-called “Marvelous City” [one of Rio’s common nicknames], many “cariocas” [as the city’s dwellers are known] report that the place they live is far from what they would like it to be. Over half of the respondents also wish their quality of life in the city will improve by 2030. Check out some of the research highlights below:

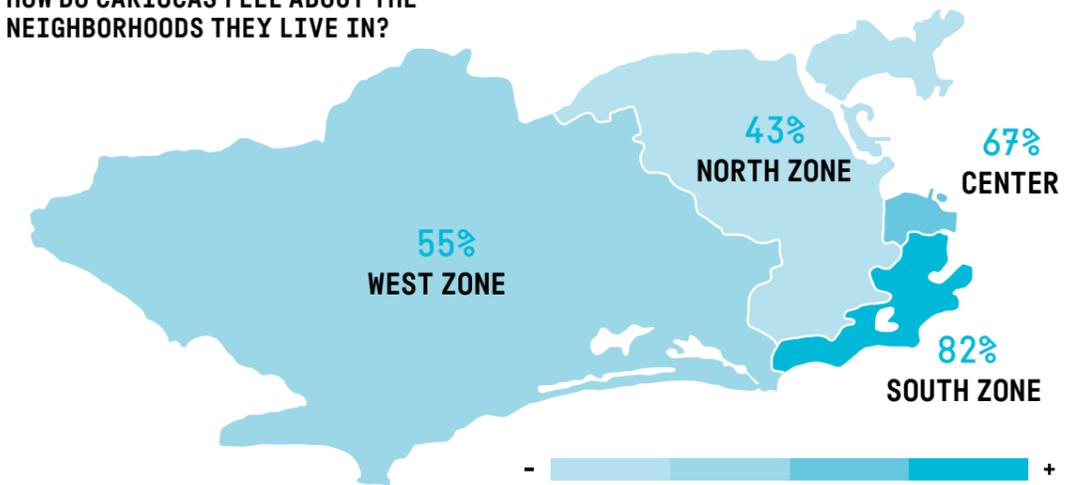
“FOR THE FUTURE OF MY NEIGHBORHOOD, I WISH FOR CLEAN STREETS WITHOUT GARBAGE, PUBLIC SQUARES WITH PLAY EQUIPMENT FOR CHILDREN, CARE GIVEN TO ACTIVITIES FOR THE ELDERLY, FACILITIES FOR PEOPLE WITH SPECIAL NEEDS, SCHOOLS WITH QUALITY PROJECTS AND SWIMMING POOLS, AND AREAS WITH MANY TREES.”

STATEMENT GIVEN BY A RESIDENT FROM THE NEIGHBORHOOD OF CACHAMBI

WHAT IS THE FUTURE THAT CARIOCAS WANT FOR RIO?

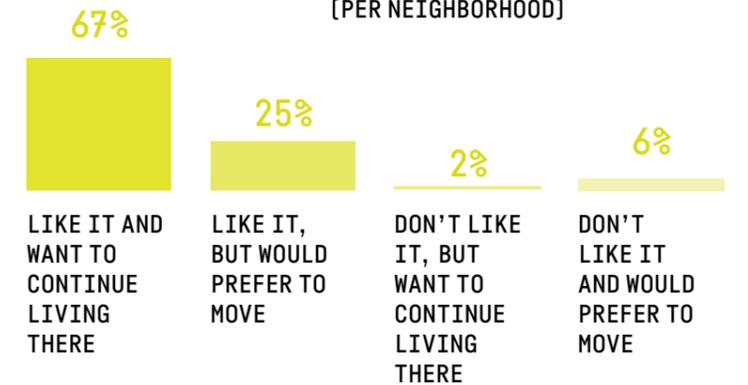


HOW DO CARIOCAS FEEL ABOUT THE NEIGHBORHOODS THEY LIVE IN?



THEY LIKE WHERE THEY LIVE AND WANT TO CONTINUE LIVING THERE (PER NEIGHBORHOOD)

92% LIKE LIVING IN THE CITY OF RIO DE JANEIRO:



HOW BIG IS THE GAP BETWEEN THE REALITY OF THE CITY IN 2020 AND THE FUTURE YOU WISH FOR?



DO YOU THINK THIS FUTURE CAN BE ACHIEVED BY 2030?



71% YES, WITH ACTION BY GOVERNMENTS AND SOCIETY / 11% YES, WITH ACTION BY GOVERNMENTS / 5% YES, WITH ACTION BY SOCIETY

*This study has a 6.6% margin of error and a confidence level of 95%.



STORIES OF TOMORROW

The Museum of Tomorrow is a place where transformative encounters and exchanges happens. Its narrative leads the visitor to feel, interact, know and reflect on possible tomorrows, awakening their consciousness as regards how our actions can contribute to the sustainability of the planet and to a fairer, more equitable society for all. A Museum that broadens horizons and creates new perspectives in the lives of its visitors. Get to know some of the stories that have been a part of the Museum of Tomorrow in 2020:

BUILDING THE FUTURE OF SCIENCE

Stimulating new visions for the world based on the study of science is the vocation of 46-year-old Alexandrina Simões, one of the 138 teachers who participated in the capacity-building “Inspire Science” program in 2020, which aims to strengthen Brazilian scientific education [more on [page 60](#)]. Alexandrina’s interest in the area began during her professorship, when she realized how fascinated she was by chemical formulas – her favorite subject. Alexandrina, who graduated in Biology 27 years ago and always dreamed of being a teacher, is now giving classes in Chemistry and Science for primary and high school-aged students in the public school system in Dom Pedrito, a small city in the interior of the state of Rio Grande do Sul, where she was born and has lived her whole life.

Alexandrina learned about Inspire Science from a previous group of teachers who participated in the course, and she recognized it as a unique opportunity to get her scientific knowledge up to speed. “We are in great need of capacity-building programs and specific guidance in our field of expertise. Scientific issues are not generally dealt with in the way that they should be. There is a distinct lack of structure, particularly in the public school system”. According to Alexandrina, the sessions [the first of which occurred online] increased her knowledge and revived her personal and professional motivations. “The



“THE COURSE AWAKENED IN ME THE DESIRE TO BECOME A REMARKABLE TEACHER, JUST LIKE THE SPEAKERS ARE.”

ALEXANDRINA SIMÕES

course awakened in me the desire to become a remarkable teacher, just like the speakers are. They contributed in-depth knowledge and incentives to share new subjects with my students. It was also great to get to know the different realities and methods of teachers from across the country”, she said. For Alexandrina, when properly encouraged, scientific education has the power to expand horizons and contribute to a fairer future for all. “For students, participating in a science fair or in a field visit can stimulate curiosity, critical thought and a better understanding of the world they are a part of. It is very important to guarantee the quality of teaching for exact and biological sciences”.

GIRLS OF TODAY, WOMEN OF TOMORROW

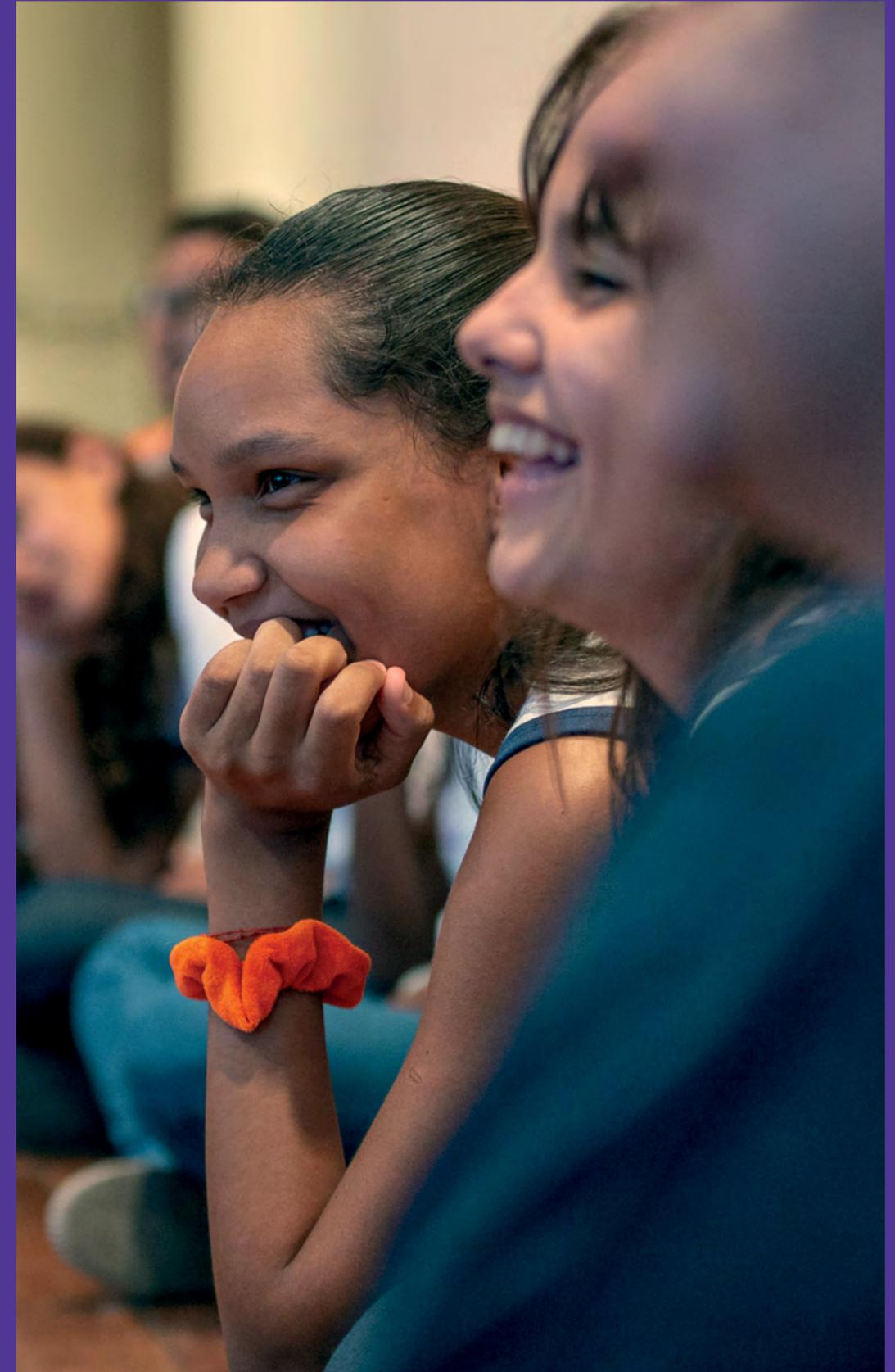
Student Juliana Janot, now 16, was introduced to themes revolving around equality when she was just 12 years old. In 2017, Juliana participated in the first edition of the “10-year-old Girls” project [learn more on [page 84](#)], inspired by a UNFPA report that shows how girls’ lives are radically transformed from this point of their lives onwards. The initiative has contributed to the empowerment of girls aged 10 years old and up from different socioeconomic realities. In 2020, Juliana, from Botafogo, a suburb in Rio de Janeiro’s South Zone, returned for the project’s second edition, which took place in March. Juliana shared her experiences and lessons learnt from the first phase with other girls, including veterans of the first encounter and first-time participants. “It was very special to come back and see how much the other girls and I had all developed and how much we managed to absorb the issues we worked on during the first encounter”, said Juliana, who has just finished her first year of high school. Now



“THE PROJECT PLAYED AN IMPORTANT ROLE IN MY FORMATION. IT HELPED ME BECOME WHO I AM TODAY. IT WAS THERE THAT I LEARNED, FOR EXAMPLE, WHAT SORORITY IS.”

JULIANA JANOT

fully engaged with the cause, Juliana recognizes that being exposed from an early age to topics such as sexual harassment, gender violence, the gender wage gap and human rights has helped her to face the great transformations she experienced from then on. “The project has played an important role in my formation. It has helped me become who I am today. It was there that I learned, for example, what sorority is.” Juliana believes her generation holds the key to a freer, fairer, and more supportive society for one and all. “I imagine a future where ten-year-old girls can feel safe, loved and respected.” The project also helped awaken Juliana’s vocation for social causes. She now dreams of working to defend the environment and education and has started down this path at an early age. Today, the young social entrepreneur is the director of “Construindo o Futuro” [Building the Future], a student movement involving several schools across the country who are in favor of sustainable development. “I want to be able to help build a better world.”



TOMORROW'S GOALS

With core ethical pillars of sustainability and coexistence, the Museum of Tomorrow has committed to upholding the 17 Sustainable Development Goals (SDGs) of the United Nations' (UN), which establish humanity's key challenges in the context of the UN Agenda 2030. Since 2018, as part of an agreement established with the UN RIO+ Center, the Museum's activities are now officially aligned with the global pact's goals, and namely the protection and sustainable use of ecosystem services, the right to education and health, the promotion of gender and racial equality, and the eradication of hunger and poverty. Throughout this report, we indicate the goals correlated to each of the Museum's activities in 2020. Learn more about the 17 SDGs:



End poverty in all its forms everywhere.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Ensure healthy lives and promote well-being for all at all ages.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



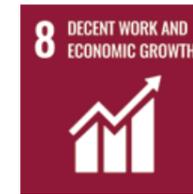
Achieve gender equality and empower all women and girls.



Ensure availability and sustainable management of water and sanitation for all.



Ensure access to affordable, reliable, sustainable and modern energy for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Reduce inequality within and among countries.



Make cities and human settlements inclusive, safe, resilient and sustainable.



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.*



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Strengthen the means of implementation and revitalize the global partnership for sustainable development

THE MUSEUM OF TOMORROW IS COMMITTED TO THE UN AGENDA 2030.

STRATEGIES FOR UNCERTAIN TIMES

The famous British physicist Stephen Hawking proposed a definition of intelligence that is both concise and elegant: the ability to adapt to change. Let us not be deceived by the brevity of this definition – much like any mathematical theorem, it can be variously interpreted to extract several corollaries. The first observation that unfolds from its examination is that intelligence is not restricted to human beings: other organisms, and other types of ecological, political and cultural systems, can display objectively adaptive behavior – that is to say, intelligent behavior. Another direct consequence is that intelligent strategies tend to foster system resilience – that is, they promote internal changes, which facilitate the adjustments required to successfully assimilate external changes.

“PERHAPS THE MOST STRIKING CHARACTERISTIC OF AN INTELLIGENT ATTITUDE IS THE FLEXIBILITY TO DEAL WITH UNPREDICTABILITY – THE MOST CHALLENGING ASPECT ENGENDERED BY CONTEXTS OF MUTATION.”



But perhaps the most striking characteristic of an intelligent attitude is the flexibility to deal with unpredictability – the most challenging aspect engendered by contexts of mutation. The recent example of the COVID-19 pandemic is more than enough to perform an initial analysis: the transit of a biophysical agent (the size of a strand of hair divided into 20,000 parts) between different mammalian species caused a respiratory syndrome outbreak in one place; however, thanks to the planetary integration that long-distance, high-speed transportation has provided, within a matter of weeks, countries and then entire regions, one after the other, found themselves immersed in a global pandemic. The outbreak of a pandemic on this scale could have been anticipated; however, the specific characteristics of the coronavirus and the context of its dissemination could not. Suddenly, the vast transnational machinery of extraction, production and accumulation that we call the capitalist economy came to a grinding halt; populations found themselves practicing a physical isolation reminiscent of medieval times; governments, though bewildered by the

pandemic's impact on health systems, tried to find ways forward via science and medical research centers. A century after the Spanish Flu, the world was forced to confront a challenge of potentially tragic dimensions: we have entered the Coronacene, a prelude to and sample of the immense transformations we may face in coming decades due to climate change, the loss of biodiversity, the depletion of natural resources, and intolerable social inequality – that is, if the actions that are necessary, possible and indispensable are not taken urgently.

Public cultural institutions, such as museums, suddenly found themselves unable to carry out their planned activity programs. In the case of the Museum of Tomorrow, the narrative of face-to-face interactivity in place since inauguration had to be suspended and was, within a matter of days, replaced by a virtual program able to maintain the essential objectives of valuing knowledge, innovation, sustainability and coexistence, while at the same time offering participants elements of collective interest

to reflect on during a period of such extreme turmoil. This authentic transmutation of the Museum's means of action was only possible due to the tireless dedication of the entire team, and the continued firm support of partners and sponsors. Thus, the most difficult months were overcome, and with careful preparation, the Museum was once again able to perform its role as a pioneer by being the first major cultural center to reopen in the city. The virtual dimension, so unforeseeably necessary, will henceforth become a regular feature in the Museum's programs.

By becoming an agent for the expression of a collective intelligence, the Museum of Tomorrow has evolved. New horizons are being cracked open, new constellations are being chartered, new winds will bring new dawns, and new intelligences will learn how to smile.

LUIZ ALBERTO OLIVEIRA

Curator of the Museum of Tomorrow





SPONSORED SPACES

 **Santander** PRESENTS:

LABORATORY OF ACTIVITIES OF TOMORROW – LAA

Over the past five years, the Museum of Tomorrow's transdisciplinary and experimental space has consolidated itself as a catalyzing environment for new ideas. The project derived from the mission of prototyping a more sustainable and inclusive social future through workshops, creative residencies, exhibitions and courses, among other educational and cultural activities. In 2020, the LAA was adapted to suit the context of the pandemic, with a series of online activities designed to forecast new perspectives for the challenges of our post-coronavirus world. More than 2,000 people participated in the workshops and live streamed chats on the Museum's YouTube channel, where different visions of the technological advancements and social transformations that impact our daily lives were up for debate.



3 ONLINE ACTIVITIES

 LIVE STREAM
VIEWERS **2,234**

 TOTAL VIEWS
2,654

 REACTIONS
12,012

**PROCESSING COMMUNITY DAY @RIO2020
THE CREATIVE POTENTIAL OF THE
PANDEMIC: EXPRESSING DATA IN
ARTISTIC AND THERAPEUTIC WAYS**

For its first edition in Rio de Janeiro, the community conference, held on May 2, addressed the challenges the pandemic has posed with regards to the quest for software programming learning to be more creative and accessible. The event, which was designed to be in-person, migrated to the Museum of Tomorrow's YouTube channel due to the social isolation context. Over 1,000 viewers, including activists, artists, designers, programmers, teachers and students, participated in four online workshops spanning a range of different approaches.



 **LIVE STREAM VIEWERS 1,097**
 **TOTAL VIEWS 1,893**
 **REACTIONS 25,154**



PCD WORKSHOPS @2020

THEME	SPEAKER
Artistic expression through programming in the COVID-19 era	Carlos de Oliveira
In search of the perfect loop	Marlus Araújo
Keep calm and code on	Bárbara Castro
Coronavirus data visualization	João Boneli



**THE B SIDE OF THE CRISIS:
THE EMERGENCE OF INNOVATION**

On April 3, the Museum of Tomorrow's Innovation Curator, Marcela Sabino, led an online chat about how the digital universe and artificial intelligence can improve our relations with the world in social isolation. Solutions used by astronauts, and the 3D printed masks project developed by former LAA resident Thiago Palhares, were just some of the creative ideas presented during the live chat.



**URGENT COLLABORATION:
NETWORKED INNOVATION MODELS
FOR THE FUTURE**

In a live chat on April 17, PUC-Rio Design professor Jorge Lopes shared his experiences on how design and collaborative, trans-disciplinary networks can inspire organizations to create more creative and agile processes for fighting the crisis, such as those already being implemented in "new economy" companies and startups.





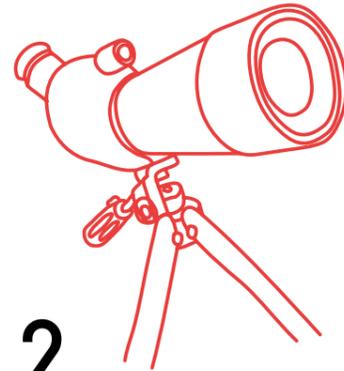


PRESENTS:

OBSERVATORY OF TOMORROW

The Observatory of Tomorrow is a space dedicated to themes that impact the future. It functions as a scientific information radar for the Museum of Tomorrow's permanent exhibition. Besides gathering updated data from studies developed by leading research centers in Brazil and around the world, the Observatory is also an important knowledge dissemination hub for science, culture, and technology. In 2020, before social distancing began, the Observatory of Tomorrow held two in-person activities. From March onwards, all programming was broadcast via the Museum's digital channels.

Four events were live streamed on YouTube, provoking reflections on the pandemic's potential positive and negative legacies in the fields of social and interpersonal relations, economy and the environment. The virtual seminars featured renowned guests, including Brazilian scientist Jaqueline Góes, leader of the team that sequenced the coronavirus in record time - 48 hours -, who spoke on gender and race inequalities in science.



2
IN-PERSON
ACTIVITIES

4
ONLINE
ACTIVITIES

-  LIVE STREAM VIEWERS **6,729**
-  TOTAL VIEWS **8,142**
-  REACTIONS **40,558**



MAIN ACTIVITIES

IN-PERSON



At the beginning of the year, before the pandemic temporarily interrupted the Museum's on-site activities, the Observatory of Tomorrow promoted two in-person seminars on environmental themes. The event "Oil in the Guanabara Bay - 20 years", held on January 18, debated the social and environmental impacts of the largest oil spill to hit the Guanabara Bay, which occurred two decades ago. Then on

February 19, the water supply crisis that affected the capital and other municipalities of the state of Rio de Janeiro in early 2020 was the theme of an in-person / online event intitled "Water for Everyone? The water crisis in Rio de Janeiro". Learn more in In-Person Events, on [page 83](#).

THEME	DATE	SPEAKERS
Oil in the Guanabara Bay - 20 years	18/01	Alex Grael and Renato Machado
Water for Everyone? The water crisis in Rio de Janeiro	19/02	Maurício Ruiz, Márcia Dezotti and Paulo Canedo

ONLINE

THEME	DATE	SPEAKERS
Anthropocene is Pandemic: What changes for the world when the storm passes	20/03	Luiz Alberto Oliveira [Curator at the Museum of Tomorrow]
What changes for tomorrow with the pandemic?	09/04	Sérgio Besserman
What will post-coronavirus sustainable development look like?	24/04	Ricardo Abramovay
Science: necessary mappings	08/05	Jaqueline Góes





INSTITUTIONAL PROGRAMS

Our Institutional Programs play an important social role by promoting inclusive actions involving partners, the general public and, most especially, the local community. In 2020, in order to tackle the challenges posed by the new coronavirus pandemic, our programs gained new formats and initiatives. These included the “Friends in Solidarity” campaign, promoted by the Friends of Tomorrow program (NOZ) and local partners, to distribute resources and basic food baskets to families in the state of Rio de Janeiro and people experiencing homelessness assisted by the With One Voice Choir project. Other initiatives reinforced the Museum of Tomorrow’s commitment to a socially sustainable future, such as the Inspire Science program, sponsored by IBM, which took place remotely for the first time, and which trained 138 educators from across the country, fostering new educational approaches to learning science.

Projects such as Between Museums, sponsored by Engie, and the Evidence of Afro-descendant Cultures program, presented by Shell, also sparked reflection on cultural identity and a sense of belonging to the city, in addition to addressing issues of racial and social inequality, among other struggles and achievements of the Afro-Latin population. The Vegetable Garden of Tomorrow, reactivated in 2019 as part of the temporary exhibition “Food for tomorrow - feeding 10 billion”, also became part of the Museum’s 2020 programming, with activities in the pre-quarantine period and after reopening. Learn more about these 2020 initiatives on the following pages.



MEDIATED VISITS

SPONSORSHIP: AMERICANAS

Mediated visits are one of the Museum of Tomorrow's main tools for education and inclusion. From January to March, the months preceding social isolation, educators accompanied more than 3,000 visitors (pre-scheduled groups and walk-ins) through the Museum's spaces and themes related to the permanent exhibition. Through this interactive experience, the Museum has sought to foster the public's engagement, awakening skills, sparking reflection and encouraging new visions of possible tomorrows. Respect for diversity – one

of the Museum of Tomorrow's core values – is a strong presence in the institution's educational area, which has increasingly expanded its accessibility resources. This year alone, 172 visitors participated in our "Walking Through Tomorrow" mediated sign language tours. In addition, the Cognitive & Sensorial Tours also featured new elements and games related to the permanent exhibition's five thematic axes, designed to meet the needs of people with intellectual or mental disabilities.

3,308

VISITORS
JAN – MAR

159

GROUPS
SCHEDULED

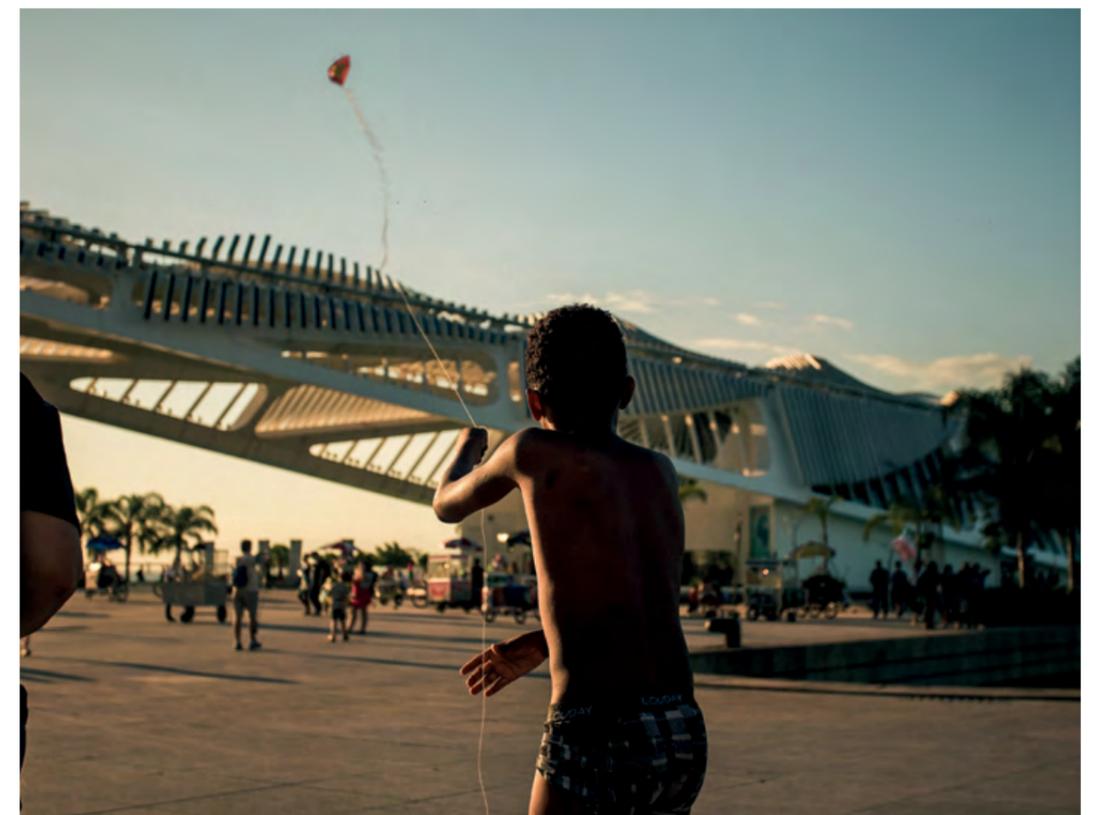


NEIGHBORS OF TOMORROW

Faced with the pandemic in 2020, the Museum of Tomorrow further strengthened its ties to surrounding communities, reaching more than 5,000 families participating in the Neighbors of Tomorrow project. This initiative involves local port area residents, and the neighborhoods of Saúde, Gamboa, Santo Cristo, Morro da Conceição, Morro do Pinto, Morro da Providência and Morro do Livramento. In addition to offering free admission to the Museum, the program actively engages the local public in the collective process of co-creating Tomorrow, through cultural and social activities developed by the Museum and partners.



5,071
NEIGHBORS
REGISTERED



BETWEEN MUSEUMS TODAY

SPONSORSHIP: 

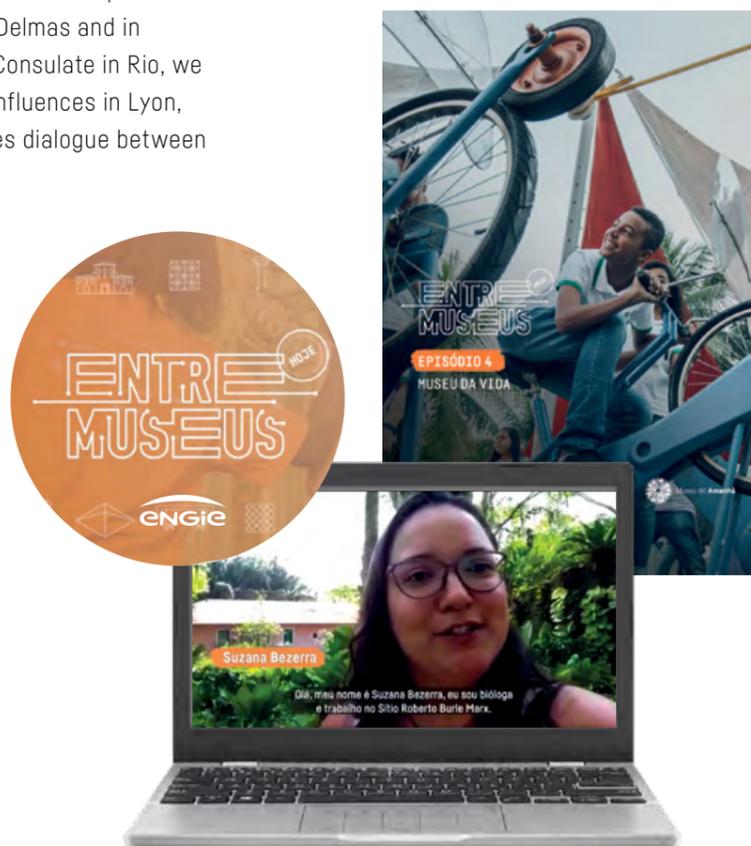
In order to adapt to the social isolation context of 2020, the Between Museums project, designed to engage and educate school communities and NGOs in the city's port area, created Between Museums Today: a series of videos with highlights from partner museums' collections. Throughout the year, the content, made available through the Museum of Tomorrow's communication channels and social networks, presented historical and little-known facts of eleven partner museums from Rio de Janeiro and – for the first time – from abroad. In a special episode, mediated by Virgile Delmas and in partnership with the French Consulate in Rio, we welcomed the Musée des Confluences in Lyon, a cultural space that promotes dialogue between

natural history, anthropology, societies and civilizations. Since 2017, the Between Museums project, sponsored by Engie, has been promoting exchanges between students living in the port area and the city's educational and cultural spaces, in addition to facilitating the exchange between teachers and museum educators. The concept is to democratize access to knowledge, art and science as forms of expression and tools for social transformation, as well as to motivate their sense of identity and belonging to the city.

12,438
TOTAL VIEWS

FACEBOOK **3,724**
INSTAGRAM **8,714**

11
MUSEUMS INVOLVED



EPISODES	MUSEUM	DATE	SPEAKERS
1 	Casa do Pontal Museum	29/07	Cecilia Einsfeld
2 	Museum of Modern Art of Rio de Janeiro (MAM)	05/08	Lais Daflon
3 	National Museum of Fine Arts (MNBA)	12/08	Lais Daflon
4 	Museum of Life	26/08	Hilda Gomes and Suzi Aguiar
5 	Bispo do Rosário Museum	16/09	Rennan Carmo
6 	National Museum	01/10	Aline Miranda
7 	Rio Art Museum (MAR)	14/10	Fernando Porto and Rita Valentim
8 	Sítio Roberto Burle Marx	28/10	Suzana Bezerra
9 	Museum of Astronomy and Related Sciences (MAST)	11/11	Cláudia Matos and Flávia Requeijo
10 	Pretos Novos Institute (INP)	25/11	Rafaelle Guimarães
11 	Musée des Confluences (France)	23/12	Virgile Delmas

INSPIRE SCIENCE

SPONSORSHIP: 

Inspire Science is a capacity-building program for primary education teachers, devised to strengthen science education teaching methods in Brazil. Presented remotely for the first time in October and November 2020, 138 educators were selected from all regions of the country and trained during five virtual sessions (totaling 16 hours/class). Led by scientists and experts from various fields, the course explored fundamental themes from Astronomy, Geology, Paleontology, Biology and Ecology, as well as investigative teaching approaches and other methodologies for face-to-face and remote teaching. Since its creation in 2018, the initiative has already trained more than 318 teachers and reached over 136,000 students from 509 schools.

138
TEACHERS
TRAINED

16
HOURS/CLASS

ACCESS:



In addition, on March 26, the program announced two major new features: the website inspiriencia.org.br/en, aiming to assist teachers with lesson plan development by facilitating their interaction with content and educational tools; and the second volume of the book *Inspira Ciência - Fortalecendo o ecossistema da educação* [Inspire Science - Strengthening the Education Ecosystem], with articles, creative low-cost experiments, and the experiences of educators who participated in the second and third editions of the program, held in 2019.



RESEARCH

The survey, answered by 86 teachers who have participated in the program (62% from this edition) - reinforced the impact and importance of the capacity-building initiative for educators:

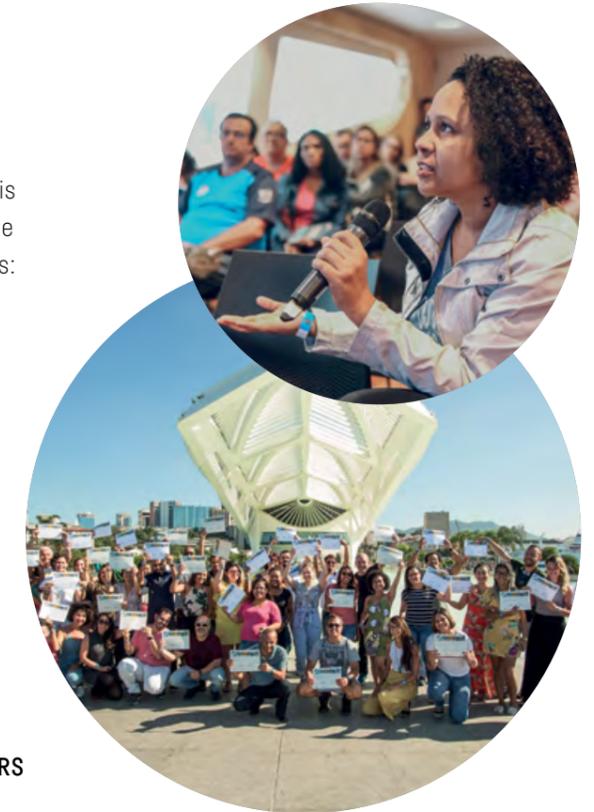
9.8
AVERAGE GRADE GIVEN BY
TEACHERS FOR THE PROGRAM

100%
OF THE PARTICIPANTS DECLARED
THEY LEARNED SOMETHING
NEW FROM THE PROGRAM

100%
OF PARTICIPATING TEACHERS WOULD
RECOMMEND THE PROGRAM TO OTHER TEACHERS

98%
OF THE TEACHERS AFFIRMED THAT THE TOOLS
PRESENTED BY THE PROGRAM HELP IN
DEVELOPING CLASSES FOR FACE-TO-FACE
AND REMOTE TEACHING

82%
WORK IN PUBLIC
SCHOOLS



“[...] HAVING THE OPPORTUNITY TO LEARN FROM EXPERTS, IT WAS AS IF THE UNIVERSE OPENED UP TO ME.”

PUBLICATION

INSPIRE SCIENCE VOL. 2 - STRENGTHENING THE EDUCATION ECOSYSTEM

Brings together articles, creative low-cost experiments for the classroom, and examples of lesson plans created by teachers from past editions.

LEARN MORE:



THE VEGETABLE GARDEN OF TOMORROW



The Vegetable Garden of Tomorrow is a space for thinking about and experimenting with new concepts of healthy and sustainable food. The community garden, installed in the Museum of Tomorrow's "backyard", is a "living laboratory" where environmental education activities developed by the institution's educational team take place. In 2020, during the pre-pandemic and post-opening periods, the program promoted six in-person gatherings with the local community and visitors, who were invited to get their hands dirty and learn agroforestry-based planting techniques.



6
GATHERINGS

53
PARTICIPANTS



VEGETABLE GARDEN OF TOMORROW WORKSHOPS

In January and February 2020, the Museum hosted workshops at the Vegetable Garden of Tomorrow, the continuation of a project that began in 2019 as part of the temporary exhibition "Food for tomorrow - feeding 10 billion". The activity was led by the Museum of Tomorrow's Education Nucleus, in partnership with Carpe Projetos Socioambientais, Estúdio Nua, and ForcePlast. The two workshops dealt with the theoretical and practical concepts of cultivating community gardens in urban environments: from soil preparation, planting and harvesting to the therapeutic uses of different plant species.

2
WORKSHOPS

28
PARTICIPANTS



DIALOGUES FOR SUSTAINABILITY

Building bridges and pathways to a more sustainable society – this is the proposal of the “Dialogues for Sustainability” series. In 2020, six online events were broadcast via the Debate Room and YouTube, featuring renowned specialists discussing pressing issues related

to how humanity’s main environmental impacts affect life on the planet. Water resource management, deforestation and its relation to pandemics, urban mobility, climate change and sustainable practices for the disposal of organic waste were some of the discussion highlights.

6
MEETINGS

842
LIVE STREAM VIEWERS



EPISODES	THEME	DATE	SUMMARY	
1	Reforestation and the pandemic Presented by Santander	30/06	Environmental experts spoke of the importance of preserving native forests for maintaining ecosystem services, such as water and the climate balance.	48
2	Water and Development	15/07	Chat about the right to access safe drinking water and basic sanitation with journalist André Trigueiro, one of Brazil's leading communicators on environmental issues.	428
3	Urban mobility and peripheries	18/08	The advancements and challenges of urban mobility and incentive policies for bicycles as a means of transportation were the key topics for this debate mediated by activist Zé Lobo from the NGO Transporte Ativo.	18
4	Disseminating scientific information and climate change	09/09	Experts debated new studies that point to the increase in global greenhouse gas emissions by 2030 and the challenges nations face to curb global warming.	37
5	Composting Today and Tomorrow: Challenges of organic waste	14/10	Guests discussed legislation, progress and obstacles to disposing of wet household waste, highlighting composting as a sustainable solution.	161
6	Restingas, dunes and mangroves: what changes in the country?	11/11	The conversation probed the possible impacts of extinguishing the laws that protect mangroves, dunes, and restingas on the Brazilian coast, considered as Permanent Preservation Areas (PPAs).	35



PRESENTS:

EVIDENCE OF AFRO-DESCENDANT CULTURES

Since it was created in 2016, the Evidence of Afro-descendant Cultures program has been a broad “listening place” for Afro-Brazilian voices to share their knowledge, experiences and achievements with the public at large. The program highlights Afro-Latin peoples’ culturally rich contribution and Afro-Brazilian representativeness in the construction of Brazilian social identity. In 2020, from June to December, seven monthly gatherings were held on topics related to negritude, or “blackness”. The events were livestreamed on the Museum’s YouTube channel and highlighted the importance of rescuing traditions of African origin and carrying out affirmative action to combat racial and gender inequalities. Learn more about this year’s events:

7
GATHERINGST

LIVE STREAM VIEWERS **2,149**

TOTAL VIEWS **5,786**

REACTIONS **40,629**



EPISODE	THEME	DATE	SUMMARY	
1	Digital Influence	05/05	Afro-Brazilian influencers, youtubers and content creators chat about the visibility of the black population in social networks, digital platforms and the audiovisual market.	2,338
2	Subjectivities and narratives	25/06	Chat about the fight against racial inequalities, starting from the recognition of existing privileges and exclusionary stereotypes reproduced by the media.	291
3	Intersectionality: methodology and practice	22/07	Debate on how black women, especially in Afro-Latin America, have been joining forces to fight the various oppressions they suffer.	229
4	Afrofuturism: Black Protagonisms in Science and Innovation	26/08	Debate on ancestry, innovation and technology as the central themes of the movement to affirm black people’s power as protagonists of new tomorrows.	475
5	Racism, Empowerment and Self-Care	23/09	Reflection on the ways to deconstruct stereotypes, the importance of self-care, and the strengthening of inclusive actions for black people with disabilities.	210
6	Black Childhood	28/10	The Afro-Brazilian oral tradition as a tool for awakening imaginations and learnings, and stimulating the construction of black children’s identity.	368
7	Aquilombamento	25/11	Reconnecting with the ancestry of Afro-descendants as a path towards the collective construction of a more just and anti-racist society.	252

FRIENDS OF TOMORROW PROGRAM [NOZ]

TO BECOME A MEMBER, ACCESS:



Since it was created in 2016, the program has mobilized a large network of supporters, who contribute to funding special projects at the Museum. Different annual subscription plans - Individual, Student and Family - enable the Friends of Tomorrow to sponsor activities and events related to the core pillars of the institution.

IN 2020:

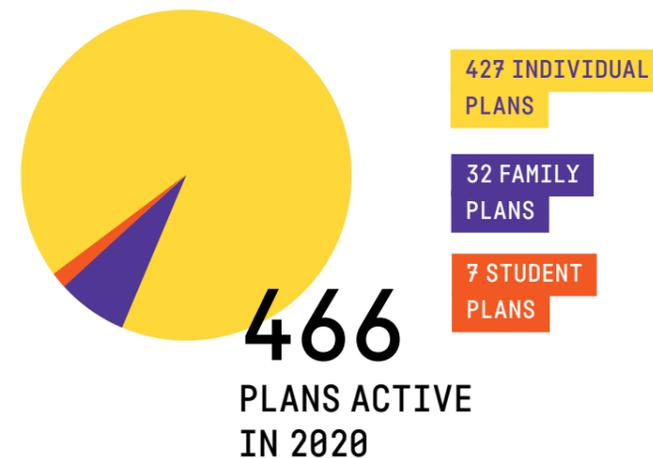
763
MEMBERS AND DEPENDENTS

126
NEW MEMBERS

340
PLAN RENEWALS



Throughout 2020, 984 friends joined the program, which offers exclusive benefits to members, such as unlimited, free and fast-tracked admission to the Museum; access to special activities; mediated tours with exhibition curators; and exclusive discounts with our partner organizations. Due to the Museum's temporary closure between March and August, 243 friends' plans were extended for an additional six months. The program ended the year with 763 active members.



FRIENDS IN SOLIDARITY

With the slogan "Be a Friend to Our Neighbors", the 2020 solidarity campaign collected almost R\$1 million in donations, benefiting more than 8,000 families living in the area around the Museum of Tomorrow, as well as in neighboring cities across the state of Rio de Janeiro - those who have been most affected by the pandemic. The initiative, promoted by the Friends of Tomorrow program, in partnership with existing local community organizations, benefited 1,000 families with R\$100 food stamp cards, which were recharged in May and June. In August, following a new donation collection, another 454 families were given the same amount. The campaign also financed the purchase of more than 6,000 basic food baskets, delivered by local partners to families in need. In September and October, the initiative also ensured food for 30 people experiencing homelessness, assisted by



the sociocultural With One Voice Choir project. Donations were received from individuals through the Benfeitoria and Ame Digital platforms, in addition to contributions from partner companies BTG-Pactual and BBM. Two donation categories were organized: Free Donation, starting at R\$20; and Social Friend, for amounts upwards of R\$120 - which granted membership to the Friends of Tomorrow Program and the opportunity to support other causes of the Museum.

R\$ 985,699
COLLECTED

8,288
FAMILIES BENEFITED



1,454
FOOD STAMP CARDS

6,834
BASIC FOOD BASKETS DONATED

LOCAL PARTNERS:

NGO Sparta Rio, Providenciando a favor da vida, Casa Amarela Providência, Lanchonete Cultural Association - Lanchonete Escola Por Vir, NGO Gamboa Ação, Vizinha Faladeira, Galpão Aplauso, Galeria Providência.

YOGA AT THE MUSEUM

Aware of the importance of self-care in promoting physical and mental health during the pandemic, the Museum of Tomorrow adapted its regular yoga classes – an ancient practice of postures, stretching and meditation – to an online format. Teacher Gunatiita (initiated in meditation by the Indian organization Ananda Marga and founder of UNA Meditation) led classes for developing self-knowledge and relaxation in order for participants to relieve stress and anxiety throughout the year, especially during the period of social isolation.



3
IN-PERSON
LESSONS

89
PARTICIPANTS

38
LIVE STREAMED
CLASSES

LIVE STREAM VIEWERS 14,210

TOTAL VIEWS 18,343

REACTIONS 276,063

BOOK CLUB

In 2020, the Book Club stimulated discussion around themes related to the Museum’s curatorship and programming through a series of fiction and non-fiction books. The project involved 12 monthly meetings (in-person and online) and was carried out in partnership with the Friends of Tomorrow - NOZ program and, for the first time, the Blooks Bookstore.

*Friends of Tomorrow got a 20% discount when purchasing the book of the month, while all other participants got a 10% discount at Blooks’ physical (Botafogo, Rio de Janeiro) and online stores.



12
MEETINGS

188
TOTAL PUBLIC



2020 BOOKS

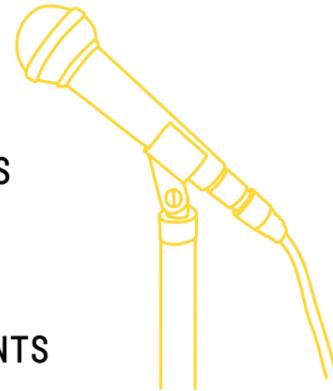
MEETING	BOOK	AUTHOR	DATE
1	"Other Minds: The Octopus, the Sea, and the Deep Origins of Consciousness"	Peter Godfrey-Smith	25/01
2	"O corpo encantado das ruas" [The enchanted body of the streets]	Luiz Antonio Simas	15/02
3	"A ridícula ideia de nunca mais te ver" [The ridiculous idea of never seeing you again]	Rosa Monteiro	28/03
4	"Our House is on Fire: Scenes of a Family and a Planet in Crisis"	Greta Thunberg, Svante Thunberg, Beata Ernman and Malena Ernman	25/04
5	"The Left Hand of Darkness"	Ursula K. Le Guin	16/05
6	"A Long Petal of the Sea"	Isabel Allende	20/06
7	"Memoirs of a militia sergeant: a novel"	Manuel Antônio de Almeida [Translated into English by Ronald W. Sousa]	18/07
8	"Factfulness: Ten Reasons We're Wrong About the World - and Why Things Are Better Than You Think"	Han Rosling com Ola Rosling and Anna Rosling Rönnlund	15/08
9	"Pai, pai" [Dad, Dad]	João Silvério	19/09
10	"Ideas to Postpone the End of the World"	Ailton Krenak [Translated into English by Anthony Doyle]	24/10
11	"Brown and Yellow"	Paulo Scott [Translated into English by Daniel Hahn]	28/11
12	"Cem dias entre céu e mar" [One hundred days between sky and sea]	Amir Klink	19/12

WITH ONE VOICE CHOIR

The Brazilian Coral Uma Só Voz [With One Voice Choir] aims to boost the dignity and self-esteem of people experiencing homeless. In partnership with the NGO People's Palace Project [London], and as part of an exchange with Arts & Homelessness International, the initiative offers music and theater classes, as well as meals, to more than 30 choir members. Even with the interruption of rehearsals from March onwards, the museum continued to provide assistance to project participants throughout the year. After the reopening in September, the rehearsals were complemented with cultural workshops and debates about citizenship, rights and duties. The group, which performs periodically at the Museum of Tomorrow, has already sung at important events and cultural spaces around the city, including the Theatro Municipal.

4
IN-PERSON
REHEARSALS

+30
PARTICIPANTS



LET'S TALK ABOUT IT?

A meditation space for sensitive social issues, "Let's Talk About It?" addressed issues that directly and indirectly affect different segments of society, but are rarely reflected on in our daily lives. Throughout 2020, the Museum of Tomorrow, in partnership with the Municipal Secretariat for Social Assistance and Human Rights (SMASDH), hosted four conversation circles: the first one in person and the remainder via the Museum's digital platforms.

1,181
PARTICIPANTS



EPISODE	THEME	DATE	SUMMARY	
1	Religion, Culture and Social Experience	21/01	In-person chat on the influence of religion on culture beyond religious intolerance and from the standpoint of social experience.	29
2	Surviving the Pandemic	27/07	The impacts of the pandemic on physical and mental health, as well as the difficulties and lessons learned from social distancing [discussion hosted on Facebook].	1,036
3	The deaf Community and Racism	29/09	The fight against racism within the deaf community, featuring civil society and public authority representatives [discussion hosted in the Museum's Virtual Room]	73
4	Right to the City	30/11	Current and future generations' individual and collective rights and ethical commitment to using the city [discussion hosted in Museum's Virtual Room].	43



2020 PROGRAM

Since its inauguration, the Museum of Tomorrow has offered a consistently diverse and inclusive program, stimulating important reflections on how scientific, historical, and social progress impacts a world in constant transformation. In 2020, the year we witnessed the first pandemic of the 21st century, the Museum responded with resilience and creativity to the challenges that arose, adapting its programming to new formats and addressing relevant themes of interest in the current context. As an alternative to social distancing, in March we created **#museuemcasa**, a series of online activities, broadcast via our digital channels. The Museum's regular program activities also migrated to the online format, especially during the period when the physical space was closed to visitors. In addition, the year's main thematic axes - the Amazon, Intelligent Cities, Oceans and Accessibility -, gave way to a new approach under the prism of the Coronacene

IN 2020, THE YEAR IN WHICH WE WITNESSED THE FIRST PANDEMIC OF THE OF THE 21ST CENTURY, THE MUSEUM RESPONDED WITH RESILIENCE AND CREATIVITY TO THE CHALLENGES THAT AROSE.

- an expression coined by curator Luiz Alberto Oliveira to define the new coronavirus period in the Anthropocene era. Climate emergency, racial and gender equality, innovative trends in science and technology, as well as the effects of the pandemic on the world of today and tomorrow were some of the main themes presented throughout the year.

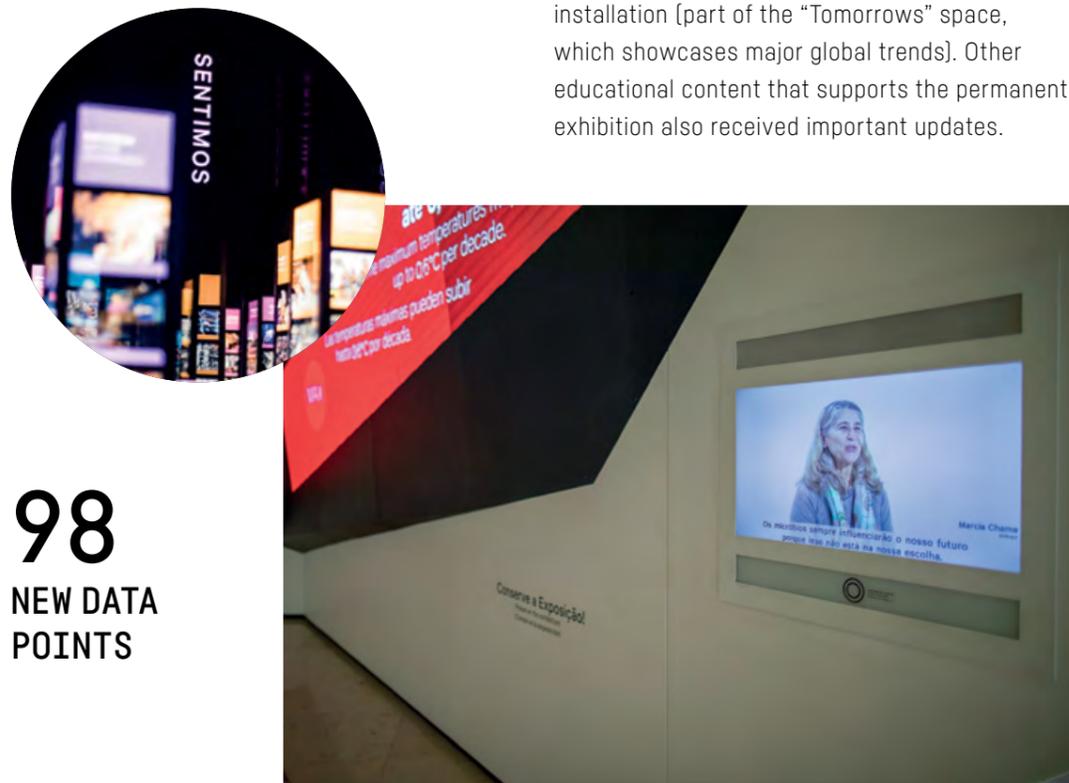
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PERMANENT EXHIBITION UPDATE

The Museum of Tomorrow's permanent exhibition encompasses five major themes – Earth, Anthropocene, Cosmos, Tomorrows and Us – inviting us to reflect on humanity's questions for the ages. In 2020, the exhibition was updated with 98 data points, including information from various areas of knowledge. The "Earth is Blue" interactive installation (in the "Cube of Matter", which is part of "Earth", the second part of the exhibition), photos and satellite images reveal

how the planet reacted to the reduced human activity during quarantine, which changed the landscape of metropolises. Similarly, the "Growth of Understanding" video (part of "Anthropocene", the center of the exhibition), which presents the history of the environmental movement, was upgraded with information on how this event impacts the history of science. An overview of the characteristics of the coronavirus, including how it emerged and how it reached humans, was incorporated into the "Biodiversity" interactive installation (part of the "Tomorrows" space, which showcases major global trends). Other educational content that supports the permanent exhibition also received important updates.



98
NEW DATA
POINTS



TEMPORARY EXHIBITIONS

4 MILLION ENCOUNTERS - MEMORIES OF TOMORROW

17/12/2019 - 20/02/2020

In 2019, the Museum of Tomorrow celebrated its four-year anniversary and reached the 4 million mark for visitors since inauguration. To celebrate, the temporary exhibit “4 million encounters - Memories of Tomorrow”, on display from 17 December 2019 to 20 February 2020, showcased a timeline with important project milestones. In addition to the awards received by the institution, such as the Leading Culture Destinations Awards 2018 (known as the “Oscars of Museums”), the exhibit presented a series of educational games. An homage to the Museum’s local neighbors took the form of projected texts in the exhibit. In December 2020, the Museum of Tomorrow celebrated its fifth anniversary [learn more on [page 86](#)].



im.fusion

IM.FUSION

29/10/2020 - 29/11/2020

The immersive technological experience, held from October 29 to November 29, explored how different spatial dimensions provide different experiences. Designed to make visitors reflect on how we relate to the micro and the macro, museumgoers could observe colorful shapes and interact with different projections and special effects, ranging from the vision of a molecule, to the reality of a forest, to the full scope of the universe. The on-site activity, developed in partnership with DeepLab Project and Dellarte, took place after the Museum reopened, and was limited to six visitors per session (with prior registration).

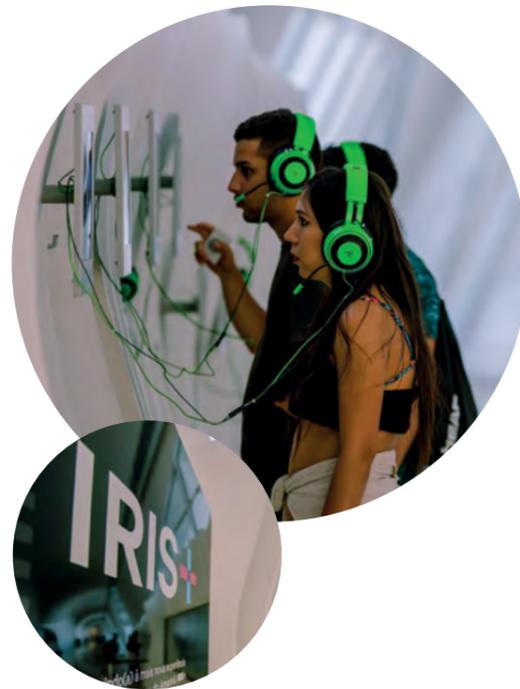


3,527
VISITORS

IBM PRESENTS:

NEW FEATURES OF IRIS+

The IRIS+ project (the Museum of Tomorrow's virtual assistant), developed in partnership with IBM, operates as an extension of the permanent exhibition, uniting technology, interactivity and social justice. The project began in December 2017, and in February 2020, IRIS+ received a new design and system update, featuring 250 initiatives aligned with the UN SDGs, with which visitors can interact. Other new features were also implemented this year, such as accessibility for the hearing impaired, and the function of sending photos of visitors' museum experiences directly to their emails.



ON-SITE ACTIVITIES

OIL IN THE GUANABARA BAY – 20 YEARS

On Guanabara Bay Day (January 18), the Observatory of Tomorrow hosted a discussion surrounding the social and environmental impacts of the 1.3-million-liter oil spill in the second largest bay on the Brazilian coast. Speakers included environmentalist Axel Grael (who was Municipal Planning Secretary of Niterói at the time of the spill), and Renato Machado, Federal Attorney, who worked for eight years on cases related to the Duque de Caxias Refinery, responsible for rupturing the Petrobras pipeline.

56
TOTAL
PUBLIC



**WATER FOR EVERYONE?
THE WATER CRISIS IN RIO DE JANEIRO**

***ONLINE AND IN-PERSON**

One of the biggest water crises in the history of Rio de Janeiro, which affected the water supply of the capital and some neighboring municipalities in early 2020, was the theme of the seminar “Water for Everyone? The water crisis in Rio de Janeiro”. The event, which took place on February 19 at the Observatory of Tomorrow (live streamed on Facebook by the Museum of Tomorrow), brought together experts in water resources and public service leaders, including Maurício Ruiz, the regional president of the National Association of Municipal Environment Agencies of Rio de Janeiro (ANAMMA RJ) and former Secretary of the Environment of Volta Redonda, Márcia Dezotti, professor of the Chemical Engineering Program of COPPE-UFRJ, and Paulo Canedo, professor of the Civil Engineering Program of COPPE-UFRJ.



51
IN-PERSON PARTICIPANTS

ONLINE VIEWERS
1,424

10-YEAR-OLD GIRLS

On March 3 and 7, as part of the program dedicated to International Women’s Day, the Museum of Tomorrow hosted the second edition of the “10-year-old Girls” project, inspired by a UN Population Fund (UNFPA) report, which shows how the lives of girls are radically transformed from this age onwards. A new group of girls, neighbors and partners of the Museum of Tomorrow met with participants from the first edition (2017), to recount their experiences and continue debating the themes raised in the first meeting. In all, 29 girls between 10 and 15 years of age participated in the activity, which also brought together several human rights specialists. Data and studies regarding the representation of women in the city and in science were presented, and the importance of protecting Brazilian girls was addressed.



29
TOTAL AUDIENCE



**CHILDREN’S DAY:
WHAT TOMORROWS CAN WE IMAGINE?**

***ONLINE AND IN-PERSON**

During the Week of the Child, from October 10 to 17, the Museum of Tomorrow hosted a series of online and offline recreational and educational activities, devised to awaken the curiosity of tomorrow’s citizens. Sixth grade students and teachers from the Padre Doutor Francisco da Motta School participated in an online chat about the great questions of humanity. The workshop “Bicycle Games” held in the Museum’s atrium, available for children up to 5 years old, proposed games to help develop balance and self-confidence. In the “Cube of Life” interactive installation and the Vegetable Garden of Tomorrow, children were introduced



to the concept of agroforestry and encouraged to reflect on the development of life on the planet. The monthly Rolê Sapiência program, which proposes an accessible debate on social and scientific subjects, brought together children, teenagers and educators for an online conversation around the theme “Women in Science”.



21
TOTAL AUDIENCE



ANNIVERSARY OF THE MUSEUM OF TOMORROW

In 2020, the Museum of Tomorrow completed five years of disseminating knowledge and encouraging a more harmonious coexistence between humans, living beings and the planet. To mark the date (officially celebrated on December 17), the museum promoted a special week-long program, designed to reinforce the importance of cultivating collective dreams and expanding “tomorrows”. Get to know some of the activities:

402
TOTAL AUDIENCE



“SACRED HERBS” WORKSHOP

On December 12, Mãe Celina de Xangô, manager of the Pequena África cultural center, shared her ancestral knowledge about Afro-Brazilian religions’ use of herbs in healing and protection. The activity, linked to the Evidence of Afro-Brazilian Cultures and Vegetable Garden of Tomorrow programs, took place in the Museum’s Terreiro de Curiosidades space and ended with visitors planting herbs in the garden.

IN-PERSON PARTICIPANTS 22



SANTANDER PRESENTS SUSTAINABLE DEVELOPMENT GOALS TODAY

To reflect on the applicability and relevance of the 17 Sustainable Development Goals (SDGs) to Brazilian social reality, the Museum of Tomorrow invited biologist Débora Foguel, journalist Flávia Oliveira and human rights activist Raul Santiago to a chat on our YouTube channel. The online panel took place on December 18 as part of the Tomorrows Here and Now program. The participants analyzed the Museum’s trajectory and the contributions it has made to fulfilling global goals over the past five years.

BOOK CLUB: “ONE HUNDRED DAYS BETWEEN SKY AND SEA”

The Book Club, which takes place every third Saturday of the month, commemorated the Museum of Tomorrow’s five-year mark by discussing the book “One Hundred Days between Sky and Sea”, written by Brazilian navigator and writer, Amyr Klink. The book was also chosen as a warm-up for the debate on the Decade of Ocean Science for Sustainable Development (2021-2030), decreed by the UN. The first activity, held on December 19 in the Museum’s Virtual Room, is a partnership between the program Friends of Tomorrow - NOZ and Blooks Bookstore.



LIVE STREAM VIEWERS 380
TOTAL VIEWS 500
REACTIONS 7,098

YOGA CLASS

On December 19, closing the anniversary week celebrations, the “Museum of Tomorrow Yoga Masterclass”, taught by Gunatiita (founder of the UNA Meditation organization and creator of Rio Desperta) was live streamed to the public via the Museum’s YouTube channel. It was filmed in the Museum’s lounge, where the practice took place.

#MUSEUEMCASA



The Museum of Tomorrow's #museuemcasa program, a jam-packed schedule of live streamed panels, workshops, virtual exhibitions, mediated visits, and other online experiences, was designed to facilitate public access to educational and cultural content during the pandemic and stimulate reflection on everyday topics. Starting in March, when on-site activities were interrupted, the entire Museum program – including institutional programs – was restructured to ensure continuity via the Museum's main digital channels: the official website, YouTube, Facebook and Instagram, among other platforms. The existing 2020

programming and the main issues caused by the pandemic were the starting points for themes addresses throughout the year.

In addition to migrating several pre-existing institutional programs online, such as the Between Museums Today, Evidence of Afro-Brazilian Cultures, Dialogues for Sustainability, Yoga at the Museum and the Book Club programs, #museuemcasa also hosted the brand-new Tomorrows Here and Now program, a space to project – and dream of – a fairer future based on a deeper understanding of the social and technological transformations we are currently undergoing.



40
WEEKS



69,993
LIVE STREAM
VIEWERS



100,531
TOTAL
VIEWS



937,325
REACTIONS



106
ONLINE ACTIVITIES
[LIVE STREAMED
PANELS, WORKSHOPS,
DEBATE ROOMS]



14,076
HOURS OF
VIEWING

VIRTUAL EXHIBITIONS

Even before the coronavirus pandemic took the world by surprise, digital museum experiences were already trending. Alongside other leading cultural spaces around the world, the Museum of Tomorrow can be toured virtually, which enables visitors to navigate through spaces and works of art via innovative platforms. In 2020, digital and interactive tools provided an alternative for the public to get to know the Museum without ever having to leave home. Virtual exhibitions had a significant increase in visitation from March, which marked the beginning of the quarantine and temporary closure of the Museum.

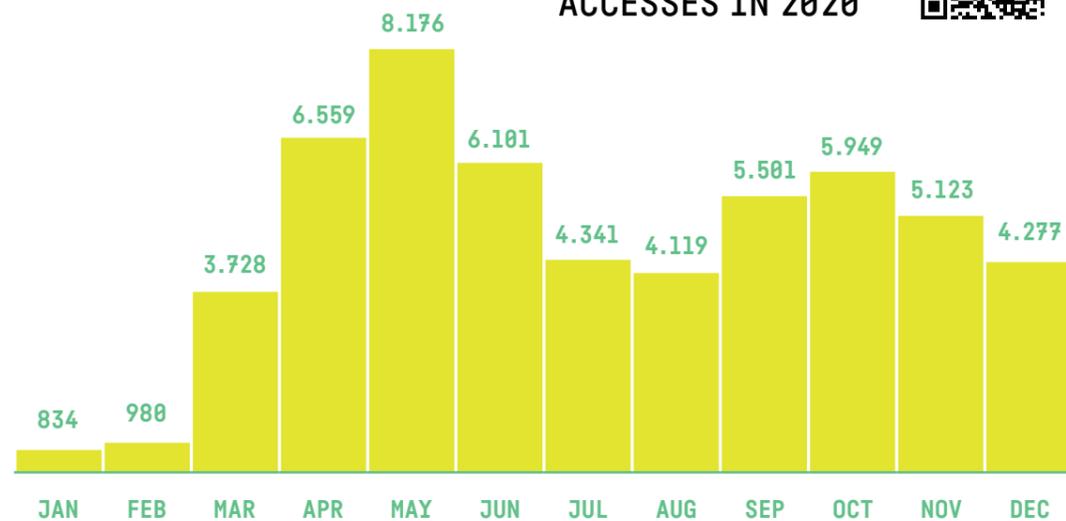


GOOGLE ARTS & CULTURE

The Museum of Tomorrow currently offers 17 online experiences through Google Arts & Culture, a platform for virtual visits of artistic works and exhibitions from museums around the world. Among them, the exhibition “Inovações - Creations Brazilian Style” [on display at the Museum of Tomorrow in 2017 - 2018], offers interaction resources and panoramic navigation. In 2020, access to the Museum’s profile on the platform had a significant jump from March onwards, when the pandemic began.

55,708
ACCESSES IN 2020

ACCESS:



VIRTUAL TOUR - INOVAÇÕES: CREATIONS BRAZILIAN STYLE

On September 24, the exhibition “Inovações: Creations Brazilian Style”, which displayed Brazilian innovations and creations that have positively impacted the lives of people around the world [on display at the Museum of Tomorrow in 2017 - 2018], could be revisited in a virtual mediated visit by the Museum’s Content Manager, Leonardo Menezes, and educator Hérica Lima. The activity, hosted in the Museum’s Virtual Room, guided visitors through inventions and proposed a debate on the Brazilians’ creative capacities.



ACCESS:



ACCESS:



360° VIRTUAL TOUR FOOD FOR TOMORROW - FEEDING 10 BILLION

SPONSORSHIP CARREFOUR

A big audience success in 2019, the “Food for tomorrow - feeding 10 billion” exhibition returned to the Museum of Tomorrow’s program in April 2020 in the format of a 360° virtual tour, which was adapted for the pandemic context and available via the Museum’s official website. The exhibition presents possible paths for the challenge of sustainably feeding over 10 billion people, the global population expected by 2050. Users can access exhibition videos and other educational content, navigating through all the rooms, interactive spaces and external area of the Museum.

TOMORROWS HERE AND NOW

Understanding how constantly accelerating transformations impact the world of tomorrow is one of the Museum’s main missions. In March, faced with the uncertainties caused by the pandemic, the museum debuted the Tomorrows Here and Now program, a series of online debates and interviews about how our actions influence the future. The Coronacene, as the curators refer to the current coronavirus phase of the Anthropocene, was one of the program highlights, presenting current themes and trends in the areas of Environment, Sociology, Science and Philosophy.

33
LIVE STREAMED
EVENTS



SHELL PRESENTS

ANTHROPOCENE IS PANDEMIC: WHAT CHANGES FOR THE WORLD WHEN THE STORM PASSES

On March 20, a few days after social isolation measures officially began in the city of Rio de Janeiro, the first event of the #museuemcasa program “Anthropocene is pandemic: what changes for the world when the storm passes” was held. The curator of the Museum of Tomorrow, Luiz Alberto Oliveira, participated in a virtual chat on how the pandemic relates to the Anthropocene - or “the Age of Humans” - an era in which humanity’s actions have directly or indirectly impacted the sustainability of the planet.



LIVE STREAM VIEWERS 2,319
TOTAL VIEWS 2,800
REACTIONS 8,829

SHELL PRESENTS

WHAT CHANGES TOMORROW WITH THE PANDEMIC?

To talk about predictions for the post-pandemic future, the Museum of Tomorrow invited economist and ecologist Sérgio Besserman to participate in the live streamed conversation “What changes tomorrow with the pandemic?”, held on April 9. The specialist presented projections of possible changes in the world and explored how science is able to minimize the risks of a new mass human infection by other viruses, bacteria or microorganisms.

LIVE STREAM VIEWERS 3,324
TOTAL VIEWS 3,762
REACTIONS 11,290



SANTANDER PRESENTS

MENTAL HEALTH AND INEQUALITIES IN THE PANDEMIC

Mental health care in order to deal with the feelings of fear and uncertainty caused by social isolation was the theme of the event “Mental Health and Inequalities in the Pandemic”, held on May 29, with psychoanalyst Benilton Bezerra. The online chat explored current and future challenges for psychological well-being in situations of collective stress.



LIVE STREAM VIEWERS 4,000
TOTAL VIEWS 6,379
REACTIONS 36,988

NATURE HOUR: REFLECTIONS ON TOMORROW

As part of the Environment Day celebrations, the Museum of Tomorrow, in partnership with the UN Environment Programme, hosted two panels on socio-economic and environmental transformations in the Coronacene world. Two live chats were held on June 4 and 5: the first one featured photographer, humanist and environmentalist, Sebastião Salgado, and journalist and writer, Rosiska Darcy; the second virtual event featured a chat with singer Lenine about music and the environment.



	DAY 4:	DAY 5:
	LIVE STREAM VIEWERS 3,455	LIVE STREAM VIEWERS 3,316
	TOTAL VIEWS 4,805	TOTAL VIEWS 4,596
	REACTIONS 37,205	REACTIONS 34,451

GLOBONEWS PRESENTS

A NEW RELATIONSHIP WITH THE PLANET

The Tomorrows Here and Now program invited Gilberto Gil, one of Brazil's greatest music artists, to reflect philosophically on the world in the era of the pandemic. Gil shared sensitive insights into how he believes individuals relate to their inner and outer worlds, and his take on the difficult times the world has been going through. The chat, held on June 19 via the Museum's YouTube channel, had more than 3,000 live stream viewers, one of the largest audiences of the #museuemcasa program in 2020.

	LIVE STREAM VIEWERS 3,333
	TOTAL VIEWS 23,153
	REACTIONS 4,034



SANTANDER PRESENTS

TECHNOLOGICAL ACCELERATIONS DURING AND AFTER THE PANDEMIC

The impacts of the pandemic on technological processes, as well as the challenges of development and access to innovation in an unequal country such as Brazil, were the themes of the live broadcast "Technological accelerations during and after the pandemic". The event, held on July 10 via the Museum's YouTube channel, featured expert Silvio Meira, professor emeritus at UFPE, extraordinary professor at the Cesar School, and chief scientist at the TDS Company.

	LIVE STREAM VIEWERS 3,811
	TOTAL VIEWS 4,848
	REACTIONS 73,753

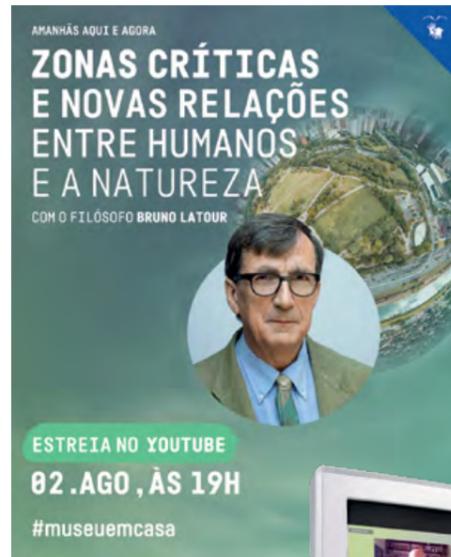


NARRATIVES FOR ENVIRONMENTAL CONSERVATION

On July 31, journalist and writer Sônia Bridi participated in an online chat about the importance of environmental and scientific journalism in the construction of a sustainable collective conscience. She also delved into how the emergence of new diseases relates to the exploitation of natural resources through deforestation, which forces wild animals to flee their natural habitat and invade urban areas.



	LIVE STREAM VIEWERS 495
	TOTAL VIEWS 728
	REACTIONS 37,486



INTERNATIONAL EDITION

CRITICAL ZONES AND NEW RELATIONS BETWEEN HUMANS AND NATURE

French philosopher and anthropologist Bruno Latour premiered the international series of Tomorrows Here and Now, with an interview recorded and broadcasted via the Museum's YouTube channel on August 2. Latour discussed the main challenges current and future societies face when tackling climate crises, which can further aggravate situations such as the COVID-19 pandemic.



-  **LIVE STREAM VIEWERS 1,984**
-  **TOTAL VIEWS 2,638**
-  **REACTIONS 14,498**

SHELL PRESENTS

FEMALE PARTICIPATION IN FIGHTING THE PANDEMIC

The impacts of the pandemic on women's life and work were the guiding themes for the "Women's participation in fighting the pandemic" debate, held on August 7, with Sueli Carneiro, philosopher, activist and director of the Geledés - Instituto da Mulher Negra, and Eliana Sousa Silva, researcher and founding director of the NGO Redes da Maré. The challenges faced by women health professionals - who represent the vast majority - in tackling COVID-19, in addition to their double workday overload and the high incidence of domestic violence, exacerbated by social isolation, were some discussion points from the virtual panel.



-  **LIVE STREAM VIEWERS 225**
-  **TOTAL VIEWS 285**
-  **REACTIONS 3,755**



SANTANDER PRESENTS

THE CONNECTION BETWEEN BRAINS AND MACHINES

The Tomorrows Here and Now program invited Brazilian neuroscientist Miguel Nicolelis (FP Global Thinkers 2015) to talk about the incredible potential of our brain and the possibility of transforming the power of thought into mechanical movements. Nicolelis is a consultant for the Museum of Tomorrow's permanent exhibition, and founder and director of the Andar de Novo project, developing innovations for people with paralysis. The interview took place on October 2, via the Museum's YouTube channel.



-  **LIVE STREAM VIEWERS 781**
-  **TOTAL VIEWS 1,107**
-  **REACTIONS 12,872**

IBM + GLOBO PRESENTS

ARTIFICIAL INTELLIGENCE (AI) IN CULTURE

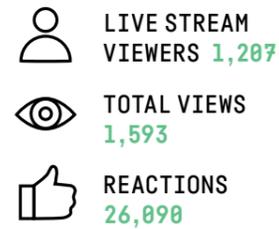
As part of the National Week of Science and Technology, the "Artificial Intelligence in Culture" debate, held on October 23, broadened the horizons of AI's creative application for building new arts and entertainment realities. The online panel, mediated by Rogério Quintino, professor at UERJ's Institute of Mathematics and Statistics, featured Fabrício Barth, Data & AI Technical Leader at IBM and professor at ESPM, and Daniel Monteiro, electronic engineer and manager of Globo's Media Tech Lab.



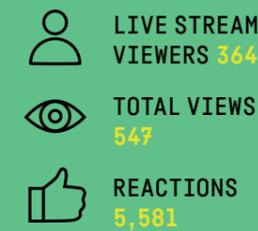
-  **LIVE STREAM VIEWERS 320**
-  **TOTAL VIEWS 460**
-  **REACTIONS 4,537**

PATHS TO SUSTAINABLE SOCIETIES

The series of online panels promoted by the Museum of Tomorrow, in partnership with the United Nations Environment Programme - UNEP, proposed reflections on some of today's main environmental issues facing Brazil and the world.



THEME	DATE	SPEAKERS
Indigenous Peoples' Day	15/08	The debate, in celebration of the International Day of Indigenous Peoples, addressed indigenous identity and representativeness in an increasingly globalized society. Guests: Célia Xakriabá and Paulo Vieira
The Biofuture of the Amazon	29/09	The sustainable development of the planet's most diverse ecosystem was debated as part of the monthlong Amazon programming at the Museum of Tomorrow. Guests: Noemia Kazue Ishikawa and Alcilene Cardoso
Our Oceans	6/11	In preparation for the Decade of Ocean Science for Sustainable Development (2021-2030) declared by the UN, the panel addressed conservation and the sustainable use of oceans, which are a source for several ecosystem services. Guests: Alexander Turra, Lika Souza and Maria Flor



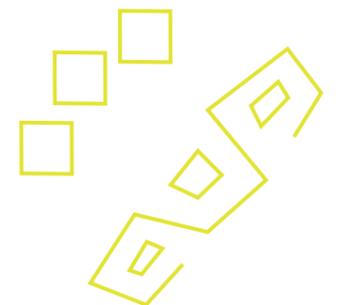
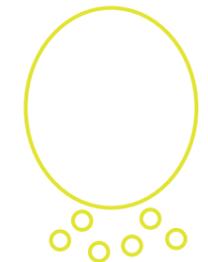
AMAZON IN FOCUS

In partnership with the National Institute for Space Research (INPE), the Museum of Tomorrow held an "Amazon in Focus" debate on November 26. The debate focused on issues relating to the present and future of the Amazon, connecting themes such as climate change, forest peoples, biodiversity, new development models and sustainability. The panel, mediated by Jean Ometto, senior researcher from INPE, featured experts from different areas of knowledge, including ecology professor from UFRJ, Fábio Scarano, researcher and mathematician Thelma Krug, ecologist and researcher from Goeldi Museum, Ima Vieira, and writer and journalist Sônia Bridi.



A MORE ACCESSIBLE TOMORROW

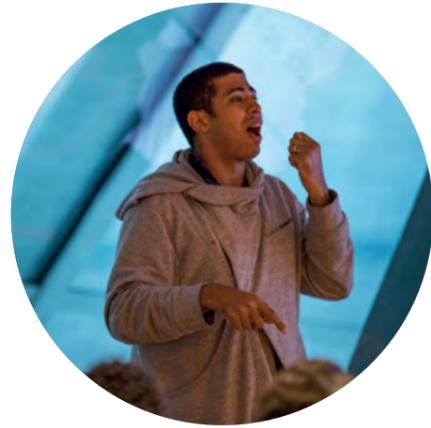
The Museum of Tomorrow was designed to be an inclusive physical and intellectual space. In addition to the building structure being adapted to suit people with different special needs, the Museum's programming is also inspired by the respect for difference. Through its Educational Program, the Museum has developed several accessibility projects aimed at visitors with sensory, motor or cognitive difficulties. In 2020, although reduced due to the pandemic, the program's main activities were adapted and maintained throughout the year. Check out what's new for accessibility:



COGNITIVE & SENSORY TOURS

SPONSORED BY LOJAS AMERICANAS

New elements and educational games were added to the Cognitive & Sensorial visits, designed to meet the needs of people on the autistic spectrum or with other cognitive disabilities, as well as their families and companions. The materials were devised to help visitors understand content related to the permanent exhibition's thematic axes: Cosmos, Life, Anthropocene, and Us, as well as the temporary exhibitions. From November onwards, the activity schedule reopened in strict accordance with the Museum's safe visitation protocol.



TRILHAR OS AMANHÃS EM LIBRAS

PATROCÍNIO LOJAS AMERICANAS

From January to March, before the on-site program was interrupted by the pandemic, 172 people participated in our “Walking Through Tomorrow” mediated sign language visits. This type of visit, available for groups and walk-ins, remained suspended after the Museum reopened. However, as of June, all chats, lectures, and workshops broadcast through the Museum’s digital channels featured simultaneous interpreting in sign language.

172 PARTICIPANTS

MUSEUM OF TOMORROW APPLICATION 2.0

The platform concentrates information about the Museum of Tomorrow’s programming – including updates during the pandemic and after the reopening –, as well as inclusive content with audio guides, audio descriptions and videos with sign language interpreting. The application also enables visitors to access and interact with extra content related to the permanent exhibition, as well as visual elements in augmented reality. In addition, it provides resources designed to enhance the visitation experience, such as online ticket purchases and tips on transportation options.

ACCESS:



GALLERY OF SHAPES

Through tactile and accessible sensory experiences, the gallery presents concepts from the Museum’s permanent exhibition to visually impaired and sighted people. Besides the descriptions in braille, visitors can interact with the scale model of the Museum of Tomorrow’s location in the port area, as well as a globe, graphics and other objects.

Since the return of in-person activities in September, the space has followed a strict security protocol against COVID-19, which includes sanitizing equipment and hands with alcohol gel before and after visitation.

SHELL PRESENTS

ELECTRIC CARTS

Since 2019, two electric carts – one adapted for wheelchair users –, assist visitors with reduced mobility, such as the elderly, pregnant women, and people with physical or visual disabilities, to move between four embarkation and disembarkation points in the external area of the Museum. With capacity for eight and four passengers, respectively, the sustainable vehicles run all day long, with recharging points located at the Museum. In 2020, the carts, sponsored by Shell, operated before and after the Museum’s temporary closure.





REOPENING

A SAFE REOPENING FOR THE MUSEUM

After being closed for six months (between March and August), the Museum of Tomorrow reopened its doors on September 5. We were the first museum in Rio to resume in-person activities after pausing to contain the spread of the new coronavirus. Guided by scientific evidence and ethical values that prioritize life – the pillars of the Museum of Tomorrow –, we adopted a series of preventive measures to ensure safe visitation practices. We defined our approach based on the security protocol recommended by the Rio de Janeiro City Recovery Plan and the International Council of Museums (ICOM). As part of the procedure, we limited the capacity of simultaneous visitors to 300 people – a third of what was previously

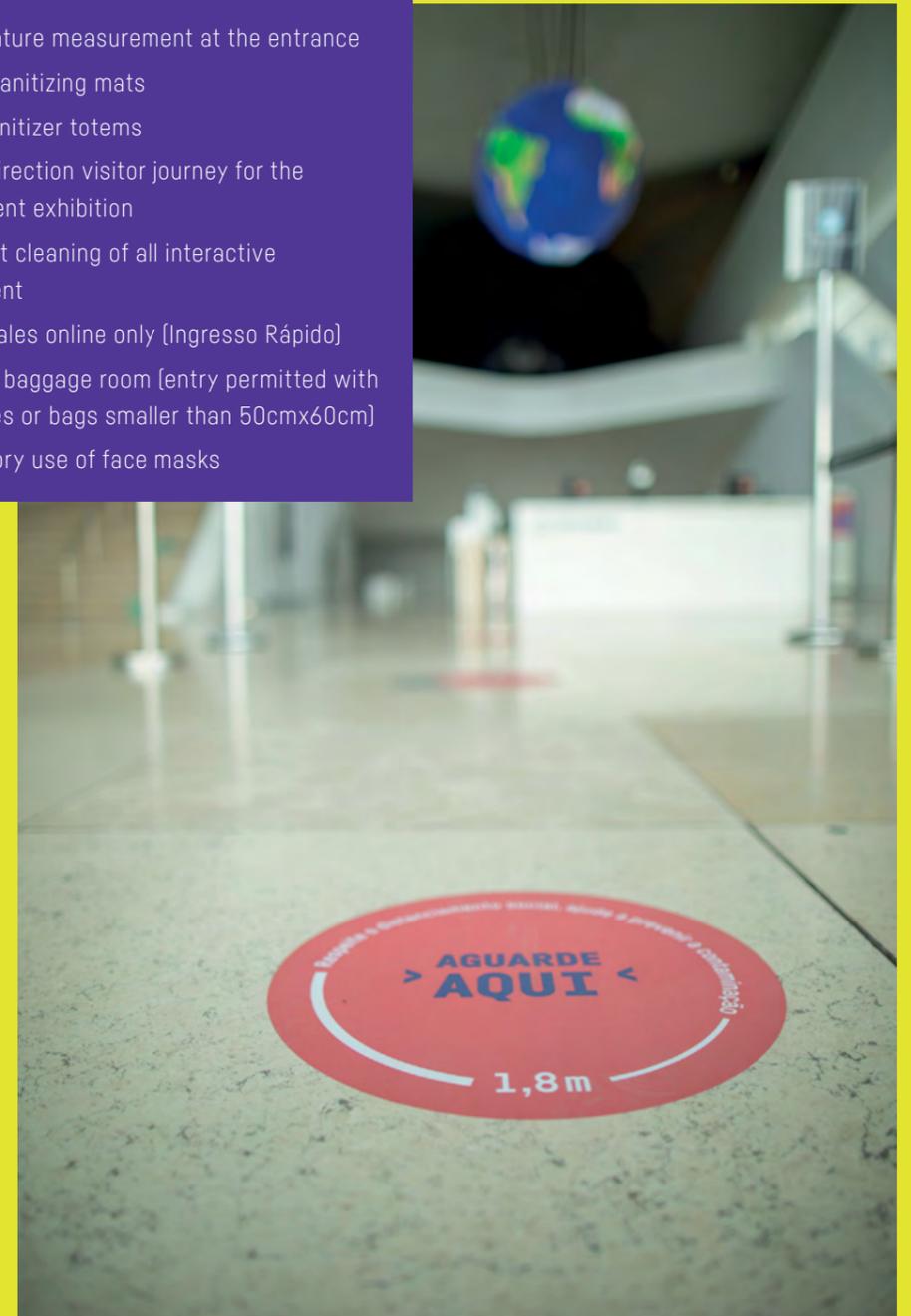
allowed – and reduced the days and times that the Museum is open to the public. Starting in December, the counting process for determining visitor numbers is now achieved through an integrated camera system developed by Engie, which transmits numbers in real time via a monitor in the Museum's Atrium. We also began to sell tickets exclusively online via the Ingresso Rápido website. We have developed a constant sanitization routine of the interactive equipment that is part of the permanent exhibition. In addition, the Museum's pre-existing modern air conditioning system, which renews the air every 20 minutes, greatly reduces the risks of virus propagation.



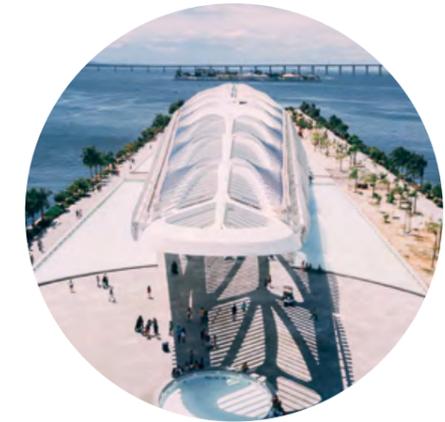


MAIN MEASURES AGAINST COVID-19 AT THE MUSEUM OF TOMORROW

- Reduced opening hours: from Thursday to Sunday, 10am - 5pm
- Limit of 300 simultaneous visitors
- Signs recommending social distancing - 1.8 meters
- Temperature measurement at the entrance
- Use of sanitizing mats
- Hand sanitizer totems
- Single direction visitor journey for the permanent exhibition
- Constant cleaning of all interactive equipment
- Ticket sales online only (Ingresso Rápido)
- Inactive baggage room (entry permitted with suitcases or bags smaller than 50cmx60cm)
- Mandatory use of face masks



SOCIO-ENVIRONMENTAL SUSTAINABILITY



COMMITMENT TO A SUSTAINABLE TOMORROW

From “green construction” to relevant programming themes, the Museum of Tomorrow has always been a fertile ground for disseminating innovative concepts and technologies to preserve the environment. Throughout these five years, our commitment to a more sustainable future has been implemented through many different initiatives.

The use of water from the Guanabara Bay for the air conditioning system and the solar energy capture through mobile photovoltaic panels are just some examples of the Museum of Tomorrow’s rational use of natural resources. The numerous sustainable solutions present in the building have resulted in a consistent reduction of greenhouse gas emissions into the atmosphere, contributing to the mitigation of climate change.

In 2019, the Museum of Tomorrow emitted about 354 tons of CO2 equivalent into the atmosphere – the lowest rate recorded since its foundation. For the fourth consecutive year, we ensured the environmental offset of our ecological footprint by neutralizing the Museum’s impact on the planet. This year we purchased carbon credits from a ceramics factory in São Miguel do Guamá, which replaces the burning of native firewood with renewable fuels.

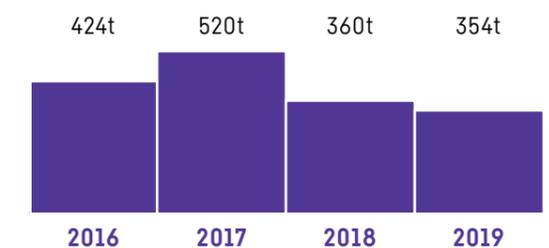
CO2 EMISSIONS INVENTORY

SPONSORSHIP: SANTANDER

The Museum of Tomorrow’s emissions inventory was prepared by Sustainable Carbon, with the support of Banco Santander Brasil, the Museum’s master sponsor. For this initiative, the museum received a gold seal from the Brazil GHG Protocol Program (Center for Sustainability Studies of the Fundação Getúlio Vargas Foundation (GVces) – the only Brazilian museum to achieve certification in this category.

The set of measures adopted by the Museum of Tomorrow to reduce impact were also recognized in 2016 with the Gold Label for LEED (Leadership in Energy and Environmental Design). The Museum of Tomorrow was the first Brazilian museum to receive the qualification, consecrating it as a global example for sustainable practices.

CO2 EMISSIONS FROM THE MUSEUM OF TOMORROW



*The annual report always presents the CO2 emissions calculation from the previous year.

MANAGEMENT

IDG

A reference in the development, implementation and management of cultural and environmental projects of public interest, the Institute of Development and Management (IDG) – a non-profit organization – has increasingly diversified its field of action. Specialized in project modeling, public and private fundraising, curating and implementing cultural and educational products, the entity has contributed to many important initiatives throughout Brazil.

IDG has been responsible for managing the Museum of Tomorrow since its foundation, and at the end of 2020, the contract was renewed for yet another five years. The museum, located in Rio de Janeiro, is a fixture on the list of Brazil's most visited cultural centers. This year, IDG also took on the curatorship, management and museology planning of the Rio Holocaust Memorial, a new museum in Rio de Janeiro soon to be inaugurated. IDG continues to manage the Paço do Frevo in Recife, a space dedicated to researching and promoting the cultural diversity of the state of Pernambuco.

In the area of historical heritage, IDG is responsible for shepherding the conservation of the Valongo Wharf Archaeological Site, located in Rio de Janeiro's port area, recognized as UNESCO World Heritage (2017).



On the environmental front, since 2016 and in partnership with the State Secretariat for the Environment (SEA), IDG has run the operational management of projects and resources for the Atlantic Forest Fund (FMA). IDG also manages the Forests of Tomorrow initiative, which, in partnership with the Rio state government, will reforest 1,100 hectares of Atlantic Forest.

With its innovative management methodology, IDG values an agile, transparent operation, ensuring a high standard of legal and financial security. Good governance is also an IDG commitment, with Administrative, Executive and Audit boards, in addition to a Compliance Department, and specialized committees linked to each of its projects, such as the Museum of Tomorrow and the Paço do Frevo.

Building bridges is one of the Institute's main competencies. By fostering solid partnerships among different agents from the public, private and third sector, the entity has developed creative solutions, optimizing the impact of transformative social actions. More than managing spaces and resources, it is part of IDG's mission to stimulate the development of people and organizations through engaging with the arts, culture and the environment.

ACCESS: [IDG.ORG.BR/EN](https://www.idg.org.br/en)

FINANCIAL SUSTAINABILITY

2020 was a challenging year for the financial sustainability of the Museum of Tomorrow. As a consequence of the temporary closure and preventive measures against COVID-19, the museum faced a drop in revenue from several important sources. Box office receipts represented only 14% of the budget, and corporate events were also greatly reduced during the period. In addition, the contribution from the Rio de Janeiro City Council, which had already been on a continuous decline in recent years, was fully suspended for 2020.

Nonetheless, the institution's ability to respond quickly and creatively to the crisis minimized the impact on the budget.

THE FOUR REVENUE SOURCES FOR THE MUSEUM OF TOMORROW ARE:

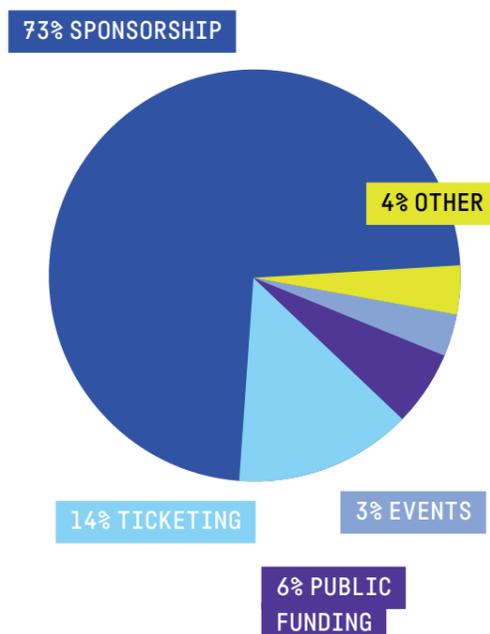
- SPONSORSHIP AND DONATIONS**
Sponsorships, extramural projects, grants and exchanges
- CORPORATE EVENTS**
Subletting spaces for corporate and partnership events
- CONCESSIONARIES**
Store, café, restaurant and licensing
- TICKET SALES**

SOURCES OF REVENUE	2019	2020
SPONSORSHIP	53%	73%
TICKETS	26%	14%
PUBLIC FUNDING	7%	6%
EVENTS	8%	3%
OTHERS	6%	4%

In overcoming an unfavorable scenario, we strengthened our relationship with the private sector. Resources from corporate sponsorship were the main form of financing in 2020, representing 74% of the entire budget, up 20% from 2019.

We also sought additional funding sources to subsidize our operation. In addition to fundraising through corporate sponsorship and the federal Lei Rouanet tax incentive scheme for cultural investments, we began submitting projects for consideration via the equivalent state and municipal cultural investment laws: ICMS and ISS.

Among the 15 private events held this year - 11 for private companies, two for partners and two for sponsors, the highlights were: the recording of the Porsche commercial, aired throughout Latin America; and the recording of the new season of the TV program "Papó de Segunda" for the GNT channel.



FINANCIAL STATEMENTS

ASSETS	GRADE	31/12/2019	31/12/2018
CASH FLOW AND CASH FLOW EQUIVALENT	4	8.028.342	16.022.800
CASH FLOW AND CASH FLOW EQUIVALENT - LINKED	4	365.052.733	123.542.126
RECEIVABLES	5	182.666.301	489.430
ADVANCES	6	52.702	165.215
RECOVERABLE TAXES	7	118.086	713.362
JUDICIAL DEPOSITS		25.723	19.263
OTHER ASSETS		0	40.000
INSURANCE TO BE ALLOCATED		13.433	36.092
SPECIAL ASSETS		0	721.690
TOTAL CURRENT ASSETS		555.957.321	141.749.978
FIXED ASSETS	8	3.544.664	3.580.413
INTANGIBLE ASSETS	8	96.107	55.243
TOTAL NON-CURRENT ASSETS		3.640.771	3.635.656
TOTAL ASSETS		559.598.092	145.385.634

LIABILITIES AND EQUITY	GRADE	31/12/2019	31/12/2018
SUPPLIERS	9	2.891.640	4.663.486
LABOR OBLIGATIONS AND SOCIAL SECURITY CHARGES	10	2.399.527	1.440.940
TAX OBLIGATIONS	11	837.806	843.609
FUTURE PROJECTS	12	545.667.867	132.291.870
TOTAL CURRENT LIABILITIES		551.796.839	139.239.905
LONG-TERM OBLIGATIONS WITH PUBLIC AUTHORITIES	13	5.195.519	5.134.750
TOTAL NON-CURRENT LIABILITIES		5.195.519	5.134.750
SHAREHOLDERS' EQUITY	16	-	-
STOCKHOLDERS' EQUITY		1.010.979	284.777
ACCUMULATED SURPLUS		1.594.755	726.202
TOTAL NET WORTH		2.605.734	1.010.979
TOTAL LIABILITIES AND EQUITY		559.598.092	145.385.634

Fiscal years ending 31 December 2019 and 2018 (Amounts listed in reais).
LUMAR ACCOUNTING ADVISORY SERVICES



INDICATORS AND GOALS

To fulfill the Museum of Tomorrow Activities' Work Plan, part of the agreement between IDG and the Municipal Culture Secretariat of Rio de Janeiro (SMC), the Museum's Executive Board established a series of goals for 2020. Below we highlight our various achievements in spite of the serious challenges posed:

STRATEGIC PARTNERSHIPS

Currently, we have 26 technical cooperation agreements in effect – including terms of authorization, licenses and memoranda – thereby meeting the goal of establishing and maintaining strategic partnerships to update the scientific data presented in the Museum's permanent exhibition, among other activities.

STAFF TRAINING

Throughout 2020, we carried out 14 different capacity-building sessions for teams working directly with the public and in the Museum's Educational program, exceeding the target of one specific training session per year. These training sessions include: cognitive visit mediators being trained to use the new accessibility materials and customer service teams being brought up to speed on the new modus operandi of the Museum after reopening.

DATA UPDATE

Between December 2019 and November 2020, updates on 98 variable data points, which are part of the permanent exhibition, were carried out. This scientific data is produced by research institutions from Brazil and the world – partners of the Museum of Tomorrow.



QUALITY EDUCATION

To promote high-quality education in Brazil, as part of the Inspire Science program, in partnership with the British Council and sponsored by IBM, we conducted capacity-building sessions for 138 primary education teachers from public and private schools from all the regions of Brazil. Besides the five virtual sessions, held in October and November, a website was developed and the second volume of "Inspire Science - Strengthening the Education Ecosystem" was published. The new features were launched in March during an online event.

ACCESSIBILITY

To ensure people with disabilities' access to Museum activities, we welcomed 16 groups – a total of 172 participants – as part of our "Walking Through Tomorrow" mediated sign language visits program. These mediated visits with simultaneous sign language interpretation took place in person during the pre-pandemic period. Online activities held throughout the year via the Museum's digital channels also offered accessibility resources. In addition, since the Museum's reopening in September, in-person visits were available during special hours for people with intellectual or mental disabilities.

ACKNOWLEDGEMENTS

WE WOULD LIKE TO THANK ALL THE SPONSORS AND PARTNERS OF THE MUSEUM OF TOMORROW



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