

The Esplanade Co Ltd

Impact Report FY25

*Festival Opening: Namaskaraya & Magul Bera, presented as part of
A Tapestry of Sacred Music 2025. Photo credit: Alvin Ho*

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CEO'S MESSAGE

How can the arts be a meaningful part of a nation's celebrations and reflections on its 60th year?

When we decided on the theme *60 Connections – At Home and Afar*, it was to place focus not just on local stories, but on how the arts can connect different peoples, cultures, communities and stories—both in Singapore and beyond. A port city of migrants, Singapore has always welcomed and created opportunities for different peoples and cultures.

As such, *60 Connections* profiled 60 productions that featured both Singapore artists and international collaborations. The live performances at the centre brought diverse peoples to the heart of Marina Bay to laugh, ponder, cry and celebrate together, and the digital releases on *Esplanade Offstage* allowed the performances to reach people around the world in their homes.



This question that we ask of the arts in relation to Singapore's 60th year, we often also ask of all our festivals and programmes: How do we meaningfully reflect a community, culture or society's struggles and aspirations? With climate change, an ageing society, the strains on mental wellbeing, and continuing divides across cultures, how do we make critical impact through the arts?

Since starting our impact measurement journey in 2022, Esplanade has been able to strengthen our accountability to our funders, donors, sponsors and stakeholders who share in our vision. We continue to do so in FY25, with an evolved impact framework, integrating the widely adopted Theory of Change model. By doing so, we were able to comprehensively illustrate how Esplanade's work in the arts lead to our outcomes, and the broader, longer-term impact we have on individuals, communities and Singapore society.

The findings in this Impact Report reflect Esplanade's commitment to lead in three strategic areas: providing **Inclusion and Wellbeing** through the arts; developing **The Next Generation** of artists and creative citizens; and shaping Singapore's **Creative Futures**.

In our work towards providing **Inclusion and Wellbeing** through the arts, Esplanade successfully launched *Arts on Prescription* with the National Cancer Society, offering arts activities to support the journeys of cancer survivors. To widen its reach, *Arts on Prescription* will be further developed with other partners in the healthcare sector. To examine the impact of the arts on the socio-emotional wellbeing of youth, Esplanade partnered with the National Institute of Education to launch research that tapped on our *Creative Dance Project* in schools. Altogether in FY25, we broadened live and digital activities to reach more people, reaching a live audience of 1.9 million. Of this, a record 406 schools were engaged, and a record 183,000 people participated actively in hands-on and other learning experiences.

Developing **The Next Generation** of artists and arts professionals remains central to our mission. In FY25, 1,204 Singapore/PR arts practitioners, an increase of 7% from the previous year, participated in masterclasses, residencies and labs, extensive mentorship programmes, training, and other developmental initiatives. To strengthen the talent pipeline for Singapore's performing arts industry, Esplanade Academy launched the Certificate in Technical Theatre and Production (Level 1), our first jointly certified programme with Nanyang Academy of Fine Arts. The programme provides aspiring theatre technicians with industry attachments and structured training aligned with the National Skills Framework for the Arts.

The connections we build often take Singapore artists beyond our shores. In FY25, we enabled 80 artistic exchanges, of which the following are examples of Esplanade commissions that have been invited to overseas stages:

- *Batu* by Ayu Permata Sari and Hasyimah Harith, which emerged from our *Contemporary Performing Arts Research Residency*, at the Yokohama International Performing Arts Meeting;
- *Infinitely Closer* by T.H.E Dance Company at Sejong Center for the Performing Arts in Seoul, in celebration of Singapore-South Korea diplomatic relations;
- *One Day We'll Understand* by Sim Chi Yin at Asia TOPA Melbourne; and
- *Dragon Ladies Don't Weep* by Margaret Leng Tan at the Seoul Performing Arts Festival.

To keep pace with digital and technology developments, Esplanade also transformed our venues and platforms from inside-out. In October 2025, we completed the technical infrastructure upgrading works in the Esplanade Theatre. All venues have returned to full operation after two years of upgrading works. Esplanade Theatre, Esplanade Concert Hall, Esplanade Recital Studio and Esplanade Theatre Studio now operate with a new network infrastructure, LED lighting systems, as well as recording and streaming capabilities. FY25 also saw the renewal of our website at esplanade.com, including the integration of our growing [Esplanade Offstage](#) platform for videos, podcasts, articles and learning resources. This web refresh lays the foundation for more impactful public outreach and engagement.

Together with our Chairman Mr Lim Ming Yan, I thank our donors, sponsors, as well as funders Ministry of Culture, Community and Youth, and Tote Board. Your steadfast and generous support empowered us to make these lasting investments in enriching Singapore's artistic and cultural fabric.

To all artists, Esplanade staff, volunteers, contractors and Esplanade Mall tenants, thank you for sharing in our vision to be a leading arts centre for everyone.



Yvonne Tham
Chief Executive Officer

CHAPTER 1:

OUR IMPACT FRAMEWORK

Esplanade's impact framework aims to demonstrate the many ways that Esplanade creates value through the arts. It captures not only the outcomes of our programmes but also the broader, longer-term impact we have on individuals, communities and Singapore's cultural landscape and society.

The framework is organised around three strategic pillars that reflect our vision for the role of the arts in Singapore:

1. INCLUSION AND WELLBEING

We believe the arts are essential to individual wellbeing, to fostering a sense of belonging across Singapore's diverse communities, and to strengthening our collective ability to embrace diversity as central to Singapore's identity.

2. THE NEXT GENERATION

We champion the role of the arts and artists in nurturing imaginative, empathetic and confident future generations, while supporting the aspirations of Singapore's creative talents.

3. CREATIVE FUTURES

We harness the power of the arts to inspire innovation, encourage sustainable practices, and help Singapore respond creatively to global challenges and opportunities.

Since FY23, we have utilised the **Input – Output – Outcome – Impact (IOOI) Model**, which was developed by Bertelsmann Foundation. The resource-sensitive tool, used by social enterprises to measure impact performance, has helped our funders, sponsors and donors understand how their support and other resources by Esplanade and the artistic community (the input), are directed towards achieving intended goals (the outcome and impact).

This year, we have evolved our impact framework and integrated the **Theory of Change (ToC) Model**, which was popularised by Carol Weiss. As the model comprehensively describes and illustrates how and why a desired change is expected to happen in a particular context, the precise link between activities and the longer-term impact goals can be more fully understood. Widely adopted by the Singapore government, this approach also allows for greater alignment of Esplanade's contribution to Singapore's cultural landscape and society.

It is important to note that the **Accountability Line** within the framework signifies that the outcomes achieved by an organisation can have an impact over an extended period. The desired impact outlined can often be achieved by a variety of influencing factors and interventions in the long term and is not the result of one single programme or organisation.

Esplanade's Impact Framework

Accountability Line

CHALLENGES & OPPORTUNITIES	ASSUMPTIONS	ACTIVITIES	OUTCOMES <i>Short Term</i> ➔ <i>Long Term</i>	IMPACT	
Rising tensions and divisions in Singapore society due to socioeconomic and cultural disparities. Changing demographics giving focus to health and wellbeing, particularly regarding youth mental health and active ageing. Singapore's global ambition as an entertainment and tourism hub with greater demand for arts and cultural workers. Rapid advancement of technology such as AI, persisting environmental issues and global conflicts shaping the way we live, work and connect.	When barriers to entry are minimised, participation in the arts improves individual wellbeing through creative expression, enjoyment, confidence and a sense of belonging.	Year-round calendar of arts programmes that feature the artistic practices and excellence of diverse cultures and communities.	INDIVIDUAL Improvement in quality of life and wellbeing. Greater understanding, sense of belonging and connectedness to society. Improvement in emotional wellbeing and understanding of Singapore society for young people.	INCLUSION AND WELLBEING We believe the arts are essential to individual wellbeing, fostering a sense of belonging across Singapore's diverse communities, and strengthening our collective ability to embrace diversity as central to Singapore's identity.	
	When barriers to entry are minimised, support for and participation in live arts experiences build social capital by increasing interaction, appreciation and understanding among people of different backgrounds.	Targeted intervention programmes for vulnerable communities including our seniors and vulnerable youths. Training and development programmes for the arts sector in Singapore and the region.	COMMUNITY More people of all backgrounds and cultures experience and enjoy the arts. More young people of all backgrounds experience and enjoy the arts. Growing arts attendance and participation by general public and vulnerable communities. Greater public contribution to the arts through volunteering and giving. More social service agencies and caregivers are engaging with the arts.		
	Access to professional development opportunities enables artists and practitioners to hone their craft, build sustainable careers, and contribute to a more vibrant and resilient arts ecosystem.	Commissions, productions and partnerships that enable artistic exchanges across the globe.	Centre-wide operations and initiatives focusing on innovation, accessibility and sustainable practices.	ARTS SECTOR More artists and practitioners are supported and skilled to work in the arts and related sectors. Greater international connections that profile Singapore and Esplanade's thought leadership in the arts. Greater advocacy for and wider adoption of sustainable practices. Wider utilisation of technology for arts engagement, creation and presentation in the arts.	THE NEXT GENERATION We champion the role of the arts and artists in nurturing imaginative and empathetic future generations, while supporting the aspirations of Singapore's creative talents.
	By facilitating international exchanges and embedding new technology and sustainable practices within its operations and programming, Esplanade strengthens Singapore's international profile and competitiveness as a global hub.				CREATIVE FUTURES We harness the power of the arts to inspire innovation, encourage sustainable practices, and help Singapore respond creatively to global challenges and opportunities.
INPUT	Artists and Practitioners engaged Volunteers, Donors and Sponsors Full-time and casual staff Grants and Funds received				

Methodology

Definitions

Esplanade uses “**quality of life**” and “**wellbeing**” interchangeably to refer to **overall wellbeing** as an individual-level outcome measure, which is understood as the change in an individual’s overall being as a result of an arts intervention. This may span emotional, social, spiritual, intellectual and physical wellbeing dimensions. As this is measured through perception surveys, it is therefore subject to an individual’s own understanding of these terms and subjective judgement.

Similarly, the terms “**social connection**”, “**social connectedness**” or “**belonging**” are used interchangeably to refer to an individual-level outcome measure that serves as a proxy for **social capital**, which is the subjective experience of belonging, perceived closeness to a broader community, as well as a sense of being supported by others in society. As with wellbeing, this is measured by comparing responses gathered through pre- and post-activity perception surveys.

Data Sources and Collection Methods

Both quantitative and qualitative data are collected and analysed to support our impact measurement process from these primary sources:

1. **Internal Organisational Data** such as Activity, Attendance and Participation levels.
2. **Audience Surveys** across all programmes by Esplanade, including:
 - Online surveys for all Free and Paid programmes by Esplanade. Activities by Hirers, Tenants and other Partners are excluded.
 - Intercept surveys conducted in-person at Esplanade during selected programmes.
 - Targeted surveys for specific audiences such as social service agencies, beneficiaries, school students and educators.

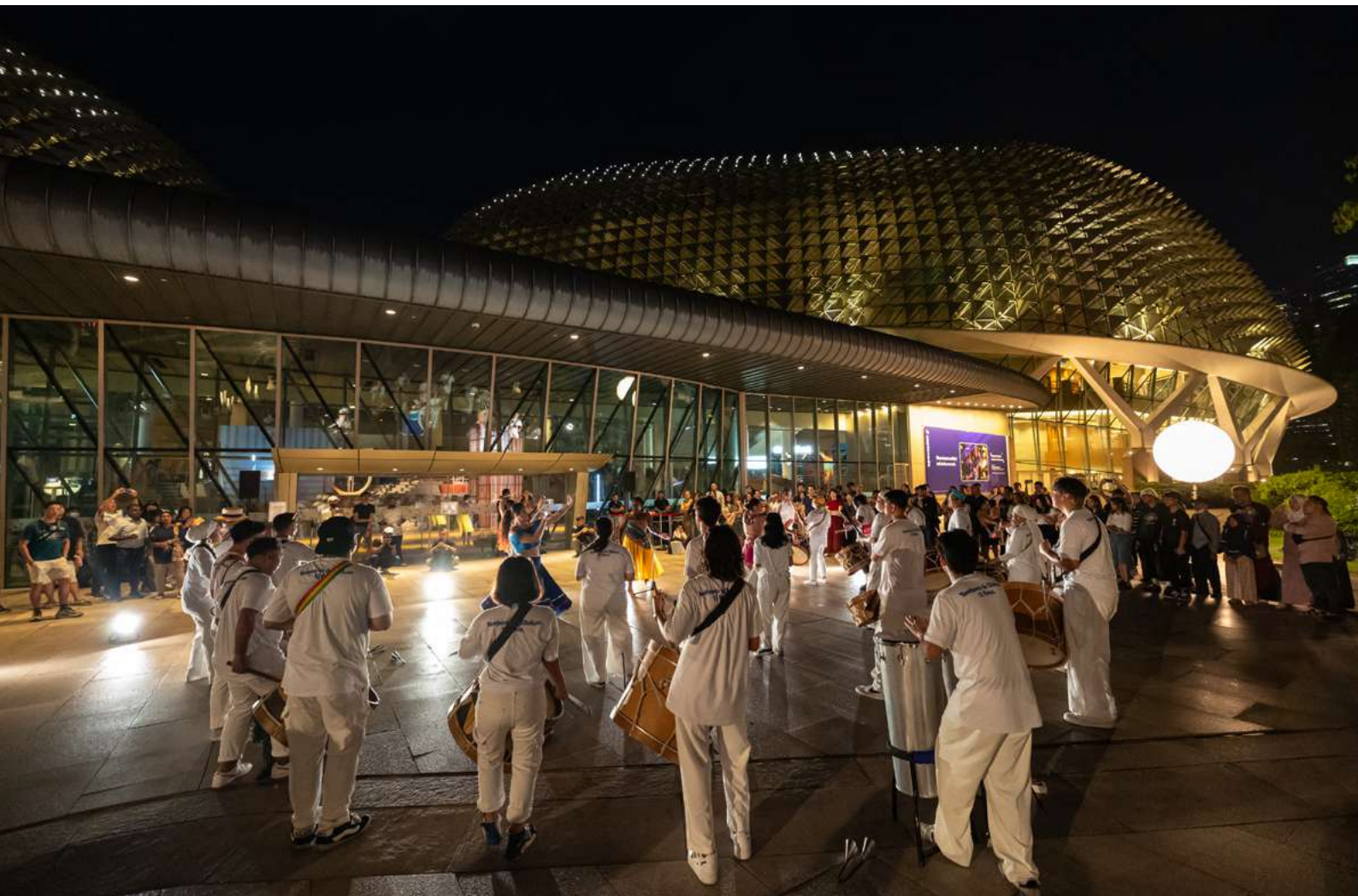
Quantitative data used for comparative purposes to support impact measurement is extracted from these secondary sources:

1. **Findings from national surveys** such as the National Arts Council (NAC)’s Population Survey for the Arts.
2. **National statistics and reports** such as Ministry of Culture, Community & Youth (MCCY)’s Singapore Cultural Statistics, and Ministry of Education (MOE)’s Education Statistics Digest.
3. **National benchmarks and plans** such as the Singapore Green Plan 2030.

CHAPTER 2: THE DIFFERENCE WE MADE: FY25 IMPACT AND OUTCOMES

Demonstrating Impact at a National Level

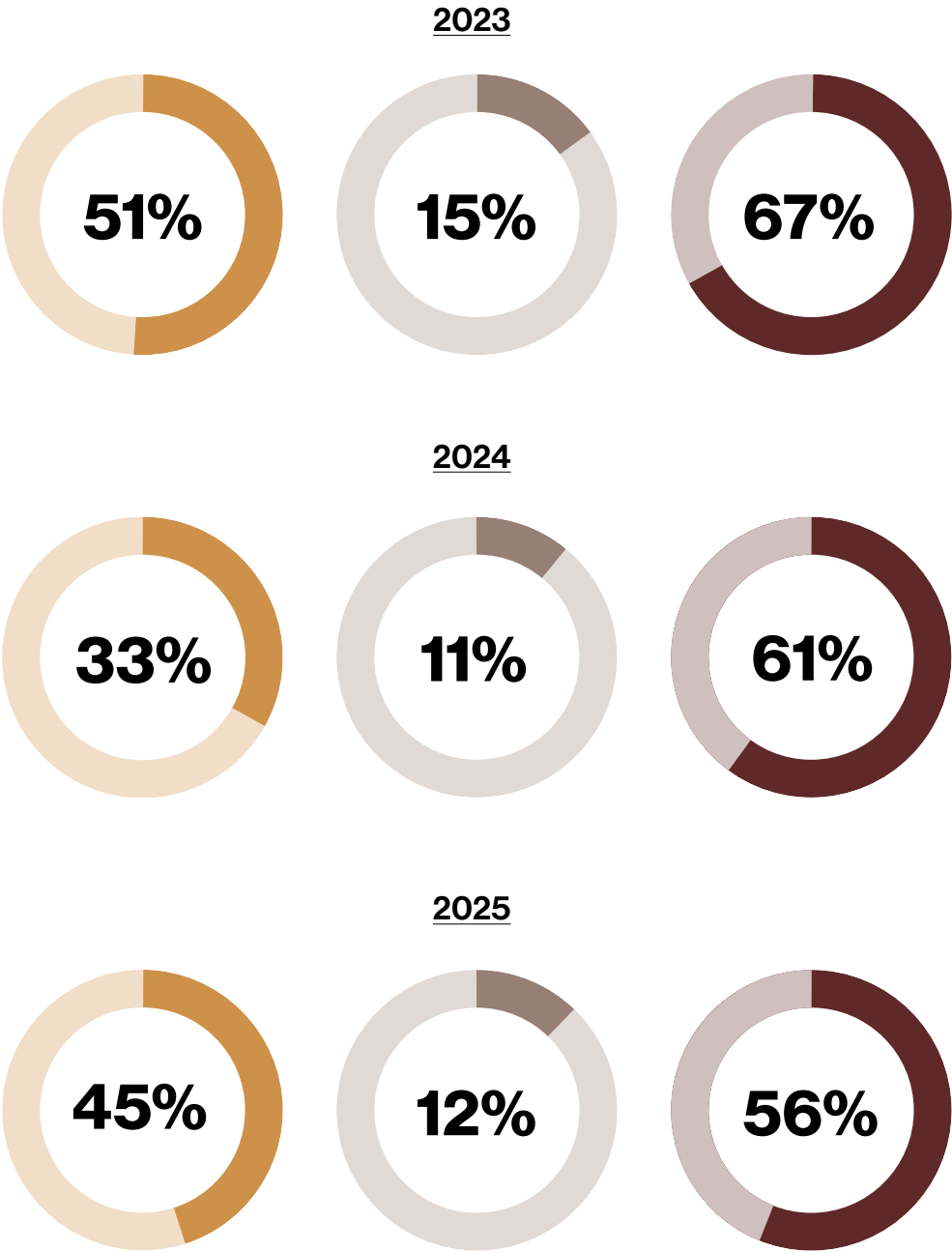
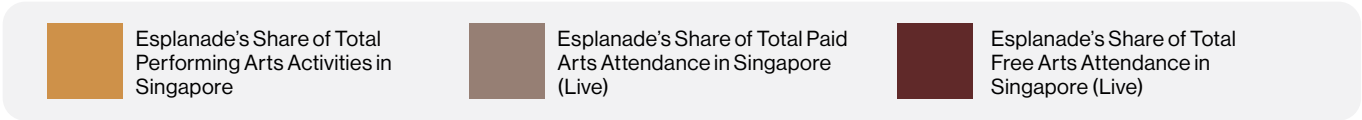
For over two decades, Esplanade has played a significant role in shifting the perceptions of the role and value of the arts through our diverse and thoughtful year-round programming and presentations. We account for a significant portion of total arts and entertainment activities and attendance annually in Singapore, directly influencing how society views the positive impact of the arts on community, society and wellbeing.



Olokun's Drums: The Sea is the Way, presented as part of *A Tapestry of Sacred Music 2025*. Photo credit: Alvin Ho

CONTRIBUTING TO SINGAPORE'S VIBRANT CULTURAL LANDSCAPE¹

Esplanade's Contributions to the Arts & Entertainment Scene in Singapore



¹ Percentages calculated based on Esplanade's activities and attendance numbers (by calendar year) compared with published figures from Singapore Cultural Statistics 2026. Singapore Cultural Statistics incorporate all arts and entertainment activities, including pop/rock concerts.

Compared to general perception of the arts reported by NAC's Population Survey of the Arts 2023 and 2025, participants at Esplanade's activities have a greater appreciation of how arts programmes contribute towards improving wellbeing and building social capital.

Improve Quality of Life



Inspire Creativity



Enables Expression of Thoughts, Feelings and Ideas



² Percentage of survey respondents who rated 7 or more on a 10-point scale (with 10 being the highest) for the statement "higher quality of life and wellbeing" post-activity. Number of respondents = 2,098. NAC Arts Population Survey uses the statement "the arts and culture improve the quality of life".

³ Percentage of survey respondents who agreed or strongly agreed to the statement "after watching the show, I feel more creative" post-activity. Number of respondents = 1,181. NAC Arts Population Survey uses the statement "the arts and culture inspire and help us to be more creative in our studies and/or work".

⁴ Percentage of survey respondents who agreed or strongly agreed to the statement "after watching the show, I can express my thoughts, feelings and ideas better" post-activity. Number of respondents = 1,206. NAC Arts Population Survey uses the statement "the arts and culture help us to express our thoughts, feelings and ideas".

Better Understanding of Different Backgrounds and Cultures



Greater Sense of Belonging



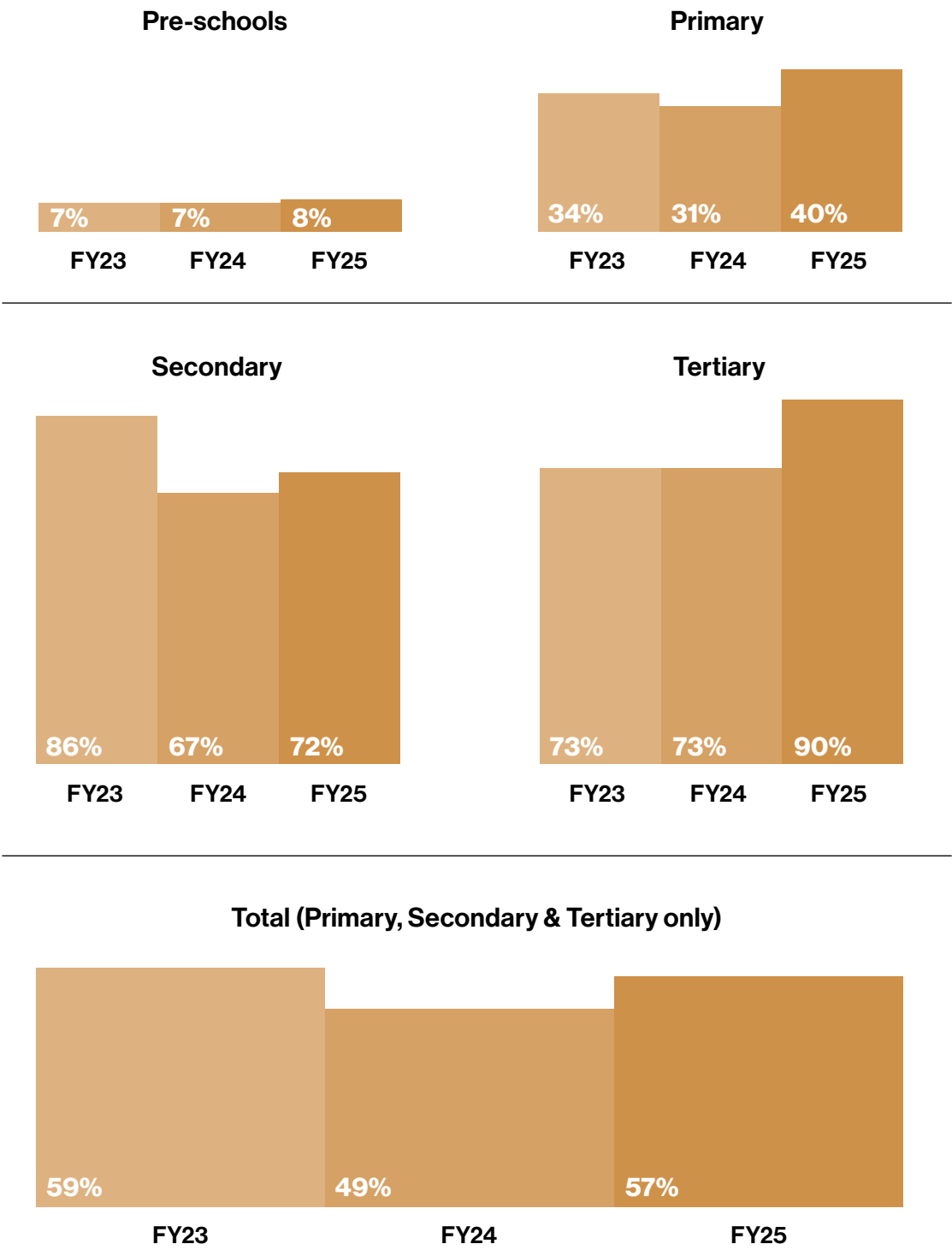
⁵ Percentage of survey respondents who rated 7 or more on a 10-point scale (with 10 being the highest) for the statement “the arts & culture give us a better understanding of people of different backgrounds and cultures” post-activity. Number of respondents = 1,912. NAC Arts Population Survey uses the same statement.

⁶ Percentage of survey respondents who rated 7 or more on a 10-point scale (with 10 being the highest) for the statement “Greater sense of belonging and connectedness to society” post-activity. Number of respondents = 1,878. NAC Arts Population Survey uses the statement “The Arts & Culture gives us a greater sense of belonging to Singapore”.

INFLUENCING THE NEXT GENERATION

We continue to expand our reach with schools in Singapore and enable students to experience and participate in the arts, actively enriching the minds of young Singaporeans in their formative and development years.

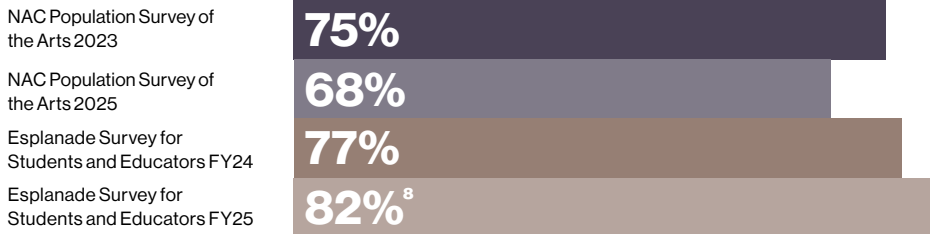
School Penetration Rate⁷



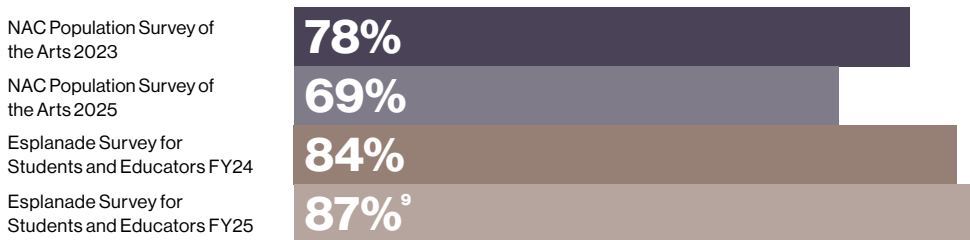
⁷ Based on total number of schools engaged by Esplanade against the total number of schools in Singapore in cohort as provided by Early Childhood Development Agency (ECDA) and Ministry of Education (MOE) in data.gov.sg. The figures above do not include International Schools, Special Education (SPED) Schools, and Homeschools.

Our children & youth programmes help young Singaporeans to discern the complexities of modern society whilst supporting their social and emotional wellbeing. Positive perceptions of the impact of the arts amongst students and educators who attend Esplanade's shows are higher than that of national findings. This reflects our contributions in shaping the next generation, improving their wellbeing and understanding of our multicultural and diverse society.

Improve Wellbeing



Social Awareness



ADVANCING TOWARDS A SUSTAINABLE FUTURE

Esplanade continues to adopt sustainable practices in the arts, contributing to the whole-of-nation movement advancing Singapore's sustainable development. Through advocacy, we continue to lead partnerships with artists, practitioners, tenants and vendors—working together as active participants in building a climate-resilient future.

Singapore Green Plan Pillars and 2030 Target	Esplanade's Achievements
Pillar: Sustainable Living, National Target by 2030: - Reduce household water consumption to 130 litres per capita per day - Reduce the amount of waste to landfill per capita per day by 30%	Significant reduction in water consumption and general waste output: - Water consumption: 20% reduction in FY25 from FY19 - Waste output: 43% reduction in FY25 from FY19
Pillar: Energy Reset, National Target by 2030: - Green 80% of Singapore's buildings (by Gross Floor Area) by 2030 - Best-in-class green buildings to see an 80% improvement in energy efficiency (over 2005 levels) by 2030	Exceeding national benchmarks in energy efficiency: - Green Mark Platinum certified since 2018 - Energy Use Intensity (EUI) at 108.7kWh/m² in FY25 is 9% lower than BCA Green Mark Platinum + Super Low Energy Benchmark for Cultural Institutions

⁸ Percentage of survey respondents (students and educators only) who agreed or strongly agreed to the statement "improved my emotional wellbeing" post-activity. Number of respondents = 247. NAC Arts Population Survey uses the statement "the arts and culture improved quality of life".

⁹ Percentage of survey respondents (students and educators only) who agreed or strongly agreed to the statement "deepened my understanding of Singapore society and social issues" post-activity. Number of respondents = 247. NAC Arts Population Survey uses the statement "the arts and culture say who we are as a society and country".

Impact in Action: FY25 Outcomes in our Strategic Pillars

PILLAR #1: INCLUSION AND WELLBEING

OUTCOMES		IMPACT
Community	1.1 More people of all backgrounds experience and enjoy the arts • 5,994,022 Total Attendance: 60% increase from FY24 • 183,396 Participants¹⁰: 11% increase from FY24 • 95% Customer Satisfaction Score (CSAT): 2 percentage points increase from FY24 • Maintained wide demographic reach	We believe the arts are essential to individual wellbeing, fostering a sense of belonging across Singapore's diverse communities, and strengthening our collective ability to embrace diversity as central to Singapore's identity.
Individual	1.2 Improvement in quality of life and wellbeing • 15% improvement in quality of life and wellbeing • 100% of survey participants reported a positive impact on wellbeing after an arts and wellbeing activity	
	1.3 Greater understanding, sense of belonging and connectedness to society • 13% improvement in understanding of people with different backgrounds and cultures • 11% improvement in sense of belonging and connectedness to society	
Community	1.4 Greater public contribution to the arts through volunteering and giving • 3,982 volunteer hours: 55% increase from FY24 • 171 sponsors and donors¹¹: 32% increase from FY24	
	1.5 More social service agencies and caregivers engaging with the arts • 16,816 beneficiaries engaged through 679 Arts & Wellbeing initiatives	

Read about Esplanade's work in championing Inclusion and Wellbeing in our [Annual Report FY25](#).

¹⁰ Attendance for high engagement and participatory programmes such as talks, workshops and interactive activities

¹¹ Number of Sponsors and Donors who contributed more or equal to S\$1,000

Outcome 1.1:

More people of all backgrounds experience and enjoy the arts

New highs in FY25

Total Attendance

5,994,022

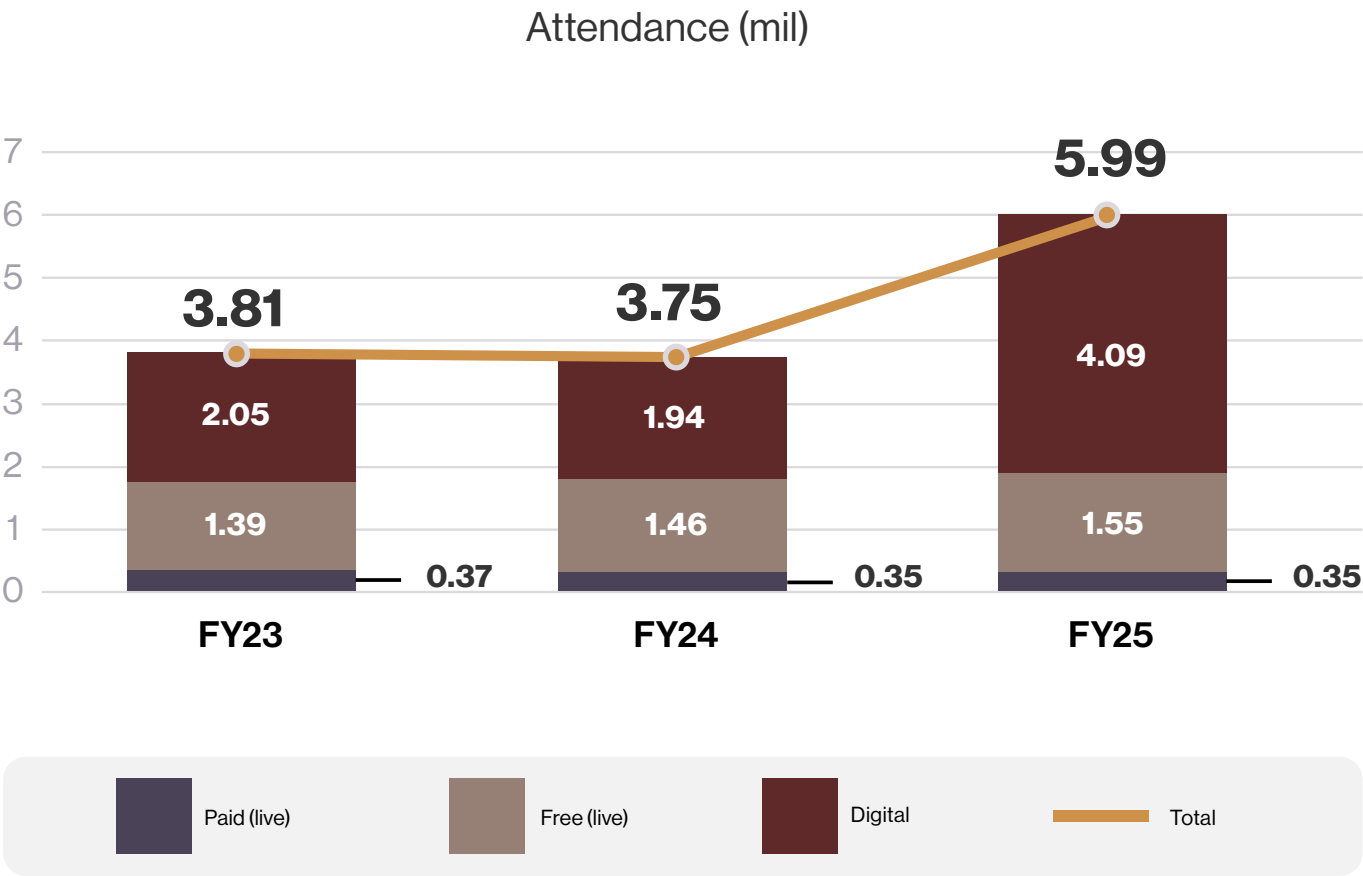
5% ↑ in live attendance from FY24

111% ↑ in digital attendance from FY24

Deepening engagement with the arts

183,396 participants

11% ↑ from FY24





Children enjoy a music performance at the Esplanade Recital Studio as part of *A Ray of Sunshine*, a sensory-friendly and inclusive interactive music programme for children with chronic health conditions and their families.

Esplanade’s programmes reach a wide segment of Singaporeans and overseas visitors of different backgrounds, ages, abilities and socio-economic backgrounds.

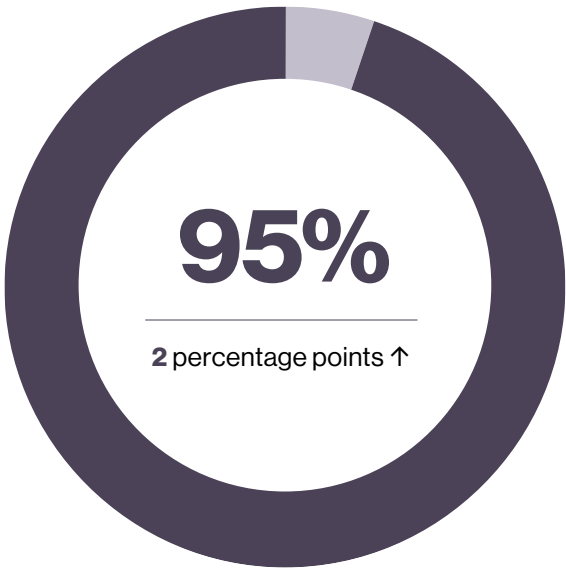
No. of Concession Tickets for Persons with Disabilities sold

200

8% ↑ from FY24

Customer Satisfaction Score (CSAT)

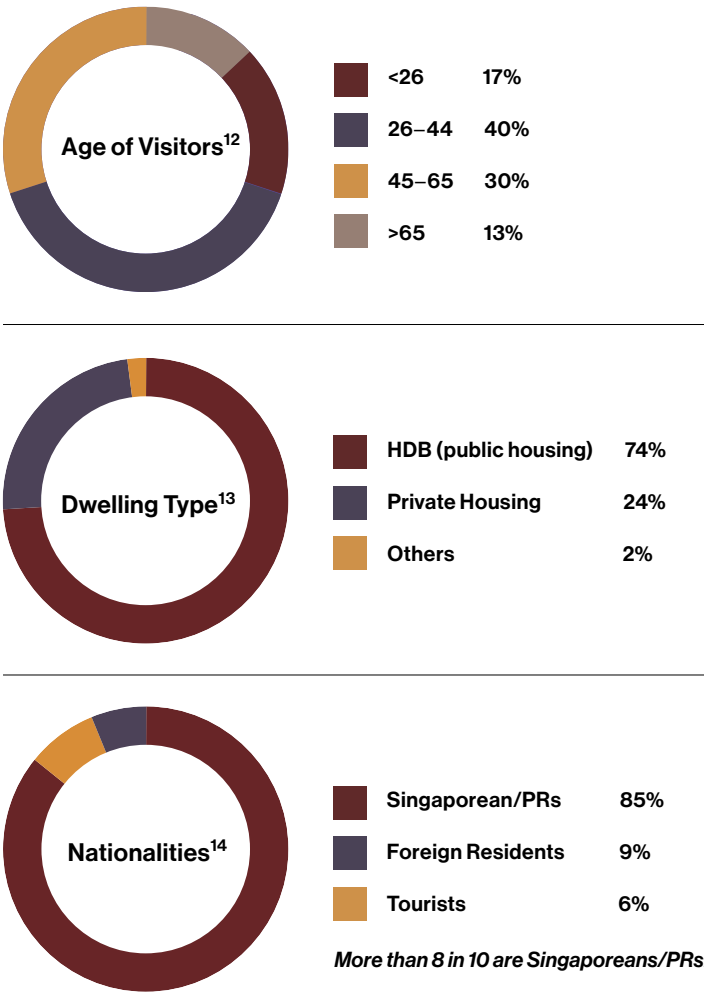
95% reported that they were satisfied with their experience at Esplanade, 2 percentage points increase from FY24



¹² Number of survey respondents: 3,976 (online and intercept surveys for all programmes).

¹³ Number of survey respondents: 979 (intercept surveys across select programmes).

¹⁴ Number of survey respondents: 1,272 (intercept surveys across select programmes).





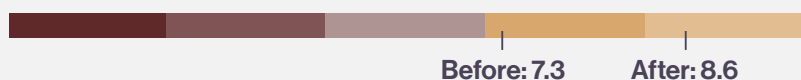
100% of survey participants reported a positive impact on wellbeing after an arts and wellbeing activity

89% of survey respondents felt more relaxed

79% of survey respondents felt more creative

82%
of survey respondents felt that they
could better express their thoughts,
feelings, and ideas

Quality of Life and Wellbeing
15% Improvement post-activity



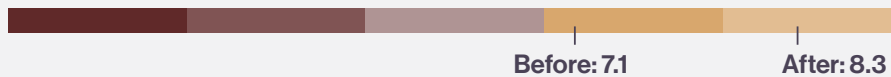
“

I just want to say thanks to Esplanade and everyone who has gone into setting this up. My mum keeps saying that she can't sing...but **she is always happy after the sessions, and it is a joy to share** the hour with everyone. Whether we can sing or not, it's the enjoyment that counts."

- **Sharon Lam**, participant of *Sing Out Loud!* as caregiver of a person living with dementia.

Outcome 1.3: Greater understanding, sense of belonging, and connectedness to society

Understanding of people of different backgrounds and cultures **13% Improvement post-activity**



Sense of Belonging and Connectedness to Society
11% Improvement post-activity



28%

of attendees for *Pesta Raya – Malay Festival of Arts* in FY25 were non-Malay¹⁵

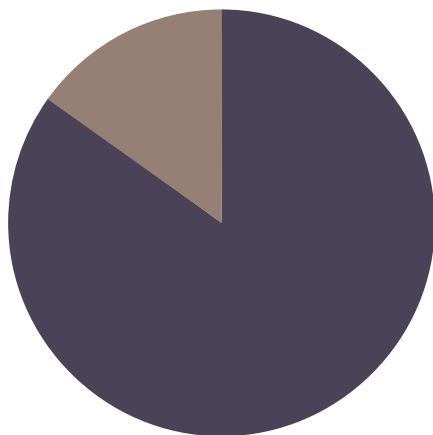
14%

of attendees for *Huayi – Chinese Festival of Arts* FY24 were non-Chinese¹⁶

31%

of attendees for *Kalaa Utsavam – Indian Festival of Arts* in FY24 were non-Indian¹⁷

Building social capital through more interactions across cultures



81%

of survey respondents in FY25 agreed that they were better able to foster dialogue with people of different social backgrounds and values after watching a show at Esplanade¹⁸

¹⁵ Number of survey respondents: 268 (intercept surveys conducted during *Pesta Raya* 2025).

¹⁶ Intercept surveys for our cultural festivals are conducted once every two years for each festival. FY24 results for *Huayi* and *Kalaa Utsavam* are reflected in this report as no intercept surveys for these two festivals were conducted in FY25. Number of survey respondents: 303 (intercept surveys conducted during *Huayi* 2025)

¹⁷ Number of survey respondents: 268 (intercept surveys conducted during *Kalaa Utsavam* 2024)

¹⁸ Number of survey respondents: 1,200 (intercept surveys across select programmes)

Outcome 1.4:

Greater public contribution to the arts through volunteering and giving



Donors were hosted to a special fundraising dinner *Empurau & Encores*, in support of Esplanade's efforts to nurture the next generation of artists and audiences.

We are ever grateful to our volunteers, sponsors and donors who contributed their time and financial resources to support our work and leave a legacy of social impact.





An Esplanade volunteer shares a moment with a participant of the *Community Angklung Project*.

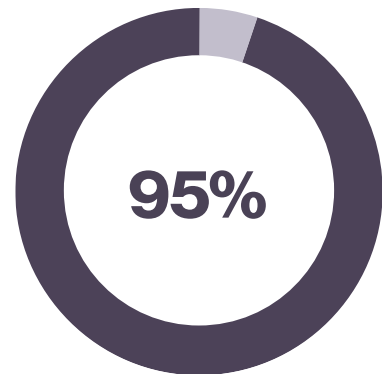
“

Everyone has a part to play to keep the arts ecosystem going and any form of support, big or small, would make a difference. Having had the privilege to experience and participate in dance growing up, I truly believe that the arts can change lives. It provides new perspectives, connects people, and builds resilience in individuals. **It matters to me that there are opportunities for everyone** to be able to cross paths with it at some point in their lives.”

– **Saw Wei Jie**, *Esplanade Donor*

“The energy was electric—everyone was dancing, enjoying unity, and completely in the moment. Being part of the team that helped make that happen, even behind the scenes, made it all feel worth it... There's something so joyful about being part of a group, sharing laughter, and encouraging one another through the learning process. It's been **both a fun challenge and a rewarding journey, and I'm grateful for every moment of it.**”

– **Gregory Poo**, *Esplanade Volunteer*



of survey respondents agreed that Esplanade brings arts experiences to people of all ages, abilities and backgrounds for a more connected and resilient society¹⁹

¹⁹ Number of survey respondents: 3,739 (both online and intercept surveys).

Outcome 1.5: More social service agencies and caregivers engage with the arts



Participants learn to play the *angklung* as part of the *Community Angklung Project*.

Esplanade continues to advocate for the importance of the arts in various communities, partnering with artists, social workers and healthcare practitioners to co-design arts intervention programmes to uplift vulnerable communities.

“

Our **socially isolated seniors truly enjoyed themselves and were deeply touched** by the warm welcome they received. The special moment of entering the venue to the applause of your staff and volunteers made them feel like VIPs—a memory they will treasure for a long time. Thank you once again for your thoughtful invitation, and for creating such a **meaningful and uplifting experience** for our seniors.”

– **Dr Martin Wong**, Centre Director,
Xin Yuan Community Care

No. of Participants from
Vulnerable Communities

16,816

2% decrease from FY24 as a result
of shift in focus to deepening
engagement with participants and
new research studies

No. of Arts &
Wellbeing Initiatives

679 initiatives

1% increase from FY24

PILLAR #2: THE NEXT GENERATION



Esplanade's beloved children's mascot PIP brought smiles to young audiences at *March On 2026*. Photo credit: Danial Halim

OUTCOMES		IMPACT
Community	2.1 More young people of all backgrounds experience and enjoy the arts • 406 schools engaged: 24% increase from FY24 • 41,427 students engaged: 42% increase from FY24 • 97% Customer Satisfaction Score (CSAT) for students and educators: 14 percentage points increase from FY24	We champion the role of the arts and artists in nurturing imaginative, empathetic and confident future generations, while supporting the aspirations of Singapore's creative talents.
Individual	2.2 Young audiences improve their emotional wellbeing and understanding of Singapore society • 82% reported improved emotional wellbeing • 95% reported that Learning Objectives were met • 87% reported a better understanding of Singapore and social issues	
Arts Sector	2.3 More artists and practitioners are supported and skilled to work in the arts and related sectors • 1,204 Singapore/PR artists and practitioners involved in developmental activities: 7% increase from FY24 • 24,758 Singapore/PR artists engaged: 31% increase from FY24	

Read about Esplanade's work in developing The Next Generation in our [Annual Report FY25](#).

Outcome 2.1: More young people of all backgrounds experience and enjoy the arts



Student participants of F.Y.I.: Day Out @ Esplanade enjoy a street dance performance by ScRach MarcS at the DBS Foundation Outdoor Theatre. Photo credit: Alvin Ho

From dedicated children's festivals to curated learning journeys for schools, Esplanade creates touchpoints and opportunities for young children, students and youths to discover, experience and deepen their engagement with the arts.

406 schools engaged

24% increase from FY24

41,427 students engaged

42% increase from FY24

**High Satisfaction Levels
amongst students and
educators**

97% CSAT Score for our
school programmes

14 percentage points increase from FY24

No. of Youths in *Esplanade&Me**
U26 category (age 17 – 26)

21,727

30% increase from FY24

No. of Children in *Esplanade&Me**
PIP’s Club category (age 0 – 12)

43,074

17% increase from FY24

* Free arts membership with access to priority booking and up to 15% off tickets to selected events



Esplanade Senior Producer Hanie Nadia Hamzah sharing upcoming programmes with educators at the annual Teacher Engagement Session.

Outcome 2.2:

Young audiences improve their emotional wellbeing and understanding of Singapore society



Karung Guni Boy, an Esplanade Production presented as part of *PLAYtime!* 2025. Photo credit: Alvin Ho

Performance platforms like *Limelight* inspire and build confidence in our young while interactive series like *PLAYtime!* and *Feed Your Imagination (F.Y.I)* unpack the social and emotional issues of today's children and youth, while igniting curiosity and cultivating creativity.

“

The show presented **issues that were relevant to youths**, particularly secondary school students, allowing students to access the content and **empathise more with the characters.**”

– **Teacher**, School of the Arts (SOTA) on *F.Y.I*
The Thursday Afternoon Club: The Light of Time

95%

of students/educators agreed that their learning objectives were met

9 percentage points increase from FY24

87%

of students/educators agreed that the programme deepened their understanding of Singapore society and social issues

3 percentage points increase from FY24

82%

of students/educators agreed that the programme improved their emotional wellbeing

5 percentage points increase from FY24

Outcome 2.3: More artists and practitioners in Singapore are supported and skilled to work in the arts and related sectors

Esplanade supports artists and practitioners in building artistic and technical capabilities through regular performance opportunities and an extensive suite of developmental initiatives including masterclasses, residencies, labs, and training programmes.



Baybeats Budding Band SHINSEINA takes the stage at the Arena (DBS Foundation Outdoor Theatre) on the opening night of *Baybeats 2025*.
Photo credit: Alvin Ho

Steady growth in the number of Singapore-based artists and practitioners engaged through performance opportunities

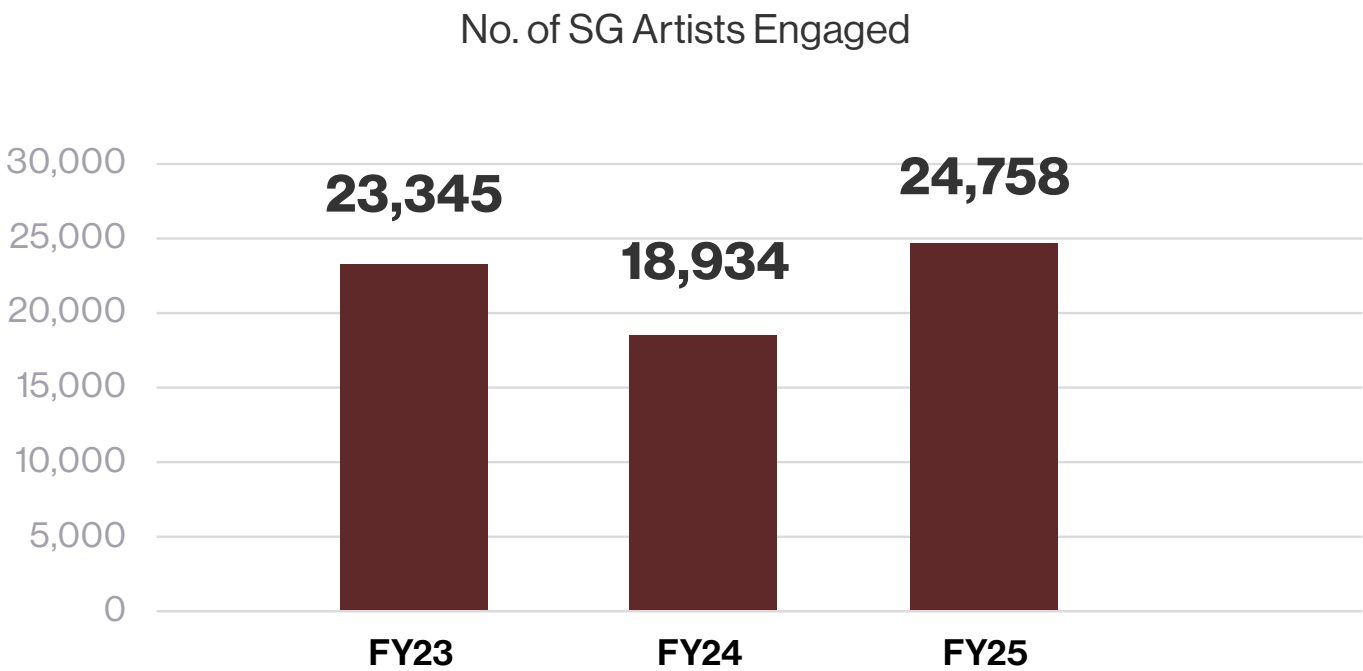
24,758

Singapore Artists engaged for performances

31% increase from FY24

High satisfaction levels among artists and hirers who performed at Esplanade

94% CSAT Score



Developing artistic and technical capabilities within Singapore’s arts community



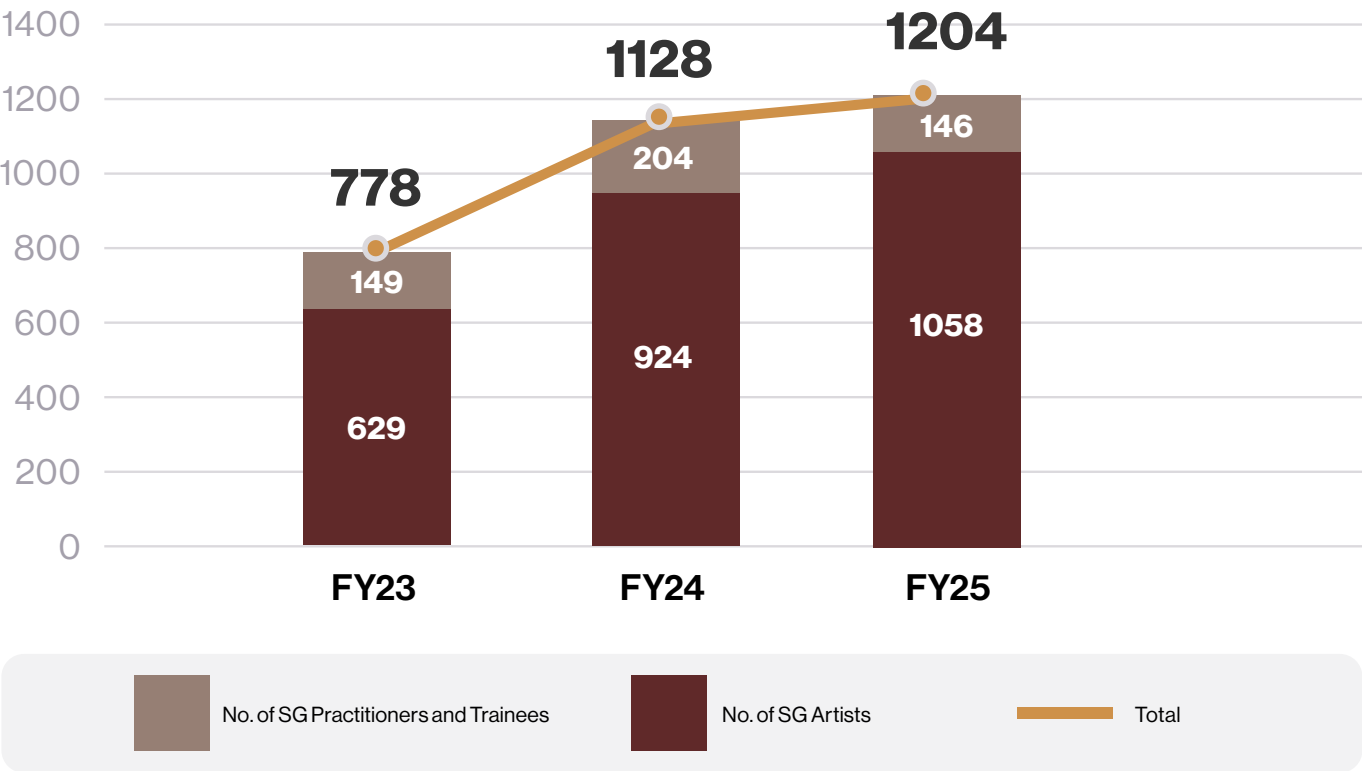
A Technical Production trainee gains hands-on experience through practical sessions, as part of Esplanade Academy.

“

Joining Voices Festival Choir was a **meaningful and eye-opening experience**, making many new friends and uncovering the hidden potential in myself. Singing alongside incredibly talented individuals **pushed me to grow**—especially in sight-reading and vocal technique—and taught me to stay humble and learn from everyone around me. This journey not only improved my skills but also affirmed music as something I truly want to pursue in the future.”

– **Tan Yi Min**, Voices Festival Choir 2024

No. of SG Artists and Practitioners in Developmental Activities



PILLAR #3: CREATIVE FUTURES



U>N>I>T>E>D, an Esplanade Co-Commission with Asia TOPA, Arts Centre Melbourne and Perth Festival, presented as part of *da:ns focus – Connect Asia Now 2025*. Photo credit: Jootz See

OUTCOMES		IMPACT
Arts Sector	3.1 Greater international connections that profile Singapore and Esplanade’s thought leadership in the arts • 80 <i>International Artistic Exchanges</i> • 253 <i>New Works</i>	We harness the power of the arts to inspire innovation, encourage sustainable practices, and help Singapore respond creatively to global challenges and opportunities.
	3.2 Greater advocacy for and wider adoption of sustainable arts practices • 108.7 kWh/m² <i>Energy Use Intensity</i> • 0.12 kg/person/day <i>Waste Disposal Index</i> • 14.09 litres/person/day	
	3.3 Wider utilisation of technology for arts engagement, creation, and presentation	

Read about Esplanade's work in shaping our Creative Futures in our [Annual Report FY25](#).

Outcome 3.1: Greater international connections that profile Singapore and Esplanade's thought leadership in the arts

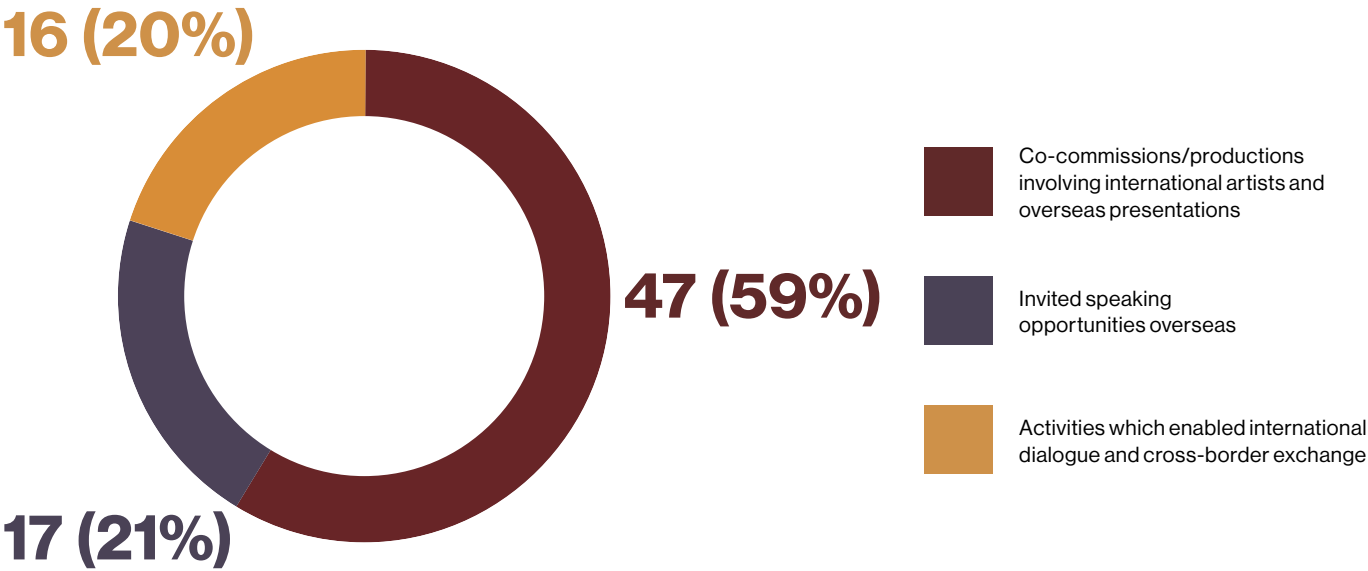


Esplanade welcomed international festival directors, producers, artists and practitioners for the third edition of the *International Presenters Visit Programme*, as part of *da:ns focus – Connect Asia Now 2025*.

Esplanade's strong relationships and connections with international artists, producers, and partners enable us to create global visibility for artists in Singapore and the region, foster cross-border artistic collaborations and develop new works unique to Singapore and the region.

Watch the highlights from our third edition of the International Presenters Visit Programme (IPVP) – a key platform for international directors and producers to connect with Singapore and Asian Artists

80 International Artistic Exchanges in FY25



1,487 international and regional artists engaged for *Esplanade Presents* Programmes in FY25

21% decrease from FY24 due to venue closures for *Technical Infrastructure Upgrades* and higher SG artists engagement with *60 Connections – At Home and Afar*.

253 new works supported

11% increase from FY24

“

It was **very interesting to have the perspectives of the other curators, presenters and artworkers**—to enrich mine. This makes it very valuable to me because I normally don't have that.”

– **Melanie Zimmermann**, Artistic Director, *REAL DANCE* (Germany) on the *International Presenters Visit Programme*.

Outcome 3.2:

Greater advocacy for and wider adoption of sustainable arts practices

Esplanade works closely with our artists and hirers, mall tenants and contractors to integrate sustainable practices into our daily operations, minimising our impact on the environment.

Optimising our use of energy, water and production of waste to be a greener arts centre



Advocating for recycling and better waste management

Recycled Item Type	Recycled Amount (in KG)		
	FY23	FY24	FY25
Glass	0	3,265	3,276
Paper/Carton Box	9,310	13,965	11,765
Metal	1,486	1,685	1,238
Plastic	1,352	1,175	895
E-Waste	1,131	210	32
Food Waste	2,402	2,287	6,323
TOTAL	15,681	22,587	23,529



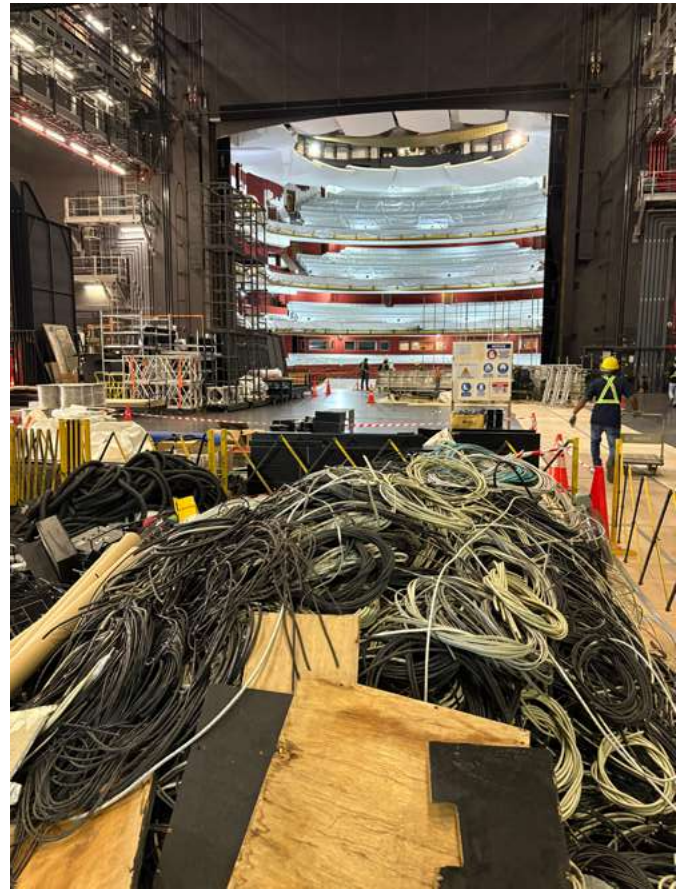
Outcome 3.3:

Wider utilisation of technology for arts engagement, creation and presentation

This year marked the completion of Esplanade's Technical Infrastructure Upgrades in the Esplanade Concert Hall, Esplanade Theatre, Esplanade Recital Studio and Esplanade Theatre Studio, which began in FY23. The project reflects our continued adoption of new technologies in venue operations and building management to broaden access to different communities and enable artists to explore new ways of engagement.

Widening access through technology with the complete roll out of Assistive Listening (AL) devices across all major venues, enabling patrons with telecoil-enabled hearing aids to access amplified audios in FY25.

New modes of presentation and new ways to engage with all major venues now digitally ready with a new digital media suite to support broadcasting and recording needs.



Upgrading works at the Esplanade Theatre in 2025.



A newly installed digital media suite to support Esplanade's streaming and recording needs.

Our Key Enablers

The outcomes achieved in FY25 were enabled by the support of our volunteers, funders, donors, and sponsors whose giving of time and money brought to life over 4,300 activities and centre-wide initiatives and programmes that changed the lives of individuals, communities and our arts sector.

INPUT	ACTIVITIES
245 Full-time Staff	4,311 activities, consisting of 3,489 live activities, 679 arts and wellbeing initiatives, and 143 digital activities.
428 Casual Staff in Technical Production and Front-of-House	
27,978 Artists Engaged	
488 Volunteers	
Funds raised from more than 171 Sponsors & Donors	
Grants from MCCY and Tote Board	
	Suite of Training and Development programmes including courses, workshops, masterclasses and residencies.
	Centre-wide operations and initiatives focusing on innovation, accessibility and sustainable practices.
	Commissions, Productions and Partnerships that enable artistic exchange across the globe.

[View Esplanade’s Programmes & Initiatives in FY25 that have enabled these outcomes.](#)



Magic Maids, an Esplanade Co-Production with Eisa Jocson and Venuri Perera, presented as part of *da:ns focus – Connect Asia Now 2024*. One of the most-toured productions *da:ns focus* ever co-produced, the production continued its extensive European tour to over 10 festivals this year, including Künstlerinnenhaus Mousonturm in Germany and Tanzquartier Wien in Austria. Photo credit: Bernie Ng

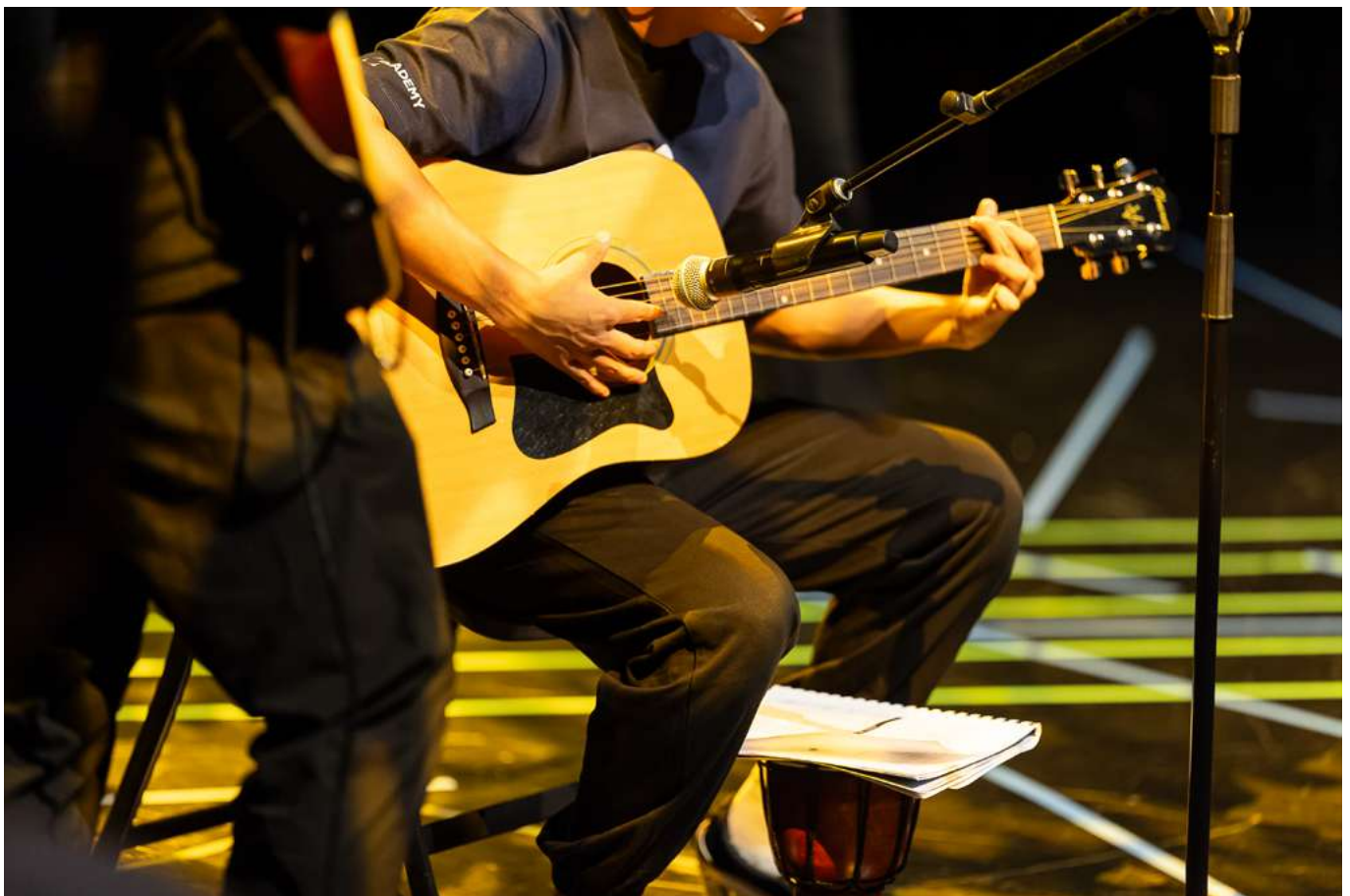
CHAPTER 3: THEATRE FOR DREAMS

A case study on the impact of applied theatre on youth wellbeing

“

At first, I thought *Theatre for Dreams* was just a normal programme, but I realised we get to understand each other through it. **When we got to know each other's stories and backgrounds, we felt more connected to each other during the journey and our families also became closer.** Through *Theatre for Dreams*, I was also reminded to not make the same mistakes again. This programme also made me realise that there are people out there whom I can trust. Before this programme, I felt like I had to bottle up the feelings in myself.”

– Participant of *Theatre for Dreams* 2025, Singapore Boys' Home



A youth playing the guitar during a scene in their showcase at Esplanade Theatre Studio.

Centred on the theme of dreams and aspirations, Esplanade's Flagship Arts & Wellbeing programme ***Theatre for Dreams (TFD)*** harnesses the transformative power of applied drama for vulnerable youths in residential care. The programme was developed in partnership with theatre practitioner Oniatta Effendi to create a safe and supportive environment where participants can explore their identities, reflect on past experiences and envision positive pathways for the future.

Since its inception in 2017, Esplanade has conducted six runs of *TFD* engaging 90 youths from the Singapore Boys' Home²⁰, in close collaboration with the Ministry of Social and Family Development (MSF). Participants are introduced to a range of applied drama techniques such as role-play, improvisation, tableaux (freeze frames) and storytelling through drama games. These creative processes encourage emotional expression, critical reflection, empathy, confidence and self-awareness. The 15-session programme culminates in a showcase at Esplanade where youths share their stories through drama with their loved ones, caregivers and invited guests. This celebratory milestone affirms the youths' efforts and achievements, strengthens family connections and reinforces their sense of hope and possibility.

Key Outcomes achieved

16% improvement in participants' sense of self and wellbeing

14% improvement in participants' perceptions of their place in the society



Youths holding different ends of a string during a scene in their showcase at Esplanade Theatre Studio.

²⁰ Singapore Boys' Home is an MSF residential rehabilitation facility for youths aged 13 to 21 years old, providing structured care, education and therapeutic interventions to support their rehabilitation and reintegration into the community.

FY25 THEATRE FOR DREAMS IMPACT FRAMEWORK

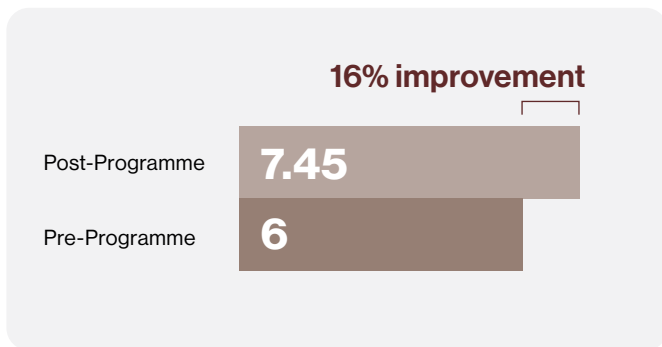
Accountability Line

CHALLENGES	ASSUMPTIONS	ACTIVITIES	OUTCOMES <i>Short Term</i> ➔ <i>Long Term</i>	IMPACT
Youths in residential care often face the challenge of navigating family relationships, building self-confidence, and finding ways to express their emotions – all part of their journey to envisioning a positive path forward. This sits within a wider concern: Institute of Mental Health's 2022 National Youth Mental Health Study found that 1 in 3 youths experience poor mental health, with 15% reporting severe to extremely severe levels of depression, high levels of stress and anxiety.	Applied theatre gives vulnerable youths a safe, structured space to build confidence, resilience, and process emotion through creative expression – strengthening their sense of self and their connection to family and community. Youths participated consistently across all sessions, with arts-based and trained facilitators maintaining a psychologically safe and confidential space. Social workers, caregivers and family members are supportive and attended the graduation showcase.	15 facilitated sessions of <i>Theatre for Dreams</i> over three months. 1 final showcase staged at Esplanade involving 134 audience members comprising loved ones and caregivers.	Improved wellbeing and self-perceptions – participants reported feeling more creative, open to expressing their thoughts and feelings, more self-accepting and more confident in their abilities. Improved sense of belonging and connectedness to family and community – participants felt more accepted by others and more able to face life's challenges. Strengthened family connection – attendance and engagement of 37 family members / caregivers and shared reflections.	Youths have strengthened connections with their family and loved ones, and grow as confident, resilient individuals who are able to contribute positively to society.

Our sixth iteration of *TFD* in FY25 involved 15 youth participants from the Singapore Boys' Home and took place from Aug – Dec 2025. They were asked to complete surveys before and after the programme concluded, rating statements such as “I am creative”, “I accept and like who I am”, and “I feel like I belong, because I am accepted by people around me”. The post-project survey also included qualitative questions that invited youth participants to note down words they associated with their past and their future.

The pre- and post-project survey ratings were aggregated to determine shifts in two key areas: youth participants' **sense of self and wellbeing**, and their **sense of belonging and place in society and community**. The qualitative responses also provided us with additional insights into participants' mindsets.

Sense of Self & Wellbeing



Youth participants became more **open to sharing their thoughts and feelings with others (26% ↑)**. They also felt **more creative (11% ↑)**, **more confident of their abilities (14% ↑)**, and felt that they **liked and accepted who they are more (12% ↑)**.

Smaller improvements were observed in their **perception of their ability to handle unpleasant emotions in a healthy way (7% ↑)**, as well as **their ability to stay calm when faced with stressful situations and memories (6% ↑)**.

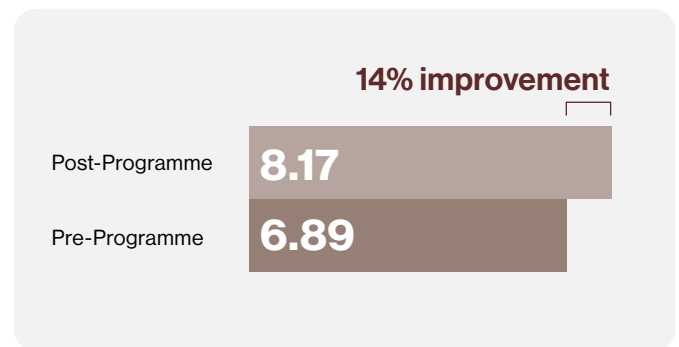


Youths seated side by side during a scene in their showcase at Esplanade Theatre Studio.

Sense of Belonging and Place in Society

Improvements were also seen in their perception of **interacting well with their peers (13% ↑)**, **sense of belonging and acceptance by people around them (15% ↑)**, as well as their **belief that they can face challenges in life (18% ↑)**. A smaller but meaningful improvement was noted where **they had identified goal(s)/dream(s) in life (10% ↑)**.

These findings suggest that **TFD helped youth participants build a stronger case of connection, acceptance and personal agency**. Through drama, reflection and performance, the youths were able to find new ways of relating to others, express their thoughts more openly and begin to see themselves as individuals with the capacity to overcome challenges.



Reframing the Past and Imagining the Future

In the post-project survey, **100% of youth participants demonstrated a positive shift in the phrases and words they used to describe their past and future**. This resounding shift was testament to the programme's ability to uplift and provide hope. For youths who may carry difficult memories or negative labels, *TFD* offers an opportunity to reframe their personal narratives and imagine a future that is not defined by their past.

When I think about my **PAST**,
I think of these words/phrases:

Wasted	Stupid	Naughty
Regret	Lost	Useless
Disappointing	Dumb	

When I think about my **FUTURE**,
I think of these words/phrases:

Happy	Better	Family
Go Higher	Full of Love	Proud
You can do it	Successful	

SUCCESS STORIES THROUGH IMPACT MEASUREMENT



A youth performing during a scene in the showcase at Esplanade Theatre Studio.

Impact Measurement has continuously shaped the *TFD* programme over the years. Data collected from the programme's earlier iterations revealed that while participants experienced positive shifts in confidence and self-expression, there was limited change in their ability to articulate concrete goals and aspirations for themselves. This insight prompted the team to refine the programme, incorporating more structured reflection sessions and introducing participants to potential career pathways through interactions with Esplanade's technical production team and specially curated backstage experiences.

These enhancements strengthened the programme's ability to connect creative exploration with real-world possibilities, and the impact has been reflected in individual success stories. One former youth participant later completed a successful internship with Esplanade's technical production team. Another participant identified a desire to pursue a legal career, and subsequently achieved strong academic results and secured an internship with a law firm.

These stories show how the programme's impact extends beyond its run. By helping youths reflect on who they are and what they hope for, *TFD* supports them in taking tangible steps towards their future.

“

This programme made me feel more positive about myself and my mindset towards things.

It also helped me grow closer to my friends. Once everything started coming together, I realised there was a reason for the workshops and what we've been doing and after going through the whole programme, I realised that the showcase is the best experience ever.”

– Participant of *Theatre for Dreams 2025*, Singapore Boys' Home

CHAPTER 4: BRIDGING GAPS IN THE WAY FORWARD

Impact measurement and reporting at both the programmatic and organisational levels enable us to gain insights into the effectiveness of our programmes and business operations. In FY25, we broadened our reach, deepened our relationships and made positive differences in the lives of individuals, communities and the arts sector.

This impact report celebrates and highlights many of these achievements. Nonetheless, we are mindful that gaps exist and that there are areas where improvements can be made to strengthen our impact and leadership across our three strategic pillars in the years ahead.



Playful Tiger by Barrowland Ballet, presented as part of *March On 2026*. Photo credit: Alvin Ho

Inclusion and Wellbeing

Building a stronger case for Arts in Health through Research and Evaluation Studies

Together with our research and healthcare partners, we will undertake more evidence-based research and evaluation of our *Arts on Prescription* pilot programmes targeting persons with chronic illnesses. In addition, we continue to participate in the ongoing study by National Institute of Education (NIE), *Impact of Arts-based Experiences/programmes on Creativity and Socio-emotional Outcomes of Adolescents*. Beyond these tailored research projects, we continue to improve programme evaluation through the use of validated research scales²¹ on selected flagship Arts & Wellbeing programmes.

Accessibility at the forefront of all that we do

Although there was an 8% increase in total concession tickets purchased for persons with disabilities in FY25 compared to FY24, we recognise that barriers—both visible and invisible—continue to exist that make it difficult for persons with disabilities to participate in arts experiences. Evolving from an informal taskforce, we have a newly established Accessibility Committee in FY26 that strives for Esplanade to be an inclusive performing arts centre where everyone feels welcome, represented and empowered to participate as an audience member, on our stages, and within our teams. This committee will ensure that lived experiences from the disabled community inform our approach to access and is aligned with national priorities in the Enabling Masterplan 2030.

The Next Generation

Becoming a centre for learning and discovery

Our programmes reached a high of more than 400 schools, and engaged over 42,000 students in FY25, but we recognise that there is room to expand learning and build cultural literacy for young children in pre-schools where Esplanade's current penetration rate of 8% is the lowest compared to all other education levels in FY25. This is in line with NAC's plans to scale up Arts Education Programmes in pre-schools to widen arts exposure for young children as part of their core curriculum, co-curricular activities and/or enrichment programmes.

Developing capabilities for our growing arts sector

Riding on the momentum of increasing demand from artists and practitioners for developmental opportunities as well as supporting Singapore's growing ambitions as an events and entertainment hub, we will ramp up skills-based training under Esplanade Academy in partnership with NAC, alongside mentorship, residencies and masterclasses for artistic development.

Creative Futures

Inspiring innovation and sustainable practices

FY26 will see the completion of our website revamp project that seeks to bring about higher engagement and a more seamless user experience on our online platforms including *Esplanade Offstage*.

With a fully operational centre following our technical infrastructure upgrades, the increased activity and footfall led to higher energy and water consumption in FY25, resulting in poorer Energy Use Intensity and Water Efficiency Index scores compared to FY24. Esplanade recognises the need to focus efforts on monitoring and reducing our carbon footprint. Our sustainability plans ahead include the adoption of renewable energy, a new Integrated Building Management System, and greater advocacy initiatives such as sustainability tours.

²¹ Arts and Health evaluation scales that have been validated by international research bodies such as those listed in the [YST Centre for Music and Health Thrive Toolkit](#).



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Esplanade is a charity and not-for-profit organisation. Help us bring the joy and inspiration of the arts to different communities, including the underserved.