

Impact Report FY24

The Esplanade Co Ltd





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OVERVIEW



CEO's message

How do we envision the arts in shaping Singapore's future? Some answers to this question became very clear in the past year.

Despite 2024 being a year of global uncertainties and tensions, we saw a record 136 international artistic exchanges take place between Singapore artists and their counterparts in Asia and beyond through Esplanade – Theatres on the Bay's networks and affiliations. This is testament to the ability of the arts to allow us a safe space to investigate our differences and unique traditions, ideologies or stories, while calling on our common humanity.

The arts are also critical in a future where AI technologies are fast shaping work and life. Even as schools embrace STEM disciplines, there is a growing recognition that the next generation must possess these human qualities in equal measure: imagination, empathy, creativity and discernment. Esplanade's programmes for children and youth are developed with this end in mind. In FY24, students from 327 unique schools either performed or attended a performance/activity at Esplanade. For every 10 students, eight or more affirmed the learning outcomes and that the programme they experienced had helped them gain a deeper understanding of who they are, and of our cultures and society.

As the national performing arts centre, Esplanade looks also to support the next generation of arts talents and professionals. Besides commissions and presentations, FY24 saw some 1,128 Singaporean/PR arts practitioners participate in Esplanade's masterclasses, residencies and labs, extensive mentorship programmes, and training and other development activities. This is up by 45 per cent compared to the previous year.

Lastly, it is hard to envision a thriving Singapore in the future without a dynamic and resilient society. Today, we can see such a vision lived and expressed when diverse communities and peoples physically gather and share a space through the arts. In FY24, we continued to ensure access to the arts by making 70 per cent of the 4,321 performances and activities at Esplanade free for all to enjoy, regardless of age, culture or background. These included the programmes that were designed for and brought directly to underserved communities in Singapore. To ensure and advocate for the

impact of these efforts, we worked with researchers to more systematically study and document their transformative outcomes in the aspects of ageing and youth mental wellness. We also strengthened collaborations with social sector partners such as the Ministry of Social and Family Development (MSF), Agency for Integrated Care (AIC) and SG Enable (SGE).

To fully realise the power of the arts for Singapore's future, Esplanade and the arts require even stronger philanthropic giving and corporate partnership. We invite you to join us in leading three areas of impact: for **Inclusion and Wellbeing** through the arts; for developing **The Next Generation** of artists and creative citizens; and for shaping the nation's **Creative Futures**. In 2022, we began our impact reporting journey. 2024 marks the completion of the full Impact Report to capture the longer-term effects we make in all three areas of impact, to strengthen our accountabilities to funders, donors, sponsors and various other organisations who give towards and share in our vision.

I thank our parent ministry, Ministry of Culture, Community & Youth (MCCY) as well as the Tote Board Family for their support of our community programmes. Importantly, I thank you and all our sponsors and donors for your continued faith and support in all we do as we galvanise society and uplift spirits, through the arts. To all Esplanade staff, volunteers, contractors and Esplanade Mall tenants, thank you for sharing in this vision to be a leading arts centre for everyone.

There are two unintended "pitfalls" when speaking of the future. One is that we think we still have time. The other is that we want to count on someone else to take us there.

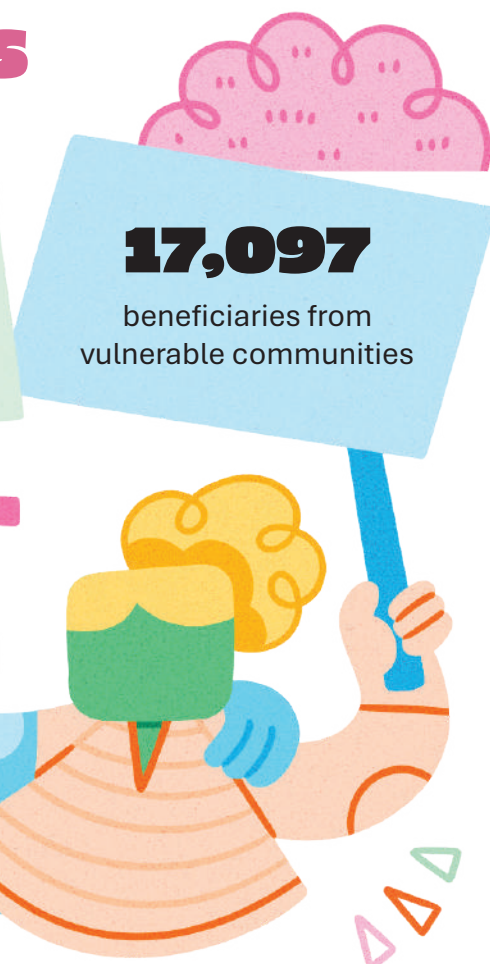
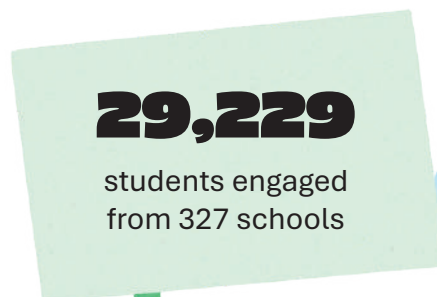
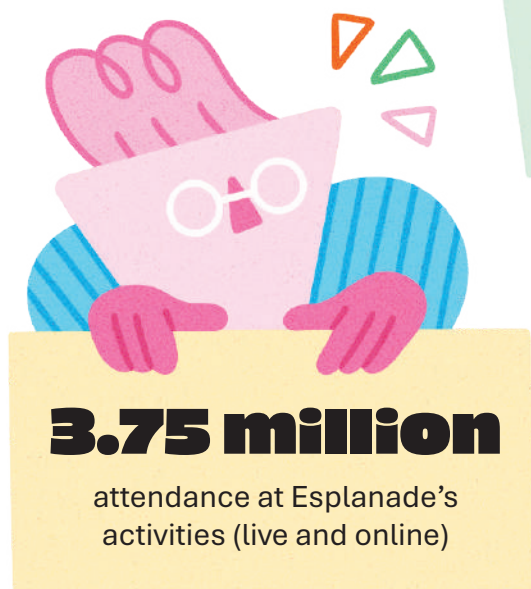
I hope that you will join me and the Esplanade team in having both urgency and agency. Every small or big effort for imaginative, creative and artistic action today moves us towards a better future.



Yvonne Tham
Chief Executive Officer

The Year in Numbers

Provided Arts Access to people of all backgrounds and abilities

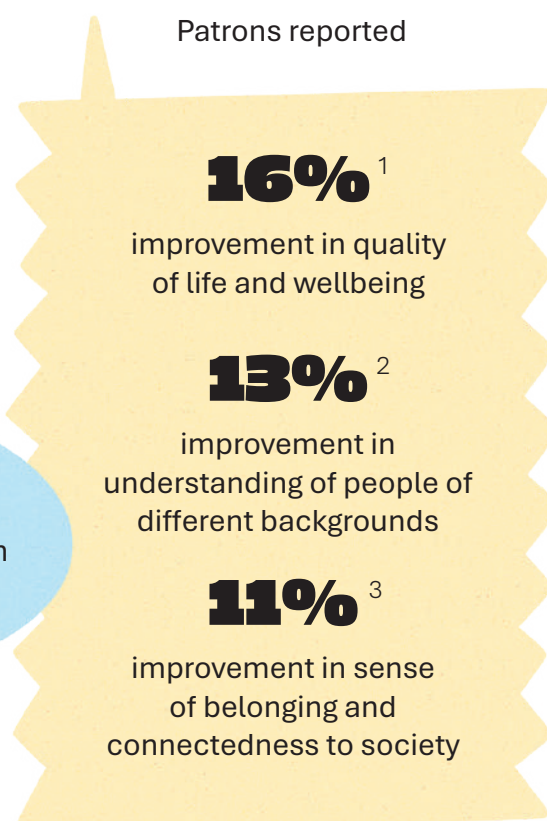


Built Capabilities and International Connections for the Singapore Arts Community



Improved the Lives of Individuals and Communities through the arts

Patrons reported



A Greener, more Sustainable Arts Centre

Compared to FY23

21%

reduction in
general waste

9%

reduction in electricity
consumption

44%

increase in
recycled amount

Energy Use Intensity (EUI)⁴ at 106.6 kWh/m²
is 11% lower than BCA
Benchmark of 120kWh/
m² for Cultural Institutions
under Green Mark Platinum
Super Low Energy

¹ (Post-Activity Mean Score – Minimum Possible Score on Scale)/(Maximum Possible Score on Scale – Minimum Possible Score on Scale)*100 – [(Pre-Activity Mean Score – Minimum Possible Score on Scale)/(Maximum Possible Score on Scale – Minimum Possible Score on Scale)*100], number of survey respondents = 2,641

² Number of survey respondents = 2,582

³ Number of survey respondents = 2,576

⁴ An indicator used by BCA to measure how energy efficient a building is by taking their Annual Total Energy Use / Total Gross Floor Area



Students attending Day Out! @ Esplanade, presented as part of Feed Your Imagination (F.Y.I) 2024.

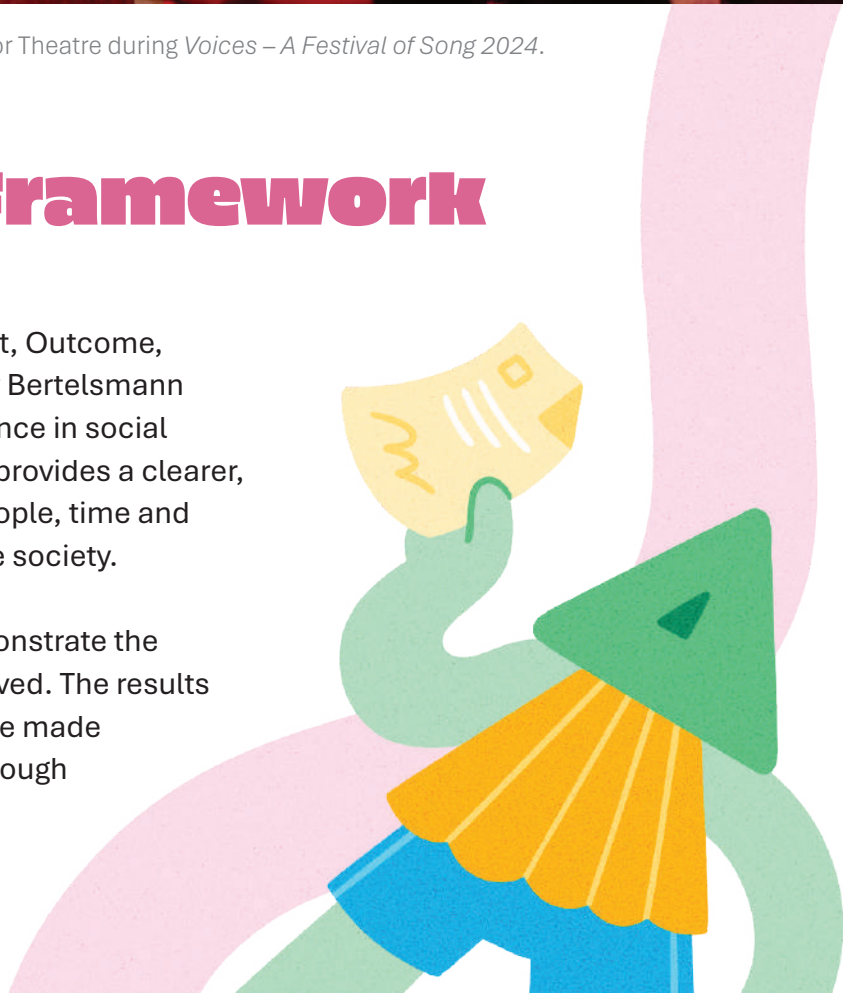


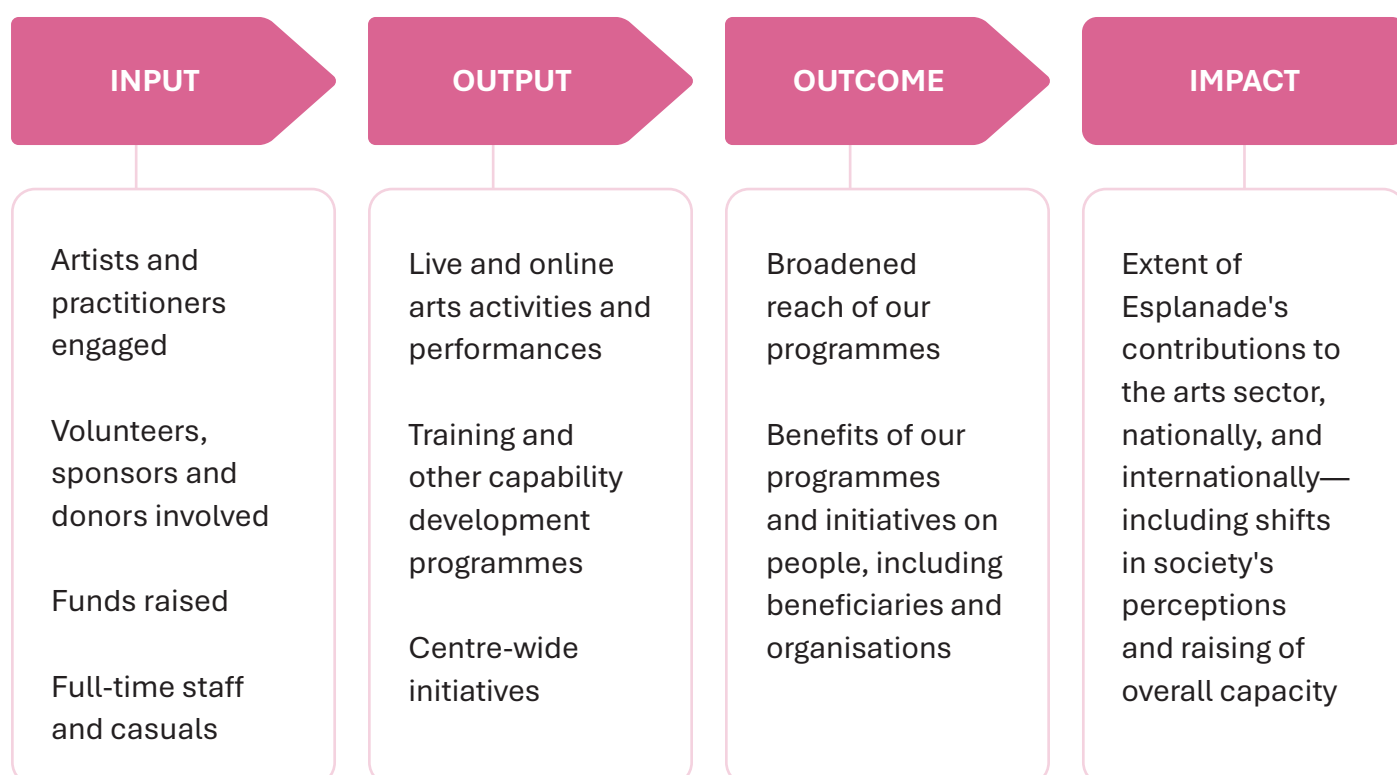
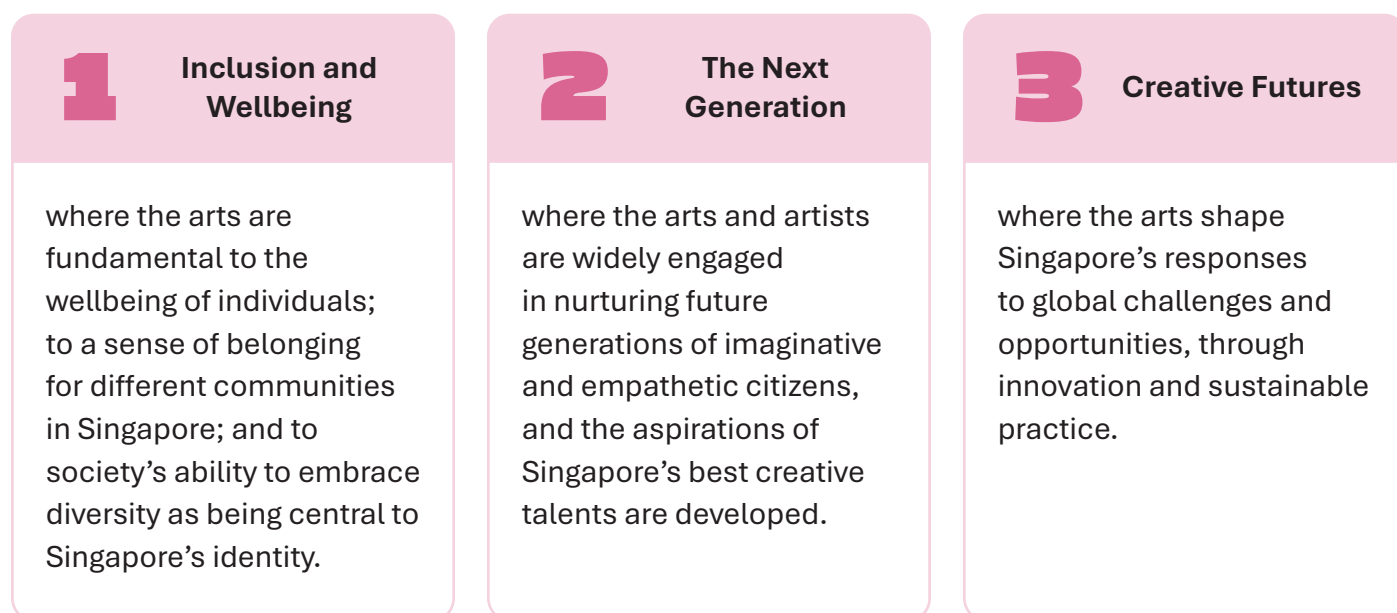
Audience members at the DBS Foundation Outdoor Theatre during *Voices – A Festival of Song 2024*.

Our Impact Framework

Esplanade adopts the IOOI (Input, Output, Outcome, Impact) method which was developed by Bertelsmann Foundation to measure impact performance in social enterprises. This resource-sensitive tool provides a clearer, more linear understanding of how our people, time and funds have made an impact on Singapore society.

Through this, we better capture and demonstrate the diversity of outcomes that we have achieved. The results also reflect the social impact that we have made as the national performing arts centre through three strategic pillars of leadership:





Our Impact Report helps us to evaluate the effectiveness of our programmes and the resources required to achieve desired outcomes and impact.

It also demonstrates that Esplanade's objectives are aligned with the broader outcomes sought by our parent ministry, MCCY, of having a fulfilled and engaged people, a caring and cohesive society and building a confident and resilient nation.

Highlights from FY24

To enable access to the arts, we continued to remove barriers and created more touchpoints for people, regardless of background and abilities, to enjoy transformative arts experiences.

We are grateful to our donors and sponsors for their generous support of **S\$3.09 million**, a testament to their steadfast belief in our mission. As a centre for everyone, Esplanade brought the arts to people in Singapore by engaging **23,217 artists** through our **244 full-time staff** and **327 volunteers**.

INPUT

S\$3.09 million raised from **sponsors** and **donors**

327 volunteers giving 2,568 hours

23,217 artists and practitioners engaged

244 full-time staff

428 casuals in technical production, front-of-house services and logistics

OUTPUT

4,321 activities for the public, including

- **672 community engagement activities** with the social service sector and their beneficiaries
- **1,139 activities** for children and youth

110 capability development activities for arts practitioners, including masterclasses and talks, mentorship and residency programmes and workshops

8 Esplanade Academy training courses

Centre-wide initiatives for accessibility, sustainability and innovation



Top: Our annual Mother's Day concert at the Esplanade Concert Hall.

Bottom: *Dance a Dance from My Body*, presented as part of Huayi – Chinese Festival of Arts 2024.

Of the **4,321 activities** that took place at Esplanade in FY24, 70 per cent (over 3,000) were free for all to enjoy. Major festivals presented by Esplanade drew **strong attendance** and continued to **reflect Singapore's rich cultural diversity**.

Pesta Raya – Malay Festival of Arts featured standout commissions including *Samsara – A Cine-Concert* and the theatre production *Bawang Putih Bawang Merah*. *Huayi – Chinese Festival of Arts* attracted a wide audience with 40 per cent of attendees being new to Esplanade and 14 per cent identifying as non-Chinese—underscoring the broad resonance of the festival's programmes. *Kalaa Utsavam – Indian Festival of Arts* continued to celebrate Indian arts, with performances by artists such as playback singer Shaan (India) and contemporary dancer Akram Khan (UK).

We remain committed to nurturing our next generation of artists. Through our unwavering support in their creation of new work, our network and affiliations, several notable works that Esplanade had commissioned or produced gained momentum and interest from leading international festivals, industry conferences and venues. Of note was Cultural Medallion recipient Margaret Leng Tan's *Dragon Ladies Don't Weep*, co-commissioned by Esplanade



and Asia TOPA which made its UK premiere at Southbank Centre's Queen Elizabeth Hall in May 2024. *Dance a Dance from My Body*, co-commissioned by Esplanade and Weiwuying, which premiered at Huayi 2024, was subsequently staged at Weiwuying in May 2024 as part of the Kaohsiung Spring Arts Festival. The ensemble comprised dancers from Singapore and Taiwan.



Sing Out Loud! participants at their graduation showcase at the Esplanade Recital Studio.

Our inclusive programming continues to welcome artists and audiences of all abilities to participate in conversations and connections. *da:ns focus – EveryBody*—a series that expands the ideas and conventions of the perfect dancing body by presenting high quality works and experiences focusing on inclusivity, diversity and participation—featured works like *The Running Show* by Monica Bill Barnes & Company (USA) and *Listen to See* by Restless Dance Theatre (Australia), welcoming audiences from the Motor Neurone Disease Association, Down Syndrome Association, and Diverse Abilities Dance Collective. Our free performance platform *Come Together*, presented in partnership with the Enabling Lives Festival, featured artists such as Lily Goh and The Azalea Band, celebrating the creativity of persons with disabilities.

Our Community Engagement efforts to improve the social and emotional wellbeing of our vulnerable communities reached a key milestone. Our first research study with Yong Siew Toh (YST) Centre for Music & Health and Apex Harmony Lodge for our *Sing Out Loud!* programme will help pave the way for the arts sector to work with medical practitioners in combating rising social problems and medical costs in Singapore. The evidence-based evaluation findings will shape Esplanade's Arts on Prescription programmes with more healthcare and social service agency partners in FY25.

Esplanade made tangible improvements in venue accessibility with new initiatives to better serve patrons with disabilities. We piloted the specially customised portable floor ramps for Persons with Disabilities (PWDs) at *Human Condition VII*, presented at *Huayi* in the Esplanade Theatre. We also supported ART:DIS' accessible venue tour *Everyone is Welcome: Accessible Arts Spaces*, which welcomed 37 PWDs and their companions. In tandem with the ongoing technical infrastructure upgrading works across four performance venues, we took the opportunity to install assistive listening systems across the venues to boost the auditory experience for patrons who are hard of hearing.

Our children and youth hold the key to a better future. **Esplanade's programmes for young audiences aim to foster creativity, critical thinking, and confidence** in them to make the change that they want to see. **29,229 students from 327 schools** were inspired at *PLAYtime!*, our theatre series for children aged 3 to 6; *Feed Your Imagination*, our series that supports holistic development; *Limelight*, our platform for school choirs and symphonic bands to showcase their music abilities to the public at the Esplanade Concert Hall; our customised learning journeys or trails; and our school outreach efforts and programmes.



BURP, an Esplanade Production presented as part of *PLAYtime!* 2024.

INCLUSION AND WELLBEING

OUTCOME

1

More people of all backgrounds experiencing and enjoying the arts

3,745,860 total attendance

2

More people valuing the arts as important for enhancing wellbeing, and in creating a more inclusive society

16% improvement in quality of life and wellbeing

13% improvement in understanding of people of different background and cultures

11% improvement in sense of belonging and connectedness to society

100% surveyed community engagement participants reported a positive impact on their wellbeing⁵

3

Greater public contribution to the arts through volunteering and giving

2,568 volunteer hours

130 sponsors and donors⁶

4

More social service agencies and caregivers engaging with the arts to improve wellbeing

17,097 community engagement participants

IMPACT

The arts are fundamental to the wellbeing of individuals; to a sense of belonging for different communities in Singapore; and to society's ability to embrace diversity as being central to Singapore's identity.

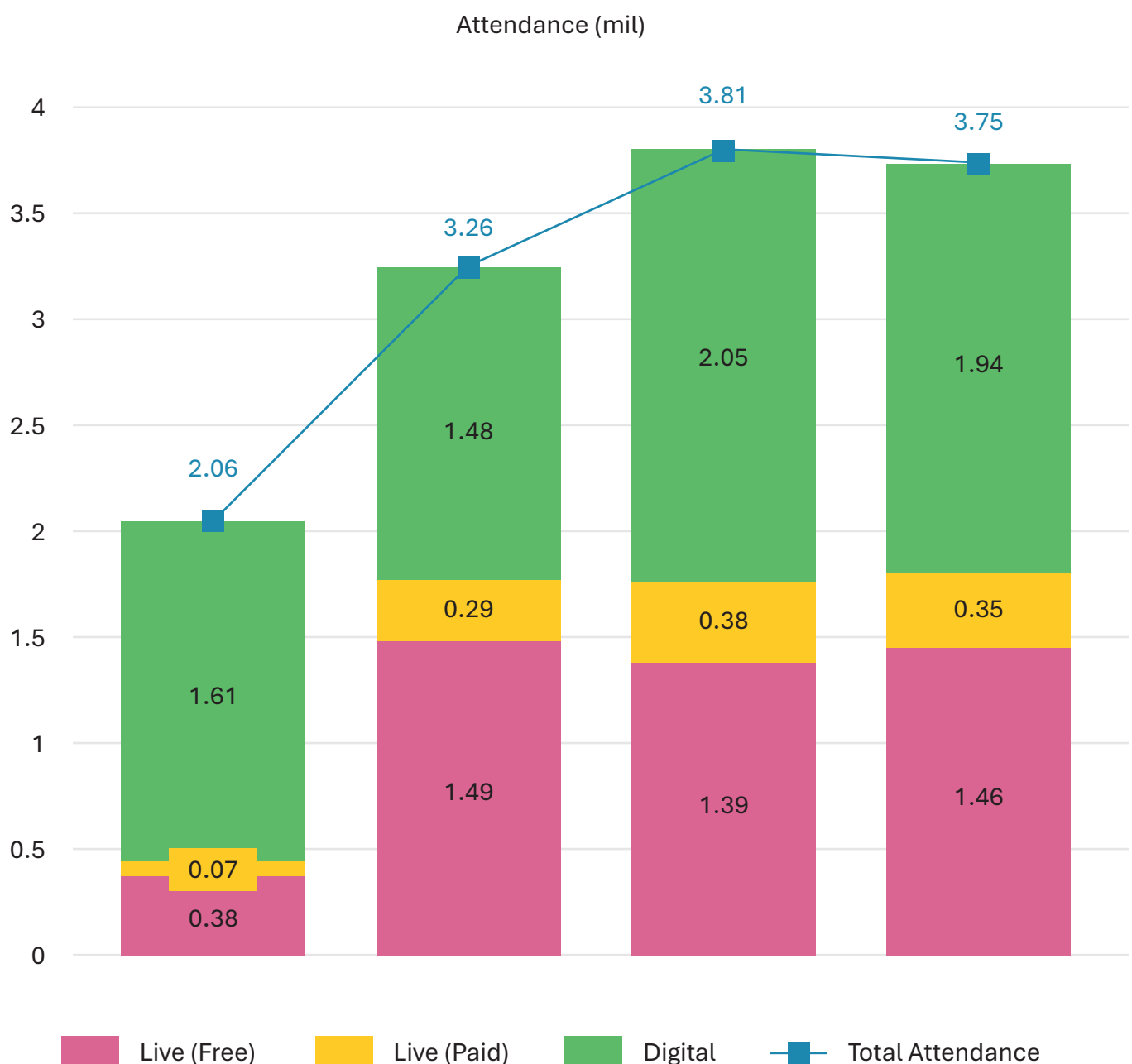
⁵ Number of social service agencies who responded = 21, representing 896 beneficiaries.

⁶ Number of Sponsors and Donors who contributed ≥ S\$1,000.

ACHIEVING OUR OUTCOMES

At Esplanade, we believe in the power of the arts to create meaning, empower, promote better understanding and improve our social and emotional wellbeing. The arts make things better in a world where increasing tensions arising from global conflicts and economic uncertainties bring about societal issues due to social isolation and disconnect.

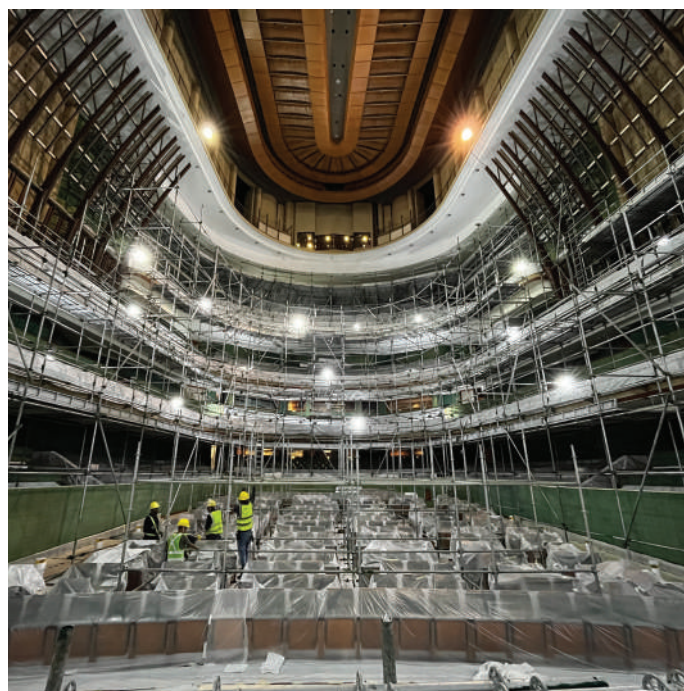
Outcome #1 More people of all backgrounds experiencing and enjoying the arts





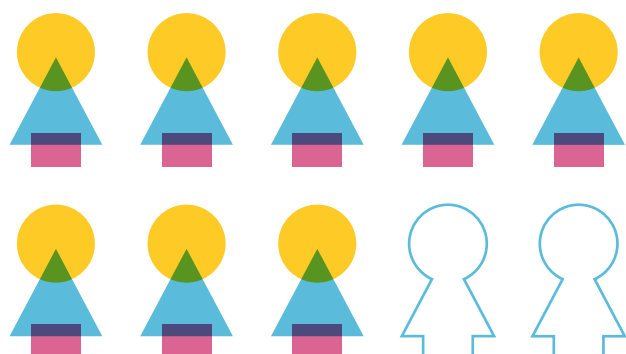
The HK POP Culture Festival @ Huayi – Outdoor Concert at the DBS Foundation Outdoor Theatre, presented as part of Huayi 2025.

We achieved a 3.75 million attendance with 91 per cent accessing our free live activities at Esplanade as well as our digital content. In-centre attendance increased by 2 per cent to 1.81 million, despite the three to six-month closure of the Esplanade Theatre Studio and the Esplanade Concert Hall for technical infrastructure upgrading works. We remain committed to our vision of being an arts centre for everyone by ensuring that 70 per cent of our annual programmes are free so that people of all ages, abilities and backgrounds have easy access to the arts. Our year-round calendar of *Esplanade Presents* programmes is also complemented by numerous activities by our hirers and partners and in collaboration with artists and arts groups.



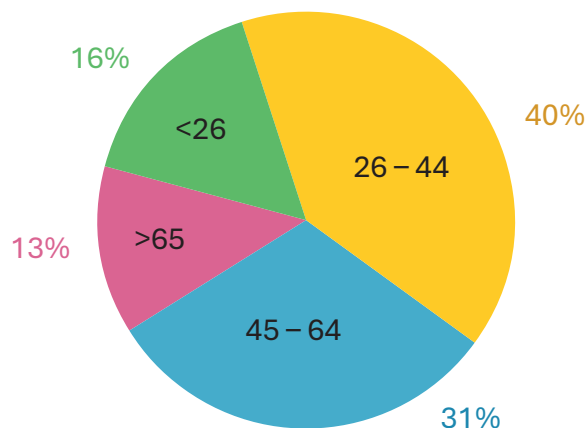
Upgrading works at the Esplanade Concert Hall in 2024.

Esplanade's diverse calendar of programmes reaches a wide segment of Singaporeans and overseas visitors of different ages and socio-economic backgrounds.

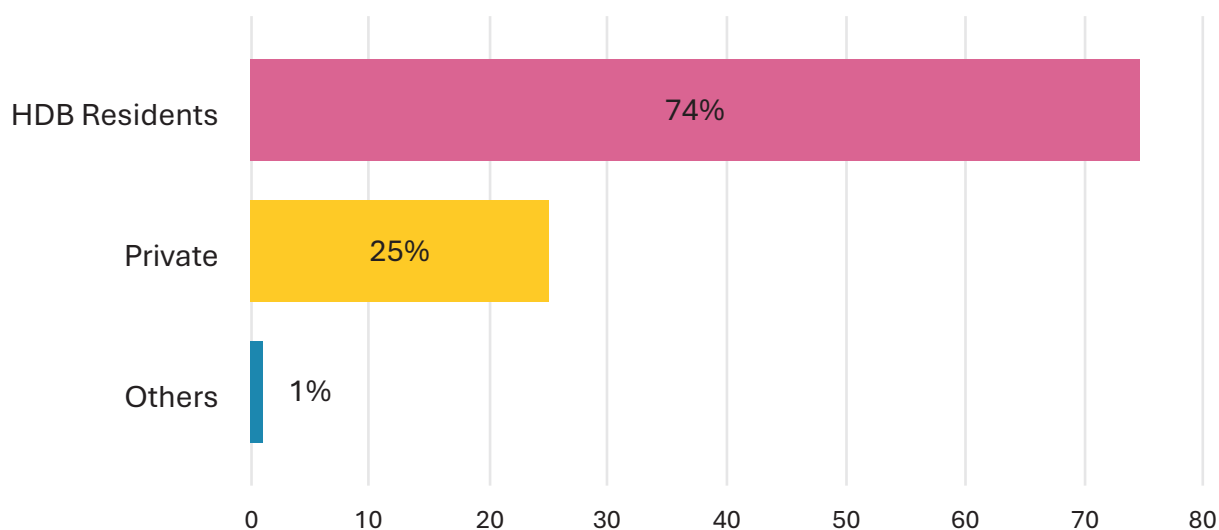


8 in 10⁷
are Singaporean/PRs

Age of Visitor⁸:



Type of Dwelling⁹:



⁷ Number of survey respondents = 864 (face-to-face surveys only, conducted in FY24 during select *Esplanade Presents festivals* – *Kalaa Utsavam* – Indian Festival of Arts, *Huayi* – Chinese Festival of Arts, *March On* and *A Date with Friends*)

⁸ Number of survey respondents = 3,981 (both online and face-to-face surveys)

⁹ Number of survey respondents = 618 (face-to-face surveys only)

Learn about Esplanade's efforts on accessibility to make the arts centre a more welcoming place with touchpoints created for PWDs and others with special needs to experience and enjoy the arts

High Satisfaction Levels reported by Esplanade patrons

95%

of surveyed respondents agree that Esplanade brings arts experiences to people of all ages, abilities and backgrounds for a more connected and resilient society.

93%

Customer Satisfaction Score

Developing New Audiences

125,000

40% increase from FY23

*Esplanade&Me*¹⁰ members in FY24. This allows us to more effectively reach those who are interested in the arts and Esplanade's programmes.

4.65 m

45% increase from FY23

web users.

258,000

8% increase from FY23

social media followers.

¹⁰ Esplanade's membership programme that is free for all to join.

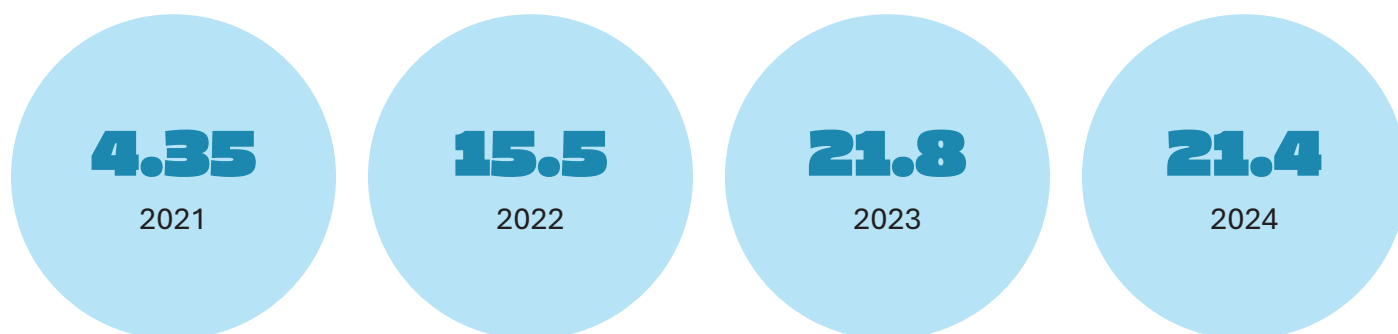


Pasquale Grasso performing at our *Cargo Lift Sessions* series.

Complementing our live programmes, Esplanade’s visual arts installations and exhibitions, mall facilities, gardens and waterfront are part of what makes Esplanade an arts and leisure destination throughout the year for both Singaporeans and travellers from overseas. In FY24, total visitorship to the centre’s indoor and outdoor spaces remained high at 21.4 million.

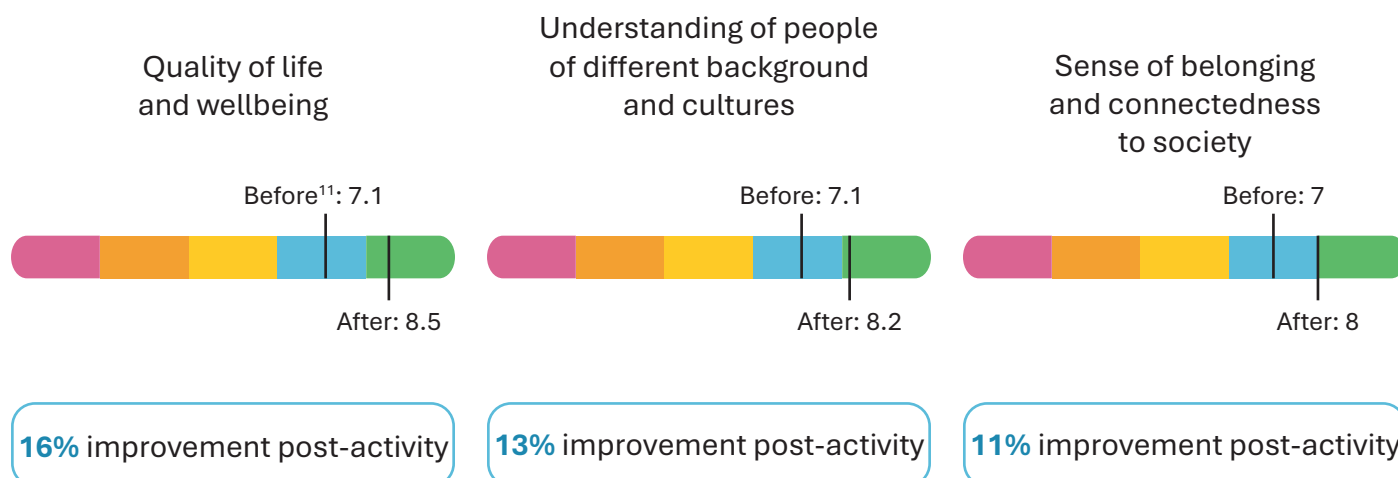
High Visitorship to Esplanade

Total Visitors (mil)



Outcome #2 More people valuing the arts as important for enhancing wellbeing, and in creating a more inclusive society

The positive effects of an arts experience on inclusion and wellbeing were validated and reinforced by attendees of Esplanade’s programmes, a finding which was consistent with survey results in FY23.



¹¹ Average rating for each statement, pre- and post-activity by Esplanade.

Esplanade's community engagement programmes bring the joy of the arts to underserved communities, ensuring that no one is left behind as we do our part to build an inclusive society. Our beneficiaries shared our belief that the arts can help build confidence, heal spirits and bring people closer.

100%

of surveyed community engagement activity participants reported a positive impact on their wellbeing, same as in FY23.

See the joy that live music and artists bring to patients in hospices and community hospital. Contact us if you would like to support *When Music Meets Life* or become a Community Workshop Assistant

"I never expected Esplanade will bring such talented singers to hospitals to sing for us. I always hear about Esplanade but I never got to go there because I cannot walk so well. So for Esplanade to bring music to patients like us who seldom or cannot go there to experience live music, it's such a pleasant surprise. **To get to experience live music and see these singers live in person singing for us in the wards, I felt very happy and comforted.**"

– *Theresa, a patient at Changi General Hospital who enjoyed a live performance as part of When Music Meets Life*

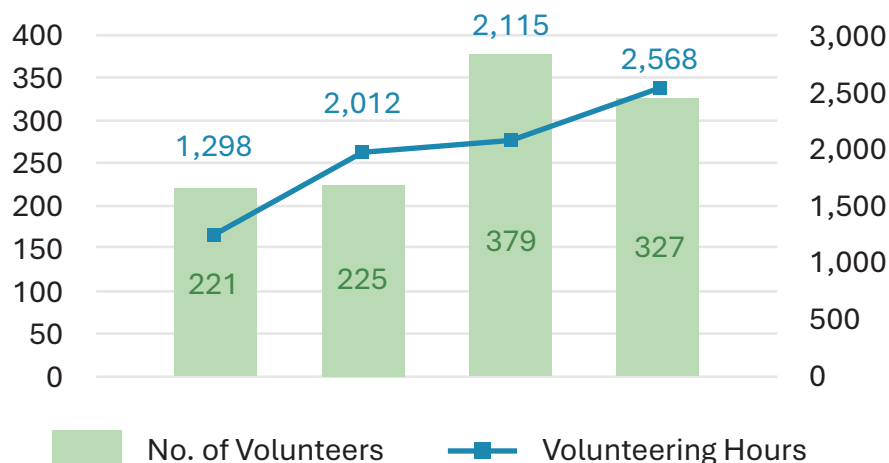
Outcome #3 Greater public contribution to the arts through volunteering and giving

Our engagement of our Esplanade Volunteers have resulted in the steady increase of their volunteering hours. Encouragingly, our volunteers felt their efforts not only had a positive impact on their beneficiaries, but on themselves too.

This meaningful growth is especially significant as the most recent findings of the National Giving Study 2023 by the National Volunteer and Philanthropy Centre (NVPC) showed that in recent years, people were volunteering fewer hours and donating less money.¹²

¹² Referencing the last three editions (2018, 2021 and 2023) of the National Giving Study, the median number of volunteering hours decreased from 24 hours in 2018 to 9.43 hours in 2023. The median amount of money donated increased from S\$100 in 2018 to S\$200 in 2021, but fell back to S\$100 in 2023.

No. of Volunteers & Volunteering Hours



327 Volunteers
in FY24, compared to
379 in FY23

2,568
Volunteering Hours,
a **21% increase** from
FY23

“I see it as a privilege to be sharing such a vulnerable space with the youths, and I appreciate how they opened their hearts up to the volunteers, even though they might not have known us for a long time. Through this programme, I **formed meaningful relationships with people I might otherwise have not met, and that has helped me to grow in ways I didn’t expect.**”

– Lucia Li,
Esplanade
Volunteer

92%¹³ of surveyed volunteers felt that they have **contributed to make a difference** and **over 85%** reported that they have **gained self-confidence and skills** such as interpersonal and communication skills.

¹³ Percentage of surveyed volunteers who selected “Strongly Agree” or “Somewhat Agree” to the statement, number of survey respondents = 102



Esplanade Volunteers escorting beneficiaries attending a Mother’s Day concert at the Esplanade Concert Hall.

We are ever grateful to our sponsors and donors who contributed their time and financial resources to support our work and leave a legacy of social impact. In Oct 2024, 49 donors enabled 200 beneficiaries from Singapore Cancer Society, foreign domestic workers-in-crisis from Centre For Domestic Employees and HOME Women Shelter to enjoy a performance at the Esplanade Concert Hall by Broadway and West End sensation Rachele Ann Go. We specially invited the donors to the concert as well, where they also got to meet with the celebrated singer.

130

Sponsors and Donors
in FY24, compared to
162 in FY23

Participants from Lion Befrienders (Mei Ling) making music at the *Community Angklung Project* programme.

“This is the first time I have played an instrument. At first, I didn’t know how to produce clear and loud music. But thanks to the teacher and volunteers, I now know how to hold the angklung properly. I am surprised that I am able to perform for the seniors at the nursing home, and happy that I am able to bring joy to them. **Thanks Esplanade and Asian Medical Foundation for sponsoring this enjoyable programme.**”

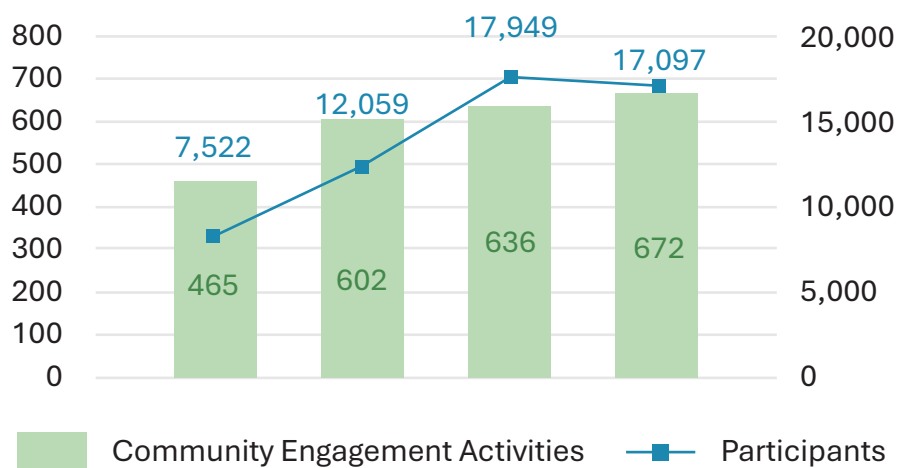
– **Joyce Koo**, Participant, *Lions Befrienders Active Ageing Centre @ Mei Ling 150*



Outcome #4 More social service agencies and caregivers engaging in the arts to improve wellbeing

For more than a decade, Esplanade has advocated for the importance of the arts in various communities, connecting artists and social service agencies and partnering with them to co-design arts programmes. Our belief drives us as we explore how the performing arts can complement the work of healthcare practitioners and social workers.

Community Engagement Activities & Participants



672 community engagement activities, a **6% increase** from FY2023

17,097 community engagement participants from over 200 social service agencies and community partners, compared to 17,949 in FY23. Decrease in participants due to a post-COVID-19 reduction in digital programmes in favour of more in-person activities.

As Singapore prepares to become a super-aged society, Esplanade continues to foster better understanding, empathy and connections between our young and seniors.

Our pilot run of *Big/Little Music Buddies*, presented in collaboration with Agency for Integrated Care (AIC) and PCF Sparkletots and sponsored by Vorel, successfully concluded with a public showcase that attended by more than 100 audience members who enjoyed an angklung performance and intergenerational and multicultural exchange.

“The project gave (us seniors) a chance to interact with children from different ethnic groups through playing a simple instrument together. It was a great learning experience.”

– Jenny Lim, a senior resident from PCF Sparkle Care (Shunfu)



Seniors and preschoolers from PCF Sparkle Care (Shunfu) and PCF Sparkletots (Marymount) at our pilot *Big/Little Music Buddies* – Intergenerational Angklung Project programme.

Over the last two years, healthcare policies in Singapore have placed greater significance on population health and social prescription, a care model where patients are connected with suitable resources in the community with the aim of addressing their social needs such as those related to mental health¹⁴. Recognising the rising interest of healthcare practitioners in this area, **Esplanade champions the power of the performing arts to improve social and emotional wellbeing while bringing about better health outcomes.**

Our Community Engagement team was invited to participate in the Singapore Health Patient Advocate Connection (SPACe) 2024 at Changi General Hospital as well as to speak on the topic of “Arts, Ageing and Creativity”, engaging some 26 students from National Technological University’s Master of Science in Applied Gerontology. We also embarked on our **first research study with YST Centre for Music & Health and Apex Harmony Lodge** for our *Sing Out Loud!* programme for persons living with dementia, designed to build on the brain’s preserved memory for musical recall.

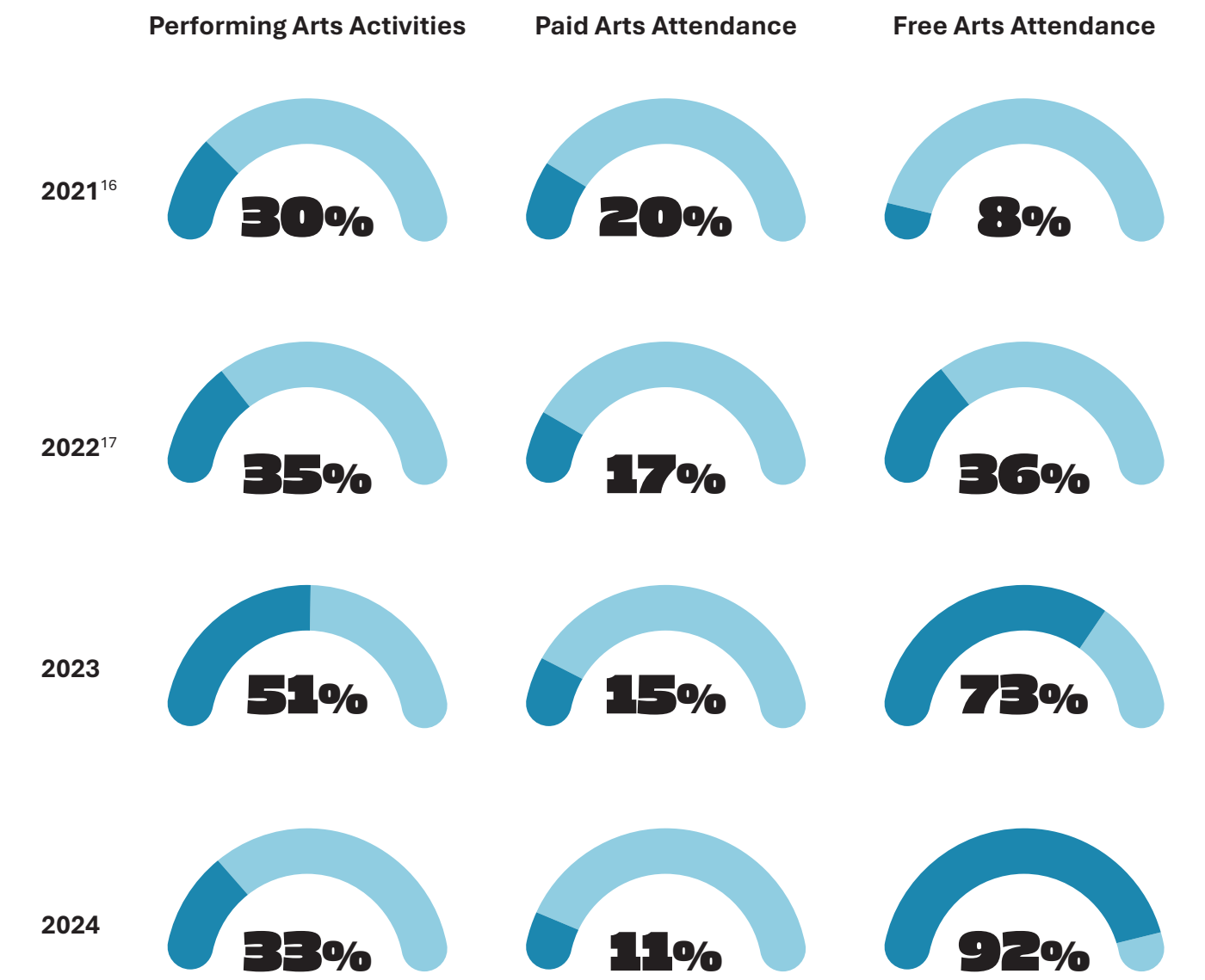
¹⁴ *The Straits Times*, 28 Nov 2024: “WHO recognises Singapore as leader in helping patients by connecting them to community resources.”

Our Impact

on shaping an inclusive society and enhancing wellbeing

Esplanade plays an influential role in influencing the perceptions of Singaporeans towards the role and value of the arts through our programmes, which account for a significant portion of total arts and entertainment activities and attendance in the country.

Esplanade’s contribution to Singapore’s arts and entertainment scene¹⁵



¹⁵ Percentages calculated based on Esplanade’s activities and attendance numbers (by calendar year) compared with published figures from [Singapore Cultural Statistics 2025](#). Singapore Cultural Statistics incorporate all arts and entertainment activities, including pop/rock concerts. In FY24, Singapore saw many commercial, high-profile concerts in stadiums.

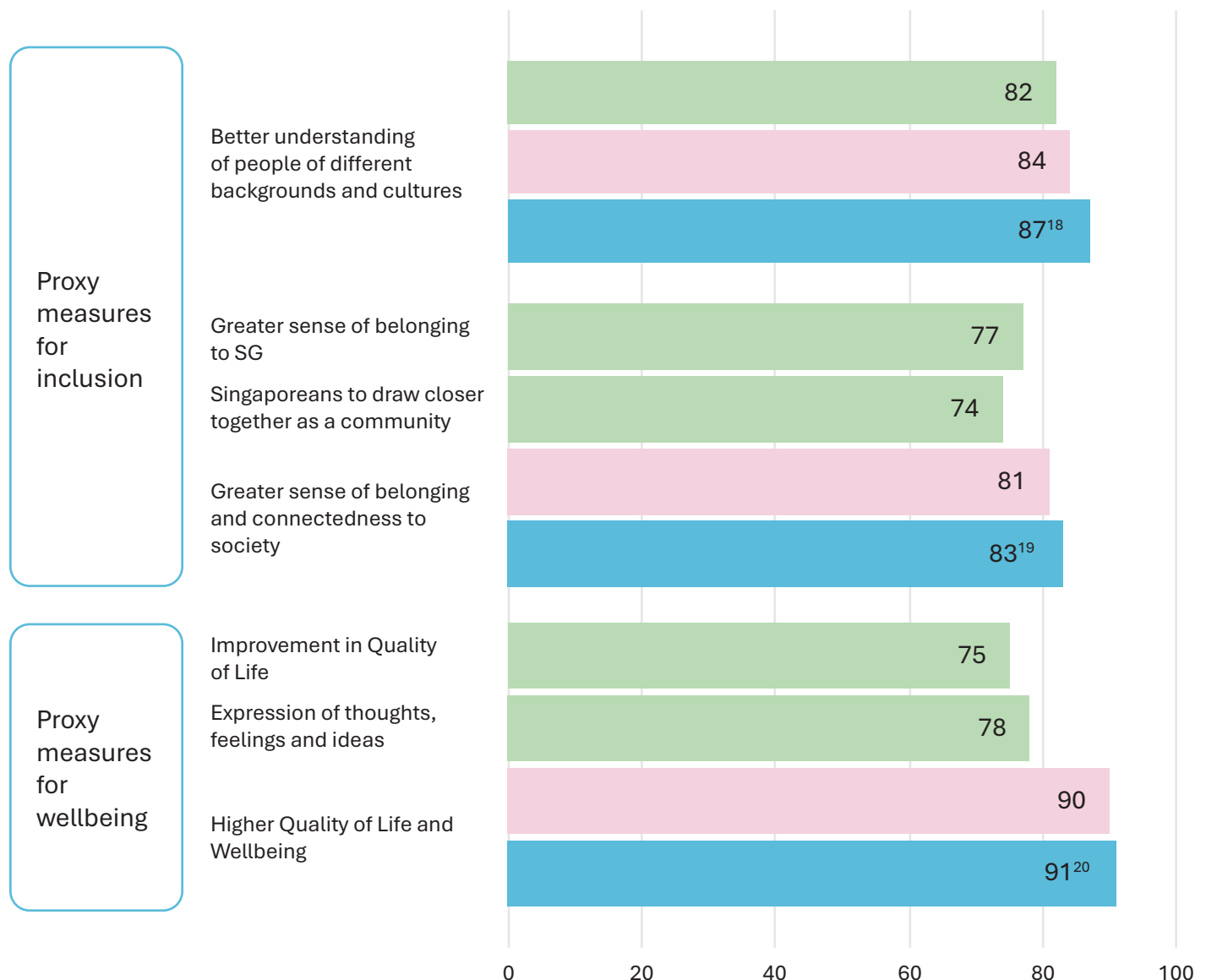
¹⁶ COVID-19 affected live events with safe management measures and restrictions in 2020-2021.

¹⁷ Updated numbers from Singapore Cultural Statistics 2025 for live and digital performing arts and entertainment events. Data found in previous editions included hybrid arts and entertainment which has since been excluded from the publication.

As the national performing arts centre, we influence the speed and scale of societal change in Singapore through the intensity and diversity of our thoughtful programming and sustained engagements with various communities.

Participants at Esplanade’s activities have a higher appreciation of the positive impact of the arts on community, society and wellbeing.

The arts and culture enable...



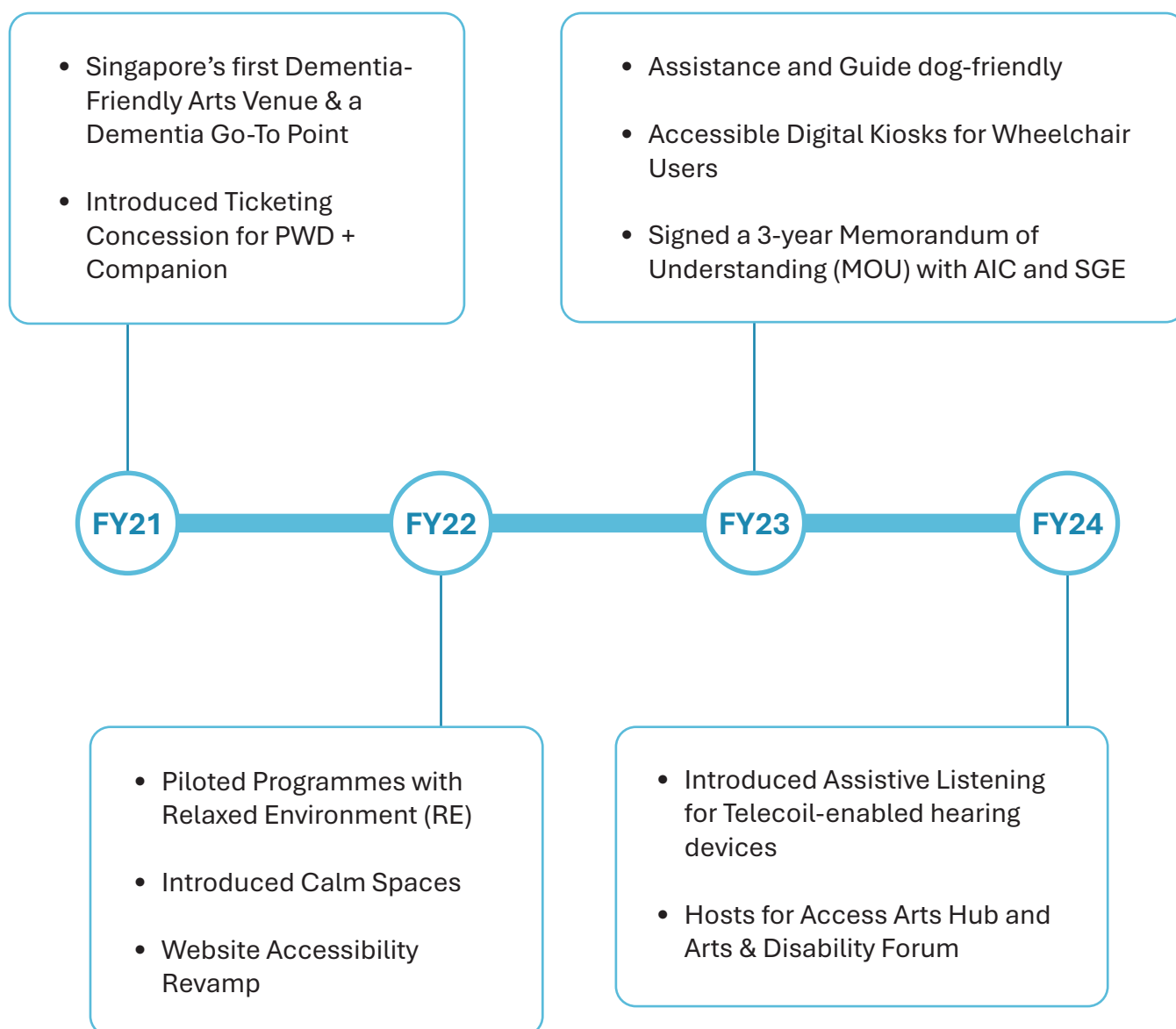
¹⁸ Percentage of survey respondents who rated 7 or more on a 10-point scale (with 10 being the highest) for the statement post-activity. Number of respondents = 2,582

¹⁹ Percentage of survey respondents who rated 7 or more on a 10-point scale (with 10 being the highest) for the statement post-activity. Number of respondents = 2,576

²⁰ Percentage of survey respondents who rated 7 or more on a 10-point scale (with 10 being the highest) for the statement post-activity. Number of respondents = 2,641

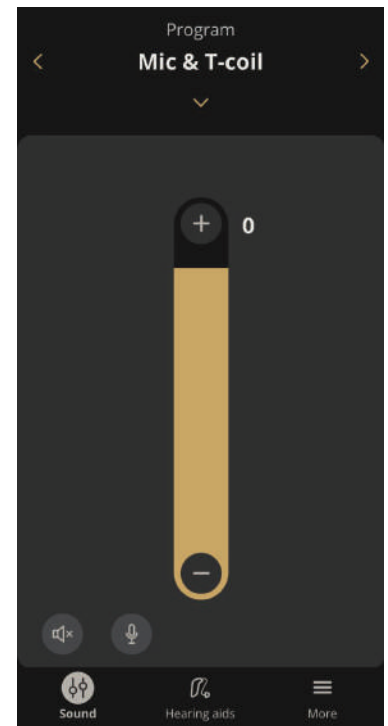
Feature: Esplanade's Accessibility Journey

From its beginnings in 2002, Esplanade's vision has always been to be a centre for everyone. Our journey started with a focus on financial and cultural access, before we expanded to catering to different life stages, demographics, abilities and intersectional needs. In line with our commitment to create a more inclusive and welcoming environment for all, we set up an Accessibility Taskforce in December 2020 to advance accessibility efforts in our centre and across our programmes. We aimed to reduce barriers to participation, enhance the visitor experience for PWDs, and deepen industry-wide conversations on access and wellbeing in the arts.



Access for everyone

In FY24, our key accessibility infrastructure upgrades included the **roll-out of assistive listening systems for telecoil-enabled hearing devices in selected venues, as well as enhanced wheelchair seating configurations**. Various access trials were conducted including wheelchair navigation trials at the Esplanade Theatre, audio descriptions paired with a tactile tour for the visually impaired, and haptic vests to enhance the multisensory experience of performances.



Mobile phone screen capture of the Mic & T-coil programme interface. This enhances audio clarity for hearing aid users with a Telecoil-enabled programme through the use of an assistive listening system, making for a more accessible arts experience.

We continued to evolve our [Relaxed Environment \(RE\)](#) programming to create a more flexible and welcoming environment for audiences of all abilities and backgrounds to experience the arts. RE offerings such as *Beautiful Sunday*, *Coffee Morning & Afternoon Tea* and *National Theatre (NT) Live* screenings expanded to include *Limelight* school choir and symphonic band performances taking place at the Esplanade Concert Hall. All RE performances are supported with pre-event guides and a Calm Space at the venue.





Come Together, our free performance platform presented in partnership with the Enabling Lives Festival, showcased artists such as Lily Goh and The Azalea Band—highlighting the creative excellence of persons with disabilities.

As a programme partner for SGE’s Enabling Lives Festival 2024, Esplanade presented performances at our *Free Programmes* series *Come Together* featuring performances by Deaf arts and music practitioner Lily Goh using Singapore Sign Language (SgSl) and music groups including VIB Band and The Azalea Band, whose members comprised persons with disabilities. The festival also featured *Everyone is Welcome: Accessible Arts Spaces*, an experiential tour at Esplanade and National Gallery Singapore for 37 persons with disabilities and their caregivers to learn more about the accessible features of arts venues.

84

RE performances, a **163%** increase from FY23

196

PWD concession tickets purchased, a **15%** increase from FY23

Building Awareness and Driving Conversations

Esplanade works closely with our access partners to champion and partake in thought leadership for a more inclusive society. In FY24, Esplanade hosted and was Programme Partner for the *Arts & Disability Forum 2025* (ADF 2025), organised by ART:DIS Singapore and supported by the NAC. Nearly 300 attendees including artists, educators and community practitioners gathered to share expertise, research and aspirations for a more inclusive arts landscape.

As an active member of Access Arts Hub—a consortium of access-minded organisations and individuals—we hosted one of its quarterly meetings to discuss the next steps for accessibility in the arts in Singapore. Invited members also attended a preview of *Listen to See* by Australia’s leading inclusive dance company Restless Dance Theatre held as part of *da:ns focus – EveryBody*.



Listen to See by Restless Dance Theatre. Photo credit: Alvin Ho





A trial set-up of an enhanced Calm Space at the Esplanade Theatre Studio. This was part of a capstone project by students from SUTD.

Learning and Developing Capabilities through Partnerships

Our community partners help us to better understand the lived experience of PWDs as we build capabilities and deepen our accessibility efforts. Made possible through a MOU with SGE, Esplanade’s Customer Experience team underwent training in consumer inclusiveness, and we continue to engage SGE to explore inclusive technology and discover like-minded partners.

In FY24, eight Esplanade staff members were trained in Easy Read content creation to aid centre visitors who benefit from simplified information formats. We also collaborated with students from the Singapore University of Technology and Design (SUTD) on enhancing our Calm Spaces in the centre. We also participated in the Arts Civic District Alliance’s Civic District mapping exercise and audit with the Disabled People’s Association.

These collective efforts brought us closer to making Esplanade a place where everyone feels welcome at the centre. At the heart of this journey toward greater accessibility is collaboration with the disability community, artists, arts groups and partners across the sector. **Together, we continue to shape a future where the arts truly belong to everyone.**

THE NEXT GENERATION

OUTCOME

1

More young people of all backgrounds experiencing and enjoying the arts

29,229 students engaged

262,442 attendance for our Children & Youth activities

2

More people valuing the arts in providing them and the young with new ways of learning and understanding about themselves, others, Singapore and the world

86% students/educators agreed that learning objectives were met²¹

84% students/educators reported a deeper understanding about Singapore society and social issues²²

77% students/educators reported an improvement on emotional wellbeing²³

3

More artists and practitioners are supported and skilled to work in the arts and in arts education

1,128 Singapore artists and practitioners in development activities

IMPACT

The arts and artists are widely engaged in nurturing future generations of imaginative and empathetic citizens, and the aspirations of Singapore's best creative talents are developed.

²¹ Percentage of surveyed students/educators who selected "Strongly Agree" or "Somewhat Agree" to the statement, number of respondents = 456.

²² Percentage of surveyed students/educators who selected "Strongly Agree" or "Somewhat Agree" to the statement, number of respondents = 445.

²³ Percentage of surveyed students/educators who selected "Strongly Agree" or "Somewhat Agree" to the statement, number of respondents = 444.

Achieving our outcomes

Outcome #1: More young people of all backgrounds experiencing and enjoying the arts

The arts can play a crucial role in igniting curiosity, cultivating creativity and empathy in the young. This is particularly significant as the increasing use and dominance of digital interactions and social media has raised concerns about social isolation and mental health issues, particularly in the young. Emergent technologies like Artificial Intelligence (AI) are also changing the nature of work and society.

Esplanade engaged school students and young people through accessible and targeted programmes like *March On!*, *Feed Your Imagination (F.Y.I)* and *PLAYtime!*. These programmes were complemented by participatory tours, learning journeys (LJs), mentorship programmes, as well as campus activations—creating opportunities and touchpoints for the next generation to experience and enjoy the arts.

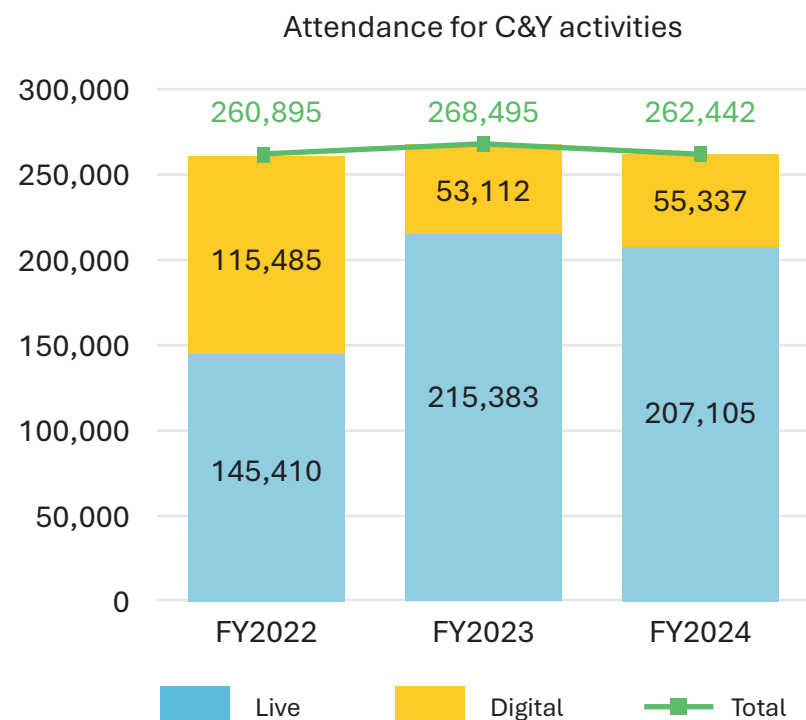


Top: *Itchy Fingers 1, 2,3!* at the Esplanade Courtyard, presented as part of *March On!*

Middle: Esplanade Senior Producer Rachel Lim speaking to staff members from the MOE Student Development Curriculum Division at the Esplanade Black Room during a customised learning journey.

Bottom: Esplanade Production Manager Amy Wee speaking to students from the Nanyang Academy of Fine Arts at the Esplanade Theatre during a learning journey.

Attendance for Children & Youth (C&Y) activities



Engaging schools and students

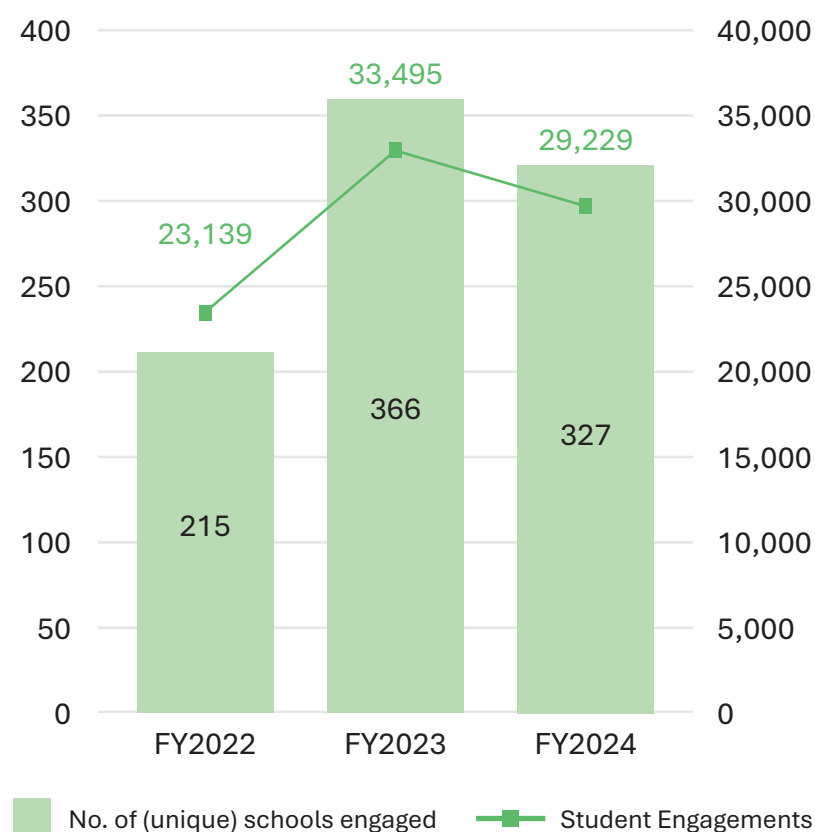
327 schools engaged, compared to 366 in FY23²⁴

29,229 students engaged, compared to 33,495 in FY23

Number of schools and students engaged were lower in FY24 mainly due to fewer *F.Y.I*, *Limelight* and *PLAYtime!* activities as a result of venue closures for technical infrastructure upgrading works.

High satisfaction levels amongst students and educators (CSAT) – 83%

No. of schools and students engaged



Deepening engagements with targeted membership programmes

16,676 Youths (age 17–26) in *Esplanade&Me* U26 category²⁵, 46% increase from FY23

36,806 Children (age 0–12) in *Esplanade&Me* PIP's Club category²⁶, 22% increase from FY23

²⁴ Figure derived through a unique count. Each school is counted only once, regardless of how many times the school was engaged.

²⁵ For *Esplanade&Me* members 26 years old and under who are encouraged to participate, learn and co-create with us in the arts.

²⁶ For *Esplanade&Me* members with children 12 years and under.

Outcome #2 – More people valuing the arts in providing them and the young with new ways of learning and understanding about themselves, others, Singapore, and the world

Esplanade’s programmes help the young discern the nuances and complexities of modern society whilst supporting their social and emotional wellbeing. Our Children & Youth (C&Y) programmes are guided by learning objectives and outcomes towards this goal. *F.Y.I* activities emphasise cultural understanding, character building, citizenship and genre exposure while our *Limelight* series help inspire and build confidence in young student performers.

86%

students/educators agreed that their **learning objectives were met**, compared to 90% in FY23

84%

students/educators agreed that the programme **deepened their understanding of Singapore society and social issues**, a **14% increase** from from FY23

77%

students/educators agreed that the programme **improved their emotional wellbeing** (i.e. increased self-esteem, optimism and confidence), compared to 78% in FY23

We continued our collaboration with NAC and MOE on the Performing Arts Based Learning (PABL) programme. Through a powerful demonstration of storytelling through music, students were encouraged to consider their own personal stories and ideas as inspiration for creating their own unique songs. Our concert *Songsmith: Singapore Songs and Songwriting* brought over 2,000 secondary school students to the Esplanade Concert Hall to enjoy performances by a star-studded line-up of singer-songwriter artists like Nathan Hartono and Aisyah Aziz. Written and led by singer-songwriter Inch Chua with producing support from Metronome Collective and Esplanade, and music direction by Joel Chua, students were guided on a musical journey through Singapore's sonic landscape from 1960s till the current day.

Learn more about *F.Y.I Day Out!* where more than a thousand primary school children come to the Esplanade for an arts immersion programme

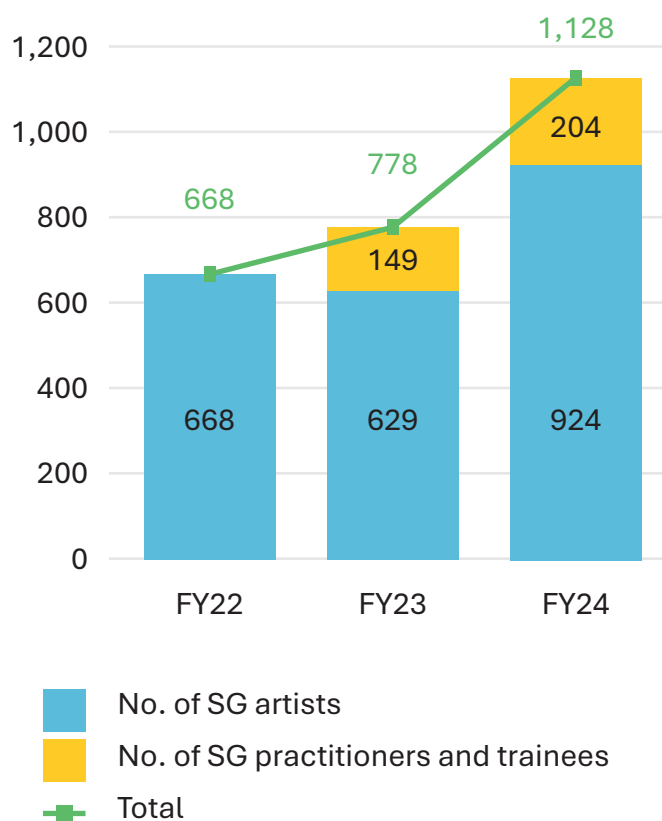
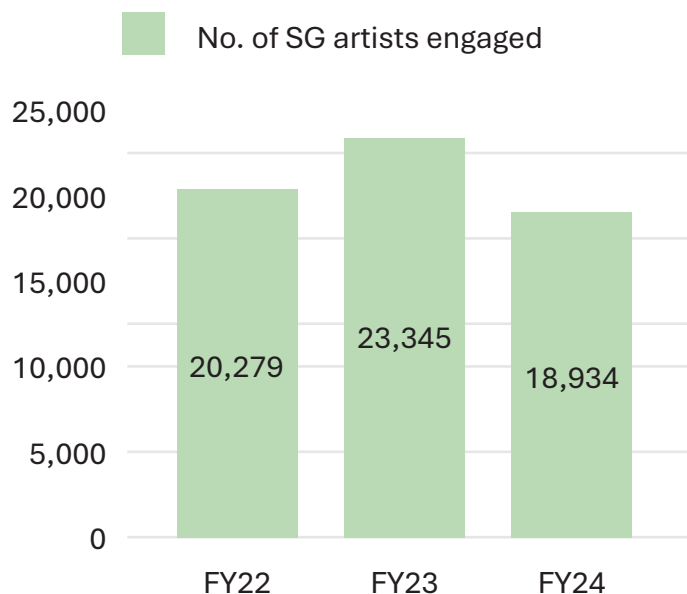
Songsmith: Singapore Songs and Songwriting, presented at the Esplanade Concert Hall in partnership with NAC and MOE. Photo credit: @zomgitsashok



Outcome #3 More artists and practitioners are supported and skilled to work in the arts and in arts education

Esplanade takes pride in regularly engaging Singapore artists and practitioners and consistently providing developmental opportunities. As the national performing arts centre, we lead the sector in supporting Singapore artists and practitioners in their development and in building their technical capabilities.

No. of SG artists, practitioners & trainees involved in development programmes



Learn more about
Esplanade Academy
- our training and
development programmes
to help practitioners in
the performing arts sector
develop capabilities and
hone their professional
skills



²⁷ The nine practitioners comprised three duos and three independent practitioners: Ayu Permata Sari and Hasyimah Harith (Indonesia & Singapore); Mark Chua and Lam Li Shuen (Singapore); Suhui Hee and Marjet Zwaans (Singapore and Netherlands/Suriname); Jared Jonathan Luna (Philippines); Nanako Nakajima (Japan); and Juan-Camilo Riaño-Rodriguez (Colombia/Australia).

We continued to create more opportunities for artists and practitioners to exchange knowledge and insights with their regional and international counterparts.

We supported the development of new Malay-language scripts by emerging playwrights in Singapore, Malaysia and Indonesia through the inaugural *Nusantara Open Circle*, a three-year programme produced by Singapore's Main Tulis Group. The first edition saw over 200 participants engaging in meaningful discourse over a one-day event. The following two editions will feature open calls for new plays in development, and mentorships with some of the region's most notable playwrights.

We also supported the development of artistic and critical research through the second edition of the ***Contemporary Performing Arts Research Residency***, which took place from April to June 2024. The residency saw nine practitioners²⁷ holding public programmes where they invited audience members to connect with and respond to their projects.

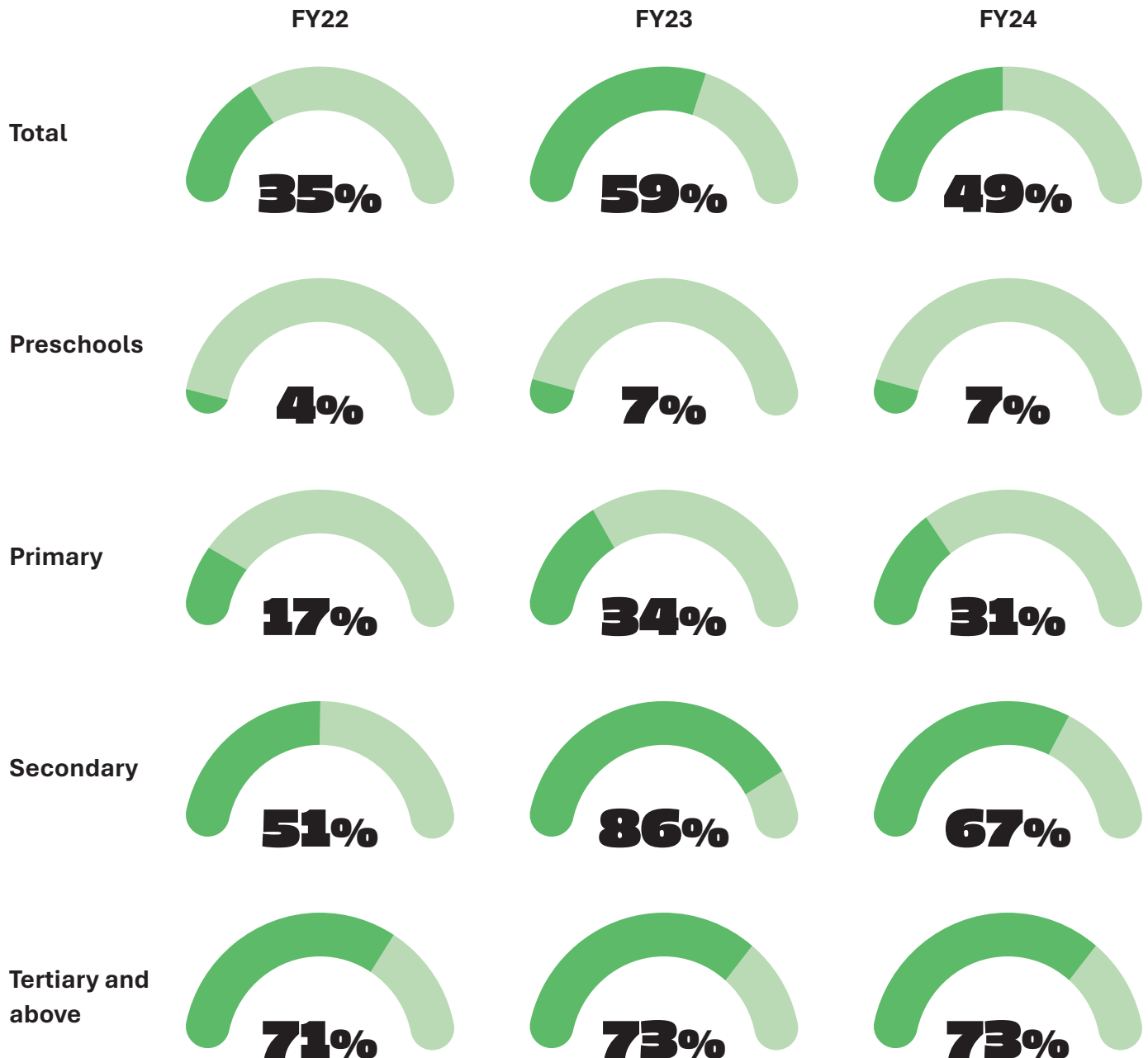


A public showcase of *Flowers: Démonstration and Jam* by Jared Jonathan Luna at the Esplanade Rehearsal Studio.

Our Impact on developing the next generation

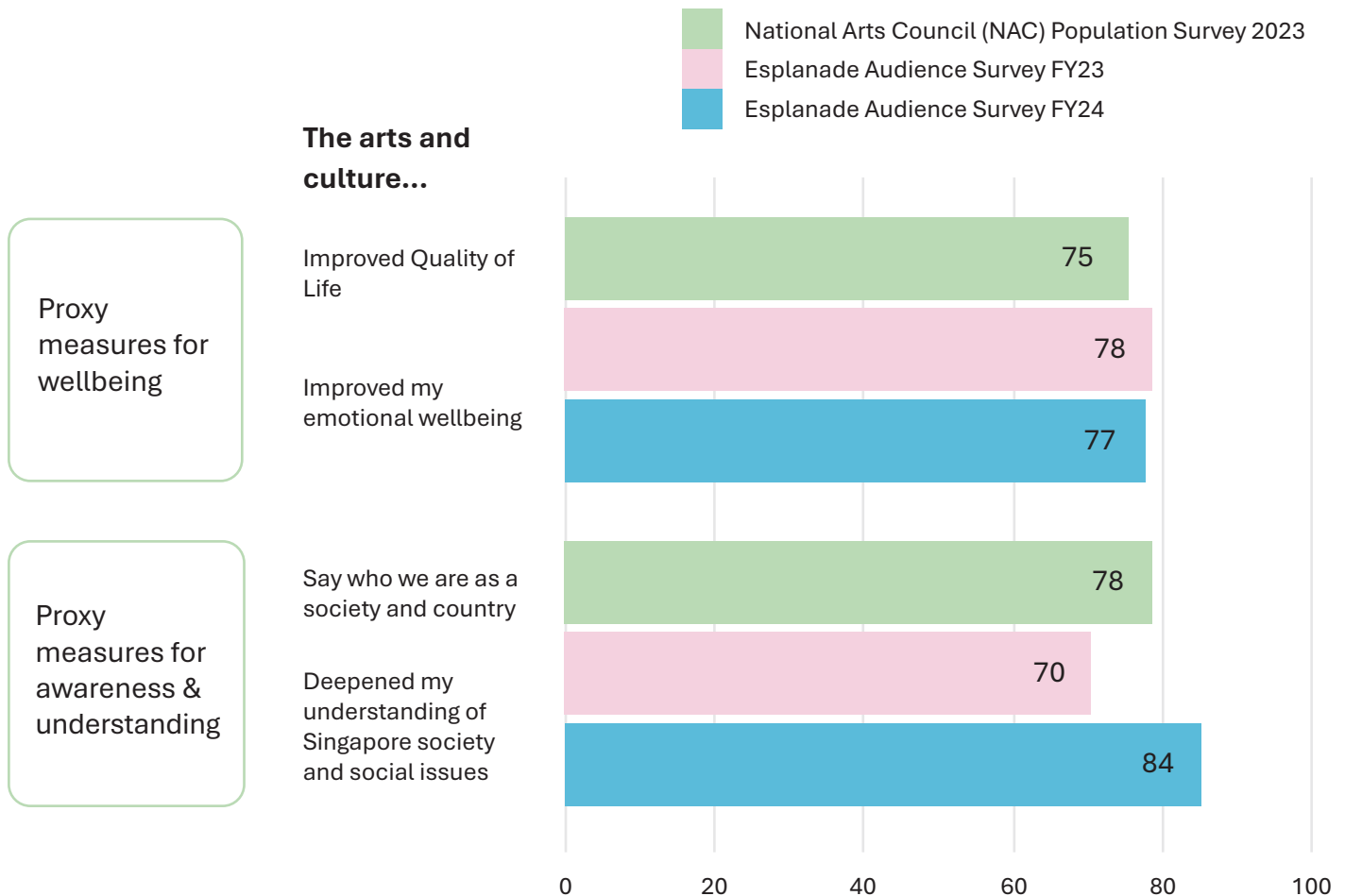
In FY24, Esplanade's programmes continued to reach a significant proportion of schools in Singapore and enable students to experience and participate in the arts, directly shaping their growth as individuals throughout their formative and developmental years.

School Penetration Rate²⁸



²⁸ Based on total number of schools engaged by Esplanade against the total number of schools in Singapore in cohort as provided by the Education Statistics Digest by MOE. The figures above do not include International Schools, Special Education (SPED) Schools, and Homeschools.

Positive perceptions of the value of the arts amongst students who attended Esplanade’s C&Y programmes were higher than national findings and reflected our contributions in shaping the next generation, improving their wellbeing and understanding of our multi-cultural and diverse society.



Creating opportunities for sustainable arts employment in Singapore

According to Ministry of Manpower Labour Force in Singapore 2024 Report²⁹, the Singapore labour market continued to expand in 2024 on the back of strong economic performance and positive business sentiments, with the arts, entertainment and recreation industry accounting for approximately 1.6 per cent of employed residents (aged 15 and over). Employment in live performing arts³⁰ **grew by 13 per cent from 5,500 in 2020 to 6,300 in 2024**, accounting for approximately 26 per cent of total employees in the arts and culture sector.

Esplanade continues to play an important role in providing jobs, training and opportunities for artists and arts practitioners. We take pride in ensuring that arts workers are equipped with skills and capabilities to meet changing workforce demands within and beyond the arts.

²⁹ <https://stats.mom.gov.sg/Pages/Labour-Force-In-Singapore-2024.aspx>

³⁰ Extracted from Singapore Cultural Statistics 2025.

428

active casual staff including front-of-house ushers and technical crew

18,934

Singapore artists engaged in delivering performances and programmes

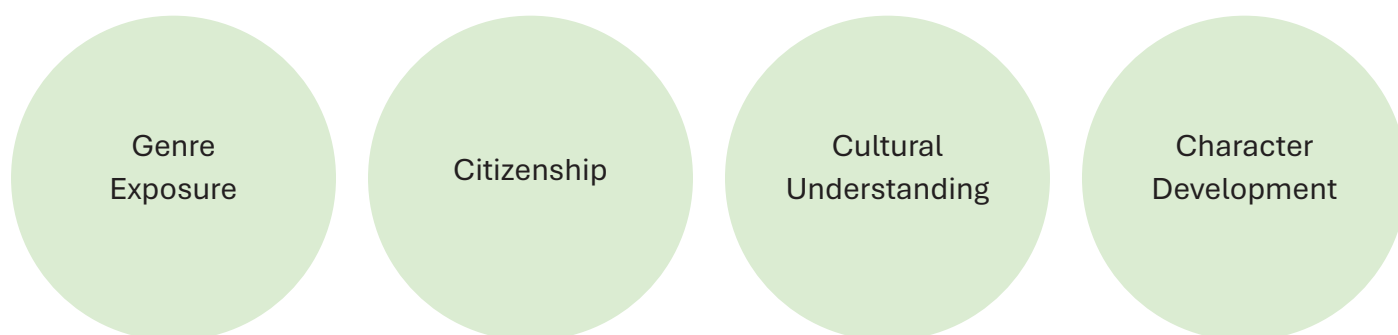


Participants at a *Perform Basic Stage Operations* programme.

Feature: Feed Your Imagination (F.Y.I) Day Out! @ Esplanade

For the past 18 years, our *F.Y.I* programmes have journeyed with generations of school students and artists, inspiring and enriching them through carefully designed arts experiences that enable the young to connect with, contextualise, and make sense of the world around them. Led by four key programming pillars which dovetail with MOE curriculum for primary and secondary schools, *F.Y.I* programmes commit to being relevant and fully engaging in both format and genre.

F.Y.I programming pillars

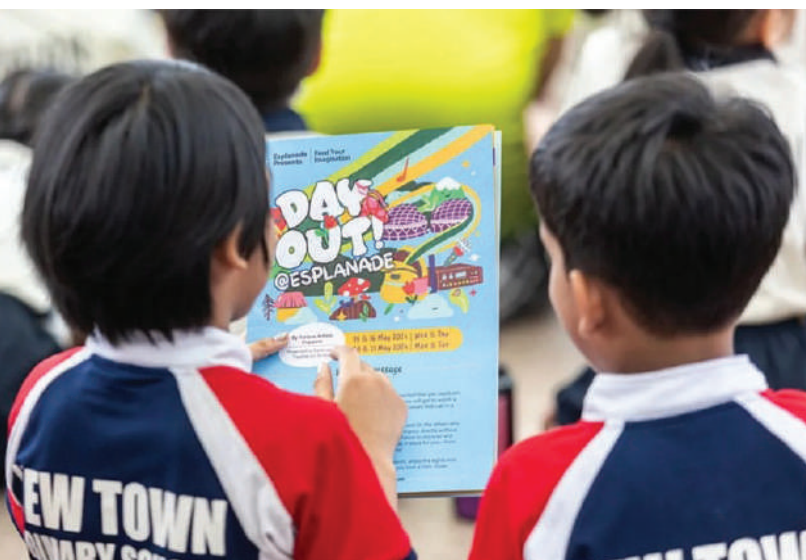


Specially designed for primary school students, ***F.Y.I Day Out! @ Esplanade*** has become a popular mainstay programme at Esplanade where young students immerse themselves fully in the arts. Focused on the *F.Y.I* pillars of **Genre Exposure** and **Cultural Understanding**, *F.Y.I Day Out! @ Esplanade* is often a student's first experience of a professional dance, music, or theatre performance, and provides a strong foundation for them to grow their interest and continue engaging with the arts.

Closely aligned to MOE school curriculum, the programme includes educational resources that build on the students' experience, including an **educator's guide for teachers** to use before and/or after the performance, and a **student's guide**.

***F.Y.I Day Out! @ Esplanade* in FY24**

- **1,700** primary school students and educators reached, compared to 1,200 in FY23
- **89%** satisfied with the experience
- **9/10** likely to return and recommend to others
- **88%** learning objectives were met



Primary school students were treated to an interactive Bollywood dance performance by Royalusion; learnt about musical elements through a participatory vocal workshop conducted by Dionne Lim, Amanda Lee and Deniece Foo; and went on an exclusive tour of the Esplanade Concert Hall. The experience was well-received by students and teachers, who enjoyed the diverse range and the interactive nature of the arts experiences.

“The two editions of *F.Y.I Day Out! @ Esplanade* were really fun and rewarding because we got to introduce young audiences to the whole music, movement and culture of street dance. The students are always so lovely and energetic so it’s refreshing for us to bring a block party to the young ones so early in the morning! **They are always so excited and inquisitive and responsive to new information and experiences** so their willingness to try and engage with our prompts gives us so much energy and motivation to give our best performance to them!”

– Street Dance artists **ScrachMarcs** on performing at *F.Y.I Day Out! @ Esplanade* in 2023 and 2025

Top: Students at *Day Out! @ Esplanade*, presented as part of *F.Y.I 2024*.

Middle: Interactive Bollywood dance performance by Royalusion at *Day Out! @ Esplanade* at the DBS Foundation Outdoor Theatre, presented as part of *F.Y.I 2024*.

Bottom: Students on a tour of the Esplanade Concert Hall, as part of the *F.Y.I Day Out @ Esplanade* experience.

Feature: Esplanade Academy

Developing talents and building capabilities for the next generation of practitioners

Building careers and communities through training

Over the years, Esplanade Academy has played a significant role as a training ground for technical theatre and arts professionals. Since the opening of Esplanade more than 20 years ago, we have trained more than 1,000 professionals in technical theatre through our Technical Theatre Training Programmes.

Recognised as an Approved Training Organisation by SkillsFuture Singapore (SSG), the courses under the Academy help professionalise technical production roles, giving individuals a structured and recognised career path into the industry.

Many working in Singapore's technical production scene today as technical managers, production coordinators or technicians in lighting, sound, and staging began their journey with Esplanade as trainees within the Academy, before progressing to full-time roles within the industry—a clear testament to the Academy's ability to nurture and prepare individuals for careers in technical production.

The Academy also provides opportunities for arts professional and technicians to become educators and trainers, creating new pathways in the arts for mid-career practitioners. More recently, the Academy expanded its offerings beyond technical theatre with the launch of our *Sing Out Loud! Train-the-Trainer Programme*, which is designed to equip and empower staff from social service agencies with the skills and knowledge to run stimulating and engaging singing sessions for persons with dementia.



Participants at Esplanade Academy's *Demonstrate Understanding of Basic Lighting Operations* programme.



Participants at Esplanade Academy's *Demonstrate Understanding of Basic Sound Operations* programme.

Fostering talent with institutions and industry

Through strategic partnerships, particularly with Institutes of Higher Learning (IHLs), the Academy contributes to fostering talent in Singapore.

- **Nanyang Academy of Fine Arts (NAFA):**
 - Co-developed and jointly offered the Certificate in Technical Theatre (Level 1), which includes a proposed modular format to enhance accessibility and responsiveness to industry needs.
 - Established MOU with Esplanade for collaborations in the development of diploma and degree courses, industry-based learning and continuing education and training.
- **Institute of Technical Education (ITE) Central:**
 - Provided its students from ITE's theatre production programmes with industry attachments at Esplanade.
- **NAC:**
 - Established an agreement to fund Esplanade to conduct modular technical theatre training courses and Certificate in Technical Theatre and Production (Level 1) in FY25.

In recognition of our sectoral leadership, Esplanade was the Appointed Industry Partner (AIP) for the arts sector by the Singapore University of Social Sciences (SUSS) Institute for Adult Learning. The Academy also contributed to curriculum development for SUSS's Bachelor of Science (Events Management) with the module *Venue Management in Performing Arts Spaces*.

International Collaboration and Influence

Esplanade Academy's international engagements reflect our position as a regional leader in performing arts training and consultancy. **By sharing our expertise, the Academy contributes to capacity-building efforts across different cultural contexts while deepening knowledge exchange with our international counterparts.**

In FY24, the Academy hosted a 27-member delegation from China for the Shanghai Theatre Brand Building Exchange Programme 2024 to learn more about theatre management, operations, marketing, finance management as well as arts programming.



CEO Yvonne Tham (front row, second from right), Assistant CEO (Operations) Ravi Sivalingam (extreme left) and Director, Human Resources Marian Koh (front row, second from left) with participants of the 9th edition of the Shanghai Theatre Managers' Training programme.

CREATIVE FUTURES

OUTCOME

1

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

1,876 international artists engaged for our programmes

227 new works supported

136 international artistic exchanges, including 72 performances at overseas venues and festivals

2

Wider utilisation of technology for new ways of engagement, creation and presentation in the arts

26 artists and technologists seeded new ideas in art making and presentation through 6 Lab Projects in the NAC Performing Arts x Tech Lab

89 new digital content produced by *Esplanade Offstage*

Technical Infrastructure Upgrade of Concert Hall, Theatre Studio (in FY24), and Recital Studio (in FY23)

3

Greater advocacy for and wider adoption of sustainable practices in the arts sector

21% reduction in annual general waste output

44% increase in amount of recycled items

9% reduction in electricity consumption

Water Efficiency Index (WEI) 11.97 l/p/d³¹

IMPACT

The arts shape Singapore's responses to global challenges and opportunities, through innovation and sustainable practice.

³¹ Water Efficiency Index (WEI) measures Total Water Consumed per person (visitor) per day. According to PUB, Singapore's National Water Agency, the WEI serves as a performance indicator for water efficiency.

Achieving our Outcomes

The arts play a central role in enabling Singaporeans in being prepared for the uncertainties that lie ahead in a world that is marked by increasing geopolitical tensions, divisive ideologies, an urgent climate crisis, and escalating costs that threaten the livelihood of communities across the globe.

Through collaborations, exchanges, and partnerships, Esplanade leads the sector in cultivating a future-ready Singapore where the arts play a key role in our regional and international connections and in engaging in today's issues—technological and climate change—for tomorrow.

Outcome #1: Greater international connections that profile Singapore and Esplanade's thought leadership in the arts

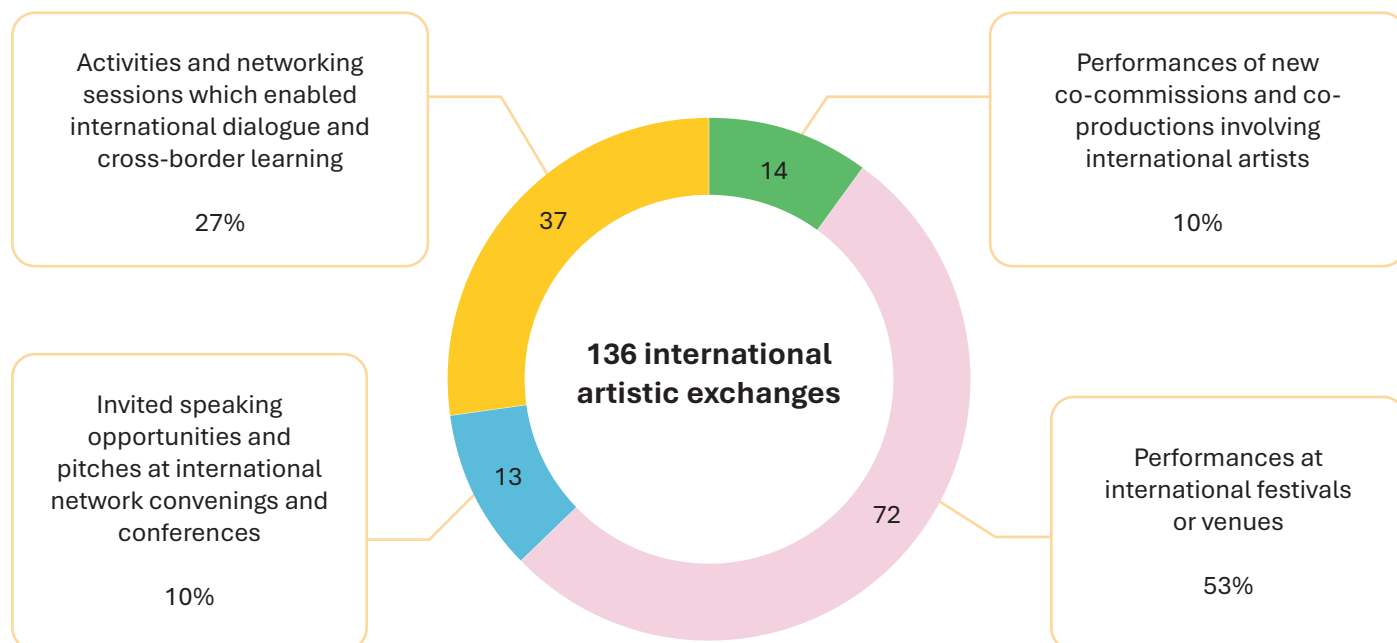
Esplanade paves the way for Singapore and Asian arts communities to thrive on the international stage.

Over the years, we have taken care to nurture our relations with international artists, producers, venues and festivals, positioning Esplanade and Singapore as a trusted partner and connector for the performing arts in the region and the rest of the world. We support Singapore artists in the development of new works that add to the rich and diverse collection of Singaporean works that our citizens can be proud of.



A standing ovation for *Samsara – A Cine-Concert* at the Esplanade Concert Hall, presented as part of *Pesta Raya – Malay Festival of Arts 2024*.

In FY24, we strengthened global visibility and enabled learning opportunities for Singapore and Asian artists through a myriad of international artistic exchanges. Our co-commissions and co-productions were featured at leading festivals and venues across the world including Southbank Centre in London, Asia TOPA in Melbourne, as well as National Kaohsiung Centre for the Arts (Weiwuying) in Taipei. Our commissions and productions *Stream of Memory* by Papermoon Puppet Theatre (Indonesia) and *Samsara – A Cine-Concert* by renowned Indonesian auteur Garin Negroho were also selected for pitching at key regional and international conferences such as the inaugural Hong Kong Performing Arts Expo (HKPAX) and the International Society for the Performing Arts (ISPA) Convening in Perth.



1,876

regional and international artists engaged,
a **1% increase** from 1,872 in FY23

227

new works supported,
compared to 285 in FY23

Besides touring our programmes internationally, **we also fostered meaningful exchanges and supported creative research.** Our second run of the *International Presenters Visit Programme (IPVP)* in collaboration with NAC brought 30 international presenters and leading Singapore and Asian contemporary performing artists to Esplanade to engage in transcultural dialogues and potential collaborations.

Hear from leading industry practitioners from around the world on how the IPVP opened up more opportunities for collaboration and exchange within the region

“Commissioning work is one of the greatest ways an organisation can support independent artists. Getting a commission from Esplanade was wonderful. It’s such a **precious and unique opportunity in a way for a performance worker like me to get a commission by the national performing arts centre—that’s usually unheard of in most countries.**”

– **Artist Sim Chi Yin** on her experience collaborating with an international producer and touring an Esplanade Commission, *One Day We’ll Understand*.

[Hear more from her in this interview.](#)



Singapore multidisciplinary artist Amin Alifin sharing about independent practices in Singapore with IPVP participants from across the globe, at the Esplanade Black Room.

Our biannual *Contemporary Performing Arts Research Residency* provided both local and international residents time and space for artistic inquiry, experimentation and transcultural dialogue.

Our international counterparts continue to see Esplanade as a thought leader for the arts in this region. As Secretariat to the Association of Asia Pacific Performing Arts Centres (AAPPAC), Esplanade supports the development of the region by enabling learning and exchange and supporting collaborative opportunities for over 75 leading arts centres and organisations within the Asia Pacific, playing an important role that expands the capabilities of both our local and regional peers. Esplanade CEO Yvonne Tham is the current Chairman of the Executive Council of AAPPAC.



One Day We'll Understand 有那么一天, an Esplanade commission presented at the Esplanade Theatre Studio as part of The Studios, by Sim Chi Yin and produced by CultureLink Singapore, in partnership with Chamber Made (Australia).

“This residency has **enabled me to develop deep ties to the Singaporean cultural and artistic community** which I envision to be nourishing throughout my lifetime.”

– **Juan-Camilo Rodriguez** (Colombia/Australia), FY24 *Contemporary Performing Arts Research Resident*

Outcome #2: Wider utilisation of technology for new ways of engagement, creation and presentation in the arts.

Esplanade seeks to support artists and practitioners in embracing technology for artistic creations and new ways of connecting with audiences. We enabled collaborations between artists with technologists, as well as supported and presented works that push the boundaries through the use of digital tools.

In FY24, we concluded the second edition of the NAC Performing Arts x Tech Lab—a partnership with NAC where together with [Keio-NUS CUTE Center](#) as technology consultant, we seeded collaboration and experimentation between arts and technology, encouraging arts practitioners to integrate technology into their practice. Taking place over nine months, **the artist-led lab provided space for research and experimentation, enabling 26 artists and technologists to venture into new creative territories, enriching their individual practices.**

“Having a decades-long career working at the intersection of the arts, more specifically the performing arts and technology, I know how vital the role of experimentation is to progress the field. I think that the **Arts x Tech Lab initiative has demonstrated the importance of developing an environment — both physical and through new connections — where interdisciplinary collaboration is championed.** Collaboration is very much key to the realisation of new ideas. I think the success of the programme is evidenced by the calibre of the projects and the progression of demonstrable skills and understanding within the teams.”

– **Toby Coffey**, *Former Head of Immersive Storytelling Studio, National Theatre UK and NAC Performing Arts x Tech Lab Advisory Panel Member.*

Learn more about the 2nd edition of the NAC Performing Arts x Tech Lab and Projects in the e-publication [here](#), or catch an overview of the Lab in [this video](#).

Esplanade Offstage, our growing repository of videos, stories, podcasts and resources about the performing arts and culture in Singapore and Asia, continues to be a key extension of our work on the digital front. We have cast spotlights on various Malay artists and cultures in the lead up to *Pesta Raya – Malay Festival of Arts*, as well as highlighted inclusivity in the arts with a content video [Look at My Dance, Not My Disability](#), created in partnership with RICE Media. In line with our strategic pillar on developing the next generation, *Esplanade Offstage* published content produced by four *Baybeats Budding* writers and a Teachers’ Day feature on 11 arts educators who have shaped Singapore’s arts landscape.

Our adoption of new technologies in venue operations and building management also enables Esplanade to set benchmarks in running our centre. By FY24, we upgraded three of our four major venues as part of technical infrastructure upgrading works which started in FY23. With the completion of the upgrading works for Esplanade Theatre by FY25, our main performing venues will be digitally ready and able to support broadcasting and recording needs through the development of a new digital media suite.

Outcome #3: Greater advocacy for and wider adoption of sustainable practices in the arts sector.

Esplanade leads by example in embracing green practices to become a more environmentally sustainable arts centre. As a busy centre that welcomes over 21 million visitors annually, hosts more than 4,000 activities throughout the year, and houses more than 50 retail and F&B tenants within Esplanade Mall, we believe in adopting sustainable practices in a multitude of ways to minimise our environmental impact. Formed in 2018, our Go Green Committee has brought greener practices into our operations and work processes, engendering a more environmentally sustainable culture throughout the organisation.

We work closely with our mall tenants and term contractors to produce significantly less general waste and integrate recycling into our daily operations. Recycling initiatives include the collection of e-waste and avoiding single-use plastics for productions. In FY23, we introduced a three-step waste management system that manages daily waste, including the use of a rotary drum waste disposal system, a food waste biodigester that converts food waste into greywater and a vertical baler system for recyclable waste.

Food waste biodigester machine that converts food waste into greywater. This reduces the resulting amount of general waste that is sent to landfills.



Recycling bins and collection points at Esplanade



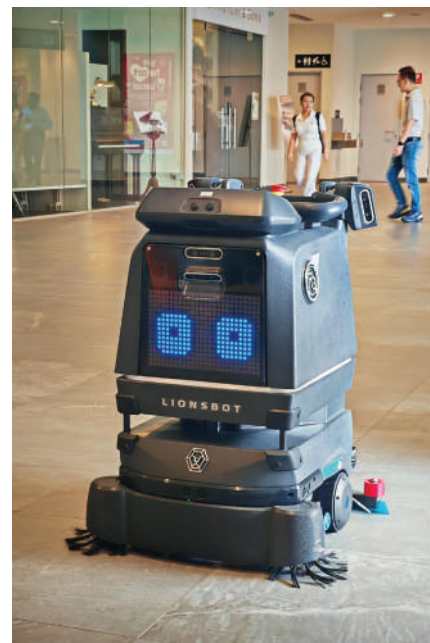
Year	Esplanade's General Waste Record (in kg)
FY19	1,067,847
FY22	681,042
FY23	762,752
FY24	603,251

A 21% reduction in Esplanade's General Waste Record from FY23

Recycled Item Type	Recycled Amount (in kg)		
	FY19	FY23	FY24
Glass	0	0	3,265
Paper / Carton Box	728	9,310	13,965
Metal	43	1,486	1,685
Plastic	43	1,352	1,175
E-waste	0	1,131	210
Food Waste	0	2,402	2,287
Total amount of recycled items	814	15,681	22,587

44% increase in recycled amount from FY23

Our efforts in reducing energy consumption and improving water efficiency reflects our commitment to demonstrate how arts centres can contribute to a more climate-resilient future. We lowered our energy usage significantly by adopting smart facilities management technologies to become more efficient and productive. These include cleaning robots deployed by our cleaning vendor Chye Thiam Maintenance, smart toilet features, motion sensors, as well as carbon dioxide sensors in our integrated demand control ventilation system for our basement carpark to better monitor carbon dioxide levels.



Left: Autonomous sweeper in operation at Esplanade's outdoor areas
Right: A cleaning robot in operation at Esplanade Mall.

9% reduction in Electricity Consumption from FY23

FY19: 9.89mil kWh³²

FY23: 9.69mil kWh

FY24: 8.79mil kWh

53% improvement in Water Efficiency Index (WEI)³³ from FY19

FY19: 25.28 l/p/d

FY23: 12.24 l/p/d

FY24: 11.97 l/p/d

³² Kilowatt-hour.

³³ Water Efficiency Index (WEI) measures Total Water Consumed per person (visitor) per day. According to PUB, Singapore's National Water Agency, the WEI serves as a performance indicator for water efficiency.

In FY24, we supported the National Environment Agency’s (NEA) INCUBATE partnership programme which aims to bring together technological providers, environmental service providers, premises owners and government agencies to explore and adopt new technologies in the industries to improve productivity and sustainability practices. By working closely with one of their appointed contractors, we managed to increase our cleaning efficiency by up to 40 per cent through the use of ozone-rich water to wash our floors.³⁴

³⁴ Using ozone-rich water results in less rinsing required as it contains fewer chemicals and residue.



Esplanade Forecourt Garden

As the national performing arts centre, we also advocate for sustainable practices in the art sector. In FY23, we started to include Green Clauses into our contractual agreements with our artists and hirers to encourage them to adopt sustainable practices for their productions at Esplanade. Our theatre series *The Studios* focused on the theme of LAND from 2023 to 2025, featuring works such as *The Mining Trilogy* and *Albizia*, which offered new perspectives on climate change and on various communities’ relationships with nature. Green Stages 2024, a closed-door symposium organised by The Theatre Practice in collaboration with Esplanade, was attended by 54 practitioners who discussed sustainable challenges, practices and futures for Singapore’s theatre scene, with the eventual aim of working together to create a Green Book that documents best practices and resources for creating sustainable theatre in a Singapore context.

Esplanade has been harvesting rainwater at the centre since 2007. The Y columns supporting our two domes are not just pillars—they also help to collect rainwater that is used for general cleaning at external areas, landscape irrigation, and other operational uses for the central chiller system to keep the centre cool and comfortable!



Rainwater outlet which dispenses collected rainwater for landscape irrigation



Our Impact on building our creative futures

Singapore's ambition to distinguish itself as a leading arts and cultural node in the region is consistently articulated in our cultural policies such as MCCY's Renaissance City Plans I, II and III, and NAC's Arts and Cultural Strategic Review. As the national performing arts centre, Esplanade has built a strong and trusted international presence for Singapore. **Over the years, we have developed important affiliations and networks with leading counterparts around the world and have invested in building capabilities for Singapore and Asian artists through collaboration and the creation of new works.**

As Singapore's arts scene grows, the sense of pride and ownership that Singaporeans have strengthens, along with their belief in the arts as an essential part of a creative and sustainable economy. According to NAC's Population Survey on the Arts 2023, 76 per cent of respondents acknowledged the contribution of arts and culture to the Singapore economy, an increase from 71 per cent in 2021.

Technology and digital tools remain key to enabling our creative economy as Singapore artists find new ways of artmaking, while the next generation of arts audiences seek new forms of engagement. Digital engagement in the arts remains high even as we emerge from COVID-19, particularly for students at 82 per cent and youths at 77 per cent, which are slightly lower than 84 per cent and 80 per cent respectively in 2021.

Playing our part towards a sustainable, climate resilient future

Addressing the climate crisis has become a critical global priority for governments and businesses across all industries. Representatives of the arts must be active participants in ensuring a climate resilient future. **Esplanade pledges its commitment towards the whole-of-nation movement Singapore Green Plan 2030 to advance Singapore’s sustainable development**, by putting in place sustainable practices that contribute to achieving the targets outlined in the plan. We lead the performing arts sector by example, working with artists and practitioners to set the foundations of green practices in the arts and advocate for a more sustainable and climate resilient future.

SG Green Pillar / Target ³⁵	What Esplanade has done
<p>Green Plan Pillar: Sustainable Living</p> <p>National Target by 2030: Reduce the amount of waste to landfill per capita per day by 30%</p>	<p>Reduction in annual general waste output. Achieved 44% reduction in FY24 from FY19. Introduced Waste Management System and the collection of e-waste.</p> <p>Promotion of recycling. Increased amount of recycled items by 2,675% from FY19 through the introduction of green practices in our operations.</p>
<p>Green Plan Pillar: Energy Reset</p> <p>National Target by 2030: Green 80% of Singapore’s buildings (by Gross Floor Area)</p> <p>Best-in-class green buildings to see an 80% improvement in energy efficiency (over 2005 levels)</p>	<p>Achieved national standards. Obtained Green Mark Platinum certification in 2018 by demonstrating an approximate 25% decrease in energy consumption (est. 2,626,671 kWh/yr saved), as well as reduced water consumption (est. 5,452 m3/yr³⁶ saved).</p> <p>Set new benchmarks. Esplanade’s Energy Use Intensity (EUI)³⁷ at 106.6 kWh/m2 is 11% lower than BCA Green Mark Platinum + Super Low Energy Benchmark for Cultural Institutions at 120kWh/m2.</p>

³⁵ Based on SG Green Plan Pillars and National Targets listed on <https://www.greenplan.gov.sg/targets/>.

³⁶ Cubic metre per year.

³⁷ According to BCA, electricity is the primary energy source used in buildings in Singapore, and EUI is the benchmarking metric used to measure building energy efficiency. EUI is calculated by dividing a building’s total annual electricity consumption (in kWh) by its gross floor area (in m²) and allows for the comparison of a building’s energy performance against similar building types.

Feature:

Interview with Sim Chi Yin



Singapore artist Sim Chi Yin.
Photo credit: CultureLink Singapore

Sim Chi Yin is an artist from Singapore whose research-based practice uses artistic and archival interventions to contest and complicate historiographies and colonial narratives. She works across photography, film, installation, performance, and bookmaking. She was an artist fellow in the Whitney Museum's Independent Study Programme (2022–23) and holds a PhD in War Studies from King's College London. Sim is based in Berlin.

Her recent exhibitions include: 60th Venice Biennale (2024) and at the Haus der Kulturen der Welt, Berlin (2024); Gropius Bau, Berlin (2023); Barbican Centre, London (2023); Camera Austria, Graz (2024); Harvard Art Museums, Boston, USA (2021); Les Rencontres d'Arles, France (2021). Her work is in the collections of the Brooklyn Museum, The J. Paul Getty Museum, Harvard Art Museums, M+ Hong Kong, the Deutsche Börse Photography Foundation, Singapore Art Museum, and the National Museum Singapore.

In August 2024, Sim premiered a theatre performance ***One Day We'll Understand***, an Esplanade Commission as part of The Studios series, that was produced by CultureLink SG in partnership with Chamber Made (Australia). The work was a project on Sim's family history and the anti-colonial war in what was British Malaya. *One Day We'll Understand* was selected for pitching at international conferences and toured to the Asia-Pacific Triennial of Performing Arts (Asia TOPA) in Melbourne in February 2025.

Q1: What made you decide to transform a visual arts project (*One Day We'll Understand*) into a multimedia theatre piece for Esplanade's The Studios series?

This journey goes back to around 2017 when I initially started doing a 20-minute lecture performance during an artist residency in Amsterdam to try to explain to people what my project was about. Ultimately the work is the research and about a remote war in Southeast Asia which not many people were familiar with. I put together images from my work and then I wrote a script. And because this is a deeply personal work about my family history, I decided to write it as an open letter to my late grandfather. I delivered it then, and several other times for a few years, as an addendum to the visual arts project.

Through these performative readings, I noticed that there was something about live storytelling, the live reading of a letter from a granddaughter to her late grandfather that often moved people to tears. In just a 20-minute form, no bells and whistles, just a darkened space with a table lamp, me in an armchair, and a screen with projection. I found that at the end of it, people were moved, and cared enough to even share their own personal stories with me.

I did it at the Singapore International Festival of the Arts (SIFA) and then it was during open studios when I was on residency at the NTU Centre for Contemporary Art that the Esplanade saw its potential and invited me to consider turning the project into a fully staged work. By then I had become very intrigued about the power of live storytelling, but I had never dared dream of turning the piece into a full theatrical production, so this was initially a crazy idea to me. I reached out to an old friend Alvin Tan from The Necessary Stage and we talked about possible collaborators, dramaturgs, executive directors and other people who could work on this project with me. I went back to Esplanade with these ideas, and we made it happen. In a nutshell, I guess I kind of accidentally walked into performance.

Q2: *One Day We'll Understand* was presented at Asia TOPA in Melbourne earlier this year. Did you have to tweak the production to cater for audiences in Australia? What insights did you gain from touring the work and interacting with the audiences there?

We didn't make any changes to the production itself, but in Melbourne, we expanded it into a three-part presentation with a solo-exhibition in the gallery to help the audience contextualise the theatre work, and then a workshop at the Immigration Museum. This three-part presentation was really rounded and made space for much deeper engagement. I was extremely heartened and blown away by Melbourne. The conversations in the foyer after every performance—people were dissecting it, giving me their own analysis of the show. It was really a buzz.

A mixed bag of people came for the shows. There were industry people who were interested in the delivery, the sound and the technical aspects of the show as well as people who connected with the different histories in the piece. Melbourne has a unique migrant community and there were people from the Vietnamese, Chinese, and Malaysian diaspora, as well as white Australians who were somehow linked to this war. What really rounded it off for me was the workshop at the Immigration Museum which was an open invitation to people to bring their family photographs and talk about their migrant histories in a long table format. It was the most tender and touching few hours I have experienced recently, and people really came with their photographs and took turns to share their family stories.

After 15 years of being mired in this history and material, I often ask myself why am I doing this? But what I experienced in Melbourne really heartened me to know that the work is doing something in the world, and my own family history has meaning and resonates with other people too. There were at least four people who contacted me after the presentation and shared with me similar histories, one with a mother from the same small town in Perak that my father's family was from, and another woman from China who showed me photographs of her grandfather who was deported around the same time in the '50s. In one of the artist talk backs, there was an elderly Australian Malay woman

who shared her reflections about the Malays who were left behind in the jungles of Southern Thailand, and when she spoke, you could see that the whole room really listened. The connections, the stories—it was uncanny how many people shared the same histories. On opening night, a woman sang the Internationale, along with one of the videos playing on stage. The whole room was still, and we had goosebumps. So even though it was intense to do all three parts of the presentation, I think in the end, I felt like it really worked.

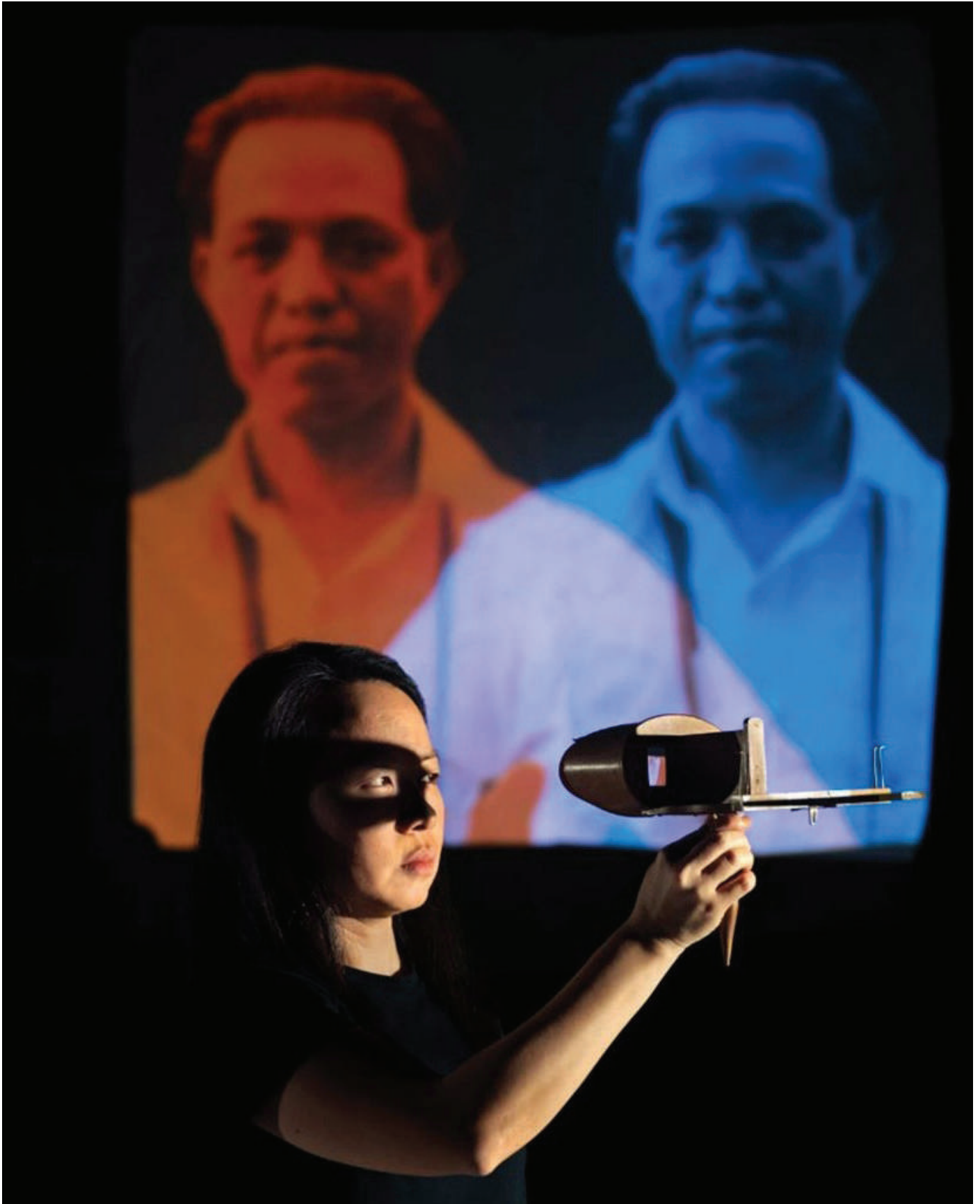
Q3: Tell us more about your own career as an independent artist and how you built an international presence for yourself. What kind of challenges did you face? How can arts organisations like Esplanade support independent artists in that journey?

I took an unusual path, and I came to art late. I started out in two different careers—I was a writer and then a photographer, and then I kind of stepped sideways with one foot into academia, and another in art only in 2017. There was no sort of plan or formula, but I followed my research interests. I don't really know what counts as good work, but I always set out to make work that is a breakthrough for me personally, in terms of form or content. In terms of international presence and building a network, I haven't been deliberate, but I was lucky enough to be introduced to a Berlin-based gallery by an artist colleague from a showing in Istanbul in 2017 at the Biennale, and then I worked with one other gallery in Hong Kong along the way. It started to build from there and I got more invitations to show my work, while I continued to make work that was interesting for myself.

Commissioning work is one of the greatest ways an organisation can support independent artists. Getting a commission from Esplanade was wonderful. It's such a precious and unique opportunity in a way for a performance worker like me to get a commission by the national performing arts centre—that's usually unheard of in most countries. Beyond that, the team at Esplanade also helped make many important connections. In Asia TOPA, the chance to interact with different delegations of people coming from different countries was very valuable. The Esplanade team was mindful about making introductions and linking us up with the right people and organisations to enable international touring or exchange, and that really supported me in the process.

I would say I am still early on in this journey, and it is a struggle and challenge all the time—I get rejections for grants, residencies, fellowships every week—but we push on for the good stuff. I do hope that more organisations will support cross disciplinary work, particularly between visual and performing arts. Although there have been greater crossovers by visual and performing artists, the presentation worlds are still very siloed, perhaps because of different funding pools, structures, systems, and venues that are very much entrenched within these traditional presentation formats. In the future, if there can be greater support for cross disciplinary presentations, enabling artists to work, create and present more freely across disciplines, that could really be something.

Behind the scenes of *One Day We'll Understand*



One Day We'll Understand 有那么一天 featuring Sim Chi Yin, produced by CultureLink Singapore, in partnership with Chamber Made (Australia), An Esplanade Commission for *The Studios* 2024. Photo by Joseph Nair | CultureLink Sg.

THE WAY FORWARD

The arts help bridge the many social and cultural divides in our complex world, and inspire creativity, imagination and empathy in a new generation growing up with automation and AI in all aspects of life. Esplanade believes strongly that our arts programmes help individuals and society weather such challenges and build resilience through shared experiences and deeper connections. In FY25, we look forward to a nationwide celebration of Singapore's 60th birthday. Through 60 live and digital works, we will bring to life Singapore stories and international collaborations.

Inclusion and Wellbeing

Esplanade will continue to work on improving access and participation for people of all abilities and enable the arts to better the wellbeing of individuals across all communities. We look forward to the completion of our first research study on the impact of group singing on persons living with dementia. The evidence-based evaluation findings will help us **pilot Esplanade's Arts on Prescription programmes** with more healthcare and social service agency partners in FY25. Our **Accessibility Taskforce** will explore further ways to make Esplanade a more inclusive and accessible arts centre. From exploring the use of technology to bridge barriers, expanding our list of programmes available in a flexible Relaxed Environment, to developing more internal capabilities that will support our work in access, **we aim to educate and shift mindsets to build a culture of inclusion and accessibility in the arts.**

The Next Generation

We continue to find meaningful ways to engage our schools, children and youth. We will step up efforts to increase penetration rate for pre-schools and look forward to the return of MOE's Singapore Youth Festival Celebrations. Our **inaugural U26 Insiders Programme** with Republic Polytechnic will see selected youths receive a unique opportunity to experience different festivals and backstage activities at Esplanade.

Through the **Esplanade Academy**, we continue to work with our artists and practitioners to identify capability gaps for the sector and create opportunities that will support the growth of our creative talents. We look forward to more international collaborations and to welcoming for the first time, third-year arts and cultural management students from Western Australian Academy of Performing Arts (WAAPA) to learn more about arts programming, venue operations and management.

Creative Futures

We continue to invest in the creation of new works and facilitating artistic exchanges between Singapore artists and international counterparts. Under *60 Connections*, Esplanade's Commissions and Co-commissions include *SoftMachine: The Return* by Choy Ka Fai (Singapore/

Germany) and *U>N>I>T>E>D* by Chunky Move (Australia) with Gabber Modus Operandi (Indonesia). As part of ongoing exchanges with overseas music festivals, Esplanade's **Jazz in July** and South Korea's Jarasum Jazz Festival will have a reciprocal feature of Korean and Singaporean bands in their respective programme line-ups.

With the completion of the **technical infrastructure upgrading works** in FY25, we will expand our digital capabilities to bring the arts to more people through a new digital media suite. On the sustainability front, we will implement an **Integrated Building Management System and Solarisation** to become a greener, more carbon friendly arts centre.

We look to the future with steady resolve to grow our leadership under our three strategic pillars while embracing innovation and sustainability in our work. With the support of our volunteers, funders, donors and sponsors, we are confident that we can help secure Singapore's future and continue to make a positive change in society.



APPENDIX A:

OUR SPONSORS AND DONORS

We could not have done it without your generous support. Thank you!

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Rebecca Huang ZuanHua	Tan Jia Yee	Yeo Kah Tian
Ren Ruijie	T.E Engineering & Trading	Yvonne Tham

Esplanade also receives grants from MCCY, and support for its Community Programmes from the Tote Board Family, comprising Tote Board, Singapore Pools and Singapore Turf Club.

APPENDIX B: PROGRAMMES AND INITIATIVES

A full listing of other ad-hoc presentations, collaborations with Singapore arts companies and hirer events in FY24 can be found in Esplanade's [Annual Report](#).

Cultural Programmes

These programmes celebrate the Chinese, Malay and Indian cultures that make up our multiracial society and help to anchor our Asian identity. These programmes also bridge barriers and build cross-cultural understanding of our people.

Pesta Raya – Malay Festival of Arts (9 – 12 May 2024)

A time of fellowship and feasting marks Hari Raya Puasa, and shortly after, a four-day buffet of the best Malay arts is served during *Pesta Raya – Malay Festival of Arts*. 50,578 attendees joined us at 64 activities.

Kalaa Utsavam – Indian Festival of the Arts (15 – 24 Nov 2024)

With the Deepavali festivities comes a chance for all to appreciate Indian arts. *Kalaa Utsavam – Indian Festival of Arts* presents a variety of North and South Indian arts, while at the same time, mixing the contemporary and traditional. 43,360 attendees joined us at 84 activities.

Huayi – Chinese Festival of Arts (7 – 16 Feb 2025)

Coinciding with the Chinese New Year, *Huayi* presents acclaimed Chinese artists from around the world, and has gained a strong reputation for its pioneering spirit. 69,924 attendees joined us at 123 activities.

Raga

Often presented in collaboration with Singapore arts groups, this series brings programmes all year round, covering all genres, targeting different segments within the Indian community. 24,294 people joined us at 25 activities.

Pentas

Building audiences for Malay programmes throughout the year, this series brought in 39,358 attendees to 49 activities to experience Malay theatre, music and dance featuring both Singapore as well as regional artists.

Free Programmes / Access for All

Esplanade's free programmes form the core of our programme calendar, ensuring that the arts remain accessible to everyone. While some of them are standalone programmes, free programmes are also integral parts of all Esplanade festivals.

Baybeats (11 – 13 Oct 2024)

Singapore's largest alternative free music festival celebrates youth culture. *Baybeats* has become an important platform to showcase homegrown bands and has gained a regional following. This edition saw 76,456 attendees joined us in person for 90 activities.

Voices – A Festival of Song (5 – 8 Dec 2024)

Voices focuses on the art and enjoyment of ensemble singing. The festival fills the centre with song and brings together a wide range of choirs, show choirs, a cappella groups and other singing communities in celebration of their shared passion for singing. We welcomed 37,426 attendees at 74 activities.

A Tapestry of Sacred Music (12 – 14 Apr 2024)

Presenting diverse sounds and colours from around the world, this festival brings people together towards understanding and appreciating the artistry of sacred music. We welcomed 39,152 attendees at 49 activities.

Flipside (31 May – 9 Jun 2024)

Flipside celebrates playfulness and creativity through accessible encounters with circus arts, puppetry, physical theatre, visual theatre and comedy. The festival coincided with the school holidays, offering an exciting range of both free and ticketed programmes for families and curious adults. We welcomed 56,197 attendees at 96 activities.

Beautiful Sunday

Held once a month on a Sunday afternoon, *Beautiful Sunday* is a free by-registration-only series that showcases the best of our community orchestras and symphonic bands, who present a popular repertoire ranging from film music to folk tunes. The 14 performances in FY23 welcomed 20,771 attendees who enjoyed a *Beautiful Sunday* in the Esplanade Concert Hall.

Free Programmes at the Esplanade Concourse and DBS Foundation Outdoor Theatre

Every evening, the Esplanade Concourse showcases talented amateur, semi-professional and professional artists from Singapore and around the world in a series of free performances spanning music, dance and theatre. This extends to the DBS Foundation Outdoor Theatre at Esplanade on every Friday, Saturday, Sunday and public holiday throughout the year. Esplanade's free programmes are presented along different themes each month, allowing us to bring a diverse range of performances to our audiences, and to work with and support the development of the large pool of Singapore talent who specialise in different types of music styles. 816 free performances were attended by 625,445 people from all walks of life.

Visual Arts

An extensive visual arts programme at our public spaces allows visitors to view and explore art works at their leisure. These works are planned by curators who work within an annual theme that complements some of the key Esplanade festivals that happen concurrently. The main spaces at Esplanade for visual arts are Jendela (Visual Arts Space), the Esplanade Concourse, the Esplanade Tunnel, the Skylight Cones and the Esplanade Community Walls.

Children & Youth Programmes

These programmes are for schools and children and form an important strategic focus in introducing the arts to the young. They also emphasise Asian values and help build self-confidence in the young. We also organise talks and workshops to introduce the arts to the community and the public.

Octoburst! – Children’s Day Celebrations (4 – 6 Oct 2024)

We give special focus to the little ones with *Octoburst!* which encourages play and family fun, with free performances and hands-on workshops. 15,518 young ones and their parents/guardians joined us at 19 activities.

March On – A Children’s Festival (7 – 29 Mar 2025)

Esplanade’s annual children’s festival explores relevant issues through music, theatre and dance for children below 12. *March On*’s specially curated programmes delve into relevant issues facing the young of today and place children squarely at the centre of the creative process. We were joined by 73,873 children, parents and educators at 218 activities at this year’s festival.

PLAYtime!

Aimed at three to six year olds, *PLAYtime!* encourages young children to sing and dance along with the performers in a highly interactive theatrical show that is produced by Esplanade. 81 performances attracted 11,543 little ones and their parents/guardians/educators.

PIP’s PLAYbox

A dedicated space for children and families to discover, imagine and play! PIP’s PLAYbox includes a cosy loft, a roomy arts and craft area, a reading corner filled with books by Singapore writers and illustrators, as well as an outdoor play area. We welcomed 25,059 visitors to the space.

PIP’s Trail

A free digital trail for children and families to explore and learn about Esplanade and its various spaces through games, puzzles and more. The trail brought 1,750 young ones and their caretakers on a journey around Esplanade.

Feed Your Imagination (F.Y.I)

An arts education series targeted at students where performances and accompanying educational materials are specially devised for specific age groups in primary and secondary schools. Interactive segments allow students to discover the arts in new ways during the performance and a tour of Esplanade is also included as part of their visit to the centre. 10,229 students and educators took part in 44 activities.

Limelight

This series raises the professional standards of high-quality secondary and tertiary school choirs and bands by working closely with the groups to produce their first publicly ticketed performance in the Esplanade Concert Hall. From selection of repertoire to staging and marketing, Esplanade

helps to shape the presentations to achieve a higher artistic quality. We worked with 11 schools who performed to 8,936 attendees.

Dance Appreciation Series

Presented in collaboration with Singapore Ballet, *Dance Appreciation Series* is a ballet education series for children and young audiences. The programme includes both narration and dance excerpts that educate and excite those keen to learn more about classical ballet. Over six shows, 3,434 children and their families joined us at this series.

Performing Arts Based Learning (PABL)

Jointly developed by MOE and NAC, PABL is a core learning experience in the lower secondary music curriculum, providing every student with the opportunity to experience a bespoke live music performance in a professional arts and cultural venue. PABL 2024 programme *Songsmith: Exploring Singapore Songs & Songwriting* brought over 2,000 secondary school students to the Esplanade Concert Hall.

Programmes for Seniors

Our programmes for the silver generation provide opportunities for seniors from all walks of life to engage with the arts and create lasting memories that will deepen their bonds with each other through song, dance, workshops, and more.

A Date With Friends (20 – 23 Mar 2025)

We celebrate our seniors with A Date with Friends, a festival of free performances where celebrated musicians evoke fond memories of yesterday once more. The festival welcomed 29,672 attendees to reminisce the good ol' days at 32 activities.

Coffee Morning & Afternoon Tea

Targeted at retirees, *Coffee Morning & Afternoon Tea* happens on a Monday every month at the Esplanade Recital Studio at 10am and 3pm. It features mostly evergreen music of the golden years with complimentary coffee and tea provided for each performance. We welcomed 7,836 seniors who sang and danced along with us at 24 performances.

Community Engagement Programmes

We believe that the arts can help build confidence, heal broken spirits and bring people closer. Through arts workshops, hostings, flagship projects, and offsite visits, we uplifted spirits and improved the wellbeing of vulnerable children and youth, seniors, persons with diverse needs and disabilities, migrant workers, marginalised individuals, as well as beneficiaries from low-income households.

Theatre for Dreams uses applied theatre to encourage vulnerable youths from Singapore Boys Home to articulate their goals and how they can attempt to realise these goals. It aims to provide a platform for youths to create independently and own their process of creation, using drama as a tool for engagement. At the private graduation showcase at Esplanade, 14 youth participants performed to some 140 audience members comprising their loved ones and guests from MSF. This programme was supported by an individual donor.

Songwriting for Hope seeks to let vulnerable youth from the Singapore Girls Home to express themselves through song. Through the process of lyric-writing and learning how to make music, youths share their personal stories in a safe space, empowering them to turn these into hope for their future. Supported by Tan Chin Tuan Foundation, the seventh run concluded with a private graduation showcase that was held at Esplanade for the first time. 14 youth participants presented their song creations to some 150 audience members comprising their loved ones and guests from MSF.

Sing Out Loud! seeks to provide persons living with dementia opportunities to deepen their engagement with music through vocal singing. This year, we continued with the intergenerational model of this programme with St Joseph's Home, bringing 12 children and 12 seniors together through singing. We also worked with Apex Harmony Lodge on a milestone programme with 15 nursing home residents participating in our first research study with YST Centre for Music & Health.

Community Workshops

- Our **Ocarina** community workshop reached 358 beneficiaries at 12 sessions and aimed to boost confidence and help participants bond through music.
- Our **Songwriting** community workshop reached 65 caregivers from Down Syndrome Association, Singapore Cancer Society, and other organisations, at 5 sessions. The workshop sought to impart skills in lyric writing and performance while providing opportunities for self-care as participants were guided to explore and process their thoughts and emotions.
- Our **Angklung** community workshop reached 1,907 senior beneficiaries and persons with disabilities at 57 workshops. Participants either gained exposure to the instrument over single-session workshops or gained a deeper level of engagement with this traditional instrument and got to hone their angklung playing skills through a five-session option supported by Asian Medical Foundation.

Intergenerational Dance Project

The *Intergenerational Dance Project 2024* concluded with a private graduation showcase where 36 youth and senior participants from Bowen Secondary School and CareElderly@Golden Ginger came together to perform for their loved ones. With guidance from the artist facilitators of Decadance Co, participants were able to express themselves creatively through dance and forged meaningful connections between generations.

Intergenerational Angklung Project

In collaboration with AIC and PCF Sparkletots, we launched our pilot run of *Big/Little Music Buddies* – *Intergenerational Angklung Project*, a new SG60 initiative. The six-session programme provided a

nurturing space for 16 elderly participants and 17 children to come together and learn to play the angklung. This programme was supported by Vorel.

Intermission: A Wellbeing Day for the Arts

This programme welcomed 42 artists, arts administrators, and creative practitioners in its second year. *Intermission* is specially developed by Esplanade with applied theatre practitioner and counsellor Rosemary McGowan to focus on the mental wellbeing and self-care of those in the arts and creative fields. With support from NAC.

When Music Meets Life

Since 2016, we have been bringing various musicians out as volunteers to perform for vulnerable communities around Singapore in hospices, hospitals, as well as nursing and welfare homes. We reached out to 4,710 beneficiaries at 96 sessions.

A Ray of Sunshine

A much-anticipated programme for children with chronic illnesses, and their families. Close to 150 beneficiaries from various organisations including Rare Disorders Society Singapore and Club Rainbow were treated to joyful renditions of familiar songs by Rino Junior John and Sharon Sum. They also enjoyed post-show activities that involved balloon sculptures, and a visit to PIP's Playbox.

Industry and Audience Development Programmes

Classics

The best of Western classical music performed by the world's best orchestras and musicians. We welcomed 645 attendees at one concert.

da:ns focus

A year-round season of four themed weekends, each focusing on a particular theme or genre. Each weekend connects dance to important facets and expressions of our lives, with programmes, experiences and activities that offer focused explorations and opportunities for counterpoints, dialogues and perspectives. The 2024 season welcomed 32,700 attendees at 129 activities.

Jazz in July

A month-long festival of free jazz performances, workshops and ticketed shows. 133 performances engaged 97,809 jazz lovers and curious newcomers.

Mosaic Music Series

Mosaic Music Series features exceptional musicians at the forefront of their genres. The series also seeks to deepen audience understanding and appreciation of these musicians. We welcomed 8,572 attendees at 16 concerts.

National Theatre Live

National Theatre's groundbreaking initiative to broadcast theatre from the stages of National Theatre, the Barbican and the West End to cinemas and screens around the world. We welcomed 1,250 attendees at five film screenings.

The Studios

A season of thought-provoking theatre productions, talks and programmes that critically imagines paths for a gentler, more sustainable and emotionally resonant future. We welcomed 6,229 attendees at 49 activities.

Mentorship & Artist Development Programmes and Initiatives

TRIP (2022 – 2024)

Presented as part of *The Studios*, this programme provided two early-career directors with the opportunity to direct their own productions and showcase their work at the Esplanade Theatre Studio with guidance from industry veterans.

Baybeats Budding Programme

A mentorship programme within *Baybeats* that identifies local bands, photographers, writers, and emcees with the potential to excel. It provides budding artists the opportunity to gain insights, network and hone their craft through a mentorship programme with Singapore's music industry veterans in the lead-up to *Baybeats*.

Voices Festival Choir

Aimed at inspiring youth choristers by introducing them to fresh aspects of choral singing and creating opportunities for youth practitioners to establish connections with existing professional groups. The experience provides young choristers an opportunity to be inspired by the knowledge and expertise of these professional artists.

PLAYlab

A developmental platform targeting artists or collectives interested in Theatre for Young Audiences for children aged 12 and under.

Kalaa Utsavam – Open Call

Aims to discover and showcase talents with Indian classical music background in genres such as Carnatic and Hindustani music.

International Presenters Visit Programme

As part of *da:ns focus – Connect Asia Now*, local artists and practitioners are invited to learn, exchange and network with presenters and producers from major festivals around the world. In its second edition, IPVP hosted nine festival directors from around the world and over 20 international directors, artists and practitioners.

Contemporary Performing Arts Research Residency

Supported by NAC, this fully funded residency aims to support creative research in contemporary performing arts by providing its residents the time and space for artistic inquiry, experimentation, development, research activities and opportunities for interdisciplinary and transcultural dialogues. Three independent practitioners and three duos were selected from 265 applications across disciplines and in diverse contexts. A collaboration with Singapore Art Museum (SAM) allowed residents from both organisations to exchange and network.

NAC Performing Arts x Tech Lab

The Performing Arts x Tech Lab is a partnership with NAC and Keio-NUS CUTE Center as technology consultant. The Lab seeks to support innovation and experimentation through seeding collaboration between arts and technology fields. 26 artists and technologists seeded new ideas in art making and presentation through six Lab Projects. The *Performing Arts x Tech Lab Industry Sharing* marked the end of the nine-month long programme and featured an exhibition of the Lab projects, alongside a programme of live demos, playtests and sharing sessions by the Lab's participants. It attracted over 700 artists, creative technologists and potential collaborators.

Nusantara Open Circle

The inaugural *Nusantara Open Circle* supported the development of new Malay-language scripts by emerging playwrights in Singapore, Malaysia and Indonesia. This three-year programme is produced by Main Tulis Group. The first edition featured scripts from playwrights from each representing country read by Singapore actors, followed by a feedback session and post-read discussion panel. The over 200 attendees (virtual and in-person) together with the playwrights and actors participated in meaningful discourse in the one-day programme. The programme will continue for two more years and feature open calls for new plays in development, and mentorships with some of the region's most notable playwrights.

Workshops, Masterclasses and Talks

Esplanade offers a range of talks, masterclasses and learning opportunities specifically for artists and practitioners throughout the year as part of our Festivals and Series. Singapore practitioners get the chance to learn from internationally acclaimed artists to broaden their perspectives and sharpen their craft.

Esplanade Academy

Eight Esplanade Academy programmes equipped 149 artists and practitioners with new skillsets to further their arts careers. The programmes offered were:

- Demonstrate Knowledge of Production & Technical Theatre Practice
- Demonstrate Understanding of Basic Lighting Operations
- Specialised Stage Lighting Programme
- Theatre Lighting Design Process

- Perform Basic Stage Operations
- Perform Elementary Stagecraft
- Demonstrate Understanding of Basic Sound Operations
- Sing-Out-Loud! Workshop for Social Service Professionals

Centrewide Initiatives

A Dementia friendly arts venue

Since 1 Dec 2021, Esplanade has been designated as a Dementia Go-To Point (GTP). GTPs are touch points within the community that provide information and useful resources on dementia, and link those who need help with the relevant dementia-related services. GTPs also serve as "safe return" points where members of the public can bring persons with dementia to if these individuals appear lost and are unable to identify themselves or their way home.

Ticket concession scheme for Persons with Disabilities (PWDs)

All *Esplanade Presents* programmes that offer concessions have ticket concessions for PWDs including, but not limited to, those with developmental, intellectual or physical disabilities. This concession for PWDs can also be utilised by one accompanying companion.

Accessibility features for PWDs at selected programmes at Esplanade

- Aids for the hearing impaired including Song Signing, Integrated Signing and Open Captions.
- Relaxed Environments and Calm Spaces.
- Special Seating Arrangements. We can accommodate patrons who need accessible seating requirements—including those with mobility challenges and patrons who are blind or have low vision with accompanying guide dogs—whenever possible. Wheelchair accessible seating is also available.
- Priority Lanes. Priority Lanes are available at the Esplanade Box Office and Visitor Centre located at the Mezzanine level of the centre. Besides offering priority access to those who require it, the wider lanes allow wheelchair users more comfort and convenience.
- Esplanade's website is AA Certified, meeting internationally recognised Web Content Accessibility Guidelines (WCAG) and ensuring accessibility for people with disabilities.



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Find us on    | [esplanade.com](https://www.esplanade.com)

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.