



ARKO Sharing the joy of Creativity

ARKO, connecting arts and culture with the people,

building the future of arts and culture together



About This Report

Report Overview

Arts Council Korea (ARKO) is pleased to share its efforts and achievements toward the sustainability of arts and culture with our stakeholders through the 2025 Sustainability Report. This second report, following our 2024 publication, reflects our commitment to continuously managing long-term plans, phased activities, and outcomes aimed at creating economic, environmental, and social value. As a sustainable organization, we aspire to build a better future together with our communities. Moving forward, we will continue to publish our Sustainability Report annually to communicate transparently with our stakeholders and fulfill our role in creating a hopeful future.

Reporting Scope

The reporting scope for financial performance is based on the ARKO fiscal year budget and settlement. For non-financial performance, reporting focuses on domestic business sites, including headquarters, taking into account the scale, nature, and impact of operations. Where information falls outside the reporting scope, footnotes are provided to enhance the accuracy of the information.

Reporting Period

This report provides qualitative and quantitative descriptions of financial and non-financial activities and performance for the 2024 fiscal year (January 1 to December 31, 2024). To enhance stakeholder understanding, information on certain key issues has been included up to the second quarter of 2025. Quantitative performance data covering three years of ARKO's economic, environmental, social, and governance achievements are disclosed to enable stakeholders to identify trends over time.

Report Verification

To ensure the balance of information and reliability of data provided in this report, independent third-party verification has been conducted by the Korea Value Integration Association (hereinafter referred to as the "verifier"). The third-party verification statement can be found on pages 102-103.

Reporting Guidelines

This report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021, the international guidelines for sustainability reporting. This year, we have also incorporated the ESRS (European Sustainability Reporting Standards) disclosure guidelines. The financial information is based on the budget and settlement status of Arts Promotion Fund, in accordance with the Culture and Arts Promotion Act (enacted in 1972).

Report Inquiry

This report can be downloaded from Arts Council Korea's website (www.arko.or.kr). For further inquiries, please contact us at the details below.

People & Culture Team of Arts Council Korea

640 Bitgaram-ro, Naju-si, Jeollanam-do (58326), Republic of Korea	E-mail esg@arko.or.kr Tel +82-61-900-2100, 2200
--	--



"GAT" is a contemporary ballet production created through Arts Council Korea's Young Artists Support Program (2024 program title: Young Artists Leap Support). Using the traditional Korean hat "gat" as its central motif, this work reinterprets the elegance of Korean tradition through the language of contemporary dance. The production achieved sold-out performances throughout 2024, generating significant public attention. This performance, which fully embodies the experimental creative capacity of young artists, powerfully demonstrates the potential of art to bridge tradition and modernity. Beyond the individual growth of its creator, this work embodies the public value of arts and culture, enabling everyone to experience inspiration through art and expand the depth of their lives. Art is a path through which more people can share "a life of value" together, and Arts Council Korea remains committed to fulfilling its responsibility as a platform that supports artists' challenges and connects art with the people.

Contents

Chairman's Message	Overview	ESG Story	ESG Highlight	K-ART Highlight
	<ul style="list-style-type: none"> 07 ARKO Overview 10 Introduction to Major Programs 18 Facility Management 	<ul style="list-style-type: none"> 23 ESG Management System 26 Stakeholder Engagement and Communication 27 Double Materiality Assessment 		
	Environmental	Social	Governance	
	<ul style="list-style-type: none"> 33 Climate Change Response 35 Internalization of Eco-Friendly Activities through Cooperation 36 Eco-Friendly Culture and Arts 	<ul style="list-style-type: none"> 43 People-Centered Culture of Respect 46 Customer Satisfaction Enhancement 52 Information Security Enhancement 55 Safe Workplace 59 People Management Fostering Competency 68 Sustainable Shared Growth 72 Community Value Creation 	<ul style="list-style-type: none"> 79 Transparent and Professional Management 82 Trusted Ethics and Compliance Management 86 Innovation Activities Driving Changes 87 Proactive Risk Management 	
	ESG Factbook	Appendix		
	<ul style="list-style-type: none"> 89 Environmental 90 Social 93 Governance 93 Financial Performance 	<ul style="list-style-type: none"> 95 GRI Standards Index 98 ESRS 100 UN SDGs 101 Third-Party Assurance Statement 103 Certification & Awards 104 Association & Membership 		

- [Go to Cover Page](#)
- [☰ Go to Table of Contents](#)
- [Go to Previous page](#)
- [Go to Next Page](#)

The 2025 Arts Council Korea Sustainability Report has been published as an interactive PDF with navigation features that allow users to move to related pages within the report.

Chairman's Message

Greetings!

I am Byoung-gug Choung, the Chairperson of Arts Council Korea.

We extend our deepest gratitude to all those who join us in contemplating and taking action for the sustainable future of arts and culture. Arts Council Korea continues to implement various policies and practices to ensure the sustainable growth of the entire arts ecosystem, based on artistic expertise, fairness, and diversity.

We will take the lead in eco-friendly management for the future of arts and culture.

We face multifaceted challenges including post-pandemic recovery, the climate crisis, and the proliferation of artificial intelligence. In this era of transformation, arts and culture continue to play a vital role in connecting society through their power of healing and empathy. The Council is committed to responding to climate change and practicing resource conservation to foster a sustainable creative environment, establishing an eco-friendly culture through expanded use of green products, digital administrative transformation, and other initiatives. In the arts and culture sector, sustainability is no longer a choice but an essential value. Moving forward, the Council will continue responsible arts and culture management as a public institution practicing ESG management, while maintaining the creativity and public nature of the arts.



We are moving forward to a broader stage, building on global recognition.

Recently, the Korean musical “Maybe Happy Ending” made history by becoming the first Korean production to win six Tony Awards, showcasing the new possibilities of K-culture on the global stage. Additionally, author Han Kang’s literary achievements served as powerful evidence that Korean creative works can resonate with audiences worldwide. These accomplishments are not the result of short-term efforts. Over the years, Arts Council Korea has established a foundation that enables proven creators to grow steadily based on autonomy and continuity, through a multi-year support system developed in close collaboration with artists. Moving forward, we will continue to provide institutional support to ensure the uninterrupted flow of creativity and enhance our international artistic competitiveness.

Arts for all permeates communities and daily life.

Arts and culture are not a privilege for a select few but a right to be enjoyed by everyone. Arts Council Korea has been working to create an environment where all citizens can experience art in their daily lives, transcending various boundaries such as social class, region, generation, and disability. In particular, we have strengthened collaboration with local communities, actively promoting improved cultural accessibility in underserved areas, the expansion of community-based living culture, and increased participation of cultural welfare beneficiaries. Moving forward, we will continue to support arts and culture activities led by local residents, centered on public interest and inclusivity, while expanding policies that reflect the autonomy and diversity of the field. We will also strengthen systematic support to enable regional arts ecosystems to develop self-sustainability and grow, through regional-based projects, the spread of living arts, and the reduction of intergenerational cultural gaps. Furthermore, through solidarity and collaboration with diverse stakeholders including artists, institutions, businesses, and civil society, we will realize the social responsibility and public value of the arts, continuing multifaceted efforts to ensure that art serves as a bridge connecting communities and daily life.

We foster a sustainable organizational culture through transparent operations and trust.

To become a trusted public institution, our organizational operations must be transparent and fair. ARKO is enhancing transparency in the use of donations and sponsorships, implementing responsible administration through external reviews and information disclosure. We are also strengthening the foundation for a sustainable sponsorship culture where the private and public sectors work together, while contemplating the public role of the arts and culture sponsorship. Furthermore, Arts Council Korea strives to create an organizational culture where all members are respected and can collaborate. We acknowledge diverse expertise and differences, operating systems for fair evaluation, ethical standards, and human rights protection. We regularly conduct professional training, including ESG education, to ensure that all employees can learn about and practice sustainable values.

Moving forward, the Council will firmly support the sustainable growth of the arts and culture ecosystem, based on transparent operations and a healthy organizational culture, as an institution trusted by both the public and artists.

Arts Council Korea is advancing as a public institution that preserves the essence of art while responding flexibly to change, under the vision of “ARKO: Connecting arts and culture with the people, building the future of arts and culture together.” As a bridge connecting the past and future, creators and the public, the field and institutions, Arts Council Korea will shape the future of art together with everyone.

Thank you.

October 2025

Chairman of Arts Council Korea Byoung-gu Chung



Overview

- 07 ARKO Overview
- 10 Introduction to Major Programs
- 18 Facility Management



ARKO Overview

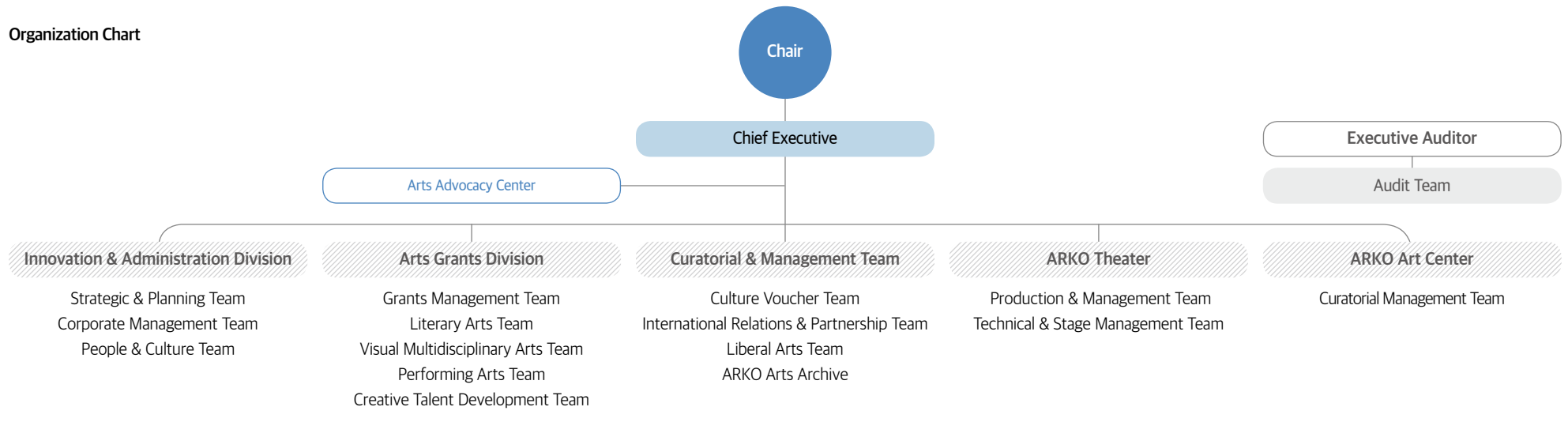
General Overview

Arts Council Korea is the first arts and culture institution in the Republic of Korea, established in 1973. Launched as the Korea Culture and Arts Promotion Agency, it was reorganized in 2005 as Arts Council Korea, a consensus-based organization composed primarily of field practitioners. Since then, it has been dedicated to promoting fundamental arts disciplines including literature, visual arts, performing arts, traditional arts, and interdisciplinary arts.

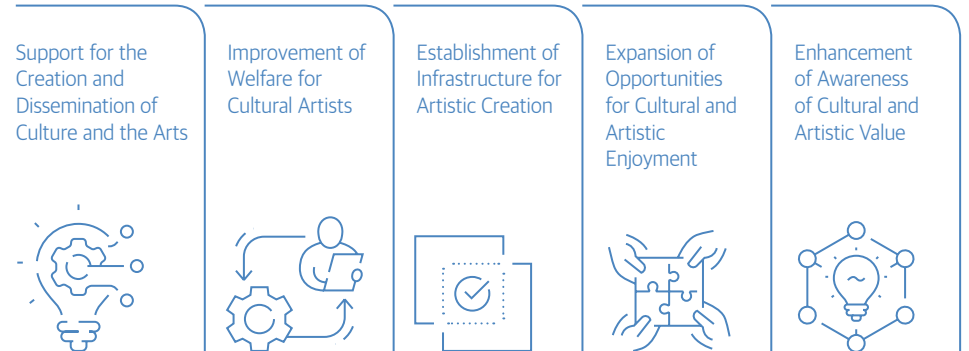
Name	Arts Council Korea, (ARKO)	No. of Employees	244 (based on the 2024 management disclosure headcount)
Established	March, 1973*	Business Areas	Support for Projects and Activities Promoting Culture and Arts
Headed by	Byoung-gug Choung	Located in	640 Bitgaram-ro, Naju-si, Jeollanam-do(58326), Republic of Korea

* This marks the establishment date of Korea Culture and Arts Foundation, the predecessor of Arts Council Korea, which transitioned to its current form in August 2005.

Organization Chart

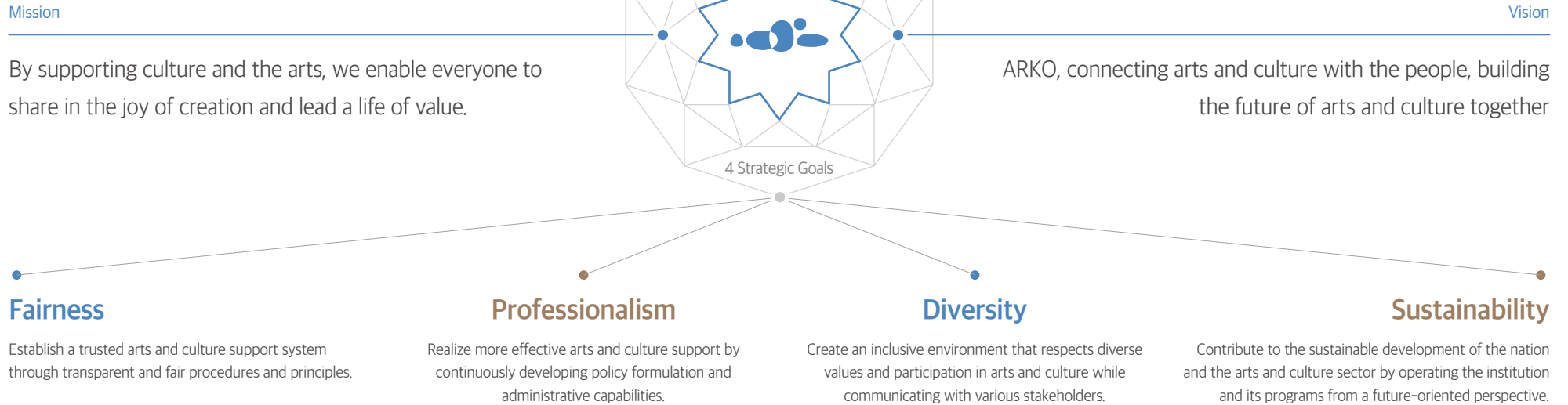


Key Functions



* 1 secretariat, 3 divisions, 1 theater, 1 office, 1 center, 1 archive and 14 teams

ARKO Vision 2030



Strategic Tasks

Realize creativity in arts and culture



- ① Advance creative support systems and expand support areas
- ② Cultivate arts and culture human resources
- ③ Specialize ARKO creative platforms
- ④ Expand public engagement with creative outcomes and enhance international dissemination

Share the appeal of arts and culture with the public



- ⑤ Diversify enjoyment programs for vulnerable groups
- ⑥ Expand arts and culture experiences in daily life
- ⑦ Discover future arts and culture audiences

Build empathy and support for the value of arts and culture



- ⑧ Diversify projects promoting artistic value
- ⑨ Activate arts and culture sponsorship
- ⑩ Accumulate and utilize arts resources

Establish an advanced arts council management model



- ⑪ Lead arts policy and strengthen partnerships
- ⑫ Establish organizational professionalism and efficiency
- ⑬ Lead and strengthen ESG management
- ⑭ Enhance institutional brand value and customer satisfaction

History

1970
- 1989

Launch of Korea Culture and Arts Foundation

- 1972** Enacted the Culture and Arts Promotion Act (Law No.2337)
- 1973** Opened Korea Culture and Arts Foundation
- 1974** Opened the Art Hall (currently ARKO Art Center, initially situated in Gwanhun-dong, Jongno-gu)
- 1979** Opened Art Documentation Center (currently ARKO Art Archive)
- 1981** Opened Arts Center (currently ARKO Arts Theater)



1990
- 2009

Exploring Changes in Arts Council Korea

- 1992** Opened Performing Arts Training Center (currently ARKO HRD Center)
- 1999** Made transition to a standing executive system
- 2004** Abolished the Arts Promotion Fundraising Scheme, transferred to Lottery Fund

- 2005** Made transition to Arts Council Korea Committee System
Opened Integrated Culture Voucher Project
- 2006** Declared "ARKO Vision 2010"
- 2009** Opened ARKO City Theater (currently Daehakro Arts Theater)

2010
- 2019



2020-

Strengthening Management Efficiency

- 2023** Launched the 8th Committee of Arts Council Korea
- 2024** Signed the Memorandum of Understanding for Hosting the 10th World Arts Conference by Arts Council Korea and IFACCA
Opened Arko Kkumbat Theater (former Hakjeon Blue Small Theater)
Declared ARKO 2030 Vision
- 2025** Hosted the 10th World Arts Conference by Arts Council Korea and IFACCA
Received A grade for public institution operational performance for 5 years running

Strengthening Innovation & Growth

- 2010** Opened Artist House
- 2012** Launched ARTISTREE Movement (culture and art sponsorship campaign)
- 2014** Integrated Arts Council Korea, Korea Performing Arts Center and the National Arts Documentation Center
- 2018** Operated ARKO Innovation Task Force and Announced the 23rd Innovation Agenda
- 2019** Changed the institution type to "Other Public Institutions"/ Announced ARKO Vision 2030

Introduction to Major Programs

Art Creation Support



2024: Han Kang becomes first Asian woman to receive Nobel Prize in Literature

Established partnership through Arts Council Korea's diverse support and cooperation from 1998-2022

Supported "emerging writer" as part of literary creation nurturing provided support for U.S. and Poland international creative programs served as editorial committee member for Moonjang Web Magazine and DJ for Literary Plaza

Literary Creation Nurturing

Birthplace of Literary Creation

ARKO Literature Creation Fund

Support publication of outstanding literary works to contribute to expanding the artistic capabilities of Korean literature, and revitalize creative activities in the literary field by discovering unpublished works and providing presentation opportunities

Creative Process

Revitalize experimentation and contemporaneity in the literary field by supporting diverse creative activities and entities without restrictions on presentation formats or frequency, focusing on the process of literary creation through open creative support

Support for Literary Magazine Publications

Support literary magazine publication to provide a stable creative foundation for writers, and foster stabilization of the literary creative environment and enjoyment base by autonomously supporting creative activities of individuals and organizations with exceptional literary capabilities

Operation of the Munhak Plaza

Contribute to creating a sustainable literary ecosystem by enabling interaction between writers and readers through online-based creative and enjoyment platforms and providing diverse content and creative opportunities

* Moonjang Web Magazine / Moonjang Sound / Literary Delivery Service / Youth Literature (Geulteen)

Operation of Literature Week

Spread public consensus on the social value of literature through literary festivals where literary figures, readers, and intermediaries come together in communication and encounters, and enhance vitality in the literary community

Works selected by Arts Council Korea gain attention from literary circles and media in 2024!

Establish manuscript fee standards for fair compensation in the literary field
Establish 2024 guideline for average manuscript fee payment rate standards

Works published in Moonjang Web Magazine sweep domestic literary awards!



Operate communication programs between writers and audiences at 87 infrastructure facilities nationwide

Operate programs such as plays and concerts through inter-genre convergence based on literature
Attain highest-ever satisfaction level for Literature Week

Literary magazine operation fairness (%)

2023 91.3 → 2024 94.5

- In-suk Won (Do-i Won)'s "Tomato Street" and "Sorrow and Sheath" receive 9th Dongju Literary Award
- Jung-hwa Choi's "Younger, People Who Became Younger" adapted for KBS Radio Literature Hall / Planned for audio book release in 2025
- Yu-jin Beom's "Shifting" ranked in Yes24 Youth Bestseller Top 20 for five straight weeks

Munhak Plaza Page View (views)

2023 1,985,107 → 2024 3,049,406

Visitors to Munhak Plaza (no. of people)

2023 1,920,062 → 2024 2,897,790

- Kyeong-ran Cho "Introductory Notes" wins 47th Yi Sang Literary Award!
- Gi-tae Kim "Two People's Internationale" wins 55th Dong-in Literary Award!
- Ji-yeon Kim "Without Affection" wins 70th Hyundai Literature Award!

Literature Week Cooperation Program Expansion by 71.4% (no. of programs)

2023 14 → 2024 24

Participants in Literature Week (no. of people)

2023 11,845 → 2024 12,437

Satisfaction of participants in Literature Week (score)

2023 92.2 → 2024 97.2

Visual Arts Creation Nurturing

Visual Arts Creative Center

Creative Process

Provide open creative support that expands creative autonomy and dynamism in the arts field by supporting diverse visual arts creative activities centered on experimentation and contemporaneity without limitations on the number or format of work presentations

Support for Outstanding Exhibitions

Discover outstanding exhibitions in the visual arts field and promote creative vitality and audience engagement by providing intensive support that links artists' creative work with curatorial research and study

Support for Art Criticism

Encourage diverse critical activities in the visual arts field and foster the formation of critical discourse and the revitalization of the art criticism ecosystem through stable support

Support for Mid-career Writer Promotion Planning

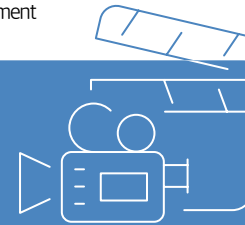
Provide tailored curatorial support for mid-career artists in the field of contemporary art who have not yet gained wide recognition but possess strong artistic potential and creativity, fostering a foundation for their continued artistic development and international advancement

Creative Process Program Satisfaction Rate

98.6%



Support continuous publication of small and medium-sized criticism publications (Newspaper, Vostok Magazine)



Satisfaction with result sharing and networking programs

91.1%

Chosen for 2024 Frieze "Exhibition to Watch"!

2024 Creative Incubation selected artist: Hye-su Woo curated exhibition, E-wan solo show "Random Access Memory 3: Record and Memory"

Contribute to creating sustainable creative base for professional critics

Art critic Seon-hak Kang receives 3rd Jeong Jeom-sik Art Theory Award (2024)

Selected for Forum Expanded section at 2025 Berlin International Film Festival!

2024-2026 selected artist Jae-min Cha "Death That Photosynthesizes"

Explosive increase in the number of applications (53.2%¹ from the previous year)

2023 1,100

2024 2,068



Artist Mi-rae Lee holds solo exhibition at Tate Modern, UK in 2024

Support from Arts Council Korea from 2018 to 2023, from domestic activity support to international advancement support
 Support for group exhibition as "Outstanding Exhibition" ㉑ support for Netherlands international creative program ㉒ support for Venice Biennale invitation ㉓ support for "Artist Research and Criticism"

Impact Highlights

Promotion of Fundamental Arts Diversity

Support for the Creation of Interdisciplinary Arts

Support creative activities that are difficult to include in existing genre classifications or support systems to discover outstanding multidisciplinary art works, and enhance sustainability and vitality of the arts ecosystem by guaranteeing mid-to-long-term activity conditions for experimental creative entities

2024 Lexus Creative Masters Winner!!

Bo-yeong Moon, Creative Incubation for Multidisciplinary Arts selected artist

Support 40 artists in Multidisciplinary Arts Creative Incubation

2.9-fold increase in number of supported projects compared to previous year

Multidisciplinary Arts Creative Incubation audience increased by more than 9.05 times (people)
 2023 13,824 → 2024

125,150



2024 "Artist Research and Criticism" Program Result Sharing Event

Performing Arts Creation Nurturing

Performing Arts Creative Studio

Creative Process

Support experimental and contemporary artistic creation through unconditional open funding, embrace diverse artistic entities and activities without requirements such as presentation frequency, and enhance dynamism and autonomy in the art field

Overall satisfaction level of 91.1%

Outstanding New Productions of the Year

Discover outstanding contemporary new works in major performing arts genres (Theater, Original musicals, Dance, Music, Original Opera, Traditional Arts) and support creative vitalization

- Continuously promote online streaming of Creative Incubator outstanding works through Naver TV in collaboration with Naver Corporation in response to diversification of performing arts consumption methods (since 2017)
- Pursue CGV partnership project for distribution expansion and audience development of outstanding works (since 2020) 2024

Contribute to the creation and dissemination of approximately 30 outstanding performing arts works annually 2023 28 2024 31

Script Content for Submission

Discover and support excellent works and creators (playwrights, composers) with contemporary relevance and diversity in Theater, Original Musicals, and Original Opera

- Provide staging opportunities for excellent scripts through arts theater operational expertise
- Discover outstanding creative scripts over 6 years 87 theater, 45 original musicals, 3 original operas
- Link to staging support through Arts Theater "Summer Reading Season" program Conduct 9 reading performances with 116 artists participating, resulting in 92.7% willingness to attend main productions

Revitalizing performing art criticism

Support for revitalization of performing arts criticism

Contribute to discourse formation in the arts community through activation of performing arts criticism, support individuals engaged in critical activities and organizations with plans, and establish a sustainable and systematic critical foundation in the performing arts field

- Support criticism-specialized media: 55 print publications, 24 web magazines
- Support criticism-related events: 10 seminars
- Support expert criticism activities: 10 cases



ARKO Contemporary Orchestral Music Festival

Build a foundation to activate the presentation and performance of original compositions in domestic music and traditional arts, and expand public access to Korean creative music through hosting the "ARKO Contemporary Orchestral Music Festival"

- Host ARKO Contemporary Orchestral Music Festival + Regional encore concert (Gwangju) 2024
- Hold "Composer's Room" talk concert with ARKO Korean Creative Music Festival selected composers 2023 4 9

Support for arts for children and young adults

Activate the creation of diverse and excellent works through arts support targeting specific generations including infants, children, and youth, and contribute to spreading artistic values for future audiences

- Link support for selected works aligned with Art Trail Picnic festival theme
 - Provide linked support for selected works aligned with Children's Arts Festival "Art Trail Picnic" festival theme
 - Conduct art play utilizing leftover construction wood and interactive environmental performances for children

Performing arts festivals in Korea

Support representative foundational performing arts events in Korea to provide presentation opportunities for excellent works, and enhance public access through expanding diversity in the performing arts ecosystem and pioneering new areas

Support for medium to long-term creation in performing arts

Provide up to 3-year multi-year support to performing arts organizations to strengthen creation and production capacity, alleviate short-term production burdens, and establish sustainable business models and autonomous operational foundations

- Selected as one of the 2024 Best 3 Plays by the Korean Theatre Critics Association

Selected as one of the 2024 Best 7 Performances by Monthly Korean Theatre

Project Island "The Eldest Daughters"



Musical "Marie Curie" (UK) - ©Live Co., Ltd.

Receive nomination for musical "Marie Curie" in 2 categories at 2025 The Office Awards

Phased and long-term support in Performing Arts Creative Studio of ARKO from 2018 to 2024

Performing Arts Creative Studio Outstanding New Productions of the Year Repertoire of the Year and Long-term Creation in Performing Arts



International Art Exchange Support

Support for international art exchange projects

Support for artists' international residencies

Strengthen creative production and international planning capabilities of artists (planners), and support expansion of international exchange network foundation

- ✔ Hun-gu Kang selected for 2024 Best 3 Plays of the Year by the Korean Theatre Critics Association
- ✔ "Liquid Sound" invited performance for 2024-2025 Korea-Italy Year of Cultural Exchange

Korea international arts exchange support

Build overseas expansion foundation for Korean artists by enhancing international exchange planning and creative production skills through collaborative international projects and partnerships with top platforms for ARKO selected programs

- ✔ A-young Kim won ACC Future Award
- ✔ Lee Hee-moon Company received the Theatre Artist Award at the 1st Yang Hye-suk Theatre Awards
- ✔ Yoon-shin Kim selected as one of the 10 Most Influential Artists of 2024 by American art platform Artsy

Establishment of an international arts exchange network

International art joint fund program

Program supporting stable multi-year international arts exchange through bilateral joint fund establishment, moving away from simple one-time exchanges; in 2024, supported the final stage of Korea-Canada collaboration projects

- ✔ 2022 - Year 1 Preparation Stage: Partner country and institution selection
- ✔ 2023 - Year 2 Research Stage
- ✔ 2024 - Year 3 Collaboration Project: Joint creative production presentation

International cultural institution collaboration

Elevate the international standing of Korean arts and strengthen sustainable international exchange foundation through collaborative networks with overseas cultural and arts institutions

- ✔ (Hosting World Summit on Arts and Culture) MoU signed (January 2024) for co-hosting the 10th World Summit on Arts and Culture in May 2025, leading global agenda in arts and culture and expanding Korea's contribution within the international community to spread arts and cultural values

Support for Activating Creative Spaces

Support for literature writing space management

Support stable operation of literary writing spaces through facility support, contributing to production of outstanding literary works

- ✔ Resident writers: 291

User writer satisfaction reached the 90s for the first time (score)
2023 84.9 → 2024 **92.1**

Support for Literary Creative Studio

Create stable literary creative environment by providing workspace that allows writers to balance work and writing activities, considering that the majority of literary writers are engaged in multiple occupations

- ✔ Secured 110 creative studios in major cities nationwide
- ✔ Recruited 287 interested writers, 9,836 uses across 1,108 locations nationwide
- ✔ Main spaces

Literary Creative Studio Seoul Station, Literary Creative Studio Busan, Literary Creative Studio Chuncheon, etc.

Support for visual arts creative spaces

Revitalize visual arts creative spaces through support for excellent curated exhibitions and program operations

- ✔ Major award achievements by spaces participating in 2024 program
Savina Museum of Contemporary Art: Jae-hyun Kang (Chief Curator) received Minister's Commendation for Outstanding Museum and Art Gallery Operations in 2024

Space support (no. of cases)
2023 36 → 2024 **59**

Support for performing arts creative spaces

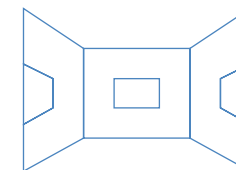
Support for private small performance venues and development of producing theaters to activate private-led regional arts ecosystem

- ✔ Medium and large venue specialization: Provide artist-centered repertoire development and growth opportunities through co-curated performances
- ✔ Contribution to regional arts ecosystem: Expand non-metropolitan creative infrastructure through support for regional performance venues (42.3%)
- ✔ Creation of youth creative space: Opening of ARKO Kkumbat Theater and operation of performing arts festival for youth

Support for the Creation of Interdisciplinary Arts

Support spaces enabling experimental exhibitions and performances to activate creative production and enjoyment in multidisciplinary arts, and discover and mediate diverse artistic activities including technology convergence by specific sub-fields

- ✔ Space operation support to expand multidisciplinary arts activity infrastructure including Platform L



Support for local culture and arts

ARKO Public Art Project

Support artistic activities addressing public issues to reveal the social value of art and promote public discourse and awareness of social issues

- ✔ Participating audience: 75,375, Program sessions: 289

Satisfaction survey (score)
2023 91.8 → 2024 **94.1**

Cultivating Artistic Talents

Cultivating Next-Generation Talent

Training of traditional arts producers and designers

Operate training programs combining theory and practice to strengthen practical competencies of traditional arts planners, and support professional workforce development through field application-focused hands-on training

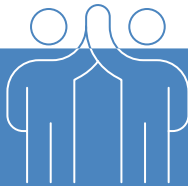
94 trainees selected, 27 training sessions provided
Training satisfaction level **84.1%**

Stage art professional training (ARKO Stage Arts Academy, stage art internship support)

Provide customized training by career path to strengthen job competencies of culture and arts professionals, and support talent development in stage technology and arts-technology convergence fields along with global network expansion

53 training sessions provided, with completion of training by 1,083 trainees

- ARKO Stage Arts Academy (professional development course for practitioners)



Overall satisfaction level increase (score)
2023 90.8 → **94.0** (2024)

Increased number of participants in training (no. of people)
2023 635 → **768** (2024)

- Address educational demand through year-round stage arts professional training (53 courses operated over 133 days)
- Launch 3 new programs through external collaboration and partnerships leveraging ARKO Stage Arts Academy's expertise (Korean Foundation for International Cultural Exchange, Korea Disability Arts & Culture Center and Seoul Business Agency (SBA))

ARKO Youth Artist Support

Support program for young artists covering activities from creation to presentation, along with capacity enhancement through mentoring and networking, and collaborative infrastructure development

Program improvement for focused growth
2023 First-time support in career (KRW 20 million)

2024 Multiple rounds of support after debut

KRW 40 million

109 cases supported

- 86 people participated in the 3rd APE CAMP, arts and technology convergence creative talent training
- ARKO Young Artist Support recipient and APE CAMP participant Park Yun-hyeong won 1st place in the Art & Culture category at the 1st Korea AI International Film Festival (KAIFF)
- 2024 Comprehensive Youth Policy Evaluation result: "Excellent" rating (evaluation conducted by Ministry of Culture, Sports and Tourism)
- Operate expert mentoring 'ARKO Young Artist Lab Creative Workshop' (Total 3 sessions / 15 young artists participated, 100% recommendation rate achieved)

Operation of Artistic Personnel System

Support alternative military service for award-winning emerging artists to strengthen their artistic capabilities, while expanding cultural access for underserved communities by leveraging art personnel's specialized skills

- Full participation in mandatory job training through individualized customized management
- Enhance quality of public service by producing additional user manuals for the art personnel system

Expansion of budget input (KRW 1 million)



2023 200

2024 **203**

Strengthening the on-site capabilities of emerging artists and the artistic ecosystem

Offer integrated practical education and arts field experience to aspiring artists, while supporting creative and planning capacity development and arts sector entry through consortium partnerships with private arts organizations, cultural foundations, performance venues, and other diverse groups

- Conducted "Talk Talk! ADE" exchange event connecting aspiring and professional artists, attracting 200+ participants and expanding mutual exchange and collaborative base

Improvement in overall satisfaction of aspiring artist participants (score)
2023 83.3 → **84.7** (2024)

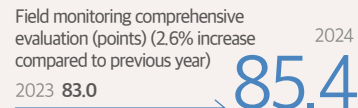
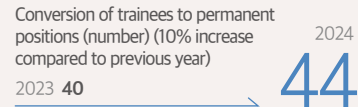
Increase in average support amount per aspiring artist (KRW million)
2023 1.8 → **2.9** (2024)

Cultivating Art Scene Human Resources

Support for training participation in cultural

Support personnel costs for trainees from culture and arts graduates at private and public cultural and arts organizations to facilitate field entry, create jobs, and promote conversion to permanent positions

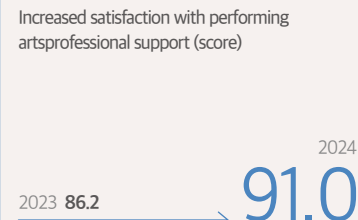
- 472 participants, 268 supported organizations
- Relax eligibility for permanent employment conversion support from trainees within the past 3 years to trainees within the past 5 years



Support for performing arts professionals

Provide personnel cost support to improve employment stability and creative environment for existing staff and newly hired professionals in performance planning and management at private performing arts organizations and venues

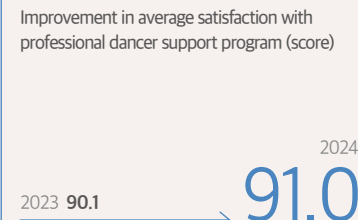
- Support for performing arts professionals created 142 jobs
- Advance implementation of 2024 programs to promote employment activation and support employment stability
(Before) March 2024 ⇒ (After) January 2024



Support for the professional dancer artists center

Establish job support systems to enhance creative activities and welfare for professional dance artists in unstable employment conditions, and support resolution of blind spots in the dance field through retirement period preparedness

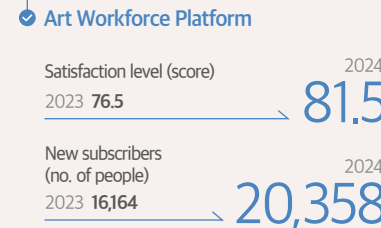
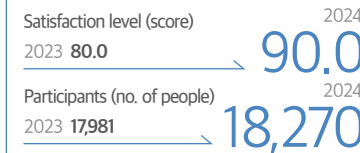
- Professional dancer jobs created at 178 organizations, 352 total jobs
- Promote job market and job fair for matching dance companies and dance artists
- Operate diverse education programs related to career development and career transition utilizing dance artists' expertise



Development of non-face-to-face artist training programs and platforms (Cultural Arts, My Job)

Systematize education for arts professionals (planning, management, administration) by stages and pathways to support career development of prospective workers and practitioners, and establish institutional foundation

- Conducted mandatory Culture and Arts Tomorrow content education for 134 public institutions and 138 private organizations, 2,342 participants
- ARKO Culture and Arts Expert Course online education



Support for professionals in arts archives and records management personnel

Cultivate arts archivists (archives specialists) through job creation for professionals in the arts archives and records management (including library and information science) fields

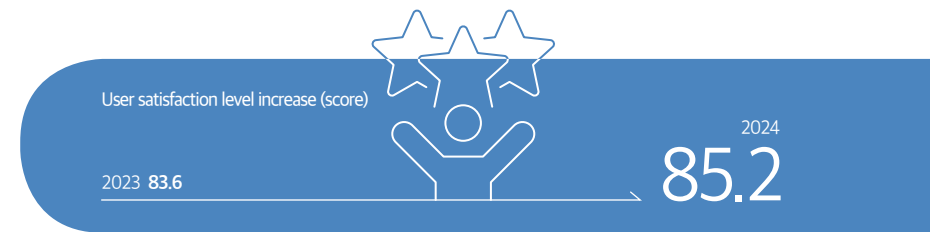
- Reflect annual public institution wage increase rate for job stabilization
- Support welfare benefits including once-weekly remote work



Artist Life Livelihood Stabilization Fund

Provide living stabilization and housing deposit loans to artists who have completed artist activity certification through the Korea Artist Welfare Foundation to create self-sustaining living environments and promote continuous creative activities

- Achieved early closure of loan applications in October
- Achieved 100% loan budget execution two years in a row
- Provided loan support to 2,027 persons for 18,000 million KRW, achieving 100% budget execution rate



Arts as Tourism Resources

Expansion of Traditional Arts Performances

Public performance expansion programs (Traditional performance revitalization, Cultural space utilization performances)

Operate traditional performance festivals to popularize traditional performing arts and expand their utilization, while collaborating with distinctive cultural spaces to discover and disseminate creative performance content

- Develop and provide festival-style content (symposiums, experiential programs, etc.) to revitalize traditional performances
- Select distinctive and high-profile cultural spaces such as university hospitals, Incheon International Airport, and the Blue House, and hold performances (24 times)

2024 Korea Traditional Performance Festival
Total 13 groups participated (320 people), 14,564 audience members

2024 Traditional Performance Revitalization Symposium
Total 20 groups participated (222 people), 20,334 audience members



Support for traditional performing arts activities (Korea Folk Arts Festival, Emerging Korean traditional music experimental stage)

Support the preservation and utilization of regional folk arts, and promote sustainable development of traditional arts by strengthening the competitiveness of emerging artists and organizations in traditional performing arts and establishing a foundation for their activities

- Create public-private partnership governance through locally-focused Korea Folk Arts Festival operation (regional execution of local funds)
- Expand support for repertoire development and performance operations to lower entry barriers for emerging and young artists and increase activity opportunities

Korea Folk Arts Festival
Total 31 groups participated (3,303 people), 21,654 audience members, audience satisfaction 87.5 points

Emerging Traditional Korean Music Experimental Stage
Total 36 groups participated (22 people), 2,217 audience members, audience satisfaction 88 points



Support for overseas expansion of traditional performing arts events

Establish a systematic foundation for overseas expansion of traditional performing arts by activating international promotion of Korean traditional performing arts events through direct exchanges with local arts communities, baseline surveys, and network hub establishment

- Provide airfare support to traditional arts groups invited to international exchange programs held abroad
- Conduct foundational research on overseas expansion based on the Traditional Korean Music Promotion Act, including recommendations for support measures to activate the foundation's international exchange and overseas expansion
- Expanded to 21 countries including Western Europe, 98 performances, 23 workshops, 124 participating artists
- Foundational research on strategic planning for support measures for international exchange and overseas expansion of traditional Korean music culture industry (Korea Dance Resource Center)

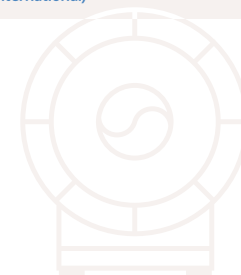


Promoting Overseas Expansion of Performance Art Events

Support for traditional arts participation in overseas art markets and expansion

Establish overseas distribution infrastructure for Korean traditional performing arts, support self-sustainability enhancement, increase recognition through international promotion, and diversify new markets and expansion regions in various forms

- Provide multi-layered overseas expansion opportunities for traditional performing arts organizations to strengthen self-sustainability through organic connections between platforms such as Journey to Korean Music and Seoul Art Market, and showcases like Center Stage Korea and international art markets
- Support 34 groups total, expanded to 19 countries, 120 total performances (85,456 audience members)
- 125 overseas performance negotiations, performance fee revenue approximately KRW 377 million (USD 314,324)
- 12 partnerships with overseas organizations and MOUs signed, total 165 media coverage (84 domestic, 81 international)



Support for Seoul Art Market Operation

Strengthen international competitiveness of Korean performing arts through expanded domestic and overseas distribution infrastructure, and support self-sustainability enhancement of the performing arts sector by creating diverse exchange opportunities

- Establish foundation for activating domestic and international performance distribution by inviting 50 key domestic arts center and venue officials and 38 overseas experts
- Support international capacity building and distribution promotion for Korean performing arts groups through overseas expansion consulting for Fam's Choice selected organizations

Growing participation in Seoul Art Market Participants in 2024
2023 1,323 → 2024: 1,876 participants



1,876

Social Dissemination of Artistic Value

Enhancing the Implementation of Arts Policies

Promotion of Policies for the Dissemination and Support of Artistic Value

Improve awareness among public and stakeholders, and advance communication and consensus on institutional projects by providing tailored information through media and online channels

- ✓ Enhance overall appearance and visual branding through development and application of VI featuring bricks symbolic of ARKO Theater and Arts Center
- ✓ Expand ARKO brand exposure through collaboration with poet Jun Park, YouTube channel "Bbangsongguk," and others

Increase in the number of Instagram subscribers



Information on Arts Support Services

Enhance administrative convenience for artists by resolving e-Nara subsidy system usage inconveniences for arts and culture sector subsidy recipients and providing customized consultation support, and strengthen information accessibility and utilization through integrated provision of domestic and international support information

- ✓ (Artnuri) Expand information provision scope and enhance user convenience through private institution open call registration functions, international residency linkages, and accessibility enhancement features
- ✓ (NCAS) Strengthen user convenience and operational efficiency of the National Culture and Arts Support System (NCAS) through UI improvements considering digitally vulnerable groups and advancement of the deliberation and evaluation system
- ✓ Operate guidance services for IT-vulnerable artists 2024 monthly average: Handle 569 telephone consultations and 4 in-person consultations

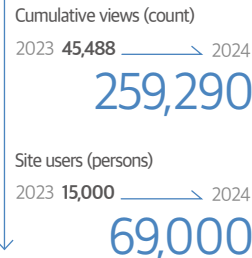
Research on the Arts and Culture Support System

Redefine functions and roles between central and regional governments through National Arts and Culture Support System Research, and explore policy measures to eliminate program duplication and strengthen cooperation

Development of Arts Support Policies

Strengthen research and information dissemination functions that form the foundation of arts support policies, establish statistical infrastructure for the performing arts ecosystem, and enhance public communication and institutional brand awareness

ARKO A SQUARE, ARKO webzine

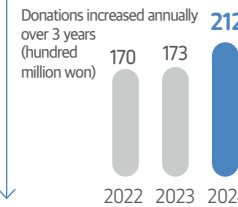


Promotion of Cultural and Arts Donation

Donation Program

The Arts Council Korea has contributed to supporting artists' creative work and expanding cultural arts engagement through approximately KRW 425.2 billion in donations over the past 50 years

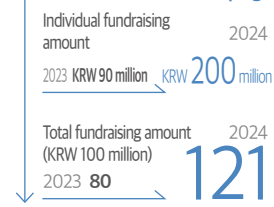
- ✓ Ensure stable operation of donation management and arts organization CMS support programs
- ✓ Create a virtuous cycle of fandom engagement and artist naming donations



ARTISTREE Movement

Raise public awareness by promoting the public interest value of arts philanthropy and establishing fundraising causes that resonate with everyone, and promote the revitalization of cultural arts sponsorship

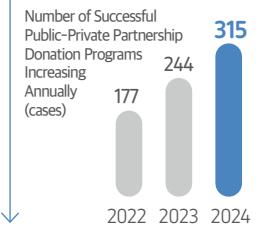
- ✓ Individual donor contributions increased 119% year-over-year through strengthened target-specific fundraising strategies
- ✓ Achieve record-high fundraising of 12.1 billion won for the ARTISTREE Campaign



Support for Activating Private Sponsorship

Support partnerships between corporations and arts organizations, promote private sponsorship participation to enhance the arts sector's self-sustainability, and establish a region-centered cultural arts sponsorship ecosystem

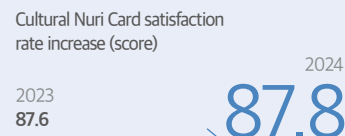
- ✓ Train national mecenat associations and intermediary personnel, support reimbursement of conditional donation processing fees, and provide catalyst funding for partnerships between companies and arts organizations



Support for Enjoying Arts & Culture

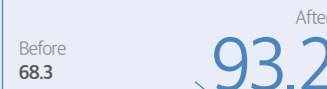
Integrated Cultural Pass (Cultural Nuri Card)

- ✓ Record-Breaking Issuance to 2.62 Million People



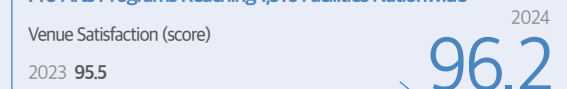
Youth Culture and Arts Pass

- ✓ Increased Interest in Performances and Exhibitions Before and After Using Youth Culture & Arts Pass



Great Arts in Your Front Yard

- ✓ Efforts to Address Cultural Blind Spots: Priority Matching for New Facilities in Regions at Risk of Extinction
- ✓ Delivering the Joy and Emotion of Art to 258,502 Citizens Through 140 Arts Programs Reaching 1,916 Facilities Nationwide



Facility Management

Arts Council Korea Headquarters

“A new hub for culture and arts support”

Arts Council Korea Headquarters, which relocated to Gwangju-Jeonnam Innovation City in 2014, is newly realizing arts and culture administration based on public nature and creativity, and is working to ensure that all citizens can enjoy the joy of creation through arts support under the vision of “ARKO that connects arts and culture with citizens and shares the future of arts and culture.” The Council is promoting policies to strengthen balanced development based on regions and artist support systems, and is creating an inclusive arts ecosystem together with artists, citizens, and local communities as a hub space for arts administration.



Arts Council Korea Naju Headquarters (640, Bitgaram-ro, Naju-si, Jeollanam-do)

- Total floor area: 4,295.5m² / 1 basement floor, 3 floors above ground
- B1: Electrical room, mechanical room, archive, storage / 1F: Lobby, offices, multipurpose hall / 2F: Offices / 3F: Offices, lounge

Artist House

“From the old headquarters to a space of communication and enjoyment shared by artists and the public”

Artist House is a place that preserves history and symbolism, an open networking space where both artists and citizens can freely visit. Renovated as a café-style lounge in 2023, the space provides a venue for arts enjoyment and communication in daily life through various concerts and youth artist self-curated programs both inside and outside the space. In particular, as a hub where young artists' creative activities are supported and diverse generations in the arts community can interact, the space is strengthening its role as a community-centered cultural space.

Transform multipurpose hall by renovating to match contemporary trends

Established a user-centered and stable operational system by improving the outdated parking management program

Operated Artist House Lounge for 282 days in total with 10,444 visitors

Organize 15 salon-style indoor concerts open for everyone to enjoy

Host two outdoor concerts at Marronnier Park.

Hold regular lounge concerts led by young artists twice a month, with a total of 17 participants



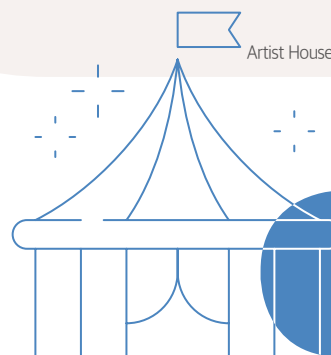
Artist House (3, Dongsoong-gil, Jongno-gu, Seoul)

* Historic Site No. 278, opened in 2010

• Total floor area: 1,634.71m² (3 floors above ground)

• 1F: ARKO Young Artist Lab, etc. (space for young artists)

2F: Artist House Lounge, etc. / 3F: Seminar room, multipurpose hall, etc.



No. of visitors

2023 21,932

2024

32,425

* Total number of visitors to Artist House including lounge

ARKO Arts Theater

“A leading theater supporting new performing arts productions”

ARKO Arts Theater, which opened in 1981, is a representative public theater that develops and supports performing arts works presenting new values and perspectives, and spreads the creativity and diversity of performing arts. This space, where approximately 100,000 artists and audiences gather annually, creates a stage where creators and audiences can enjoy arts together through high-quality curated and rental performances. The theater conducts activities to strengthen arts sustainability including support for remounts and international exchange programs.



ARKO Arts Theater (7, Daehak-ro 8-gil, Jongno-gu, Seoul)

- Total floor area: 5,376.37m² (1 basement floor, 3 floors above ground)
- Grand Theater (600 seats), Small Theater (110 seats), practice rooms, studios, etc.



Daehakro Arts Theater

“Creative platform for next-generation artists, stage of experimentation and change”

Daehakro Arts Theater is a public theater that opened in 2009, established to complement the mid-sized performance venue shortage in Daehakro, where small and medium theaters are concentrated, and to revitalize pure performing arts. The theater is positioning itself as a central platform for discovering and nurturing next-generation artists, supporting experimental and contemporary creative activities. By focusing on developing works with field relevance and experimentality, the theater contributes to creating a new creative ecosystem. Through continuous improvement of stage technology and operational infrastructure, the theater provides a stable and creative performance environment for both artists and audiences.



Daehakro Arts Theater (17, Daehak-ro 10-gil, Jongno-gu, Seoul)

- Total floor area: 8,585.08m² (4 basement floors, 5 floors above ground)
- Grand Theater (458 seats), Small Theater (132 seats), practice rooms, studios, reading room, live studio, etc.



ARKO Kkumbat Theater

“Dream space of arts for children and youth”

ARKO Kkumbat Theater is a dedicated performance venue for children and youth, newly opened in July 2024. This space was created on the foundation of Hakjeon Small Theater, which was opened in 1991 by the late Min-gi Kim, and was a symbolic place of Korean small theater culture that embodied experimental creation and the spirit of the times for 33 years. True to its name as “a theater where dreams sprout and grow,” ARKO Kkumbat Theater is an artistic playground that nurtures the sensibilities and creativity of future generations, creating a child and youth-friendly performing arts ecosystem through various programs including performances, festivals, and hands-on experiences.



ARKO Kkumbat Theater (46, Daehak-ro 12-gil, Jongno-gu, Seoul, Samgwang Building)

- Total floor area: 236m²
- Basement 2: ARKO Kkumbat Theater (169 seats) / Floor 2: Flower Field Lounge (audience areas) / Floor 3: Garden Patch Studio (artist space)

Achieved total fundraising of **KRW 262 million** by opening a dedicated performance venue for children and youth under the name “Kkumbat Theater” selected through a public contest (6,188 participants) and promoting operational funding

Achieved 54 performances per year with **7,037 attendees** through operation of various programs including performances, festivals, and rentals for children



ARKO Arts Theater Joint Planning

Director Bon Joo of “Collaborative Creation Failure Documentary” receives 61st Dong-A Theater Awards Best New Director

Stage Technology 119 Support Center receives Excellence Award at 2024 Outstanding Administration and Policy Cases (Korea Public Policy Evaluation Association)

Supported 208 cases annually in 2024 leveraging Arts Council Korea Arts Theater expertise and know-how

Build solidarity around social issues by producing and screening climate and humanities programs

ARKO Art Center

“A public art museum that grew alongside Korean contemporary art”

Located in the red-brick building at Marronnier Park in Daehak-ro, ARKO Art Center, designed by renowned Korean architect Soo-geun Kim along with ARKO Arts Theater, has accompanied the beginnings and breakthroughs of numerous artists since its opening in 1974, within the evolving landscape of Korean contemporary art. Through experimental and interdisciplinary exhibitions, ARKO Art Center fulfills its role as a public art museum that translates social issues into artistic expression. It also fosters an open exhibition environment where artists and audiences can engage in dialogue and reflection.



ARKO Art Center (3 Dongsung-gil, Jongno-gu, Seoul)

- Total floor area: 2,969.58m² (1 basement level, 3 above-ground floors) / Exhibition halls (2), Open Space, Archive Room, Seminar Room

The Korean Pavilion at the Venice Biennale

“A gateway for Korean contemporary visual arts to the global stage”

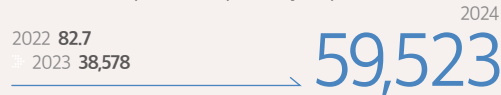
The Korean Pavilion at the Venice Biennale was established in 1995 as the 26th national pavilion in Giardini, becoming the starting point for globalizing Korean contemporary art. Diverse contemporary artworks have been introduced in exhibition spaces consisting of the Transparent Hall, Historical Hall, and Cylinder Hall, and the pavilion gained international attention through consecutive Special Award wins in its early years. Since then, through experimental and contemporary curatorial approaches, the pavilion has expanded the unique perspective and discourse of Korean art, and holds symbolic significance as a hub for exchange and collaboration with the global art world.



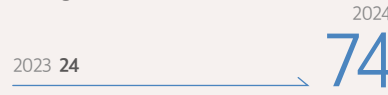
Photo by Yongjoon Choi © Korean Pavilion 2025 Korean Pavilion Organizing Committee (Giardini di Castello, Venice, Italy)

- Total floor area: 242.6m²
- 1st floor: Three exhibition halls — Transparent Hall, Historical Hall, and Cylinder Hall

Achieved the highest visitor turnout to date, with an increase of over 54% compared to the previous year (persons).



Recorded 50 collaborative projects linked to exhibitions, marking an increase of over 200% (cases)



Named one of “10 Highlights From the Venice Biennale” by The New York Times (April, 2024)

Opened the Korean Pavilion at the Venice Biennale 60th International Art Exhibition “Koo Jeong A - Odorama Cities” (Apr. 20~ Nov. 24, 2024)

Hosted special exhibition “Every Island is a Mountain” with participation of 36 artists (teams) from past Korean Pavilion exhibitions (1995-2024) (April 18-September 8, 2024, Palazzo Malta - Ordine di Malta)

Opened the Korean Pavilion at the Venice Biennale 19th International Architecture Exhibition “Little Toad, Little Toad: Unbuilding Pavilion” (May 10~ Nov. 23, 2025)

Hosting ARKO Young Artist Day (Sep. 3~ Sep. 8, 2024)

On the occasion of KIAF-Frieze Seoul 2024, organized presentations, exhibitions, and networking programs to introduce artists supported by the grant program both domestically and internationally, held across ARKO Art Center, ARKO Arts Theater, and Artist House

Picnic with Art Program (Feb. ~ Dec, 2024)

Organized exhibition-linked programs for children and youth, operated collection and architecture tours around Marronnier Park, and held quarterly children’s art exhibitions at the ARKO Art Center’s galleries and Open Space.

Permanent Docent Program (Jan. ~ Dec. 2025)

Operated a permanent docent tour program linked to ARKO Art Center exhibitions and organized educational docent programs in connection with experiential learning for elementary, middle, and high school students.

4 Award Achievements by Past Art Exhibition and Architecture Exhibition participants

- Kimsooja, received 2024 34th Fukuoka Prize (2013 Korean Pavilion participating artist)
- Hwayeon Nam, received 2024 Ilwoo Art Award (2019 Korean Pavilion participating artist)
- Moon Kyungwon & Jeon, received 2024 Kim Se-jung Sculpture Award (2015 Korean Pavilion participating artists)
- Dahyung Chung, received 2024 Korean Institute of Architects Kim Jung-chul Architecture Culture Award (2025 Korean Pavilion curator)

Total no. of visitors in 2024

411,895

ARKO HRD Center

“A training facility for nurturing culture and arts professionals”

ARKO HRD Center is a specialized arts education institution established in May 1992 with the purpose of cultivating creative arts and culture professionals, operating various education programs and projects to support artists’ growth and capacity building. The center provides practical support for artists’ creative and practice activities by renting out spaces such as education and practice performance venues differentiated from general theaters, and stage production studios, and functions as an operational hub for Arts Council Korea’s artist development support and education programs.



ARKO HRD Center (10, Seonghyeon-ro 513beon-gil, Ilsandong-gu, Goyang-si, Gyeonggi-do) * Opened in 1992

- Total floor area: 4,876.43m²
- Creation Hall, Experimental Stage, Stage Design Studio, etc.

ARKO Arts Archive

“A repository of Korean modern and contemporary art archival materials”

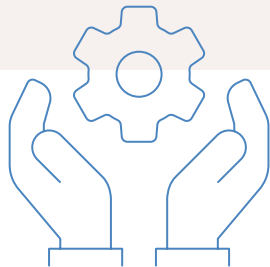
As Korea’s first, leading, and largest professional arts archive, ARKO Arts Archive collects and preserves vital resources that capture key moments in the history of modern and contemporary Korean art, utilizing them through exhibitions, education, and research. Through Oral History Collection, Performing Arts Video Documentation, and an extensive collection of artist’s works, the Archive promotes the cultural and heritage value of the arts. Original materials are available for viewing at the Archive, while digital resources are accessible to everyone through the DA-Arts online platform. In 2024, ARKO Arts Archive enhanced web accessibility and improved its facilities to create a barrier-free environment open to all users, including seniors and people with disabilities.



ARKO Arts Archive (2F-3F, Design Museum, Seoul Arts Center, 2406 Nambusunhwan-ro, Seocho-gu, Seoul)

- Total floor area: 2,756.84m²

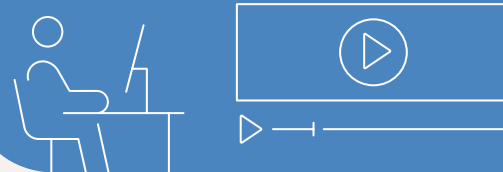
Strengthen safety measures for stage art education facilities in accordance with the Occupational Safety and Health Act.



Upgrade stage facilities and improved aging infrastructure at the Experimental Theater

Number of rental days at ARKO HRD Center (days)

2023	6
2024	46



Online visitors (no. of people)

2023	125,187
2024	133,488

Acquired web accessibility quality certification for use of electronic records by elderly and people with disabilities

Installed and improved research environment with height-adjustable reading seats, hearing aids, and screen reader software for people with visual and hearing impairments

Offline visitors (no. of people)

2023	3,937
2024	4,408

ESG Story



- 23 ESG Management System
- 26 Stakeholder Engagement and Communication
- 27 Double Materiality Assessment

ESG Management System

Arts Council Korea has established its ESG mission: “ARKO as an ESG-leading organization creating a sustainable culture and arts ecosystem.” We have developed and are implementing 12 strategic tasks focused on three strategic objectives in Environment (E), Social (S), and Governance (G): achieving carbon neutrality through environmental management, realizing stakeholder-centered social responsibility, and establishing fair and transparent institutional operations. The ESG management system operates by organically linking strategic objectives and tasks, ensuring both institutional foundation and execution capacity through the ESG Management Committee, ESG Working Group, and external cooperation networks. Building on this foundation, Arts Council Korea leads ESG advancement in the culture and arts sector while strengthening its role as a sustainable public institution.

ESG Management Strategy

ESG Mission

ARKO as a Leading Institution in ESG for Creating a Sustainable Cultural and Arts Ecosystem

ESG 3 Strategic Goals

12 Strategic Tasks

E

Implementing Environmental Management for Carbon Neutrality Practices

- ① Establish and internalize environmental management systems
- ② Implement eco-friendly management in ARKO creative spaces
- ③ Establish a foundation for environmentally sustainable creative activities

For the **first** strategic objective of “**Implementing Environmental Management for Carbon Neutrality Practices**,” we are implementing three initiatives: developing and embedding an environmental management system, implementing eco-friendly management practices in ARKO creative spaces, and establishing a creative foundation that considers environmental sustainability. These efforts reflect our commitment to integrating eco-friendly elements across all artistic activities and fulfilling environmental responsibility in our physical spaces.

S

Realizing Social Responsibility with a Stakeholder-Centric Approach

- ④ Expand cultural and artistic experience for the public
- ⑤ Create a fair creative environment in the cultural and arts sector
- ⑥ Establish a foundation for safety and health management
- ⑦ Operate a fair HR system based on competency
- ⑧ Promote local community activities centered on industry

The **second** strategic objective is “**Realizing Social Responsibility with a Stakeholder-Centric Approach**.” To achieve this, we are implementing a total of six strategic tasks: increasing public cultural and artistic experiences, creating a fair creative environment in the culture and arts sector, establishing occupational safety and health management foundations, operating a merit-based fair personnel system, activating business-based regional coexistence activities, and promoting the spread of culture and arts values through ESG. This demonstrates that the organization pursues building trust in its relationships with diverse stakeholders including artists, citizens, and local communities, while strengthening the social responsibility of culture and arts.

G

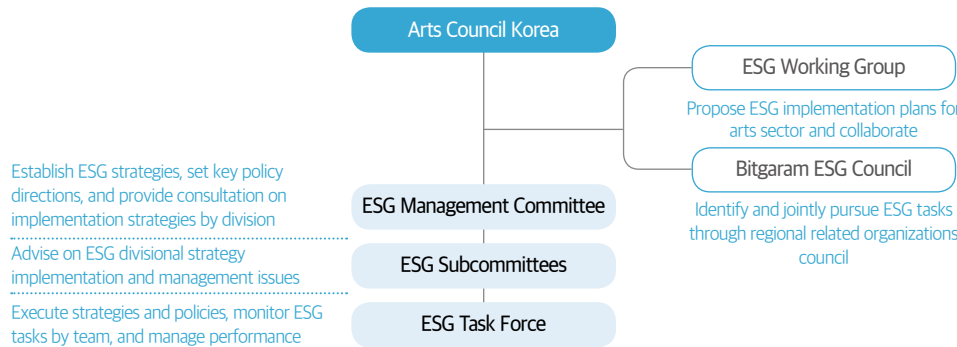
Establishing a Fair and Transparent Organizational Management System

- ⑨ Promote the spread of cultural and artistic values through ESG
- ⑩ Promote anti-corruption and ethical management through raising internal awareness
- ⑪ Enhance communication with policy stakeholders by advancing council operational system
- ⑫ Lead ESG management in the cultural and arts sector

The **third** strategic objective is “**Establishing a Fair and Transparent Organizational Management System**.” To accomplish this, we are implementing three strategic tasks: practicing anti-corruption ethical management by enhancing internal members’ awareness, strengthening communication with policy stakeholders through advancing the committee operation system, and leading ESG management in the culture and arts sector. These efforts aim to build an overall ESG trust foundation by improving the organization’s transparency, accountability, and ethics from a governance perspective.

ESG Management Governance

Arts Council Korea operates an organic and systematic governance structure centered on the Chairperson with internal and external collaborative organizations to enhance ESG management decision-making and implementation. Internally, the ESG Management Committee establishes strategic directions, while the ESG Task Force consisting of 14 teams conducts organization-wide task monitoring and performance management. In 2025, we established ESG subcommittees by division in the areas of environment, ethics and human rights, and governance to receive expert consultation on task implementation plans and continue practical execution based on expertise in each field. Externally, through the ESG Working Group comprising 38 culture and arts organizations, we have identified initiative action tasks and shared best practices. Additionally, through the 'Bitgaram ESG Council' with 9 institutions participating from Naju Innovation City, we have jointly pursued region-based ESG collaboration projects.



Internalization of ESG Management

Arts Council Korea established and operated an ESG mileage system to promote active ESG management with employee participation. By linking a system that rewards participation in ESG activities with mileage, we worked to internalize the ESG management environment. Starting in 2025, we have created and are implementing the 'One Team, One ESG Task' system to internalize organization-wide ESG management awareness and advance implementation.

ESG management internalization activities



Bitgaram ESG Council

Arts Council Korea has established the "Bitgaram ESG Council" with 9 related organizations in Naju Innovation City to identify and pursue collaborative projects among public institutions for ESG management implementation. In 2024, we discussed cooperation tasks for regional coexistence and jointly conducted the "Clean Up Together on the Lake Trail" activity. Together with Naju City, we operated region-based cultural programs including "After-Work Gatherings for Workers" and "Bitgaram Friendly Chats Class." Additionally, we carried out the "Dream Package Planning Project" for children in depopulating regions.

We have been operating

We have been operating an ESG Working Group with culture and arts organizations nationwide since 2022. In 2024, 38 organizations participated to share ESG trends and practical cases in the culture and arts sector, and we conducted a workshop to derive initiative action tasks. In particular, we established a practitioner-centered foundation for practical change through mutual learning and cooperation among culture and arts institutions. Additionally, we hosted the "2024 Culture and Arts Organizations ESG Management Meet-Up Day" with approximately 80 participants from public and private sectors, providing an opportunity to exchange ESG cases and share the potential for ESG expansion in Korea's culture and arts community. Moving forward, Arts Council Korea will serve as a hub to expand solidarity and cooperation in the culture and arts sector through the ESG Working Group, so that ESG can be established as a fundamental principle in culture and arts organization operations, thereby enhancing sustainability in the culture and arts field and fulfilling a leading role in ESG management.

Participating Organizations

38 organizations in total



Stakeholder Interviews on the Korea Arts Council's Journey toward Sustainability

ESG Management Committee

Member of Environment Section

Ji-won Choi

Secretary General,
Climate Change Center



We need to move beyond carbon reduction to climate adaptation strategies to safeguard a sustainable arts ecosystem.

Until now, the culture and arts sector's response to the climate crisis has focused on carbon emission reduction. Efforts to reduce emissions in stage production, exhibition transportation, lighting, and heating/cooling were meaningful starts, but given the characteristics of the field, their practical effects have been limited. Now, the perspective of "climate adaptation" must be pursued alongside reduction. Heat waves and heavy rainfall directly impact performances and festivals, and disasters can lead to cultural facility closures or instability in artists' livelihoods. It is a positive achievement that Arts Council Korea recognized ESG values relatively early and created an eco-friendly creative environment. Moving forward, practical measures are needed, such as developing customized reduction plans through environmental impact assessments, eco-friendly production guidelines and utilization of reusable structures, and minimizing travel through digital transformation. Above all, systems must be designed so that reduction becomes a motivation for new experimentation rather than a constraint on creativity. Furthermore, I hope the Council will leverage its international exchange capabilities to lead global solidarity and elevate Korea's status as a sustainable cultural powerhouse.

ESG Management Committee

Member of Social Section

Han-ho Ryu

Professor, Department of Journalism
and Broadcasting, Gwangju University



We need policy design that cultivates regional culture and arts as a viable industry rather than simply providing support.

For the sustainability of culture, arts, and local communities, region-centered ecosystem development and structural policy design are essential. Regional culture and arts must be nurtured as self-sustaining industries, not merely support recipients, requiring long-term cooperative frameworks with local governments. If structures are established where local artists, organizations, businesses, and citizens can proactively participate in planning and implementation, activities can expand into resident participation-based initiatives. Particularly, experience and participation programs for children and youth serve as vital means to promote intergenerational connection and enhance future cultural capacity. For example, participating in local festival stages or collaboration workshops with local artists can become practical examples of building a sustainable cultural ecosystem. Additionally, cooperation among public institutions within innovation cities and content development of unique regional resources form a foundation closely connected to residents' lives. I expect Arts Council Korea to actively support these trends at the ESG strategic level.

ESG Management Committee

Member of Governance Section

Woon-yong Cheong

Director, Institute for Social
Responsibility and Ethical Management



AI, ethics, and human rights advancement are core tasks that sustain the sustainability of culture and arts.

The proliferation of AI technology is having diverse impacts on culture and arts. Negative effects such as fake news and misinformation, discriminatory expressions, and violations of personal information and copyright are already becoming reality, making proactive responses urgent. Ethical considerations are essential throughout the entire process of AI development and utilization, and I believe Arts Council Korea should establish "AI Ethics Principles (tentative title)" and continuously monitor them. At the same time, given that the Council's founding purpose is to enable everyone to enjoy the joy of creation, this is directly linked to human rights advancement. Public grant programs for expanding culture and arts, support for young artists, protection of artists' rights and interests, and creation of safe creative environments are important tasks, with particular emphasis needed on cultural consideration for the socially vulnerable. Culture and arts are not the exclusive domain of specific groups but a universal right. I expect Arts Council Korea to demonstrate these values even more clearly.

Stakeholder Engagement and Communication

Arts Council Korea defines its key stakeholders as culture and arts organizations and artists, the public, government and local communities, employees, and partner institutions, and identifies major concerns and opinions through customized communication channels for each stakeholder group. Collected opinions are reflected in management strategies and implementation tasks, and stakeholder input is actively incorporated in the process of selecting core ESG-related issues. We strive to transparently disclose stakeholders' major concerns through our sustainability management report. Moving forward, we will continue to build trust-based sustainable relationships with stakeholders through more field-centered communication and listening.

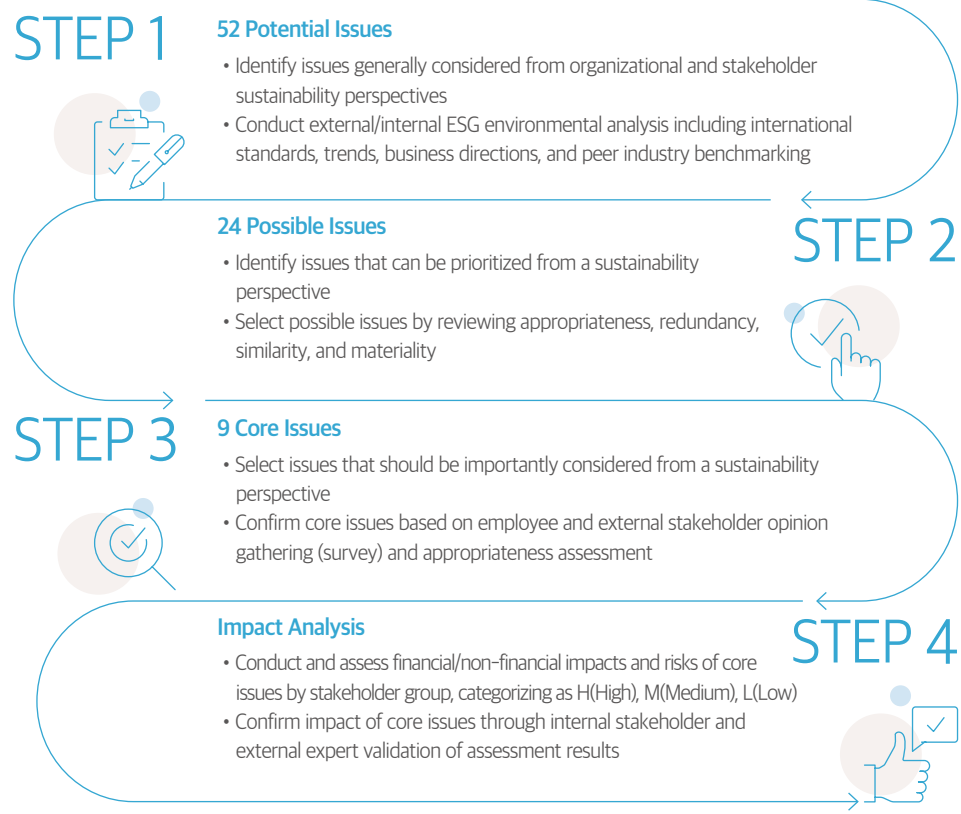
Stakeholder	Core Needs	Communication Channel		ARKO's Response Activities
		Independent Channel	Common Channel	
Employee/ Labor Union	<ul style="list-style-type: none"> Collaborate on key management issues Improve working environment and form flexible corporate culture Improve mutual trust between labor and management Conduct management activities based on communication and participation 	Internal customer satisfaction index(ICS) / weekly and monthly management meeting/ labor council/organizational culture workshop		<ul style="list-style-type: none"> Share and improve management activities regularly Expand family-oriented and leisure-friendly organizational culture program Strengthen labor-management communication and gather feedback Make efforts to improve working environment
Partner Institution	<ul style="list-style-type: none"> Support the implementation of government policy Pursue fair and transparent cooperative relationship Protects interest of cooperative institution Create synergy through cooperation enhancement 	Meeting with relevant organizations/ project presentation monitoring/ advisory meeting		<ul style="list-style-type: none"> Pursue fair transaction with cooperative organizations Expand shared growth purchase Discuss common issues and conduct networking Operate council
Artist/ Artist Group/ Cultural and Art Institution	<ul style="list-style-type: none"> Improve creative environment Improve transparency and fairness of projects Provide quality information Protect interests and copyrights of artist Strengthen expertise and efficiency of operating institutions 	Field briefing, field public hearing/ ARKO Espresso support deliberation ombudsman/ E-nara Help/NCAS customer center round table/ customer satisfaction index) ESG working group	Website, Social media, Sustainability report	<ul style="list-style-type: none"> Upgrade creative activities support Establish fair review and feedback system Expand support and sponsorship of cultural and art activities Distribute guidelines on copyright protection Conduct workshop to lead ESG in the culture and art sector
Citizen	<ul style="list-style-type: none"> Guarantee citizen participation Opportunity to enjoy culture and art Improve quality of business service Customized service Provide interested information on cultural and art policy 	Field briefing/ customer center by program, customer satisfaction index (CSI, PCSI), theater and art center visitor satisfaction survey, idea contest/ grievance portal		<ul style="list-style-type: none"> Expand enjoyment of culture and art Diversify programs for vulnerable group Incorporate field-based satisfaction survey and feedback Support identification of future culture consumers Efforts to respond social issues culturally
Government	<ul style="list-style-type: none"> Collaborate with government policies Fulfill council autonomy and accountability Share ARKO project information Improve operational transparency 	Institutional meeting/ policy reporting/ roundtable		<ul style="list-style-type: none"> Communication activities with government and relevant organizations Participate in roundtable and presentation hosted by government institutions Implement programs linked with policies Report management performance and publish sustainability report
Community	<ul style="list-style-type: none"> Local settlement condition Establish cooperative governance Expand social contribution activities Establish community collaborative ecosystem 	Meeting of heads of relocated public institutions, Bitgaram Council meeting/ public hearing and roundtable		<ul style="list-style-type: none"> Pursue cooperative projects with relocated institutions Operate and expand ARKO volunteer group Implement private-public cooperation projects Lead community ESG activities Conduct community donation and sharing activities

Double Materiality Assessment

Arts Council Korea identified 9 core issues through a double materiality assessment process including internal and external environmental analysis and gathering opinions from stakeholders and experts. The derived core issues were confirmed through our review, and important information regarding these core issues is being disclosed. In the previous materiality assessment, stakeholder opinions were collected in a segmented manner, categorized into financial, social, and environmental aspects. Additionally, issues were derived considering appropriateness above the threshold for overall core issues, balance across areas, and linkage with the organization for all issues.

Double Materiality Assessments

This is an assessment method that identifies material issues by examining sustainability-related matters from both financial and non-financial perspectives that are affected by the organization (Inside-Out) or that affect the organization (Outside-In).



Category	No.	Key ESG Issues	Impact		GRI Index	Report Page
			Financial	Social, Environmental		
Environmental	1	Efforts to respond to climate change	L	M	GRI 305	33-34
	2	Reduction of energy use and expansion of renewable energy	L	M	GRI 302	33-34
	3	Business site safety and health management	M	M	GRI 403	55-58
	4	Fair communication with customers	M	M	-	47-49
Social	5	Information security and personal data protection	M	M	GRI 418	52-54
	6	Increase public access to cultural and artistic experiences	H	H	-	39-40, 76-77
	7	Expansion of access to art and diversity	H	H	GRI 405	45, 50-51, 57-58
Management/ Governance	8	Strengthen ethical and anti-corruption management activities	M	M	GRI 205	82-85
	9	Establish fair practices in the cultural and arts sector	M	M	GRI 205	85

ESG Highlight

Response to Climate Change and Eco-friendly Activities

- Reduce carbon emissions by 11.6% beyond government standards
- **Sign E-Waste ZERO business agreement**

E



People-centered Culture of Respect

- **Score 99.6 points** in human rights impact assessment for institutional operations (3.5-point increase from previous year)
- Implement **barrier-free art** curated exhibitions with **14,934 visitors**
- Introduce Braille embossing on Culture Nuri Card as first voucher card

S



Digital-based Customer Satisfaction

- Establish **ARKO integrated platform**
- Achieve **87.8-point** satisfaction score through Culture Nuri Card **Naver Pay integration** (0.2-point increase from previous year)
- Attain 85.6-point public institution customer satisfaction (1.6-point increase from previous year)

S



Job Creation

- Hire **33 employees** through social equity employment (19-person increase from previous year)
- Create **1,633** private sector jobs (16.64% increase from previous year)

S



Employee Training

- Achieve **115.2 hours** of average training time per person (83.1% increase from previous year)
- Implement **new professional specialist development program**

S



Safe Workplace

- Maintain **ZERO** safety accidents across 8 managed facilities at 4 business sites over **10 years**
- Conduct **1,034** safety training sessions at culture and arts sites, with **5,152 participants** completing the program

S



Sustainable Shared Growth

- Engage **4,025 participants** in ARKO One-Stop Matching Platform
- Exceed government-recommended policy for social enterprise preferential purchasing by **3.7 times**
- Execute **185 business** agreements with external partner organizations (161-agreement increase from previous year)
- **Achieve record-high 78** certified culture and arts sponsorship companies and organizations

S



Community Value Creation

- **Expand** "Art Plus Class" to **6 elementary schools** (from 1 school)
- **Award as Social Value Realization Institution** selected by Korea Audit Association
- **Obtain highest grade Lv5** in Community Contribution Recognition System selected by Ministry of Health and Welfare

S



Transparent and Professional Management

- Holding **8th** committee meeting for **21 times**
- Female member ratio of **58%**

G



Trusted Ethical and Compliance Management

- Achieved 100% compliance in sexual harassment and sexual violence prevention measures among Ministry of Culture, Sports and Tourism funded private organizations
- **Increase** fair deliberation satisfaction by **5.5%p** from previous year

G



K-ART Highlight

Beyond 30 Years to a New Chapter: Korean Pavilion at the Venice Biennale

To mark the 30th anniversary of the Korean Pavilion at the Venice Biennale, we presented the special exhibition “Every Island is a Mountain,” featuring 36 participating artists (teams) from the Pavilion’s history. This occasion provided an opportunity to reinterpret the historicity and spatiality of the Korean Pavilion and shed new light on Korean art and artists garnering attention from the domestic and international art communities. Arts Council Korea took this opportunity to strengthen its role as a promotional platform through public-private collaboration and reestablish its functions as commissioner, including exhibition operation, archiving, and networking. Furthermore, in 2025, through the official opening of the exhibition “Dukkeopa Dukkeopa: Time of the House” at the 19th International Architecture Exhibition of La Biennale di Venezia, we re-examined the Korean Pavilion as an organism embracing multilayered meanings. Using a traditional Korean children’s song as narrator, this exhibition richly interpreted the sustainable vitality of the Korean Pavilion and the environmental conditions of the Giardini, positioning itself as a meaningful endeavor to newly reveal the unique perspective and sensibility of Korean architecture on the world stage.



Installation view of Every Island is a Mountain (2024). Courtesy of Arts Council Korea; Photograph by Park Jimin



“Little Toad, Little Toad: Unbuilding Pavilion” Main Poster © Korean Pavilion 2025



2024 ARKO Young Artist Day - Young Artist Presentations



2024 ARKO Young Artist Day Poster

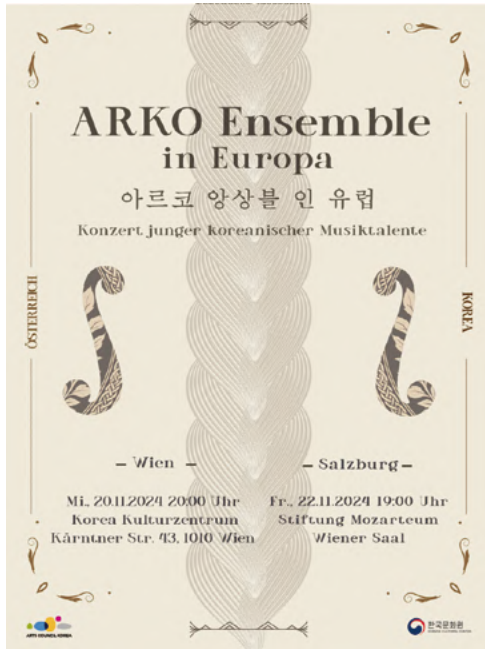
Connecting Next-Generation Artists with Contemporary Art: 2024 ARKO Young Artist Day

Korea Arts Council’s ARKO Art Center held “2024 ARKO Young Artist Day” in the Daehangno Marronnier Park area (ARKO Art Center, ARKO Arts Theater, etc.). The event centered on 25 young artists selected for the ‘2024 Young Artist Leap Support Program,’ featuring a portfolio exhibition (September 3-8) and artist presentations, performances, talks, and a networking party (September 5). In particular, by timing the event to coincide with international art fairs such as Kiasf and Frieze Seoul—when the global art world’s attention is focused on Korea—we introduced next-generation artists who will lead contemporary Korean art to domestic and international art professionals and visitors, while creating a platform for exchange among artists. This event, which expanded the museum’s platform function and publicly showcased young artists’ creative capabilities, was recognized as an experimental endeavor combining exhibitions, performances, and public accessibility.

“ As the art market grows and social interest expands, it becomes increasingly important to help lesser-known but innovative artists sustain their creative work. Through ARKO Young Artist Day, I hope young artists can showcase their creative activities, meet diverse domestic and international professionals and peers, and inspire one another.

- Director, ARKO Art Center





ARCO Ensemble in Europa Performance Poster

K-Classical Resonance Across the World: ARKO Ensemble in Europa Inaugural Concert

In November 2024, Arts Council Korea successfully held the inaugural concert of “ARKO Ensemble in Europa” at the Korean Cultural Center in Vienna, Austria and the Wiener Saal concert hall in Salzburg. This project was designed to provide fair participation opportunities to young classical musicians active across Europe and to promote the excellence of Korean classical music on the world stage. A total of 46 young performers from 10 European countries were selected through an open call, with 15 participating in the inaugural concert. The participating musicians are next-generation artists active in prestigious orchestras, academies, and international competitions in their respective countries, who presented programs embodying Korean musical identity and sensibility to local audiences, receiving enthusiastic responses. The performance consisted of Part 1, a vocal-centered concert featuring works such as “Saetaryeong,” “Singosan Taryeong,” and “Sana,” organized with two artistic directors (Ji-hyun Kim and Jae-yeon Won), and Part 2, a chamber music concert. The young artists left a profound impression with their high-caliber performances and distinctive stage compositions.



ARCO Ensemble in Europa Inaugural Concert Performance

Next-Generation Creative Talent Champions Art and Technology: “3rd APE CAMP”

Arts Council Korea held the “3rd APE CAMP” with participation from 86 next-generation creative talents from domestic and international fields of art, producing, and engineering. This program is an international network-based creative talent development initiative designed to enable artists, producers, and engineers to demonstrate convergent creative capabilities. In 2024, a total of 116 applications were received from 46 countries, and participants’ program recommendation intention scored an average of 4.8 out of 5 points, indicating high satisfaction.

The “2nd ARKO Art-Technology Convergence International Conference,” held as an ancillary event, shared cases from major global convergence creation institutions in the UK, Germany, Quebec (Canada), and the United States, providing an opportunity to expand the international cooperation foundation. Through this program, Arts Council Korea plans to strengthen the creative ecosystem where art and technology converge and continuously expand the growth foundation for next-generation talent through international collaboration.



2024 “3rd APE CAMP” Participants Group Photo



2024 “3rd APE CAMP” Poster

Finding Cultural and Artistic Solutions in the Era of Climate Crisis and AI: The 10th World Summit on Arts and Culture Held in Northeast Asia for the First Time

Arts Council Korea hosted the “10th World Summit on Arts and Culture” in the Daehakro area of Seoul for four days from May 27 to 30. Following the 9th Summit held in Stockholm, Sweden in 2023, Seoul was selected as the next host city through unanimous consent of member countries, with central themes focusing on the questions and answers that culture and arts can offer amid the complex transitional period facing humanity, including AI, climate crisis, and community fragmentation. This summit, co-hosted by Arts Council Korea and the International Federation of Arts Councils and Culture Agencies (IFACCA, President Christine Danielsson), featured the theme “Envisioning the Future of Arts and Culture,” bringing together approximately 400 culture and arts professionals from 93 countries and 104 speakers, establishing a turning point in international cultural policy discussions. Through this event, Arts Council Korea highlighted the social role of culture and arts in addressing global complex issues such as technology, climate, and community, and strengthened its position as an international cultural policy implementation partner by introducing Korean cultural policy models such as the Culture Nuri Card and Youth Culture & Arts Pass. This summit, transcending the traditional presentation-focused international conference format, was structured as a participatory and practical collaborative platform organically combining art, policy, and cultural experiences, establishing a meaningful foundation for international cultural solidarity.

Arts Council Korea Staff Reviews on Participating in the 10th World Summit on Arts and Culture

<p>Employee, Planning & Coordination Team</p> 	<p>The 10th World Summit on Arts and Culture was a highly meaningful experience, with every aspect from the opening reception to various sessions and programs meticulously prepared.</p> <p>#InternationalCulturalExchange #GlobalParticipation #CulturalPolicyEngagement #ArtsAndCultureDiscourse #InternationalNetworking</p>	<p>I deeply felt once again the urgent need for a framework that addresses artists' rights and livelihoods together, centered on diversity, the dignity of labor, and cultural solidarity.</p> <p>##ArtistsRights #CulturalDiversity #LaborDignity #SocialSolidarity #ImprovingCreativeEnvironment</p>	<p>Employee, Visual Multidisciplinary Arts Team</p> 
<p>Senior Deliberation Officer for Visual Arts</p> 	<p>Through global agendas such as information accessibility gaps, minority language extinction, and climate crisis, I was able to deeply reflect on the social responsibility and public nature of culture and arts.</p> <p>#InformationGap #LinguisticDiversity #ClimateCrisis #StrengtheningPublicness #CulturalResponsibility</p>	<p>It was a meaningful experience that broadened my perspective beyond just the music sector to encompass other artistic fields, as I encountered diverse agendas such as the “cultural and creative sector” that transcends “foundational arts,” basic income for artists, and the public good nature of culture and the arts.</p> <p>#CulturalAndCreativeSector #ArtistsBasicIncome #ArtsAsPublicGood #ArtsAdministration #LeadingDiscourse</p>	<p>Dedicated Senior Officer for Music</p> 
<p>Senior Deliberation Officer for Theater and Musical Productions</p> 	<p>This summit was a meaningful achievement for ARKO in confirming its international influence, and demonstrated the need to expand its role through strengthening international solidarity and sharing best practices in the domestic performing arts sector.</p> <p>#InternationalSolidarity #ArtsAsPublicGood #Internalization #BestPracticeSharing #GlobalInfluence</p>	<p>It was a meaningful experience to directly engage with global discourse, reflect on the essence and challenges of culture and the arts, and reaffirm the fundamental values of Korean culture and the arts.</p> <p>#ArtsAndCultureDiscourse #InternationalExchange #ValueOfArtsAndCulture #ClimateEmergencyAndArts #CulturalDiversity</p>	<p>Dedicated Senior Officer for Traditional Art</p> 



Opening Dinner of the 10th World Summit on Arts and Culture © Arts Council Korea



Opening Dinner of the 10th World Summit on Arts and Culture © Arts Council Korea

Environmental

- 33 Climate Change Response
- 35 Internalization of Eco-Friendly Activities through Cooperation
- 36 Eco-Friendly Culture and Arts



Carbon Emissions Reduction

Key Performance

E-Waste ZERO **11.6%**
Above Government Standards

Partnership Agreement

Background

Addressing climate change is an essential action for the coexistence of the present and the future. In this regard, governments and corporations around the world are working together to promote climate action and environmentally responsible management.

The culture and arts sector, through creation and expression, has the unique ability to convey the gravity of environmental issues in an intuitive way to the public and to inspire behavioral change.

Management Approach

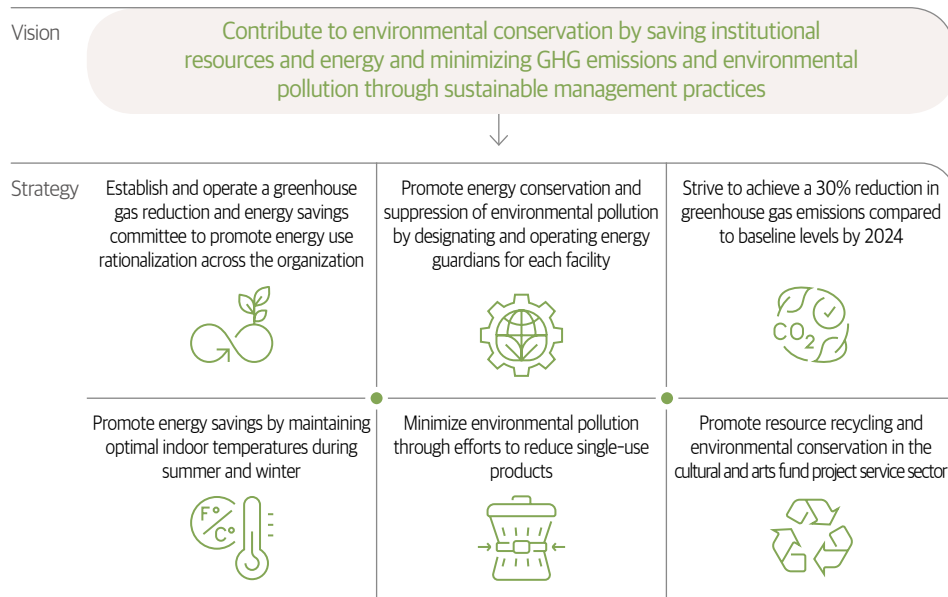
Arts Council Korea (ARKO) is systematically responding to climate change and has established a structured framework to promote environmentally sustainable management. The Council integrates data management and eco-friendly practices into its organizational operations. Furthermore, ARKO encourages the adoption of sustainable management practices across the cultural and arts sector by supporting exhibitions and performances that incorporate resource circulation principles. Through exhibitions and performances addressing environmental themes, ARKO fosters a virtuous cycle in which audiences are encouraged to reflect deeply on environmental issues and engage in sustainable thinking and behavior.

Climate Change Response

Arts Council Korea is systematically implementing climate change response initiatives focused on reducing energy consumption and greenhouse gas emissions, fulfilling its social responsibility in addressing the climate crisis. The Council has established a five-year Energy Conservation Plan, setting tangible reduction targets across all areas of its operations. Based on this strategy and implementation framework, it is carrying out a range of initiatives to achieve these goals. Through these efforts, Arts Council Korea seeks to contribute to the transition toward a carbon-neutral society and actively fulfill its role as a public institution committed to environmental management.

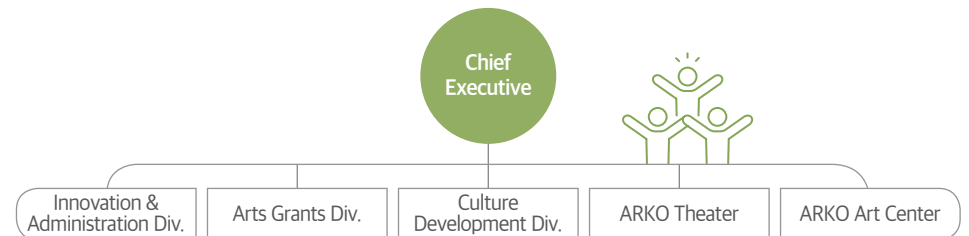
Climate Change Response Strategy

Arts Council Korea seeks to minimize its negative environmental impact by reducing energy consumption and greenhouse gas emissions. To this end, the Council has established a mid- to long-term strategy and implemented an organization-wide execution framework. Key strategies include the optimization of heating, cooling, and lighting systems, the introduction of high-efficiency equipment, and the promotion of a culture of energy conservation. Annual reduction targets are set, and progress is closely monitored to ensure tangible results. In alignment with the government’s carbon neutrality policies, Arts Council Korea also carries out complementary initiatives aimed at fostering a sustainable public service environment.



Operation of the Energy Conservation Committee

To ensure effective implementation of its energy reduction plans, Arts Council Korea has established the Energy Conservation Committee, a cross-departmental collaboration body. The Committee regularly sets annual energy-saving targets and reviews performance outcomes. It monitors the institution’s overall energy usage, improves the operation of major facilities, provides practical guidance to employees, and identifies customized reduction measures for each facility. Through these efforts, the Council goes beyond procedural compliance to achieve meaningful and effective energy-saving outcomes. The Committee’s discussions and findings are regularly reported and reflected in the organization’s decision-making processes.



Energy Keeper Operation

To promote practical energy-saving activities across the organization, Arts Council Korea designates Energy Keepers at each operational facility to lead on-site energy conservation initiatives. Each Energy Keeper plays a vital role in carrying out daily energy-saving practices tailored to the specific characteristics of their facility — including adjusting heating and cooling temperatures, managing lighting hours, and turning off unnecessary power use. They also contribute by identifying creative ideas and proposing improvement measures for enhanced energy efficiency. Currently, the program operates across six major facilities, strengthening field-based practices and raising awareness of energy conservation among employees.

* Naju Headquarters, House of Artists, ARKO Art Center, ARKO Arts Theater, Daehakro Arts Theater, ARKO HRD Center.

Expansion of Green Product Procurement and Introduction of Energy-Saving Products

As part of its efforts to practice eco-friendly management in daily operations, Arts Council Korea has actively expanded the purchase of green products and introduced energy-efficient equipment. From 2022 to 2024, the Council purchased approximately KRW 90 million worth of green products each year, and during the same period, the green product purchase achievement rate steadily increased from 45.0% to 67.9%. These initiatives go beyond improving procurement performance. They also help foster an eco-conscious culture among employees and strengthen the foundation for sustainable management across the organization.

Items Introduced



Operation of the ESG Mileage Program Linked to Environmental Initiatives

To promote organization-wide ESG management, Arts Council Korea has implemented the “One Team, One ESG Initiative” program across all departments starting in 2025. In particular, environmental initiatives are linked with the ESG Mileage Program to encourage active participation. Each department independently establishes eco-friendly action plans relevant to its core functions and earns mileage points based on performance. These points are then reflected in departmental evaluations. Key categories include paper reduction, energy conservation, green product procurement, and waste reduction. Through this action-oriented program, the Council aims to move beyond formal participation and embed sustainable practices naturally into everyday departmental operations.

Environmental Education for Employees

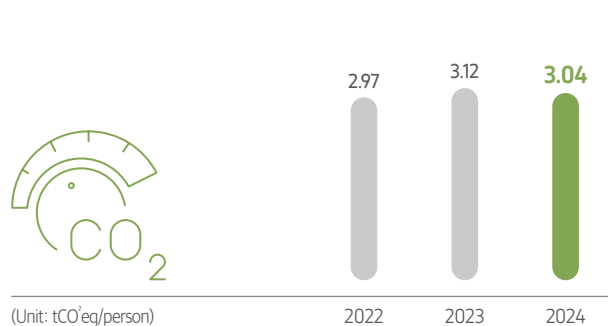
To enhance employee awareness of ESG and environmental management, Arts Council Korea conducted ESG management training for employees from September 2 to 27, 2024, using the “Environmental Education Partner” online platform operated by the Korea Environmental Preservation Association. The training targeted 47 employees who are either responsible for environmental affairs or have a strong interest in the field. The program consisted of intensive lectures covering an integrated understanding of the E, S, and G dimensions. Through this initiative, employees were provided with a structured opportunity to learn about the principles and practical applications of ESG management. Moving forward, the Council will continue to expand various environmental education programs to foster greater environmental awareness and a culture of sustainability throughout the organization.



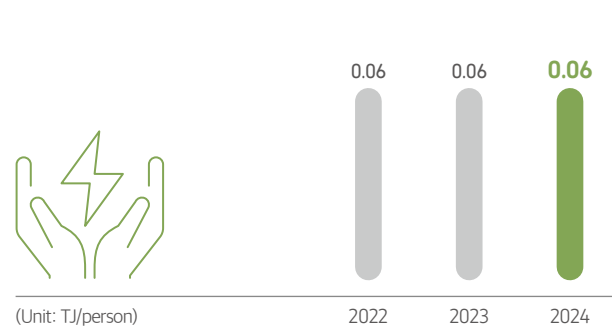
Environmental Performance Management

To strengthen its response to climate change and reinforce sustainable environmental management, Arts Council Korea systematically manages its environmental performance through government-linked platforms and transparently discloses the results to the public. Using the Environmental Information Disclosure System, the Council manages key indicators such as greenhouse gas emissions, energy consumption, and green product procurement in an organized manner. Each category has designated managers and responsible staff to ensure efficient data oversight. Through the National Greenhouse Gas Inventory and Management System, the Council regularly monitors greenhouse gas emissions by collecting data on electricity, gas, and fuel use from its offices and facilities. Additionally, energy efficiency and reduction performance are managed through the Public Building Energy Consumption Information System and the Energy Use Rationalization Management System. By maintaining this structured management and transparent disclosure framework, Arts Council Korea aims to enhance both the efficiency and transparency of energy use and to strengthen its overall environmental accountability as a public institution.

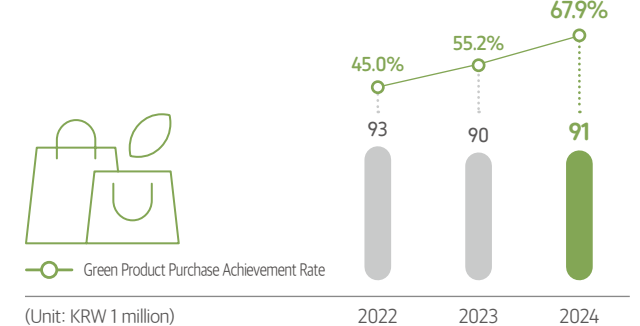
Greenhouse Gas Emission Intensity (GHG Emissions per Employee)



Energy Use Intensity (Energy Consumption per Employee)



Green Product Purchase



Internalization of Eco-Friendly Activities through Cooperation

The climate crisis is a challenge that requires the concern and collective effort of us. Arts Council Korea is working to enhance climate awareness and protect the environment for future generations by engaging in collaborative climate action initiatives with local communities, municipal governments, and public institutions.

Nationwide Public Campaign Led by Public Institutions

Arts Council Korea carried out an ESG campaign that brought together a wide range of stakeholders, including local governments, civic groups, and members of the public. This campaign was jointly planned and implemented by six organizations under the Bitgaram ESG Council with the goal of improving environmental conditions around regional reservoirs throughout Korea. In 2024, the campaign ran for about two months and took place at 13 major reservoirs across the country. It was successfully completed with the participation of 7,060 people, which represented an increase of 4,461 participants compared to the previous year. Through activities inspired by the concept of plogging, which combines walking with environmental cleanup, Arts Council Korea plans to continue strengthening community-based eco-friendly initiatives.



Caring for Our Lakeside Paths Together through the Plogging Campaign

Upcycling Plastic Station

To mark the Resource Circulation Day, Arts Council Korea organized an environmental education and resource circulation experience program in collaboration with Plastic Station, an upcycling workshop and plastic bottle cap collection space. Approximately 30 participants, including employees from the Council and nearby public institutions, as well as children and parents from a shared workplace daycare center, took part in the program. Participants directly experienced the process from plastic sorting and crushing to recycled product creation, helping them recognize the importance of everyday environmental action and the value of sustainability through upcycling. This program contributed to raising environmental awareness and promoting an eco-friendly culture. The Arts Council Korea will continue to advance ESG initiatives that connect art with environmental sustainability.



Resource Circulation Experience Program

ZERO Partnership Agreement

During Climate Change Week 2024 (April 22-26), Arts Council Korea signed a partnership agreement titled “E-Waste Zero: Practicing Resource Circulation” with E-Circulation Governance. Through this agreement, the Council established a foundation to promote the recycling of discarded electronic devices and to enhance environmental protection and resource efficiency. In collaboration with E-Circulation Governance, a public-interest organization certified by the Ministry of Environment, the Council is jointly advancing the spread of the circular economy and sustainable environmental management. This partnership also serves as a platform for the implementation of ESG management and carbon neutrality initiatives within the cultural and arts sector. Furthermore, Arts Council Korea entered into an additional partnership with the Korea Agro-Fisheries and Food Trade Corporation (aT) to participate in a Low-Carbon Diet Campaign, strengthening joint efforts toward carbon neutrality and the creation of a sustainable future society based on the expertise of both organizations.

Climate Fund Charity Market

As part of the Social Value Matching Day initiative, Arts Council Korea carried out a social contribution activity to support climate crisis response efforts in the Gwangju and Jeonnam regions. The Council participated in the Climate Fund Charity Market held at Wondangsan Park in Suwandong, Gwangsan-gu, Gwangju Metropolitan City. A total of 94 employees voluntarily donated 305 items, including books, clothing, and accessories. The proceeds from the market were used to fund climate action initiatives and support vulnerable groups affected by the climate crisis. This event was jointly organized with Korea Power Exchange and the Citizens’ Environmental Council, bringing together relocated public institutions and local organizations to address community challenges. Going forward, Arts Council Korea will continue to strengthen collaboration with local small businesses and communities to expand activities that contribute to overcoming the climate crisis and creating shared social value.



Climate Fund Charity Market

Eco-Friendly Culture and Arts

Arts Council Korea promotes eco-friendly culture and arts that reflect the unique characteristics of its sector. In compliance with eco-friendly management guidelines, the Council has expanded exhibitions and programs related to environmental themes in collaboration with domestic and international institutions and organizations.

Eco-Friendly Exhibitions

Arts Council Korea is expanding programs that incorporate eco-friendly materials and environmental themes, including exhibitions and climate projects, across its cultural venues such as ARKO Art Center, ARKO Arts Theater, and Daehakro Arts Theater. Through these initiatives, the Council is building a foundation for sustainable practices in culture and the arts.

At ARKO Art Center, the Council introduced the Essential Environmental Action Manual and continues to expand its operational guidelines to reflect sustainable values. The center presents a model of an open museum where art and ESG principles coexist. ARKO Arts Theater integrates ESG practices into the performing arts scene by applying climate-related projects and accessibility improvement measures. Daehakro Arts Theater is fostering a sustainable artistic ecosystem based on locality and site-specific engagement. It is also promoting inclusivity and environmental responsibility through initiatives such as the installation of wheelchair-accessible seating and eco-friendly operation, thereby contributing to a forward-looking performing arts environment.



ARKO ESG Management Promotion Video

Seung-joo Cha, Chief Curator, ARKO Art Center

ESG in museums should be practiced throughout the entire exhibition process.



ARKO Art Center is expanding the artistic discourse surrounding the climate crisis and ecological and environmental issues while institutionalizing eco-friendly practices throughout the entire exhibition process, from planning to operation. In the exhibition production phase, the center reuses or reduces materials such as temporary walls, fixtures, and printed matter, and establishes a practical eco-friendly management system through resource circulation collaborations with nearby institutions. The Essential Environmental Action Manual, developed in line with the sustainability principles of the International Committee for Museums and Collections of Modern Art (CIMAM) and the United Nations, serves as a key reference for applying eco-friendly standards across all museum activities. It functions not merely as a set of guidelines but as a systematically implemented standard throughout exhibition operations. In addition, ARKO Art Center has presented exhibitions addressing various environment-related themes such as the relationship between humans and nature and community-based artistic practices thereby fostering empathy and engagement with audiences. This approach reinforces the Center's role in fulfilling its social responsibility as a public art institution. Moving forward, the Center plans to expand its Phase 1 Essential Environmental Manual to establish a Phase 2 guideline that incorporates accessibility, inclusiveness, human rights, and safety, reflecting broader public value and sustainability across museum operations. Through this, the Center aims to solidify an institutionalized and sustainable ESG-based museum operation model.

Yang-won Kang, Director, ARKO Arts Theater and Daehakro Arts Theater

ESG in theaters must begin on site.



ARKO Arts Theater recognizes responding to the climate crisis as a core role of arts institutions and operates various programs that enable both artists and audiences to develop sensitivity to climate change and take practical action together. In particular, the theater is carrying out the Climate Project with about 100 artists. It conducts research on natural elements that affect or are affected by climate change, such as seeds, mushrooms, fungi, and bats, and experiments with reinterpreting these themes through workshops in artistic language. This project has developed into a multidisciplinary art program that internalizes ecological sensitivity and sustainability throughout the creative process. It is also connected to actual performance production, delivering messages about the climate crisis to audiences. ARKO Arts Theater goes beyond simply presenting the environment as a theme or exhibition subject. It designs its structure so that ecological values are reflected from the very beginning of the artistic creation process. Through these practices, the theater strives to ensure that ESG in performing arts becomes a concrete and field-based practice rather than an abstract ideal. In the future, the theater will strengthen the continuity and scalability of this program so that more artists and audiences can participate. It also plans to further diversify art-based practical cases that contribute to climate change response.

Performance

A Stage for Climate Art Experiments

ARKO Arts Theater recognizes responding to the climate crisis as a key mission of arts institutions and has operated art-based programs to promote ecological thinking and climate awareness among artists and audiences. As part of these efforts, the “Backstage Tour” held in June 2024 was one of the main programs of the Climate Project. It was a participatory program where the creative process of transforming ecological elements such as bats, gardens, and fungi into artistic language was shared with audiences through collaboration with artists. The “Bat Stage Tour” consisted of an eco-themed tour that reinterpreted the theater’s space and time through an ecological lens, featuring bat houses installed in and around ARKO Arts Theater. “Garden in Front of the Theater, Theater Behind the Garden” involved creating an actual garden to stimulate imagination about climate change and plant-based survival through on-site experiences. “Fungi Discovery_Theater Fungi” explored the presence of invisible life forms such as fungi within the human-centered theater space, offering an artistic experiment that allowed creators and audiences to recognize ecological balance inside and outside the theater. This program presented a new sense of sustainability to both artists and audiences through an artistic approach to climate and ecological issues. It has been evaluated as a successful example showing that an arts institution can function as a platform for empathy and practical action on environmental challenges.



2024 Climate Performance “Garden in Front of the Theater, Theater Behind the Garden” - Audience View



The scene of the participatory performance “Fungi Discovery_Theater Fungi”



View of “Garden in Front of the Theater”

Programs to Enhance Ecological Sensibility

ARKO & Daehakro Arts Theater places emphasis on a “process-centered” approach as a crucial stance in the climate project, seeking answers to the question: “In the era of climate crisis, what can theaters and the arts do?” We have conducted various citizen participation programs that encourage changes in awareness about biodiversity in daily life through creative activities and have extensively carried out research theater activities including discovering points of connection with others through small-scale theatrical acts, workshops, exhibitions, and documentation.

First, we operated “Komburak Komburak & The Day It Pops!” using leavain made from “yeast collected at performance venues,” and in the second year, expanded the horizons of ecological artistic language through various levains collected from 16 performance locations. We connected closely with citizens through the Theater Mushroom Funeral performance and exhibition of records on the theme of extinction and circulation, and through plaza-style activities called the Climate Market, where senses and empathy are exchanged. Second, using “native seeds” as material, citizen farmers and artists together pursued the Theater Front Garden project for 8 months, experiencing nature’s cycle of “planting seedlings-caring-harvesting-seed collection-seed storage” of plants whose seeds were collected the previous year, and recorded the first chapter of an imaginary story about “a theater with a seed repository in a dystopian era.” Third, using “bats” as material, tour programs were regularly provided to view the theater’s space and time through an ecological lens via bat houses installed on the theater walls for bats who lost their homes due to urban construction, and activities continued in succession including the Bat Choir’s Waiting for Bats activities and children’s workshops.

We anticipate that by interpreting and conveying the cyclical nature of life and biodiversity artistically, a shift in awareness can emerge at the “speed of art.” By continuously operating programs that promote new sensibilities and practices regarding the environment through artistic language, we aim to contribute to spreading awareness of ecological sensitivity and sustainability throughout the culture and arts sector.

* Research Theater: A process where questions follow according to a selected theme, and through discussion, workshops, and collaboration, a theatrical production is created.



“Komburak Komburak & The Day It Pops!” Activities Scene



Bat House at ARKO Arts Theater

Exhibition

Recycling of Eco-friendly Exhibition Materials

ARKO Art Center strengthened its eco-friendly exhibition practices by recycling and reusing exhibition materials. For the International Collaborative Exhibition “Into the Rhythm: From Score to Contact Zone” and the residency international artist invitational exhibition “No Place Like Home,” pedestals and shelves from previous exhibitions were reused to construct the exhibition spaces. This approach minimized unnecessary disposal of materials and realized an exhibition operation model focused on resource circulation. In addition, some dismantled exhibition structures were donated to organizations dedicated to material reuse, establishing a resource recirculation system based on social sharing rather than simple disposal. Through these efforts, the museum practiced both environmental responsibility in exhibition management and its broader social responsibility.

Purchase and Use of Eco-friendly Products and Souvenirs

- Produce eco-friendly paper prints
- Provide reusable gifts for exhibition satisfaction surveys
- Use recyclable packaging materials
- Purchase eco-certified office supplies
- Provide online educational materials as alternatives to leaflets and publications

Recycling of Exhibition Material Waste

- Reuse screens and display stands from previous exhibitions
- Minimize waste by omitting temporary walls
- Recycle exhibition material waste

Reuse of Display Stands and Shelves from Previous Exhibitions



2024 ARKO Art Center International Collaborative Exhibition “Into the Rhythm: From Score to Contact Zone”



2024 ARKO Art Center × Residency International Artist Invitational Exhibition “No Place Like Home”



Donated Items for Material Reuse Organizations



Resource Recycling Site

Eco-themed Programs for Children

Arts Council Korea organized the art performance “Save the Whale Under the Spell” at the Naju Rice Mill, focusing on environmental issues. This performance served as an educational art program for children, addressing complex topics such as the climate crisis, illegal fishing, and environmental pollution through creative storytelling. It aimed to raise environmental awareness among future generations through artistic experience. Approximately 80 local audience members participated, and the program, planned as part of the 2024 “Exciting Art Tour” project, contributed to revitalizing community-based cultural spaces in Naju.

Since 2022, the Council has also operated “Art Trail Picnic”, providing local children and families with opportunities for art experiences. In 2024, the event attracted over 900 visitors and featured eco-themed programs such as “Ten Million Playgrounds”, where children created playgrounds using recycled materials. These programs offered experiential learning designed to enhance environmental sensitivity among young participants.



Scene of Performance “Save the Whale Under the Spell” On-site Scene of Art Trail Picnic “Ten Million Playgrounds”

Support Project for Climate Crisis Response

“Foggy Haji Ma”

ARKO and Daehakro Arts Theaters hosted the ARKO Dance Film Festival (Out of 3x3), integrating generative artificial intelligence (AI) technology. Among the featured films, “Foggy Haji Ma” by Dark Circles Contemporary Dance visualized the warning message of the climate crisis through the medium of dance. The work aimed to raise public awareness of environmental issues and explore creative approaches to the climate crisis through art. Through this program, the theaters provided audiences with an opportunity to intuitively perceive and reflect on environmental challenges. It also presented a new model of ESG environmental practice by spreading climate awareness through culture and the arts.



“Foggy Haji Ma” by Dark Circles Contemporary Dance



Hanum Opera Company “Global Warming Opera: 1.5°C”

“Global Warming Opera: 1.5°C”

This creative opera, “Global Warming Opera: 1.5°C,” selected as one of the 2024 ARKO Performing Arts Creation Support Program’s New Works (17th Edition) directly funded by Arts Council Korea, explores the essence of the climate crisis through an artistic lens. Based on the scientific fact that Earth’s self-purification capacity will be lost if the global average temperature rises by 1.5°C, the work combines sci-fi imagination of time travel between the past and future to depict the consequences of human greed and the ensuing sense of helplessness. The performance delivers a compelling message that raises awareness and urgency about the climate crisis.

“Percussion Factory (TONO)”

Through the 2024 Preliminary Artists Support Program Networking Event, Arts Council Korea has been promoting various forms of support to encourage environmentally conscious practices throughout the creative process. At the networking event Talk Talk! Ade, the “Percussion Factory (TONO)” team from Chonnam National University created and performed upcycled percussion instruments inspired by traditional Korean samulnori instruments. By transforming discarded materials into new musical instruments and incorporating them into performances, the team embodied both environmental protection and artistic creativity. Arts Council Korea continues to support the integration of eco-friendly elements into the entire creative process and strives to internalize ESG management practices across the arts ecosystem to foster responsible environmental action.



“Percussion Factory” © Chonnam National University

“Whispering Landscape”

As part of the Multidisciplinary Arts Creative Support Program, Arts Council Korea presented the VR-based media exhibition “Whispering Landscapes” at ARKO Art Center’s outdoor venue (Open Space Terrace) from May 29 to June 9, 2024. The exhibition recreated the ecological landscapes of Sammachi Hill in Hongcheon and Gokgyegul Cave in Danyang — sites of civilian mass graves from the Korean War — through immersive VR imagery and sound installations. It offered an artistic experience that evoked both historical memory and environmental sensitivity. Visitors experienced a multilayered space where past and present, nature and humanity intersect, by listening to music composed from the electric waves of plants combined with recordings of survivors’ voices inside a transparent sound booth. This exhibition exemplified an artistic exploration of complex themes such as history, human rights, and ecology, contributing to the formation of sustainable collective memory through technology-based eco-art practices.

“Whispering Landscape” Poster



Implementation of Eco-Friendly Public Programs

Arts Council Korea hosted the international public program “Dear Ocean Friends” in Venice from June 26 to 27, 2024, as part of the special exhibition “Every Island is a Mountain”, celebrating the 30th anniversary of the Korean Pavilion at the Venice Biennale. The program explored the role of art institutions in addressing the climate crisis and the post-Anthropocene era. The event was co-organized by ARKO Art Center and the curatorial research platform “Drifting Curriculum”, in collaboration with TBA21-Academy, an oceanic and ecology-based art institution.

A total of 12 teams of artists, researchers, and curators from Korea, Asia, Oceania, and Northern Europe participated, engaging in in-depth discussions on themes such as climate, disaster, marine ecology, decentralization, and post-human perspectives. In the first session, held at Ocean Space, participants shared sensory interpretations and international practices through art, focusing on Asian marine ecologies, indigenous knowledge systems, and cultural loss. The second session centered on the sustainability of art institutions and the evolving role of the Biennale, drawing on diverse case studies of environmental art projects.

This program is recognized as a meaningful example of environmental practice, as it embodied the practical role of art institutions in responding to the ecological crisis within a framework of international collaboration. Through art, it sought to expand climate discourse in the public sphere and to explore the potential for sustainable global solidarity grounded in culture and the arts.



Every Island is a Mountain Public Program “Dear Ocean Friends” - Part 1



Every Island is a Mountain Public Program “Dear Ocean Friends” - Part 2



Every Island is a Mountain Public Program “Dear Ocean Friends” - Poster

Social

- 43 People-Centered Culture of Respect
- 46 Customer Satisfaction Enhancement
- 52 Information Security Enhancement
- 55 Safe Workplace
- 59 People Management Fostering Competency
- 68 Sustainable Shared Growth
- 72 Community Value Creation

Key Performance

Institutional Operations for Human Rights Impact Assessment

99.6
Points

(Increase of 3.5 Points from Previous Year)

Record-High Culture and Arts Sponsorship

Record of 78
Certifications

ARKO Integrated Platform Establishment

Creation of Private Sector Jobs

1,633
People

(Increase of 16.64 from the Previous Year)

Arts and Culture Sponsorship Certified Companies and Organizations

Achievement of Record-high 78 Certifications

4 Business Sites/
8 Managed Facilities

ZERO Safety Accidents for 10 Years

Background

As public institutions are mandated to realize public trust and the public interest, comprehensive strengthening of the S (Social) domain in ESG management is essential. They must strengthen sustainable organizational competitiveness through people management and enhance trust in fair and inclusive organizational culture and public service quality. Additionally, transparent transaction environments with partner organizations and joint efforts for regional development are required.

Management Approach

Arts Council Korea is striving to fulfill its responsibilities as a public institution and its role in promoting the arts and culture industry. Additionally, the Council is expanding activities to respect the human rights of all stakeholders, creating a safe environment throughout the arts and culture sector, and strengthening cooperation with partner organizations. Beyond this, the Council continues activities such as enhancing customer communication, strengthening accessibility to arts and culture, reinforcing information security including protection of arts and culture copyrights, and achieving shared growth with local communities.

신수항x신현체

《여기 닿은 노리
'쉬운 풀 해설'》

People-Centered Culture of Respect

Arts Council Korea is systematically establishing a human rights management system and striving to embed a culture of respect for people throughout the organization through enterprise-wide risk monitoring. The Council creates an environment where all stakeholders, including executives and employees, are respected, and continues various practices to spread a culture of human rights-respecting management throughout the arts and culture industry. Through this, the Council continuously monitors and improves to ensure the establishment of a people-centered sustainable organizational culture.

Human Rights Management Strategy

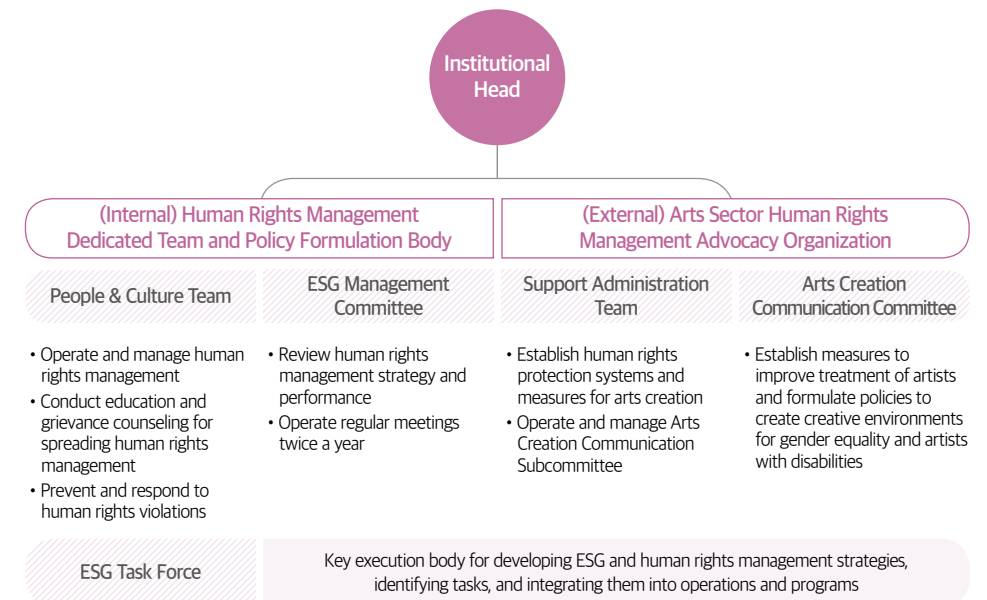
Arts Council Korea has established a clear implementation strategy to embed human rights management throughout the organization and systematically built a human rights management system based on this strategy. To secure practical execution capabilities for human rights violation prevention and rights protection, the Council has enacted the "Human Rights Management Operating Regulations" and is thoroughly adhering to them organization-wide. Moving forward, the Council plans to continuously strengthen education, monitoring, and system improvements for human rights violation prevention and rights protection.

Implementation Strategies



Human Rights Management Implementation Organization

Arts Council Korea has designated the institution head as the chief decision-maker for human rights management and established a dedicated organization responsible for promoting human rights management within the organization and throughout the arts and culture industry. This dedicated organization operates with clearly defined roles and responsibilities, and a working-level team composed of deputy-level staff and above carries out practical tasks to strengthen the execution of human rights management. Through this, the Council has established an organizational foundation and operates systematically to enable the spread of human rights management not only within the Council but throughout the arts and culture sector.



Realization and Expansion of Human Rights Management

Since introducing human rights management, Arts Council Korea has been creating tangible results by reflecting it in various projects. In the Integrated Culture Voucher (Culture Nuri Card) project, a representative example, the Council has improved quality of life and reduced cultural gaps by supporting opportunities for vulnerable groups to enjoy arts and culture, tourism, and sports. To guarantee the right to information access for the visually impaired, the Council achieved recognition as an excellent case of system improvement by introducing Korea's first braille card with embossed card numbers and expiration dates. Additionally, the Council spread the human rights management declaration to executives, employees, and partner organizations and published it on the Council's website, newly established and distributed human rights protection items in affiliated merchant guidelines, and strengthened preventive measures to ensure human rights violations do not occur during the arts and culture enjoyment process.



Arts Council Korea Human Rights Management Declaration

Additionally, 127 officials from metropolitan and basic local governments nationwide and regional supervisory organizations participated in the "Integrated Culture Voucher Human Rights Management Declaration Ceremony," pledging joint commitment to embed human rights values throughout the project. Arts Council Korea continues various practical efforts to realize a society where human rights are respected, including these projects, and is working to spread and embed a human rights management culture throughout the arts and culture sector.



2024 Integrated Culture Voucher Project Manager Human Rights Management Declaration Ceremony

Human Rights Status Survey

Arts Council Korea conducted a human rights status survey targeting internal executives and employees to assess the human rights situation within the organization and improve human rights-related work and working environments. Out of 264 people, 127 responded, and the current situation was assessed across seven areas including victim remedy procedures, discrimination experience, forced labor, workplace violence and harassment experience, and possibility of human rights violations against artists. The overall score was 8.17 out of 10, with awareness levels for victim remedy procedures, possibility of employee human rights violations, and possibility of participating artist human rights violations being lower than other items. Based on these results, improvement measures were derived together with the human rights impact assessment.

Human Rights Impact Assessment

Arts Council Korea systematically inspects human rights risks that may arise in overall organizational operations and projects through human rights impact assessments, and manages the implementation of actual measures by providing feedback on identified improvement tasks to relevant departments. For overall institutional operations, the Council conducted integrated analysis of human rights impact assessment and human rights status survey results, and designated areas with high possibility of human rights violations as priority improvement targets through materiality assessment.

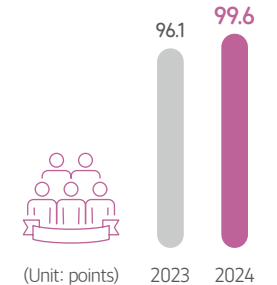


2024 Human Rights Impact Assessment Results Briefing

Results of Human Rights Impact Assessment

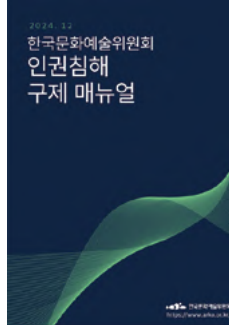
Category	Institutional Operation	Major Programs (Visual Art Support Program)
Evaluation Score	99.6 (Increase of 3.5 points from the previous year)	99.2 (Increase of 6.3 points from the previous year)
Human Rights Issues Identified (Assessment Results)	Identify top 3 issues in medium-risk category through materiality assessment - Non-discrimination in employment: Distribute dispatch worker operation guidelines - Prohibition of forced labor: Establish employee human rights protection reporting center - Guarantee of industrial safety: Create safe theater (expand emergency evacuation equipment to 18 units, etc.)	Support foreign project participants with information and education in their native languages to prevent human rights violations

Arts Council Korea Human Rights Impact Assessment (Institutional Operations) Score



Human Rights Violation Remedy Procedures

Arts Council Korea operates human rights violation remedy procedures to prevent human rights violations. In particular, the Council has developed the “Arts Council Korea Human Rights Violation Remedy Manual” for the first time to guide proper use of remedy procedures. Additionally, the Council operates a Human Rights and Service Reporting Center, adding and expanding human rights violation reporting functions to the existing service-related reporting functions. The reporting process guarantees the anonymity of reporters and explicitly specifies provisions prohibiting retaliation against victims.



Arts Council Korea Human Rights Violation Remedy Manual



Human Rights Education

Arts Council Korea strengthened mandatory human rights protection education for all executives and employees, achieving 100% completion at 4 hours per person in 2024. Through case-based practical training including human rights violation cases, remedy procedures, and reporting methods, the Council enhanced work application capabilities, establishing a foundation for spreading a culture of respect for human rights and advancing prevention and response systems.



2024 Human Rights Management Education for Executives and Employees

4 hours of training per employee in 2024

100 completion by all participants

Transparent Disclosure and Implementation of Human Rights Management

Arts Council Korea transparently disclosed human rights management activities and results through human rights impact assessments and sustainability reports. In particular, by applying Braille materials for the visually impaired in the sustainability report, the Council enhanced information accessibility for various stakeholders. Additionally, ARKO-Daehakro Arts Theater actively utilized the “ARKO-Daehakro Arts Theater Self-Regulatory Code” established in 2022 to create a psychologically and physically safe creative environment, seeking to practice creative activities based on respect for human rights together with performance groups (individuals). The self-regulatory code consists of a total of 9 articles including respect among creators, prohibition of discrimination and harassment, prevention of hierarchical violence, completion of human rights education, compliance with safety rules, and strengthening community responsibility, and includes specific action guidelines for field implementation. This code has been shared as a benchmarking case for creating safe performance environments in the private sector of the arts and culture industry, contributing to spreading human rights protection systems throughout the arts sector.

Expansion of Arts Support for Respect for Human Rights

Arts Council Korea continuously supports arts activities to expand human rights sensitivity and diversity through the Performing Arts Creation Entity Support Program and Creative Incubation Support Program. The traditional pansori-based creative group “Pansori Factory Badaksori” presented the solo creative pansori drama Collection of Short Sounds, which contains stories of socially vulnerable people such as youth, women, children, workers, and people with disabilities, conveying the value of human rights and spreading empathy.



Collection of Short Sounds, Solo Creative Pansori Drama



Humanities Journey with Theater Actors_ Reading, My Spirited Self

Additionally, the creative musical Kiki’s Borderline Personality Disorder Diary addressed mental health issues through art and applied inclusive performance formats such as gender-free casting, sign language interpretation, touch tours, and relaxed performances. Furthermore, as part of the humanities spirit program, the Council implemented the reading program for elderly and people with disabilities Reading, My Spirited Self, expanding arts enjoyment rights for culturally marginalized groups.

Through creative reading plays based on Lessons in Life and sharing experiences of loss and overcoming, the program promoted relief from loneliness and restoration of self-esteem. The Council plans to spread human rights-based cultural welfare by operating 100 sessions of “outreach reading programs” targeting welfare centers nationwide in the future.

Customer Satisfaction Enhancement

Arts Council Korea defines both artists who perform artistic activities and citizens who enjoy them as "customers," and provides customized services tailored to each customer's needs. The Council has reorganized support systems to improve artists' creative environments and promoted various policies to enhance accessibility so that citizens can easily encounter arts and culture in their daily lives. Through this, the Council is continuously improving customer satisfaction and striving to expand the public nature and social value of arts and culture.

Customer Management Strategy

Arts Council Korea has established a customized customer management strategy to strengthen customer satisfaction and is promoting implementation tasks that reflect the characteristics and needs of core customer groups. By designating major customer groups such as "artists," "youth," "economically vulnerable groups," and "general public," the Council expanded policy participation opportunities and improved service quality through communication channels and support methods appropriate for each type. Additionally, the Council is strengthening field-centered customer management practices by collecting customer opinions and reflecting them in institutional improvements and enhancing usage accessibility.

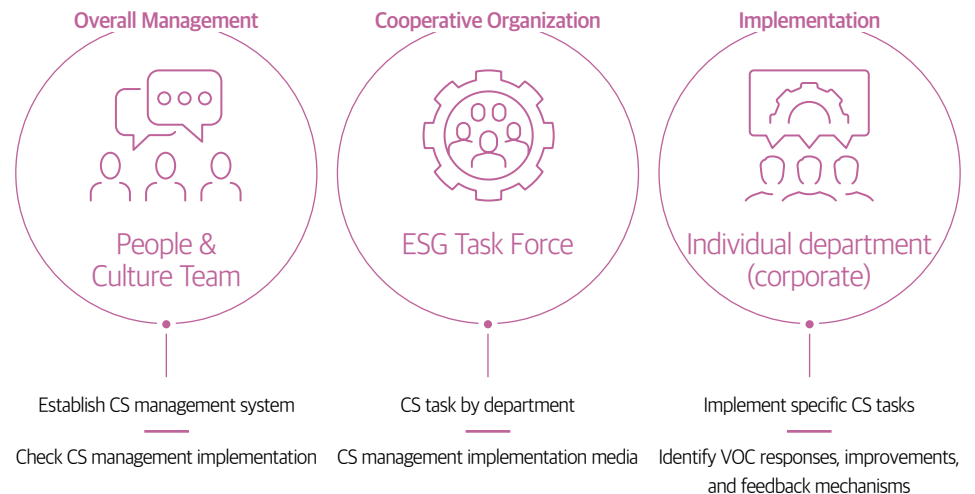
Core Customers	Customer Management Direction	Customer Management Implementation Strategy
① Artists who need customized support Artists who want to grow and take a leap forward	#WithTheArtsField #MeetingArtistsWhereTheyAre	<ul style="list-style-type: none"> Listen to field input and reflect it in support policies Maintain ongoing communication with field feedback
② Citizens who visit ARKO Creative Platform Citizens who want to expand their cultural and artistic experiences	#EasierToFind #EasierToEnjoy	<ul style="list-style-type: none"> Enhance commentary and information provision Remove barriers to attendance
③ Economically vulnerable group Culturally marginalized public	#MultichannelSupport #PersonalizedService, Continuous Improvement	<ul style="list-style-type: none"> Monitor customer feedback continuously and respond in real-time Resolve issues and elevate service satisfaction
④ 19-year-old young adults Young adults entering adulthood who need to actively build cultural experiences	#OnlineTicketing #ZalphaGenStyle #HowAboutThis Ditto!	<ul style="list-style-type: none"> Provide convenient UX/UI and service access Diversify youth-tailored touchpoints Recommend content and sustain engagement
⑤ Donors and potential donors Citizens who wish to participate in the virtuous cycle of arts value	#BuildingConnections #SustainingSupport	<ul style="list-style-type: none"> Apply nudge effects and build donation experiences Strengthen membership and inspire donor satisfaction
⑥ Arts and Culture Partner Organizations Arts and culture support organizations seeking to practice ESG management through mutual cooperation and networking	#CentralLocalGovernance #EnhancingPolicySynergy	<ul style="list-style-type: none"> Establish collaborative systems and execute them to achieve shared objectives

Customer Management System

Arts Council Korea has clarified departmental roles to strengthen its customer management implementation system. Under overall coordination, new collaborative bodies such as the ESG Task Force have been introduced to discuss and make decisions on customer-related matters. Additionally, by linking performance indicators across departments to reflect customer management outcomes and recognizing outstanding CS departments and staff, the council has institutionalized mechanisms to share CS improvement progress and promote customer satisfaction management throughout the organization.



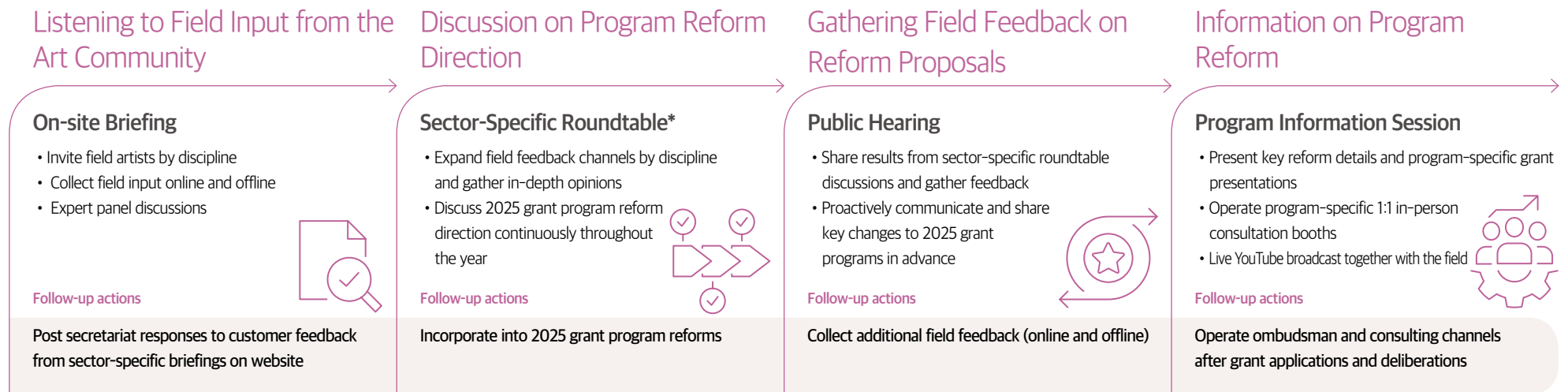
ESG Task Force Meeting



Strengthening Continuous Communication System

Arts Council Korea is committed to ensuring that its artistic creation support policies align with actual field needs by fairly and equitably gathering voices from diverse stakeholders, thereby enhancing policy credibility and acceptance while strengthening field-centered arts support systems. Beyond simply collecting opinions, the council has established structures that enable direct participation from professionals and artists active in the arts field, operating substantive communication through various channels.

Specifically, the council operates a sequential series of engagement activities including “On-site Briefings” that invite experts from various arts disciplines to discuss issues, “Sector-Specific Roundtables” for in-depth discussions, “Public Hearings” to gather feedback on reform proposals, and “Program Information Sessions” to introduce and support policies in the field. Through these processes, artists’ voices are actively reflected in the direction of grant program reforms and policy structure improvements. Additionally, follow-up measures and online feedback channels have been established as part of a post-engagement response system, ensuring continuous rather than one-time incorporation of input.



2024 On-site Briefing



2024 Arts Promotion Public Hearing



2025 Arts Promotion Fund Grant Program Information Session



2025 Arts Promotion Fund Grant Program Information Session booths

* Conducted 32 sector-specific roundtables, gathering input from approximately 170 experts and artists: △Literature 2 sessions (9 participants), △Visual and Multidisciplinary Arts 5 sessions (67 participants), △Performing Arts 7 sessions (31 participants), △International Exchange 16 sessions (45 participants), △Youth 2 sessions (20 participants)

Gathering Feedback on Cultural Welfare Services

Arts Council Korea gathers diverse stakeholder perspectives—including users, municipalities, community service centers, and specialists—to refine cultural and arts enjoyment voucher initiatives (Culture Card, Youth Culture and Arts Pass) and implement responsive improvements. These efforts propelled integrated voucher satisfaction upward for three consecutive years to 87.8 points, with Youth Culture and Arts Pass user satisfaction achieving 94.2 points.



2024 1st Merchant Review Committee Meeting

Collection of VOC from Policy Target Group	Listening to Feedback from Intermediary Groups	External Expert Group Consultation
<p>Collect VOC related to causes of inconvenience and usability issues</p> <ul style="list-style-type: none"> Integrated Culture Voucher: Operate customer support center (text consultation, call center, chatbot, online, etc.), conduct surveys and satisfaction surveys Youth Culture and Arts Pass: Operate customer support center (phone/online), conduct surveys and on-site feedback collection 	<p>Providing cultural welfare service/opinion collection, service quality improvement and program improvement direction check</p> <ul style="list-style-type: none"> Integrated Culture Voucher: Operate feedback channels for local governments, regional operators, and community centers Youth Culture and Arts Pass: Operate monitoring channels with partner ticketing agencies (2) and 160 local governments 	<p>In-depth discussion on ways to improve cultural welfare service quality</p> <ul style="list-style-type: none"> Integrated Culture Voucher: Cultural welfare expert advisory meetings, external evaluations Youth Culture and Arts Pass: External expert roundtables and advisory meetings with organizations operating similar programs

Operation of ARKO Espresso

Arts Council Korea operates the “ARKO Espresso” program, where the chairperson directly meets and dialogues with artists to listen to the arts field’s voices and respond promptly. This communication approach freely shares artists’ field challenges and policy suggestions over a cup of coffee, expanding to a total of 25 sessions in 2024, with collected feedback linked to practical measures such as work environment improvements. The program is held regularly every Monday at the café space within Artists’ House in Daehakro and is open to anyone through advance registration. Moving forward, ARKO Espresso will be expanded as a sustainable dialogue channel that directly listens to and reflects field feedback.

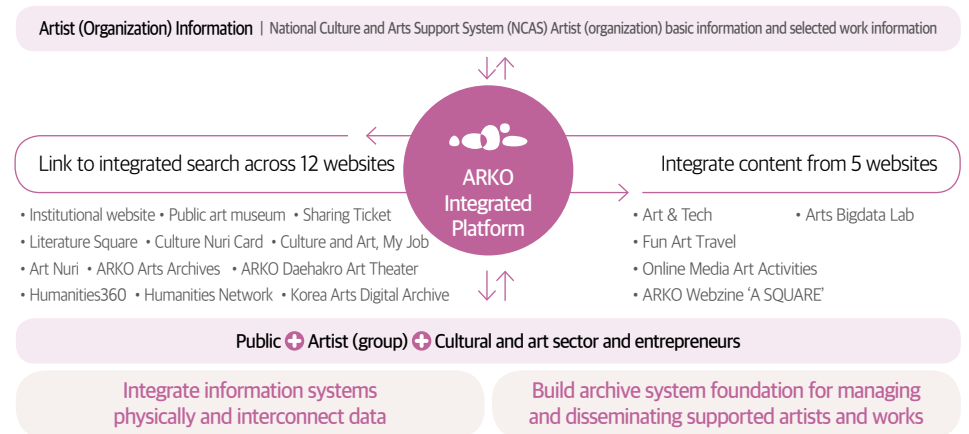
Strengthening Customer Access to Literary Works

Arts Council Korea is enhancing accessibility to literary works through collaboration with external companies to provide opportunities for many citizens to enjoy excellent literature. Through a third year of collaboration with Kakao, selected works from the 2024 Literary Creation Incubator Publication Support Program are being linked to Brunch Story as Brunch Books, enabling authors to share their works with a broader readership while providing readers easier opportunities to enjoy literary works in online spaces.

Operation of the ARKO Integrated Platform to Expand Customer Touchpoints

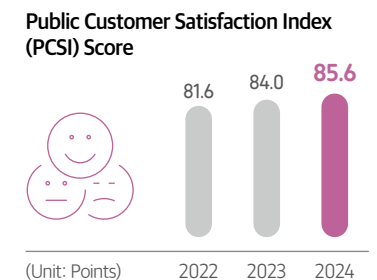
Arts Council Korea has built the “ARKO Integrated Platform” that consolidates five separate platforms into one, enabling both citizens and artists to utilize cultural and arts information more conveniently. Various functions including grant applications, artist and artwork information management, support history verification, statistics-based data analysis, and notification services are now provided integrally within a single platform, significantly improving data management efficiency and accuracy. In particular, linking artists’ activity histories, grant program participation records, and artwork information has enhanced transparency in arts support program operations and policy utilization, while internal record-keeping and archival systems have also been reorganized. Moving forward, the platform will introduce SSO (Single Sign-On) functionality to enhance user accessibility and convenience, while advancing toward an AI-powered personalized arts information provision system that will more precisely guide artists to needed information and support programs.

* SSO(Single Sign On): Authentication functionality enabling access to all related systems with a single sign-on



Customer Satisfaction Survey

Arts Council Korea conducts Public Customer Satisfaction Index (PCSI) surveys to measure customer satisfaction levels and improve service quality. Beyond overall institutional service satisfaction, service quality satisfaction surveys and VOC listening sessions (product quality, delivery quality, environmental quality, social responsibility) were conducted according to program types. As a result, 2024 customer satisfaction reached 85.6 points (a 1.6-point increase from the previous year).



Gathering Customer Feedback through Moment of Truth

To broaden cultural patronage engagement, Arts Council Korea systematically captures donor insights across the complete supporter journey, implementing responsive programming informed by this feedback. The donation pathway follows a three-phase “Awareness-Action-Reinforcement” model, incorporating public engagement initiatives like “ART FOR;REST Festival,” corporate partnership “Donation Pop-up Stores,” continuous networking via “ARKO Lounge Club,” and “Donor Recognition Events” that organically elevate patronage consciousness and convert interest into commitment. Concurrent satisfaction assessments and friction point analysis guide experience optimization strategies sustaining long-term support, while tailored content and recognition programming reinforce loyalty and repeat contribution behaviors. This strategic framework delivered 7,609 individual donations in 2024 (67% year-over-year growth) with approximately 200 million won raised (119% increase), validating arts patronage value propositions through measurable impact.



Kkumbat Funding X Hookka Hookka Studio Pop-up Store Entrance 2024 Arts Patrons' Night Event



ART FOR;REST Festival Public Event

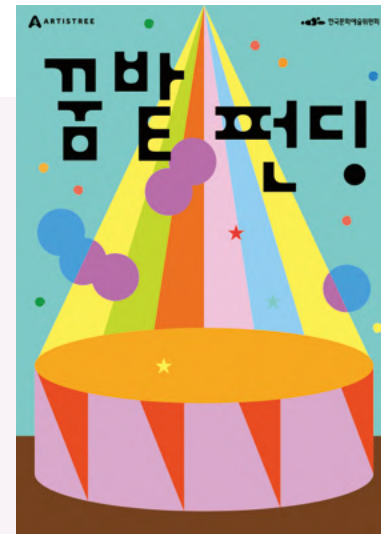
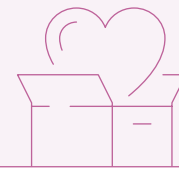
Kkumbat Funding

Kkumbat Funding is a fundraising campaign for ARKO Kkumbat Theater that began to raise operational funds directly so that children can access cultural arts and nurture their dreams in a more comfortable environment, as the closed Hakjeon Blue small theater space was newly renovated as “ARKO Kkumbat Theater” to revive the symbol of Daehakro performing arts culture. Kkumbat Funding is a fundraising campaign for ARKO Kkumbat Theater consisting of various fundraising activities targeting corporations and individuals, including the Art Forest Festival, crowdfunding, and corporate partnership pop-up stores.

Culture and Art Sustainability

Cultural Space for Future Generation

Solidarity through Support, Cheering for Children's Dreams



2024 ARKO Kkumbat Funding



2024 ARKO Kkumbat Funding Pop-up Store



Opening Ceremony of ARKO Kkumbat Theater

Digital Transformation of Culture Card and Enhanced Access to Cultural and Arts Information

Arts Council Korea has pursued digital-based service improvements to enhance convenience and accessibility for Culture Card users. Naver Pay simple payment functionality was introduced to enable online Culture Card usage without physical cards, and features allowing real-time verification of nationwide merchant information through Naver Maps were also provided. These improvements offer practical convenience particularly to groups vulnerable in information utilization, significantly increasing Culture Card usage.

Additionally, as the first cultural and arts sector service registered with the Ministry of the Interior and Safety's "Digital Service Opening" portal, public access to cultural and arts information was enhanced. Furthermore, by providing Culture Card usage information via the Ministry's public notification service "Goopy" (KakaoTalk channel), costs associated with traditional text messaging were reduced while simultaneously improving information delivery reach and acceptance rates.

Arts Council Korea will continue to expand collaboration with private platforms and public systems to strengthen digital inclusion foundations, ensuring everyone can easily enjoy cultural welfare services.



Culture Nuri Card Naver Payment Screen



Inquiry of Culture Nuri Card Merchant on Naver Map

Naver Card Registration **29,000** cases

NAVER Card Payment **87,000** cases

Providing Merchant Information on Naver Maps **34,000** cases

Expanding Customer Accessibility to Art Museum Spaces

Arts Council Korea has pursued various improvements to enhance the physical and psychological accessibility of public art museums. To address perceptions of museums as "unfamiliar and difficult spaces," the customer information provision system was strengthened and exhibition promotion was expanded to increase visitation motivation. Additionally, to resolve physical constraints in the viewing environment, spaces were reorganized so that anyone can comfortably use the museum. As a result, 2024 museum visitors increased 54% from the previous year to 59,523 people, with visitor satisfaction achieving an average score of 4.4. In particular, participation in docent-led interpretations became more active, with accessibility and engagement in public art museums improving simultaneously.

Providing Information — Strengthening Exhibition Promotion — Improving Viewing Environment

- Introduce easy-to-read guidebooks
- Establish permanent docent (exhibition guide) operations
 - Expand to all exhibitions year-round (5x increase)
 - Total 383 sessions, 3,024

- Install outdoor promotional LED display on exterior wall
- Broadcast exhibition announcements to Marronnier Park
- Install video equipment and provide exhibition information

- Provide text interpretation and sign language interpretation videos
- Provide large-print and braille guidebooks
- Expand accessible restroom entrance pathway



Easy-to-read interpretation leaflets



Exhibition navigation route for people who is blind



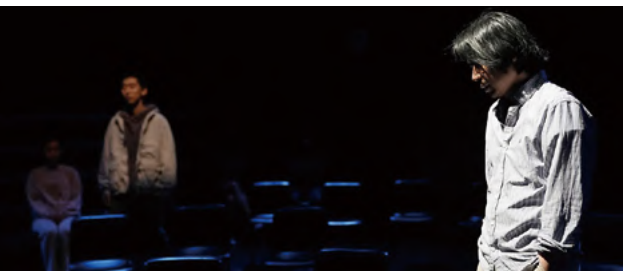
Braille leaflets available

Additionally, to strengthen the museum's social role, the exhibition "Asynchronous Singing" was held. In collaboration with Gwangju, Busan, and Seoul Foundation for Arts and Culture, this exhibition featured 13 participating teams including artists from Disability Arts Creation Centers, illuminating the possibilities of art transcending disability and non-disability boundaries through over 40 new works. Moving beyond fixed concepts of "disability arts" or "barrier-free," this exhibition focused on building an inclusive museum environment where beings with diverse senses and paces can coexist. To this end, captioned interpretation videos, tactile manuals, and accessibility workshops were prepared, and programs linking with developmental disability organizations were also operated to substantially expand cultural enjoyment rights for both creators and visitors. These efforts function as an exemplary case of public institutions practicing human rights sensitivity and fostering inclusive environments in the cultural and arts sector, going beyond mere accessibility assurance.

Strengthening Accessibility at Performance Venues

ARKO & Daehakro Arts Theater has been continuously working to expand accessibility since 2021 through accessible performance production, workshops, and operational cooperation, ensuring that anyone can enjoy performances regardless of sensory differences or disabilities. In 2024, with the goal of realizing universal enjoyment rights, we presented performances accompanied by various accessibility features. Survivor Project's Co-Creation Failure Documentary provided caption narration, sign language interpretation, open seating, and assistance bags. Whynot's Buen Camino conducted workshops with people with disabilities to create audio description scripts for dance. Secret Base's Bang! featured shadow sign language interpretation and caption narration. Over the past four years, a total of 23 accessible performances have been produced. Including performance accessibility workshops, 38 accessible performances that received production consultation and indirect support have met with audiences.

In addition, meticulous environments have been established throughout theater facilities to facilitate accessibility for audiences with disabilities. Accessible parking is installed outside performance venues, with gentle ramps for wheelchair users at the side of main entrances. In particular, we operated a task force to expand accessibility at Daehakro Arts Theater and carried out construction to expand options for wheelchair-using audiences in the main theater. We removed 29 seats and installed flexible seating to enable up to 11 wheelchair seats to be available, including the existing 6 wheelchair seats, and additionally opened ramps and accessible restrooms. Furthermore, we are now providing emergency evacuation announcements, which were previously delivered only by sound before performances, through sign language interpretation and Korean subtitle videos. These efforts function as a human rights-friendly operational model for performing arts and substantially contribute to ensuring inclusivity and universal enjoyment rights in culture and the arts.



“It Is Your Word” performance ©Sang-hoon Ok

Korean subtitled audio description, script sharing, advance audio introduction, mobility assistance



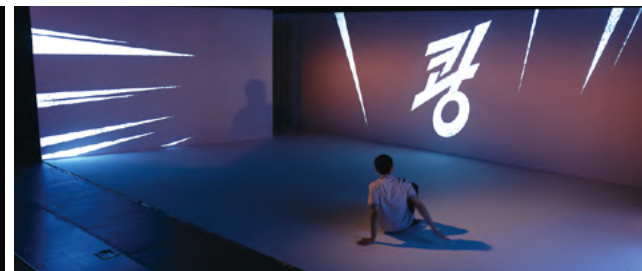
Co-Creation Failure Documentary Performance ©Hwang Ho-gyu

Caption narration, sign language interpretation, open seating, assistance bags, audio introduction



“Buen Camino” performance ©Company Whynot

Audio description (all sessions), touch tour (weekend sessions)



“Bang!” performance ©Tae-yang Park

Sign language interpretation, Korean subtitled audio description (all sessions)

Support for Accessible Performances for People with Disabilities through Corporate Sponsorship

- Based on donations from SGI Seoul Guarantee Insurance, accessible theater production “Bang!” was presented at ARKO Daehakro Art Theater Main Hall from June 22 to 30, 2024, with approximately 80 students and faculty from Seoul School for the Deaf invited to provide cultural participation opportunities
- Provide integrated viewing environments accommodating diverse senses including subtitled audio description, sign language interpretation, open seating, and large-print programs
- Exemplify strengthening performance accessibility through corporate sponsorship, expanding arts value and fulfilling social responsibility



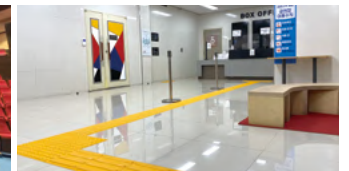
<광!> 공연 ©박태양



ARKO Arts | Main Entrance Ramp



Daehakro Arts Theater Main Theater | Theater front after accessibility improvement construction including addition of wheelchair seating and console expansion



Daehakro Arts Theater Small Theater | Tactile paving blocks installed from theater entrance to box office



Touch Tour | Pre-performance experience for visually impaired audiences ©Ryu Jin-wook



Audio Receiver Guidance | Instructions on how to use audio description receivers before the performance ©Ryu Jin-wook



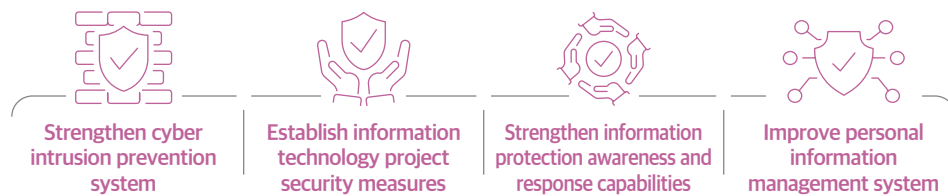
Braille Guide | Braille information program for visually impaired audiences

Information Security Enhancement

Arts Council Korea is strengthening internal and external information asset security and personal information protection systems to create a secure digital work environment. Security systems have been established to prevent cyber intrusion incidents, with real-time monitoring and response processes in operation. Through these efforts, information security reliability and operational stability as a public institution are continuously secured.

Advancing Information Security System

Arts Council Korea conducted information security environment analysis and diagnostics across the organization's overall work environment to create a secure digital work environment and strengthen information security standards. Through this process, cyber intrusion prevention systems were reinforced, information technology project security measures were systematically established, and organization-wide initiatives were derived to raise information protection awareness and strengthen response capabilities within the organization. In particular, technical and administrative security standards were reorganized to improve personal information management systems and prepare effective protection policies. Moving forward, the council plans to proactively manage security risks through continuous inspection and improvement, enhancing reliability as a public institution and information safety levels.



Information Systems Technical Assessment and Security Fortification

Arts Council Korea executed technical vulnerability assessments across core institutional information infrastructure (Unix servers, Windows servers, databases, web/WAS platforms) to bolster IT project security postures. Diagnostics identified 886 vulnerabilities, with 560 remediated through technical interventions, markedly elevating security baselines. Residual vulnerabilities undergo prioritized sequential resolution emphasizing service continuity and system integrity. Parallel web service vulnerability analysis comprehensively mitigated all 25 identified web exposures, preempting exploitation and breach scenarios.

Strengthening Cyber Intrusion Prevention System

Arts Council Korea has strengthened its cyber intrusion prevention system to proactively respond to cyber threats and establish a secure work environment. Major security measures include introducing an EDR (Endpoint Detection and Response) system to detect threat elements such as hacking attempts and malware infections in real-time, with a framework established to swiftly process PC recovery through automatic analysis and response measures. Additionally, distributed network communication between Naju headquarters and operational facilities was unified through Virtual Private Network (VPN) to establish a stable and integrated network security management environment. Concurrently, SSL (encryption) technology has been applied to internet networks to block access to external harmful websites, with security enhancement work underway to fundamentally prevent information leakage. The council plans to continue strengthening multi-layered cybersecurity systems going forward.

Improving Personal Information Management System

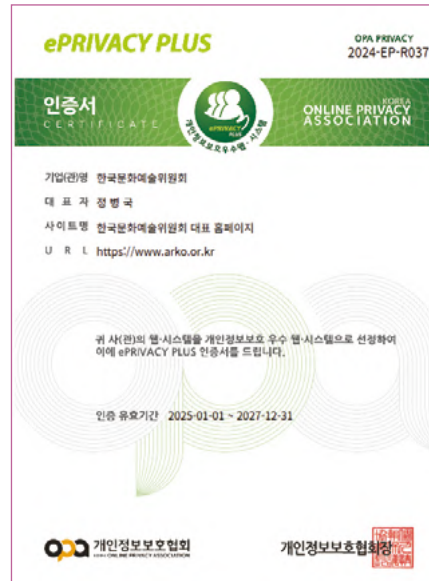
Arts Council Korea has comprehensively improved its personal information management system to strengthen personal information protection. By collecting input from personnel in each department that processes personal information, the personal information processing policy was revised to reflect amended laws and field operational circumstances, with internal information protection management procedures reorganized and shared to ensure compliance by all executives and employees.



Additionally, the revised personal information processing policy was produced and provided in easy-to-understand summary and infographic formats to enable data subjects to more easily comprehend the content. Furthermore, deficiencies were addressed through on-site inspections of personal information consignment agencies (customer support centers). The council plans to continue strengthening legal and technical management systems to ensure transparency in personal information processing and protect user rights.

Personal Information Certification

Arts Council Korea renewed its “e-PRIVACY PLUS Certification,” Korea’s only private personal information protection certification system, to objectively demonstrate its personal information protection standards. This certification reflects enhanced personal information protection review criteria and represents external recognition that user personal information is operated and managed more securely. Moving forward, Arts Council Korea will strengthen continuous security inspections and certification maintenance efforts to protect data subjects’ rights and create a secure information management environment.



Official Website 'e-PRIVACY PLUS' Certification

Strengthening Information Security Awareness

Arts Council Korea conducted training for executives and employees to understand security threat trends, with 100% employee participation. Additionally, security awareness among executives and employees was improved through phishing email response simulation exercises. Conducted for a total of 268 people, the suspicious email reporting rate improved to 84.3% (a 58.9 percentage point increase from the previous year).

Operating Personal Information Protection Week

Operating Personal Information Protection Week Arts Council Korea operated “2024 Personal Information Protection Week” (September 30 - October 4, 2024) to spread personal information protection culture and raise employee awareness in accordance with the “Personal Information Protection Act.” During Protection Week, personal information protection consciousness was promoted through effective programs including pledge writing with participation from all executives and employees, new employee training, and participatory campaigns. All employees handling personal information prepared and submitted personal information protection pledges through electronic signature methods, with pledges conducted individually through email and text notifications. Additionally, new employees were required to learn basic concepts and precautions of personal information protection through non-contact content on online Naver Band. Concurrently, participation-based awareness activities were conducted through a “Personal Information Protection Day” commemorative quiz event. Arts Council Korea plans to continue expanding practice-centered activities with organically linked education, pledges, and campaigns to establish organization-wide personal information protection culture.

Strengthening Information Security Incident Prevention Activities

Arts Council Korea operates regular security inspection and monitoring systems to proactively respond to cyber threats and prevent information security incidents. Monthly inspections and continuous monitoring systems have been established for major information assets, networks, and system operations, with procedures internalized for rapid response when abnormal signs occur. Additionally, internal administrative measures for information security incident prevention including security training for executives and employees, security pledge renewals, and vulnerability identification activities are regularly conducted, with inspection items flexibly supplemented according to changes in relevant laws and standards. Through these efforts, integrated prevention activities are being strengthened to safely protect organizational and citizen information from various security risks including information leakage and intrusion incidents. Moving forward, Arts Council Korea will further enhance information security risk management levels and continuously maintain a secure public digital operation foundation.

Business PC Security Management

Operate “Cybersecurity Diagnostic Day” on the third Wednesday of each month to perform work PC security inspections through My PC Protector

Remote work control and management for IT service contractors

Monitor remote work on information systems using remote access management systems for off-site development and maintenance by IT service contractors

Information system security monitoring

Ensure safety through cyber threat analysis, attack and phishing email blocking, and secure uninterrupted service continuity through follow-up measures in case of incidents

Personal information access log inspection

Inspect for abnormal signs through personal information processing system access log reviews

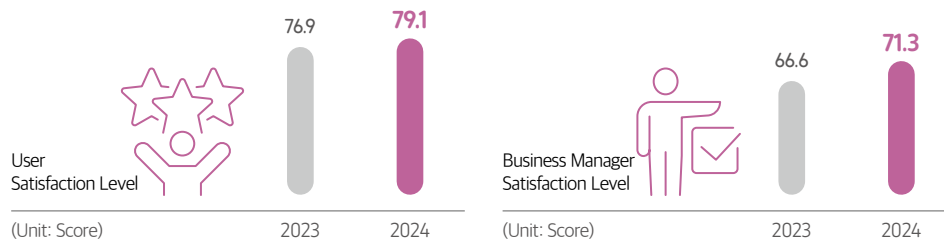
Comprehensive inspection of personal information processing systems

Inspect 33 website-related items subject to administrative sanctions under the Personal Information Protection Act

Quality Improvement Through Monitoring

Arts Council Korea continuously collects user feedback and improves system quality through diverse communication channels across various policy operation processes including the arts field, cultural welfare programs, and customer touchpoints. To this end, the frequency of partner organization meetings is being expanded, with quarterly customer center VOC (Voice of Customer) data analyzed to reflect improvements. Additionally, an operational system has been established to constantly identify and reflect additional improvements through real-time inquiry reception, stakeholder meetings, and function testing for National Culture and Arts Support System (NCAS) usage. Through these activities, communication between policy service users and program managers has been activated, translating into tangible results. User satisfaction evaluation results showed overall satisfaction at 79.1 points, a 2.2-point increase from the previous year, while program manager satisfaction also increased 4.7 points from the previous year to 71.3 points. Arts Council Korea will continue to enhance system quality and user satisfaction through user-centered feedback-based operations.

Arts Council Korea National Culture and Arts Support System (NCAS) Customer Satisfaction Score



Strengthening Copyright in Art in the AI Era

Arts Council Korea held the online roundtable “Art Jap-Da: Talking About AI and Art” to examine copyright issues that may arise as art and AI coexist with the advent of the AI era. The event proceeded with Part 1 “Coexistence of AI and Artists - Questioning the Future of Artistic Creation” and Part 2 “Generative AI and Copyright - Boundaries of Public Support and Creation” examining the value and boundaries of artistic creation in a creative ecosystem reshaped by AI technology. Moving forward, Arts Council Korea plans to reorganize arts support guidelines including public support standards for AI-utilizing creative works.



Part 1 “Coexistence of AI and Artists - Questioning the Future of Artistic Creation”

Part 2 “Generative AI and Copyright - Boundaries of Public Support and Creation,”

Expert Advisory Meetings to Raise Copyright Awareness

Arts Council Korea held three expert advisory meetings for systematic management of arts records and raising copyright awareness. These meetings reviewed basic concepts and precautions necessary for practical work, focusing on copyright issues related to archival material utilization, with active opinion exchanges between internal practitioners and external experts on major points of contention. In particular, discussions were conducted based on actual cases including work-for-hire copyright ownership, fair use standards, and rights holder consent requirements for material utilization, with system improvement measures also proposed such as specifying copyright usage scope at the archival collection stage. Through this process, Arts Council Korea strengthened internal standards for reasonable utilization of arts records and established a foundation for enhancing field practitioners’ copyright understanding. The council plans to continue promoting relevant education and expert consultations to raise copyright awareness and response capabilities.



Arts Archives Copyright Understanding and Utilization Advisory Meeting

Safe Workplace

Arts Council Korea has set the safe working and living environment of stakeholders including executives, employees, citizens, and partners as a core objective, and is promoting safety management to become an organization with zero serious industrial accidents. The council is working to spread a safety culture throughout the organization by improving the safety management system and conducting regular inspections and prevention-centered practical activities.

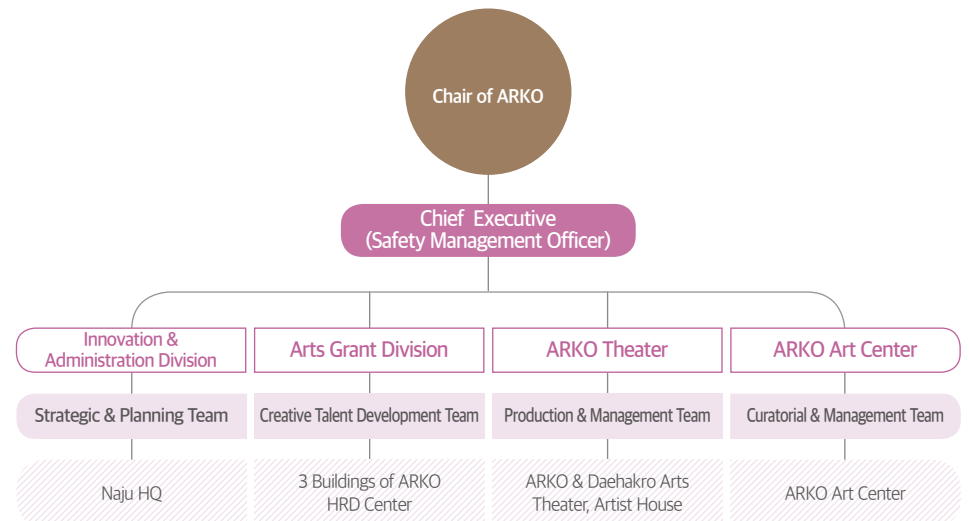
Safe Management Implementation System

Arts Council Korea is advancing its safety management system from a mid-to-long-term perspective to ensure safe organizational operations and working environments, establishing and implementing safety management promotion systems and action tasks in phases. The council strictly complies with relevant laws including the "Occupational Safety and Health Act" and "Hazardous Materials Safety Management Act," building an integrated management system encompassing facility safety, worker safety, and visitor and public safety. In particular, through interdepartmental collaboration, facility inspections, safety education, proactive risk identification, and improvement activities are conducted regularly, while continuous campaigns for establishing safety culture and internal capacity building are conducted in parallel. Through these efforts, Arts Council Korea is systematically spreading a safety-centered organizational culture with the goal of realizing an institution free from serious industrial accidents.



Safety Management Organizational Structure

Arts Council Korea has established a safety management organization centered on the Safety Management Officer (Chief Executive) under the chairperson. Dedicated organizations manage facilities distributed across the metropolitan area and Naju region, centered on major facilities such as art theaters and museums, with operational systems built considering regional safety characteristics and work characteristics. In particular, dedicated safety personnel are deployed across 8 facilities including performance venues, art museums, and arts archives, with staff holding 54 safety-related certifications in various fields including industrial safety, electrical, and fire protection to strengthen on-site response capabilities. Through this structure, Arts Council Korea has established an autonomous safety management system exceeding legal standards, promoting facility-specific customized safety activities and continuously elevating the institution's safety management level.



Safety Management System

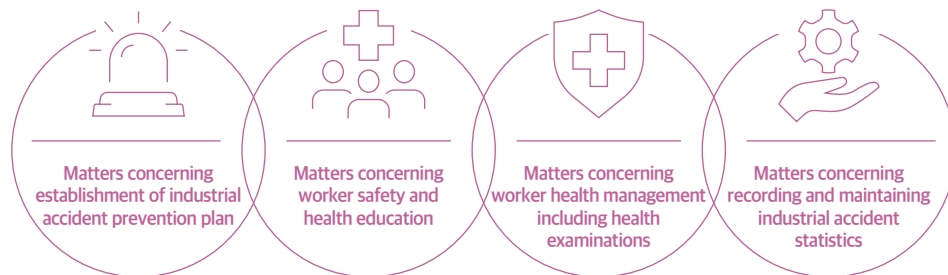
Arts Council Korea operates a safety management system based on three stages: prevention, incident response, and post-incident feedback. First, to prevent safety accidents, regular facility inspections, risk factor identification, safety education, and simulation drills are conducted. When accidents occur, damage escalation is prevented through rapid reporting systems and manual-based response measures. Additionally, after accidents, organization-wide improvement activities continue to enhance the effectiveness of safety measures and prevent recurrence of similar incidents through root cause analysis, follow-up improvement plan development, performance sharing, and systemic feedback. Through this systematic management process, Arts Council Korea realizes a full-cycle safety management system that proactively blocks safety accidents, responds swiftly when incidents occur, and reflects outcomes throughout the organization.

Operating Occupational Safety and Health Committee and Safety Management System

Arts Council Korea regularly operates an Occupational Safety and Health Committee in accordance with Article 24 of the “Industrial Safety Fundamental Act,” deliberating and coordinating major issues for creating a safe and healthy working environment for workers through a committee composed of equal numbers of labor and management representatives. The committee convenes at least once per quarter as a rule, inspecting facility environment improvements, workplace health protection activities, risk prevention measures, and legal compliance matters to strengthen the foundation for practical safety governance. Additionally, a management planning and inspection system has been established through collaboration with specialized firms to systematically manage the organization-wide occupational safety and health environment.



External Expert Meeting for Q4 2024 Occupational Safety Inspection



Safety Risk Assessment Implementation Results

Arts Council Korea conducts annual workplace safety risk assessments targeting headquarters and performance venues to improve the working environment and facility safety levels. Through this process, potential risk factors are identified in advance, and accident prevention and safety management levels are strengthened through specific improvement activities. Risk assessments are regularly conducted at a total of 4 workplaces and 8 managed facilities including ARKO Daehakro Art Theater, ARKO Art Center, and Artists’ House, resulting in the achievement of zero disasters and zero accidents over the past 10 years. Additionally, ARKO Daehakro Art Theater has been selected for 6 consecutive years as an “Excellent Performance Venue for Indoor Air Quality” designated by Seoul City, receiving high recognition for indoor environmental safety. Moving forward, Arts Council Korea will continue to strive to create a healthier and more trusted cultural and arts environment through quantitative diagnosis and prevention-centered safety management.



Naju Headquarters Risk Assessment

Business Site	Improvement
ARKO & Daehakro Arts Theater	• Total 26 measures taken (including roof and mechanical room drainage reinforcement, etc.)
ARKO Art Center, Artist House	• Total 22 measures taken (facility management including rooftop walkway slip prevention and safety warning notices for facilities)
Naju Headquarters	• Total 29 measures taken (including facility warning signs such as mechanical room ladder fall prevention)
Human Resources Development Center	• Total 3 measures taken (including fall prevention on night patrol routes, etc.)

Strengthening Facility Safety Management

Arts Council Korea continuously promotes a regular “Safety Inspection Day” system to secure facility safety in order to faithfully fulfill its safety management responsibilities as a public institution. In 2024, Safety Inspection Days were operated 41 times, conducting a cumulative total of 1,505 safety inspections throughout the year, focusing on diagnosing overall facility safety and identifying risk factors in advance. As a result of inspections, all facilities received “Good” ratings, and facility-specific deficiencies were promptly addressed through indoor and outdoor repair work including leak reinforcement and exterior wall waterproofing. Additionally, inspection items reflecting seasonal characteristics such as summer and winter periods were applied to enable precise responses suited to each situation. Furthermore, inspection results are regularly reported to the Emergency Safety Planning Officer at the Ministry of Culture, Sports and Tourism, contributing to securing external safety credibility and implementing policies in coordination with government initiatives.



October 2024 Safety Inspection Day on-site

Strengthening Comprehensive Disaster Safety Education and Training

Arts Council Korea conducts comprehensive safety and health education and disaster response training to protect the lives and property of executives, employees, and the public, and to create a safe cultural and arts environment. In 2024, a total of 10 disaster safety drills were conducted at major facilities including Naju headquarters, performance venues, art museums, Artists’ House, and Arts Personnel Development Institute. Through joint training with fire departments, practice-oriented education including the use of evacuation devices and fire shutter escape methods was provided to enhance response capabilities in actual disaster situations.

Additionally, emergency response capabilities are being strengthened through concurrent training for executives and employees including CPR practice, Automated External Defibrillator (AED) usage, and familiarization with evacuation routes within facilities.



Fire Shutter Emergency Exit Guidance Training at Art Museums



Emergency Evacuation Training for Executives and Employees



Fire evacuation Drill at ARKO Daehakro Art Theater Main Hall

Improving Safety Accessibility at Performance Venues

Arts Council Korea is enhancing safety accessibility within performance venues so that all citizens can safely enjoy performances. With particular focus on improving the viewing environment for people with mobility limitations such as persons with disabilities, wheelchair seating utilization increased by 16 cases from the previous year to 98 cases.

Additionally, 18 evacuation assistance devices were procured to support rapid evacuation of mobility-limited individuals during emergencies, alongside safety training for rental arts organizations. To prevent audience crowding accidents within venues, a seating modification approval system is operated, and preventive measures for creating safe performance environments have been reinforced. Stage service users receive a total of 1,034 on-site safety training sessions annually, raising overall safety awareness among venue users. Furthermore, regular inspections of interior and exterior facilities at operating theaters are conducted to systematically secure facility safety throughout performance venues.



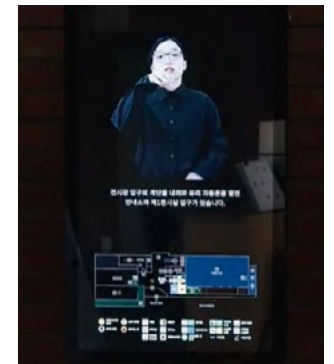
Fire Safety System Inspection at ARKO Arts Theater



Fire Safety System Inspection at Daehakro Art Theater

Improving Safety Accessibility at Art Museums

Arts Council Korea has continuously pursued facility improvements and service enhancements for viewing-vulnerable groups including the elderly and persons with disabilities, with the goal of creating inclusive spaces where everyone can safely and freely enjoy art. First, exterior materials that could obstruct elderly pedestrians’ movement or threaten safety were replaced, and automatic doors and mirror safety bars were installed in public restrooms to strengthen accessibility and safety for users with physical limitations. Concurrently, training on serving visitors with disabilities and safety response was provided to exhibition guide staff to enhance viewing service quality and promote proper viewing culture. In particular, art museum sensory maps featuring sign language interpretation videos for person with a hearing impairment were installed to ensure equal information access for all. These improvements represent the practice of responsibility for safety and accessibility as a fundamental duty of museum operations beyond mere convenience provision, and the council plans to continue strengthening cultural facility operations that reflect diverse visitor needs in the future.



ARKO Art Center Sensory Map with Sign Language Interpretation (by archetypes (Jiwon Lee))

Creation of a Safe Cultural and Arts Environment



Operating the “Stage Technology 119 Support Center” for Win-Win Cooperation with Private Small Theaters

Arts Council Korea officially launched the “Stage Technology 119 Support Center” in April 2024 to expand safety infrastructure at regional performance venues, establishing a year-round support system for private small theaters in the Daehakro area. When technical issues arise in staging, sound, or lighting, stage technology experts from ARKO & Daehakro Art Theater are dispatched on an emergency basis, providing comprehensive support including equipment training, lighting control console manuals, and venue safety consulting. These efforts achieved a total of 208 on-site technical support cases in 2024, and the initiative won the Grand Prize at the “2024 Excellence in Administration and Policy Case Competition,” recognized as an exemplary model for the social role of public theaters and the promotion of safety culture.



Establishing a Safe Cultural and Arts Support Program Operating System

Arts Council Korea mandates insurance budget allocation and institutionalizes liability insurance enrollment to ensure the safety of participants in various cultural and arts support programs including literature, visual arts, and exhibitions. In particular, programs operated at multi-use facilities (train stations, airports, etc.) require advance safety management plans and emergency response systems, focusing on accident prevention. As of 2024, zero accidents were achieved across 46 festival programs. This prevention-centered program operation has established an institutional foundation that protects participant safety and minimizes on-site risk factors.



Responding to Emotional Labor and Promoting Safety Awareness Among Workers

Arts Council Korea operates emotional labor response programs to ensure the psychological and physical safety of audience attendants and arts organization staff who engage in audience services and on-site operations. In 2024, safety service training and emotional labor health workshops were conducted at various venues including international events such as the Seoul International Dance Festival, with a total of 168 teams and 6,087 individuals enrolled in accident insurance to secure practical protection. These activities contribute not only to workers' emotional stability but also to creating a sustainable workforce environment within the cultural and arts industry.



“Stage Technology 119 Support Center” Wins Grand Prize at 2024 Excellence in Administration and Policy Case Competition



Stage Technology 119 Support Center



무대기술 119 지원센터

People Management Fostering Competency

Based on fair recruitment and equal growth opportunities, Arts Council Korea is continuously improving members' expertise and job suitability through competency-building education by position. Additionally, the Council is realizing a flexible and sustainable people management system through establishing a collaborative culture centered on autonomy and participation, and creating an organizational foundation where all members can grow together.

Vision for Talent Recruitment

Arts Council Korea has established “establishing a sustainable and fair arts and culture sector job environment” as its vision and is promoting people management by establishing core strategies to realize this. Through job creation and strengthening employment stability, flexible workforce management, establishing a fair employment foundation, and creating a discrimination-free workplace, the Council is providing equal opportunities to diverse talent and establishing a sustainable arts and culture job ecosystem.

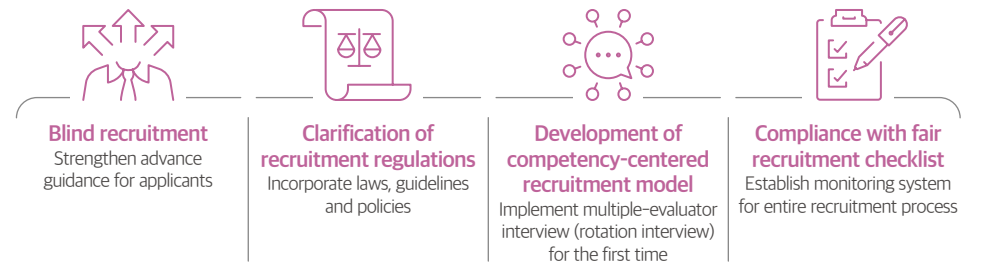
Vision	Establishment of a sustainable fair arts and culture sector job environment			
Key Strategy	Job creation and employment stability	Flexible workforce management	Fair employment foundation	Discrimination-free workplace
Key Task	<ul style="list-style-type: none"> Create customized public and private sector jobs Expand employment stability 	<ul style="list-style-type: none"> Upgrade human resource management system and operational framework Operate various forms of employment 	<ul style="list-style-type: none"> Strengthen blind recruitment Establish fair evaluation and performance-based compensation system 	<ul style="list-style-type: none"> Strive for safe working environment and improved treatment Strengthen support for workforce growth

Expansion of Socially Equitable Recruitment

Arts Council Korea is actively providing employment opportunities to vulnerable groups such as youth and people with disabilities to expand socially equitable recruitment. Through linkages with regional and related organizations, the Council operated youth recruitment briefings and conducted briefings and internship programs to attract regional talent. In particular, by establishing a collaboration system with the Korea Employment Agency for Persons with Disabilities and promoting customized recruitment based on job suitability, the Council recorded a 2024 disability employment rate of 4.18%, exceeding the legally mandated employment rate (3.8%).

Fairness in Recruitment

Arts Council Korea has completely revised the “Fair Recruitment Operating Guidelines” to create a transparent and fair recruitment environment. The revised guidelines are characterized by clarifying procedures and standards for the entire process from establishing basic recruitment plans to operating methods for each selection stage, and organizing the system to ensure consistent judgment criteria at each stage. In particular, by introducing a job-focused recruitment model, the Council strengthened competency-based evaluation based on applicants' experience and expertise. As a result, although the scale of talent recruitment expanded more than twofold compared to the previous year in 2024, not a single objection or complaint occurred during the recruitment process.



2024 Gwangju-Jeonnam Joint Regional Talent Recruitment Briefing

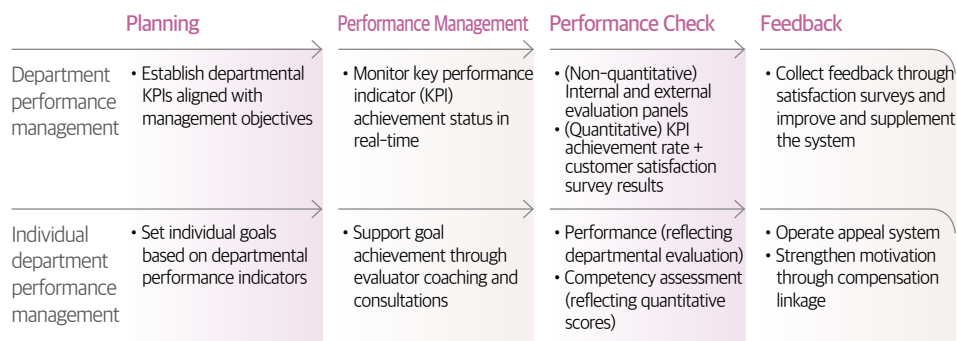
Expansion of Diverse Employment Opportunities

Arts Council Korea is creating an environment where workers from diverse backgrounds and circumstances can thrive across the arts industry. Internally, when employees take leave for childbirth or childcare, the council hires replacement staff to maintain business continuity and supports their rapid adaptation through external professional training including job-specific education. Additionally, at museum sites, the council operates a “Senior Docent Program” that enables retirees and women with career breaks to participate in part-time positions. As of 2024, a total of 54 docents are active, of whom 3 are senior workers aged 60 and above. The docent program makes positive contributions to local employment creation and expanding cultural access opportunities. Furthermore, for young people interested in practical arts field work, the council has introduced flexible working hours for performing arts majors, and has established time-selective work arrangements for employees with disabilities to work according to their health conditions and circumstances.

Rational Performance Evaluation and Compensation Framework

Arts Council Korea is continuously advancing its performance-driven evaluation and reward mechanisms to maintain equitable and objective human resource operations. Job classifications for managerial and specialist positions have been restructured to establish clear role-based pay systems, while a three-stage medium-to-long-term strategy for transitioning to job-focused compensation has been developed, driving environmental assessments and improvement initiatives. In particular, an achievement-based internal incentive scheme has been implemented that directly incorporates individual and departmental performance into evaluations, boosting staff motivation. These reforms enhance organizational responsibility and results orientation while reinforcing the infrastructure for talent-centric management.

Performance Evaluation and Management Process



Rapidly hire 12 replacement staff

Operate 85 part-time positions (service personnel), including 13 under the performing arts program

Operate 54 docent positions, including 3 senior docents

Expand opportunities for 3 workers with severe disabilities to engage in arts activities

Job-Centered Career Development System

Arts Council Korea implements a mid-to-long-term career development roadmap. Career phases are categorized as Exploration (up to 5 years), Advancement (4-20 years), and Utilization (15+ years), with stage-specific guidelines established to drive workforce cultivation. As 2024 marks the system’s organizational integration phase, individual career management domains have been designated and the career development mechanism is now informing personnel assignments. Going forward, plans include refining specialized position evaluation systems and broadening professional job classification coverage to create a talent development ecosystem where expertise and accountability function harmoniously.

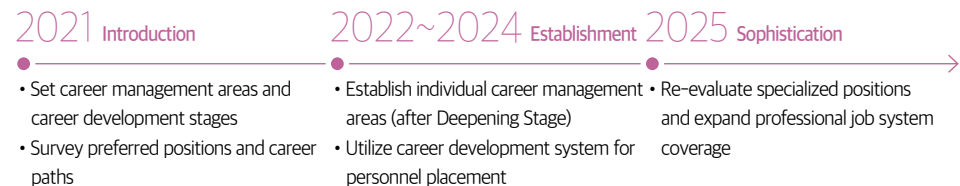
Definition and Operational Direction by Career Stage

Promote job-based human resource development through establishing operational directions for each career stage

Career Stage (Period)	Definition of Each Stage
Exploration Stage (up to 5 years)	Explore suitable specialization areas and learn practical knowledge and program operation methods (Preparation) Finalize individual career management areas and prepare to deepen expertise in those fields
Deepening Stage (4-20 years)	(Development) Development phase for acquiring concentrated and systematic knowledge and experience in career management areas (Completion) Achieve field-specific expertise through recognition as an organizational expert
Application stage (15+ years~)	Perform managerial roles within the organization as position and title holders after completing expertise development

Mid-to-Long-Term Roadmap for Career Development System

Implement mid to long-term roadmap by introducing professional job system with establishment of career development system



Employee Capacity Building System

Arts Council Korea systematically operates an employee capacity building system based on four key initiatives: “self-directed learning,” “fulfilling social responsibility,” “strengthening competencies by level,” and “cultivating job experts.” In particular, by establishing a rank-specific education system to conduct not only job training for practitioners but also senior management communication leadership training for executives, leadership and communication capabilities within the organization were simultaneously strengthened. Through this approach, the organization enhances work productivity and job engagement while establishing a foundation for self-directed growth for each individual member.



2024 Senior Management Communication Leadership Training

Establishment of 2024 HRD Implementation Tasks

Cultural and Arts Administration Professionals who Understand the Value of Culture and Arts and Fulfill Their Responsibilities

Self-directed learning



- Operate “Autonomous Learning Organization” and introduce “Book Learning”
- Expand domestic and international arts field experience

Realize social responsibilities



- Actively reflect social demands such as ESG and digital competency enhancement
- Improve mandatory legal education completion rate

Strengthen competencies by level



- Provide external training (specialized content)
- Strengthen prevention of sexual harassment (violence) and workplace abuse in rank-specific training programs

Cultivate job experts



- Diversify job-centered professional education
- Cultivate job competency experts (in-house instructors) and share know-how

Training System

Realize social responsibilities	Mandatory legal requirements (14 in total)	<ul style="list-style-type: none"> • Prevent 4 major types of violence 	<ul style="list-style-type: none"> • Prevent workplace abuse 	<ul style="list-style-type: none"> • Anti-corruption and integrity
	Institutional requirements	<ul style="list-style-type: none"> • Human rights management 	<ul style="list-style-type: none"> • Labor management relations 	
Strengthen competencies by level	By group	<ul style="list-style-type: none"> • Senior management (executives) 	<ul style="list-style-type: none"> • New team leader leadership 	<ul style="list-style-type: none"> • Mid-level and working-level manager training
	By target	<ul style="list-style-type: none"> • New employee training 	<ul style="list-style-type: none"> • Wage peak system pre-training 	<ul style="list-style-type: none"> • Female talent capacity building
Self-directed learning	Common competency	<ul style="list-style-type: none"> • Short-term overseas training 	<ul style="list-style-type: none"> • Introduction to music and visual art 	<ul style="list-style-type: none"> • 2 programs including art experience support
	Job competency	<ul style="list-style-type: none"> • Self-directed learning organization • External job training 	<ul style="list-style-type: none"> • Book learning support • 3 programs including foreign language learning support 	

Cultivate job experts • Advanced foreign language learning • In-house instructor capacity building • Institution-led job training

* A total of 14 mandatory legal education courses are currently in operation, of which only the major courses are listed here.

Record-high training hours completed per person (hours)

2023 62.9



2024
115.2

Record-high training budget execution rate(%)

2023 81.5



2024
92.9

Job Expert Development System Implementation

Arts Council Korea amplifies institutional job training initiatives to fortify professional specialization, establishing systematic talent cultivation infrastructure aligned with Career Development Path (CDP) frameworks. 2024 programming introduced advanced foreign language proficiency tracks, in-house instructor capability enhancement modules, and institution-directed occupational curricula, deployed through diverse modalities maximizing practical transferability. Internal faculty composition emphasized practice-centered domains—policy, artistic disciplines, administration, linguistics, communications, grant stewardship—complemented by parallel instructor development coursework elevating delivery effectiveness. Expanded cross-departmental training fostering team-function literacy and collaborative competencies reinforces organization-wide vocational comprehension and integrated capability maturation.

Employee job competency support **25** cases
(Increase by 11 cases from the previous year)

Organization-wide job training
completion hours **3,580** hours → **4,121** hours

Operation of Women Leader Development Training

Arts Council Korea systematically operates women-tailored education programs to strengthen organizational diversity and inclusivity and provide equal growth opportunities to female employees. In particular, training was designed with content helpful for practical competency improvement and career development, considering the characteristics of female employees by position and career stage. In 2024, a next-generation women leader development course was newly introduced for junior female employees at the assistant manager level and below. This course consisted of leadership mindset cultivation, decision-making competency enhancement, communication skills improvement as a working-level leader, and practice for performing proactive organizational roles, operated through participatory learning methods rather than lecture-centered approaches. Analysis of training effectiveness through pre- and post-evaluations showed participant average satisfaction at a very high 93.4 points. Moving forward, the council plans to expand leadership intensive courses for female employees at mid-level management and above to create a fair talent management environment where anyone can grow regardless of gender.



2024 Female Talent Capacity Building Program

Reorganizing Education System Through Cooperation with Partner Organizations

Arts Council Korea planned and operated mutually cooperative training for Gwangju and Jeonnam Innovation City public institutions through an HR Council. Based on employee demands from each institution, diverse educational opportunities were provided to executives and employees by operating 8 sessions of three types of cooperative training courses (mandatory legal, invited speaker, women talent capacity building). Additionally, the working-level HR Council was expanded to an institutional-level HR Council involving a total of 6 organizations, with an inter-organizational MOU signed. Moving forward, the council plans to develop and provide improved training to executives and employees through information exchange and benchmarking for institutional personnel management and employee capacity building.



HR Council MOU Signing

Content of HR Council Agreement



Share HRD operation plan

Exchange human resources, information and advice

Cooperate on facility and equipment related to HRD program operation

Phased Education Feedback System

Arts Council Korea has established and operates a phased monitoring system for the overall education framework. Through quarterly, annual, and mid-to-long-term phased feedback, deficiencies in the education system are improved and reflected in employee capacity building budget formulation.

- Quarterly**
 - Inspect education budget execution according to demand through quarterly budget implementation status reviews
 - Reflect program-specific budget execution rates in next year's education and training master plan formulation
- Annual**
 - Collect employee feedback through various institutional channels to establish annual education and training plans
 - Labor-management consultation: Conduct labor-management consultation during master training plan formulation
 - Collect comprehensive feedback by course from all employees
 - Establish education program inspection goals and conduct internal performance reviews
- Mid to long-term**
 - Strengthen Career Development Path (CDP)-linked education system reflecting institutional needs and employee requirements, starting with 2022 internal and external environmental analysis
 - Establish virtuous cycle education system through education and training plan feedback and advancement

ARKO W-L-V Organizational Culture

Arts Council Korea is improving the work environment so that executives and employees can work in a horizontal and flexible organizational culture. In particular, organizational culture was improved focusing on three elements: Work (organizational commitment), Life (mutual communication), and Value (sound organizational culture). Additionally, the council strives to create an organizational culture that facilitates adaptation by providing experiences and environments beyond work.

Work Organizational Commitment

- Establish foundation for enhancing sense of belonging through organizational and employee personality analysis
- Plan and operate ARKO vision and value internalization programs

Life Mutual Communication

- Enhance organizational belonging through fostering camaraderie among colleagues
- Establish foundation for strategic approach to institutional current issues

Value Sound Organizational Culture

- Newly plan and disseminate programs for forming healthy organizational culture reflecting employee VOC and social/policy trends

Organizational Culture Programs

Arts Council Korea planned and operated a total of 11 customized organizational culture programs under three main objectives—“organizational activation,” “enhancing organizational understanding,” and “spreading organizational culture”—to increase member engagement and sense of belonging, and strengthen communication and collaboration culture within the organization. Each program consisted of practice-centered activities that organizational members could actually experience, including sharing institutional vision and business direction, interdepartmental exchange, understanding individual characteristics, work-life balance, and creating respect-based culture. Through various formats of team workshops, experiential events, and participatory campaigns, all employees autonomously participated and generated tangible improvement outcomes. In particular, the foundation for sustainable organizational culture building is being strengthened through spatially distributed program design considering metropolitan-Naju exchange, reflecting MZ generation opinions, and performance-based feedback circulation systems (e.g., selecting excellent participating teams, conducting satisfaction surveys, etc.).

Organization Vitalization



New Year Workshop

Share institutional vision and teamwork through early-year autonomous departmental themed workshops, and establish foundation for organizational culture improvement through selecting excellent teams



In-house Clubs

Establish sustainable operational system through club activities centered on common interests, forming inter-regional exchange and bonds, and encouraging autonomous participation



ARKO Community

Create autonomous organizational culture inducing voluntary daily communication among employees through operating life-sharing platforms including clubs, cultural experience reviews, and used item sharing

Improving Understanding of Organization



ARKO CBTI(Clean Balance Type Indicator)

Enhance understanding of organizational roles through personal personality analysis and team characteristic diagnosis, and strengthen collaboration culture based on mutual understanding



ARKO People Outing

Structure program to enable employee children to participate together in other department experiences, simultaneously promoting family bond strengthening and workplace pride, work-family balance, and organizational culture improvement



Vision and Value Internalization

Enhance commitment to common goals and share creative team-building experiences through institutional vision and core value visualization activities

Spread of Organizational Culture



Junior Board

Establish policy participation channels for MZ generation through Junior Council operations, and create foundation for effective improvements through internal system monitoring



Happiness Delivery

Create family-friendly organizational culture through life cycle-based encouragement activities such as celebrating employee childbirth and employee children's college entrance exams, and distributing work calendars featuring employee children's artwork



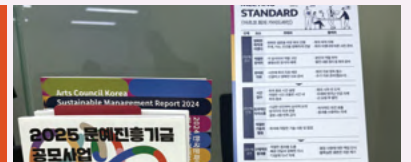
End-of-Day Song

Contribute to spreading work-life balance culture and establishing participatory culture by having in-house DJs broadcast employee song requests and stories through on-time departure encouragement program



ARKO Healthy Drinking 112

Raise self-awareness and improve dining culture through sound drinking culture campaign, and internalize ethical culture through practice sharing



Meeting Culture Campaign

Produce and distribute ARKO Meeting Guidelines to establish foundation for reducing unnecessary meetings and operating practical, action-oriented meetings to improve meeting culture

Support for Employee In-house Clubs

Arts Council Korea actively supported autonomously operated in-house clubs to create a healthy organizational culture based on trust and solidarity among executives and employees. In 2024, a total of 14 clubs were operated with 98 employee participants. Clubs covering diverse topics including sports and board games operated through combined online and offline formats, contributing to activating organizational communication including inter-regional exchanges between Seoul and Naju. Additionally, by introducing a differential support system based on club size (membership), operational sustainability and efficiency were enhanced. In terms of external collaboration, joint club activities with Naju-based public institutions were promoted to broaden inter-organizational exchange. Specifically, achievements strengthening regional collaboration networks were realized through connections between board game clubs with Korea Creative Content Agency and climbing clubs with Korea Internet & Security Agency.



Participation in 1st Gwangju-Jeonnam Innovation City Club Competition Basketball Tournament (Runner-up)

Operation of Junior Board

Arts Council Korea operated the 3rd Junior Board (11 members total) to support the growth of talented personnel and create a healthy organizational culture. While helping new employees and junior-level staff adapt to the organization, it enabled participation in organizational culture improvement from the junior generation's perspective. As a follow-up to the "Saida Project" competition, problem-solving scenario discussions on improving meeting culture were conducted, and understanding of support program sites was enhanced while collecting improvement feedback through monitoring of DMZ Peace Train Festival and Jarasum Jazz Festival. Additionally, excellent private organizational culture and other institutional best practices were benchmarked through joint workshops including visits to three Innovation City institutions such as Korea Power Exchange and NAVER headquarters. Furthermore, contributions were made to realizing social value based on voluntary participation of young members and connecting with local communities through mentoring programs for regional high school students in collaboration with Naju Future Education Support Center.



Junior Board Visit to NAVER HQ

ARKO People Outing

Arts Council Korea operated the "ARKO People Outing" program to enhance member organizational understanding and promote interdepartmental exchange. This program was structured combining ARKO Arts Theater on-site tours and Creative Incubator for Visual Arts exhibition viewing. By directly experiencing theater technical field workplaces including lighting, sound, and stage, and viewing visual arts creative support outcomes, understanding of other departments' main tasks and support programs was enhanced. Notably, this session was operated for the first time in a format inviting employees' children, providing an opportunity to experience work-life balance and inspire pride and affection for the institution. Exchange between Naju and metropolitan area employees from different workplaces was also promoted.



ARKO Arts Theater Tour

- "Saida Project" follow-up activities**

Problem-solving scenario simulation discussions targeting innovation tasks identified through Saida Project competition
- Participation in support program monitoring**

Enhance junior-level understanding and expertise of arts field in collaboration with Performing Arts Team and Exchange Cooperation Team (DMZ Peace Train Festival, Jarasum Jazz Festival)
- Innovation City Public Institution Junior Board Council activities**

Expand network through external organization visits (NAVER) and Naju Innovation City joint workshops, conduct mentoring for high schools in Naju

Vision and Value Internalization Program

Arts Council Korea operated “ARKO Vision Neon Sign” and “ARKO Vision Drawing” programs so that executives and employees could personally experience and internalize the new vision and core values. “ARKO Vision Neon Sign” was an experiential program structured to enable executives and employees to interpret and express the institutional vision in their own way, using neon sign kits themed on vision and core values to complete individual creations. Production results were displayed in the headquarters cafeteria, providing an opportunity to share the organization’s vision among members. “ARKO Vision Drawing” was operated as a team-building program where team drawing works were planned and produced based on explanations of the mid-to-long-term strategic framework, then each team’s interpretation and direction regarding organizational vision was shared through storytelling. Completed works were displayed in the headquarters, promoting empathy and communication among various departments. Both programs had high participant satisfaction and functioned as internalization processes helping to understand organizational vision and strategy more intuitively and enabling members to voluntarily empathize and practice.

ARKO Vision Neon Sign



ARKO Vision Neon Sign Work Exhibition

ARKO Vision Drawing



ARKO Vision Drawing Site



ARKO Vision Drawing Work Exhibition

Meeting Culture Campaign

Arts Council Korea held simulation discussions linked with the Junior Board and innovation internalization programs based on “institutional meeting culture improvement” ideas selected for “2024 ARKO Saida Project” to create a productive and free meeting culture, collecting a total of 27 improvement suggestions. Subsequently, ARKO Meeting Standards (Meeting Standard) reflecting meeting definitions, participant roles, and seven elements of efficient meetings were produced and distributed online, with practical implementation encouraged by placing guide banners and timers in meeting rooms. After distribution, improvements were fed back through a usage review competition, and this campaign contributed to operational efficiency and spreading participation-centered organizational culture through its bottom-up approach reflecting employee opinions and phased implementation (opinion collection-guideline production-performance feedback).



Meeting in Compliance with ARKO Meeting Standard

Healthy Drinking Culture Campaign “ARKO 112”

Arts Council Korea launched the “ARKO Healthy Drinking 112” campaign to establish a healthy and safe dining culture coinciding with the summer vacation season. Centered on the principle of “1 type of alcohol, 1st round only, finish within 2 hours,” awareness raising and prevention of alcohol-related problems were encouraged through collecting employee healthy drinking pledges, self-assessment of alcohol use disorder based on mental health welfare center checklists, and operating team-based healthy drinking units (13 members). In particular, alternative dining methods such as lunch and cultural dining were promoted, and efforts were made to establish four practice items—prohibition of forcing drinking, habituating moderation, eradicating drunk driving—as organizational culture, with voluntary participation encouraged through linkage with the ESG Mileage system for creating ethical organizational culture.

건강음주 약속 서약서

나는 한국문화예술위원회의 임직원으로서 공직과 자부심을 가지고 성실의 의무를 다하며, 음주로 인하여 공무를 손상하는 행위를 하지 않기 위해 다음과 같이 건전 음주를 실천할 것을 약속합니다.

첫째, 음주 회식 대신 점심·분회 회식을 활성화하도록 하며 우리 기관의 건전한 음주 회식문화 조성 캠페인에 적극 참여합니다.
 저녁 회식보다는 점심시간을 활용한 회식, 혹은 분회 회식을 하도록 하고, 부득이하게 음주 회식 시에는 1가지 술로, 1차에 한하여, 2시간 이내 마무리 합니다.

첫째, 다른 직원에게 회식 절제 및 음주 강요를 하지 않습니다.
 다른 직원에게 회식 등 술자리 참석을 강요하거나, 회식 시에는 음주를 강요하지 않습니다. 원하지 않는 회식과 음주를 강요하는 것은 직장 내 괴롭힘에 해당합니다.

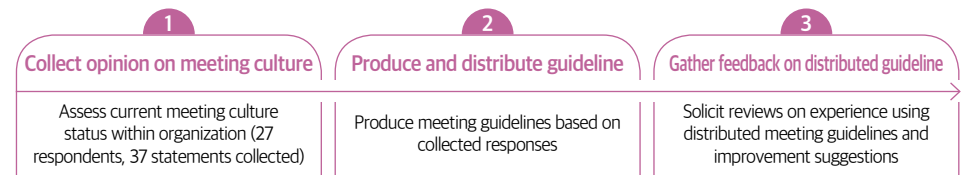
첫째, 음주로 초래될 수 있는 소란과 무질서, 타인에 대한 정신적·신체적·피해 예방을 위해 노력합니다.
 임직원은 공직자로서 음주로 초래될 수 있는 소란과 무질서, 타인에 대한 정신적·신체적·사회적 피해 예방을 위해 절주를 습관화합니다.

첫째, 어떠한 경우에도 음주운전은 절대 하지 않습니다.
 음주 후에는 반드시 대중교통을 이용하거나 대리운전을 통해 귀가 하며, 다음날 출근 시에 부리가 있을 경우 대중교통을 이용하여 출근합니다.

나는 한국문화예술위원회의 <ARKO 건강음주 112> 캠페인의 일환으로 실시하는 위 건강음주를 약속하고, 시행할 것을 다짐하여 이에 서명합니다.

2024년 월 일
 본부: 팀: 성명: (서명)

Healthy Drinking Pledge



“ It was effective for meeting focus and time management ”

I experienced positive changes like shortening meeting hours

Efficient meeting was possible by focusing on important topics.

After the first meeting, meetings have been closed earlier than schedule. ”

Internal Employee Satisfaction Survey

Arts Council Korea conducted an Internal Customer Satisfaction Index (ICSI) survey to improve not only external customer satisfaction but also internal organizational communication and work environment. As a result of collecting satisfaction and improvement feedback from all employees on items such as communication, work processing attitude, and collaboration support, the 2024 ICSI weighted score recorded 70.5 points, a 2.5-point increase from the previous year. Through this, it was analyzed that positive evaluations of interdepartmental work coordination systems and mutual respect culture expanded, and moving forward, practical feedback systems and internal service quality improvement activities will continue based on this data.

Labor-Management Relations Enhancement

Arts Council Korea advanced labor-management relations prioritizing collaborative imperatives including workforce equity achievement and personnel system refinement, pursuing “partnership labor-management relations via participatory, cooperative culture.” 2024 governance deployed three-tiered formal consultation architectures—working councils, full councils, collective bargaining—calibrated to agenda significance and deliberative requirements. Quarterly council convenings (4 sessions) transparently addressed priority issues with outcomes published via management disclosure platforms. Complementary irregular “Labor-Management Win-Win Workshops” in Gurye cultivated trust restoration and cross-organizational dialogue through trekking, wellness programming, recreation, and ESG initiatives, seeding autonomous, wholesome cultural foundations beyond routine consultative mechanisms.

Labor-Management Working Council



- Exchange mutual opinions before formally submitting labor-management council agenda items
- Discuss issues requiring immediate improvement
- Operate regular/ad-hoc consultative bodies to monitor progress and developments

Labor-Management Council



- Discuss agenda items requiring review and consultation such as performance improvement and distribution, grievance handling
- Conduct quarterly discussions on issues that can be introduced and resolved within feasible scope

Collective Bargaining Negotiations and Agreements



- Form sufficient consensus through working council and labor-management council operated based on mutual trust
- Conclude labor-management agreements to enhance public interest including worker welfare and treatment improvements

2024 Labor-Management Council Agenda

Category	Agenda
Q1	Discuss position system restructuring
Q2	Discuss differential application of internal evaluation grades and amendment of public official service regulations
Q3	Finalize collective agreement amendments and discuss mid-to-long-term operational direction considering wage peak system progress and current status
Q4	Discuss ways of wage increase



Labor Management Win-Win Workshop

Form consensus and create horizontal communication culture based on labor-management trust

Enhance organizational integration and solidarity through bridging physical distance between Seoul and Naju work locations

Operate eco-friendly participation programs to spread ESG values and establish implementation foundation



2024 ARKO Labor Management Win-Win Workshop

Expansion of Work-Life Balance

Arts Council Korea is actively expanding and operating “family”-centered friendly programs and systems that can realize “work-family balance” to improve members’ quality of life and create a sustainable working environment. The Council guides members to selectively utilize various work-family balance support systems such as maternity and parental leave, family care leave, and flexible work according to their situations, and has newly introduced a monitoring system that collects members’ opinions after system implementation and reflects them in the next year’s operational plan. In particular, considering the characteristic that the proportion of female workers within the institution is 13.51%p higher than the arts and culture industry average, the Council emphasizes designing and operating systems that guarantee a fair and flexible working environment regardless of gender. Through this, the Council is forming an organizational culture that respects individual life cycles and diverse family types, and establishing a foundation that can simultaneously realize work engagement and life balance.

Work-Life Balance Performance Certification

Arts Council Korea systematically operates work-life balance systems and has received external recognition for institutional effectiveness and operational capabilities. In August 2024, the council received an Encouragement Award in the corporate sector at the Ministry of Employment and Labor’s “Work-Life Balance Best Practices Competition,” and in October of the same year, received new certification in the Ministry of Culture, Sports and Tourism’s “Leisure-Friendly Certification System.” Additionally, maintaining the Ministry of Gender Equality and Family’s “Family-Friendly Certification” for 12 consecutive years from initial certification in 2013 through 2024, the council has proven system stability and sustainability. Notably, employee satisfaction with work-life balance-related systems recorded 92.9 points, rising from the previous year and translating into tangible experiential results.

Family-friendly Program

Support programs by child growth stages

Birth	Infancy	Early Childhood	Childhood	Adolescence
Provide childbirth congratulatory gifts for institutional workers	Operate joint workplace daycare center with Arts Council Korea - Korea Creative Content Agency	Produce institutional perpetual calendar featuring artworks by employees' children	Operate job experience program at institution with accompanying children	Provide encouragement gifts for children taking the College Scholastic Ability Test

Vitalization of Work-life Balance System

Expand operation of childbirth and childcare systems	Encourage use of care systems according to household situations
<ul style="list-style-type: none"> Use of reduced working hours during pregnancy Infertility leave with no annual limits Integrated process for continuous application from maternity leave to parental leave 	<ul style="list-style-type: none"> Child care support: Reduced working hours for caring for children aged 5 and under, and use of 2 days (up to 3 days) leave Family care support: Available for use in cases of family anniversaries, family care, and urgent care needs

※ As of 2024

Various Welfare Policies

<h4>Tuition support for college student children</h4> <p>Interest support for tuition loans for executives' and employees' college student children</p>	<h4>Health checkup</h4> <p>Annual health checkup support once per year for executives and employees</p>	<h4>Company housing support</h4> <p>Company housing support for employees subject to job rotation</p>
<h4>Moving expense support for Seoul-Naju relocating executives and employees</h4> <p>Moving expense support up to 5 tons for executives and employees relocating from Naju to Seoul</p>	<h4>Moving expense support for Seoul-Naju relocating executives and employees</h4> <p>Moving expense support up to 5 tons for executives and employees relocating from Naju to Seoul</p>	<h4>Assistance Program (EAP)</h4> <p>Professional psychological counseling for employee mental health</p>

Outcome

Number of workplace daycare center users (persons)

100% ↑

4
2023

8
2024

Number of maternity leave users (persons)

42.9% ↑

7
2023

10
2024

Number of family care leave users (persons)

32.8% ↑

204
2023

271
2024



Family-Friendly Certification

2024 Leisure-Friendly Certification

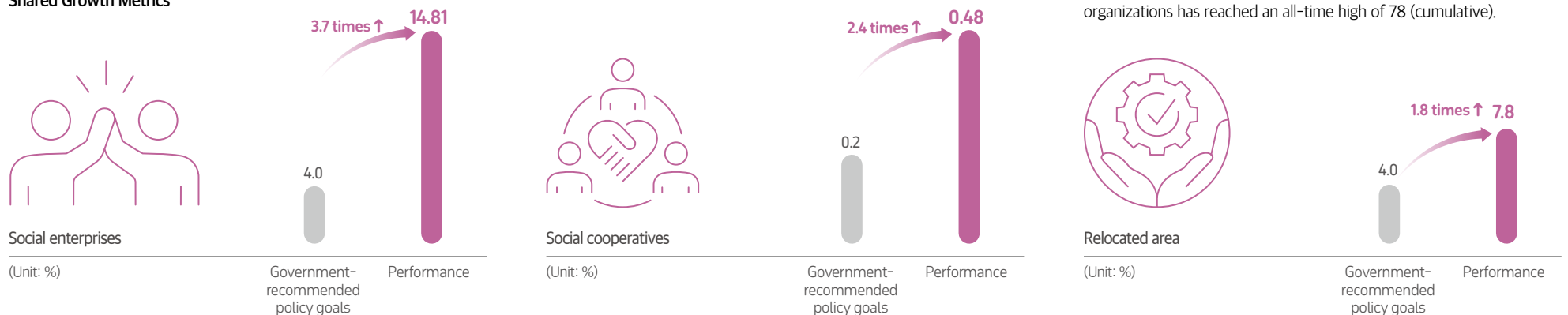
Sustainable Shared Growth

Arts Council Korea defines various actors in the arts ecosystem—including artists, public arts and culture institutions, social enterprises, and sponsoring companies—as collaborative partners, strengthening partnerships with them and continuously seeking shared growth measures. Through steady communication and collaboration with stakeholders, the Council is expanding the public nature and sustainability of the arts field together.

Shared Growth Procurement

Arts Council Korea is promoting shared growth procurement to revitalize the local economy and achieve shared growth with small and medium-sized enterprises (SMEs). By establishing a government-recommended policy menu on the internal intranet, the Council manages monthly implementation status according to procurement targets. Additionally, the Council participates in SME product and green purchasing product procurement briefings and preferential consultation sessions for social enterprise and social economy products to raise awareness about shared growth procurement. As shared growth indicators, the Council exceeded government-recommended policy targets for social enterprises, social cooperatives, and relocated regions, and continues shared growth procurement with various enterprises including disability-owned enterprise products and SME products.

Shared Growth Metrics



Fair Contract Order for Shared Growth

Arts Council Korea has strengthened practical financial support by shortening the contract advance payment deadline and expanding the payment limit up to a maximum of 80% to reduce the initial operational burden on partner organizations. In particular, small-value private contracts above a certain amount have also been included in advance payment eligibility, improving partner organizations' cash flow security. Furthermore, by minimizing duplicate document submissions during contract implementation and introducing standardized forms, the Council has reduced administrative burden on partner organizations while enhancing the accuracy and efficiency of internal execution. These improvements contribute to forming fair and trust-based contractual relationships with partner organizations.

Shared Growth between private Sector and Arts Community through Expanded Arts and Culture Sponsorship

Arts Council Korea is working to create a private sponsorship ecosystem for spreading artistic value through the arts and culture sponsorship certification system. To enable arts and businesses to form partnerships and achieve shared growth together, the Council certifies companies and organizations that have conducted exemplary arts and culture sponsorship intermediary activities and created outstanding sponsorship achievements as arts and culture sponsorship intermediary organizations and excellent organizations.

In particular, in 2024, the Council promoted research to provide humanities education to employees of certified companies, conduct certification benefit satisfaction surveys, and develop new benefits. Additionally, to encourage many organizations to take interest in and participate in the certification system, the Council opened a certification system promotion booth at the Korea Social Value Festa. To date, the number of certified arts and culture sponsorship companies and organizations has reached an all-time high of 78 (cumulative).

Expanded Cooperation with External Partner Organizations

Arts Council Korea has expanded the foundation for arts and culture enjoyment through active linkages with public and private partner organizations and strategically attracted external resources for implementing cultural policies. In particular, the Council is realizing mutually beneficial partnerships through various cooperation models including community arts education, cultural enjoyment programs linked with public transportation facilities, and joint operation of international cultural events. As of 2024, the number of memorandums of understanding (MOUs) signed reached a total of 185, an increase of 161 from the previous year, expanding the cooperation foundation.

Arts Education Cooperation with Naju City Bitgaram Elementary School

In collaboration with Naju City Bitgaram Elementary School, Arts Council Korea operated Arts Plus Classes as an arts education program for all grade levels, with participation from artists and regional arts organizations. Through classes in six genres including theater, architecture, visual arts, music, literature, and film, a total of 882 students accumulated diverse creative experiences and shared outcomes with the local community through a performance sharing event. This project has secured budget from Naju City and is scheduled to expand to six elementary schools in 2025.

Cultural Enjoyment Cooperation with Korea Airports Corporation and Korea Railroad Corporation

Arts Council Korea signed memorandums of understanding with Korea Airports Corporation and Korea Railroad Corporation and promoted the street arts program Exciting Arts Journey at public transportation hub spaces. By operating audience-participatory performances such as circus and drawing shows at major domestic airports including Jeju, Gimhae, and Gimpo and railway stations, the Council expanded cultural enjoyment opportunities and received positive responses from general passengers and local residents.



Arts Plus Class Event



2024 Incheon International Airport Good to Great Performance



View of Gangneung Station Spring Family Outing Performance



2024 Venice Biennale Special Exhibition "Every Island Is a Mountain" Opening Ceremony

Winning of Receipt of Arts and Culture Collaboration Organization Award through cooperation with Incheon International Airport Corporation

Arts Council Korea signed a cooperation MOU with Incheon International Airport Corporation in 2022 to expand arts and culture enjoyment and has held arts and culture exhibitions annually since then. In 2024, the Council jointly held the performance "Good to Great 4.0" to commemorate the Phase 4 expansion opening of Incheon International Airport Corporation's Terminal 2, and provided new arts experiences by presenting street arts performances for the first time. As a result, the Council received the Arts and Culture Collaboration Organization Award of the Year at the Incheon International Airport Corporation ICN Awards, and will continue to work together toward development as an arts and culture airport in the future.

Venice Biennale Korea Pavilion Operation Cooperation with Hyundai Motor Company and Others

Through the 2024 Venice Biennale special exhibition "Every Island Is a Mountain," Arts Council Korea commemorated the 30th anniversary of the Korea Pavilion's establishment and expanded the foundation for exchanges with the international art world. In collaboration with multiple private sponsoring organizations including Hyundai Motor Company, Korean Air, Shinhan Bank, Hermès, and Lush Korea, the Council successfully operated exhibitions and supplementary programs that raised the global profile of Korean contemporary art by linking total sponsorship worth approximately 1.2 billion won. In particular, approximately 300 figures from the domestic and international art world, including past Korea Pavilion artistic directors and artists, attended the "Night of Korean Art" opening event co-hosted with Hyundai Motor Company.

Providing Work Experience for Artists

Arts Council Korea is expanding operation of field-centered work experience programs to support practical career development for artists. ARKO Art Center hired three emerging professionals to strengthen practice-based expertise.

Additionally, one intern who participated in 2023 through the arts field intermediary personnel internship was converted to a regular employee in 2024. This program is operated with focus on establishing a foundation for sustainable job linkages and career growth for artists beyond one-time support, and the Council plans to continuously expand the scope of cooperation to create stable jobs and improve working environments within the arts and culture sector in the future.

Provide career exploration opportunities

- Provide practical experience in public art museums through field training at public art museums for arts students
- Cultivate intermediary personnel between arts and culture donors and sponsorship recipients through arts and culture sponsorship intermediary specialist training program
 - Provide competency-strengthening education focused on practical work such as proposal writing, communication, and fundraising

Public work experience

- Support visual arts field training at ARKO Art Center and Insa Art Space, and provide education and workshop opportunities for cultivating emerging professionals
- Conduct comprehensive operational field training through arts and culture sponsorship intermediary internship

Creating a Fair Working Environment in the Arts and Culture Sector

The Arts Council Korea is promoting various employment support and creative support policies to create a fair and sustainable working environment throughout the arts and culture sector. The Council has enhanced livelihood stability for artists by extending the operation period of artist employment stability programs such as stage technician internships and writers-in-residence, and by increasing labor cost rates.



Performing arts professional workforce capacity building workshop

Creating Jobs for Artists Linked to Institutional Programs

Arts Council Korea operates various institutional program-linked programs to create sustainable arts and culture jobs based on artists' expertise. Centered on regional cultural infrastructure and living SOC spaces, the Council identified positions reflecting artists' characteristics such as writers-in-residence, artist curators, and senior art mentors, and created a total of 578 arts jobs by linking them with programs involving local resident participation. These projects not only provide artists with stable work experience but also serve as a foundation for realizing organic circulation between local communities and the arts ecosystem.

Region-specific Jobs	Job Sharing through Arts
<p>Regional literature curators, writers-in-residence at literature infrastructure</p> <p>Create living SOC-based jobs that support the livelihood stability of literature writers (literature curators) and operate literature programs for local residents centered on regional literature infrastructure</p> <p style="background-color: #f1c40f; padding: 5px; text-align: center;">Support 69 facilities, create 69 jobs</p> <p>Small art museum with senior docents</p> <p>Operate exhibition guides (docent guardians) from the senior generation (middle-aged and older) who connect artworks and visitors at small art museums, which are regional living SOC cultural facilities</p> <p style="background-color: #f1c40f; padding: 5px; text-align: center;">Support 10 facilities, create 21 jobs</p>	<p>Regional response to population decline through culture, virtuous cycle of regional jobs</p> <p>Plan and operate local resident participatory arts and culture programs to address population decline and regional extinction issues (6 regions)</p> <p style="background-color: #f1c40f; padding: 5px; text-align: center;">Create jobs for 342 people</p> <p>Humanities senior mentors you can meet throughout the nation</p> <p>Life Sharing Classroom: Mentoring for children and youth through humanities by mentors in their 40s to 70s</p> <p style="background-color: #f1c40f; padding: 5px; text-align: center;">Create jobs for 146 seniors</p>

		
<p style="background-color: #8e44ad; color: white; padding: 5px; text-align: center;">Strengthen employment stability</p> <ul style="list-style-type: none"> Extend employment retention period for artists (stage technician internships, writers-in-residence) 	<p style="background-color: #8e44ad; color: white; padding: 5px; text-align: center;">Guarantee creative activities</p> <ul style="list-style-type: none"> Improve working environment reflecting writers' characteristics Writer networking programs, workshops for enhancing artist capabilities, new support for overseas training, etc. 	<p style="background-color: #8e44ad; color: white; padding: 5px; text-align: center;">Support career transition</p> <ul style="list-style-type: none"> Provide career transition education and professional consulting considering the characteristics of dancers with early retirement ages

ARKO One-Stop Employment Matching Platform

Arts Council Korea planned and operates the ARKO One-Stop Employment Matching Platform to address structural problems within the arts and culture industry ecosystem such as early retirement of artists, economic instability, and lack of recruitment information. This platform is an online-based employment linkage system to support practical job matching between job seekers and employers, providing job information across various arts and culture positions, and connecting customized employment opportunities by linking with offline events such as job fairs. In particular, in 2024, the Council newly planned a customized fair for literature facilities and writers, expanding the scope of employment matching in the literature field, and recorded the achievement of a total of 4,025 people participating in the platform annually. Through this, the Council contributes to the career sustainability of artists and improvement of the arts and culture sector job ecosystem.

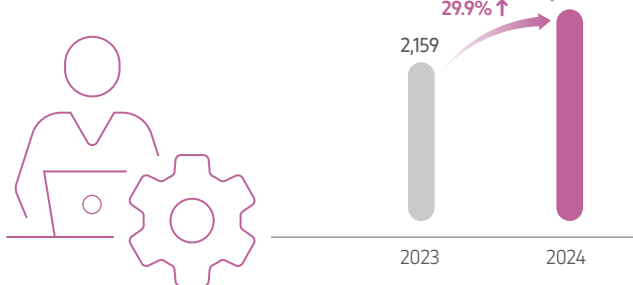
ARKO Arts Personnel Support Online Job Market where all genres gather

Arts and culture workforce recruitment information at a glance!
Job matching platform between arts and culture job seekers and employers

2,805people



ARKO Job Market pre-registrants (people)



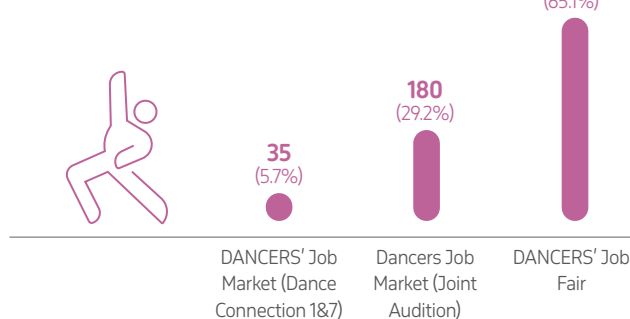
DANCER' JOB Market & JOB Fair for dancers nationwide

Match dancers and choreographers as a baseline, and connect diverse employment opportunities including arts administration

617people



617 dancers, career opportunity connections (people)



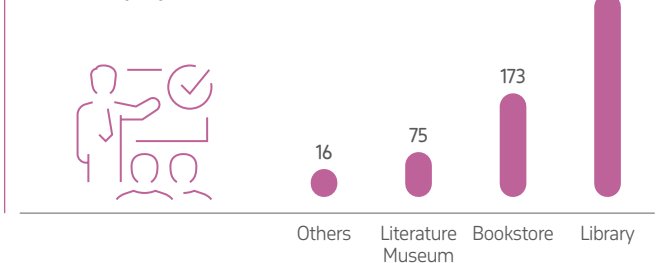
Literature Writers Online Matching Fair, NEW launch considering literature facilities and writers

Support matching between literature-based facilities such as libraries, literature museums, and bookstores seeking to hire writers-in-residence and applying writers

603people



Literature Writers Matching Fair competition ratio 8.6:1 (people)

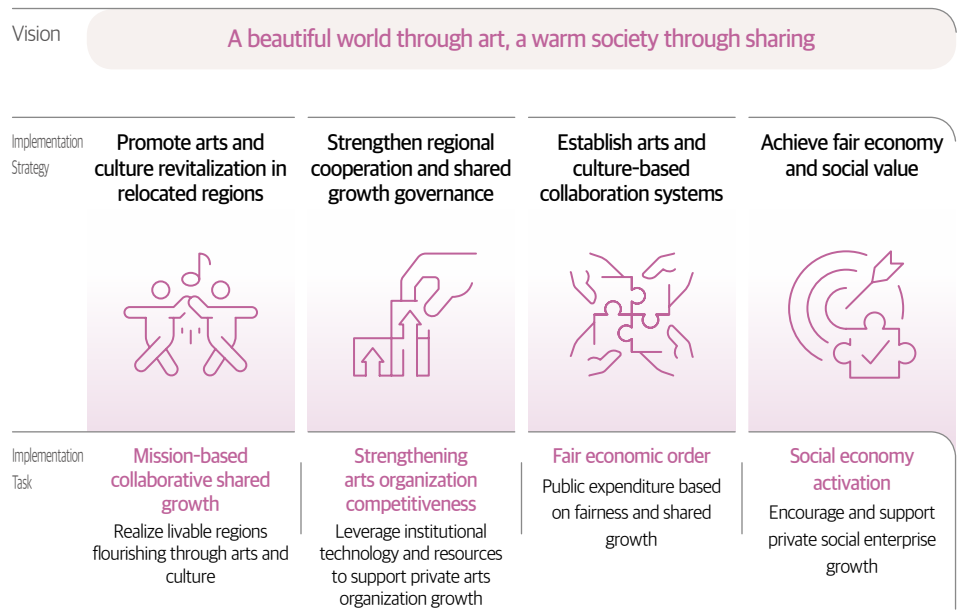


Community Value Creation

Reflecting the characteristics of its mission, Arts Council Korea is promoting community revitalization activities through arts and culture, and pursuing shared growth for arts and culture support and balanced development throughout regions. The Council is continuously expanding practical linkages such as collaboration with regional arts and culture organizations and operation of region-specific programs, and these efforts contribute to enhancing cultural accessibility and participation opportunities for local residents.

Regional Shared Growth Implementation Direction

Based on analysis of internal and external environments, Arts Council Korea has established implementation strategies and action tasks to realize regional shared growth through arts and culture. Centered on “support for arts and culture revitalization in relocated regions,” “strengthening regional cooperation and shared growth governance,” “establishing arts and culture-based collaboration systems,” and “realizing fair economy and social value,” the Council has set major tasks including strengthening arts organization competitiveness, supporting private arts organization growth, fair public support, and social economy activation. Through this, the Council is promoting sustainable development and public interest-based balanced growth of regional arts and culture ecosystems.



Implementation Organizations

Arts Council Korea operates a collaborative system consisting of discovery, operation, cooperation, participation, and consultation for systematic promotion of regional shared growth and social contribution activities. Business departments are responsible for planning social contribution programs and establishing a foundation for voluntary volunteer participation, while the People & Culture Team oversees overall operations including volunteer corps recruitment, training, and cooperation with related organizations. The ARKO Sharing Volunteer Corps performs its role as a participating entity through program application, participation, and provision of feedback opinions.



Life Cycle-based Community Contribution Programs

Arts Council Korea supports all members of the local community to enjoy cultural opportunities through customized arts and culture programs for each life stage, and these practices are created together based on voluntary participation and collaboration by employees of the “ARKO Sharing Volunteer Corps.” Additionally, by planning and operating various contribution activities that reflect the characteristics of each life stage from children to seniors to the general public and regional conditions, the Council is continuously spreading practical value creation in local communities and region-centered shared growth models.

Children



Art Trail Picnic, Children's Arts Festival
Operate children's arts festival combining performances, exhibitions, and experiences for preschoolers through elementary school students, providing cultural enjoyment opportunities for local children



Bitgaram Dream School, Youth Arts Career Experience
Operate hands-on participatory classes by planning arts career exploration program "I'm an Actor Too" focusing on theater, stage experiences, and other arts professions for youth



Dream Package, ARKO x aT Collaboration
Produce and donate customized arts and culture kits for youth in population decline areas of Gwangju and Jeonnam, providing arts experience opportunities



Donation of Art Healing Kit to Good Neighbors
Have employees directly produce and deliver art healing kits to multicultural and protected youth in Gwangju-Jeonnam region, providing both emotional support and cultural access opportunities

University Students



Literature Week Eve Event "Talk! Talk! Literature Energy Power Plant"
Operate literature engagement events including literature lectures and performances for university students and young people in connection with Literature Week, expanding literature enjoyment opportunities

Elderly



Naju Myeongha Village One Company-One Village Shared Growth Program
Operate daily life-oriented arts and culture activities such as cooking classes, natural pillow cover making, and viewing exhibitions by artists with disabilities for senior citizens in Naju Myeongha Village



Donation Campaign
Resolve regional blood supply shortages through blood donation campaign with employee participation



"Fall in Art"
Expand regional cultural enjoyment foundation and strengthen arts touchpoints by providing free curated performances across various genres including theater, dance, and music for Naju citizens



"Art Tree Gala Concert"
Presented a variety of performing arts — including jazz, pop, vocal music, and musicals for local residents and arts and culture sponsors



"ART FOR;REST Festival"
Donation-based festival for all citizens combining performances and experiences, serving as an arts and culture sponsorship festival where all generations enjoy and participate together through arts as a medium



ARKO PICK
Provide excellent content across various genres (theater, dance, music, traditional arts) through performance program for locals, planned with Naju City for institution's relocation 10th anniversary

Community

Art Trail Picnic, Children's Arts Festival

Arts Council Korea conducted "Picnic with the Arts" for children, consisting of various arts and culture and experiential programs including performances and exhibitions, arts experiences, and puppet shows.

This initiative is particularly significant in that it provided arts and culture experiences to children in the local community through organization-wide collaboration, with a total of 956 children and family audience members participating through spring and fall season programs. Additionally, while the event had previously targeted preschool children, in 2024 the program was advanced by expanding the target audience to include upper elementary school students.



Art Trail Picnic, "Matju and the Magical Stone" Performance



Art Trail Picnic, "Comedy Circus"

Bitgaram Dream School, Youth Arts Career Experience

Bitgaram Dream School is a program succeeding Daehakro Dream School, which contributed to enhancing understanding and interest in arts and culture through stage arts experiences with participation from over 3,000 middle school students from 2017 to 2019. This program was designed to expand the foundation of arts and culture throughout Jeonnam and Naju. In collaboration with the Naju Future Education Support Center, the program consists of theater field experiential programs such as "I'm an Actor Too," supporting youth to directly experience arts and culture-related careers and envision their futures. Beyond experiences, the program conducted on-location acting education and video production presentations at the Naju headquarters facility. Program satisfaction was 100%, and the Council plans to continue conducting arts and culture career programs for youth in the future.



2024 Bitgaram Dream School "I'm an Actor Too" Performance Showcase Opening Ceremony



Scene from 2024 Bitgaram Dream School "I'm an Actor Too" Performance Showcase

Dream Package, ARKO x aT Collaboration

In collaboration with Korea Agro-Fisheries & Food Trade Corporation (aT) and Save the Children, Arts Council Korea delivered packages containing agricultural and fishery products along with literature books to low-income families and youth transitioning out of care in the Gwangju and Jeonnam regions.

This project is a collaborative social contribution program designed to realize social value in ESG management, simultaneously promoting healthy living support and expanded cultural access opportunities for regional youth. Employees participated directly in the package production and delivery process, with support provided to a total of 80 households over three months.



Dream Package Support Project Items



Dream Package Social Contribution

Donation of Art Healing Kit to Good Neighbors

Arts Council Korea collaborated with Good Neighbors to implement a customized social contribution program for children and youth in local communities. The Council donated water and other items to support healthy leisure activities at a sports event attended by approximately 1,000 protected children and youth preparing for independence from across the nation. For 50 multicultural youth in the Gwangju and Jeonnam regions, the Council operated a participatory sharing program where employees personally delivered art healing kits and handwritten letters. Notably, the art healing kits were produced using “Yenassi,” the seed character of Art Tree, Arts Council Korea’s sponsorship promotion mascot, and approximately 50 employees participated directly, further strengthening bonds with the local community.



Composition of Good Neighbors Art Healing Kit

Literature Week Eve Event “Talk! Talk! Literature Energy Power Plant”

In collaboration with Korea National University of Science and Technology, Arts Council Korea held the Literature Week Eve Event “Talk! Talk! Literature Energy Power Plant” to expand cultural enjoyment opportunities for young people in the local community and promote consensus-building through literature. This event was a program planned and participated in directly by science and engineering university students at its core, contributing to promoting convergent thinking between literature and engineering through science fiction novels as a medium and spreading literature enjoyment culture within local universities. In particular, by organizing various segments where authors and readers communicate in real-time, the event enabled young people to naturally experience worldviews and life philosophies within literature, thereby contributing to emotional growth and enhanced cultural sensitivity among young people in the local community.



Literature Week Eve Event Talk! Talk! Literature Energy Power Plant Event Site

Naju Myeongha Village One Company-One Village Shared Growth Program

Arts Council Korea resumed the one company-one village sisterhood program to expand cultural enjoyment opportunities for local senior citizens and realize shared growth between urban and rural areas. The “ARKO Sharing Volunteer Corps” visited Naju Myeongha Jjokbit Village to share meals with village elders and local residents and operate an experiential event where participants together created natural dye souvenirs, strengthening emotional bonds with the local community. Notably, to commemorate the 10th anniversary of the sisterhood relationship, the Council co-hosted a special exhibition by an artist with disabilities affiliated with Arts Council Korea, expanding arts participation opportunities for culturally marginalized groups and contributing to realizing inclusive culture together with the local community. This initiative is expected to continue as a sustainable regional shared growth activity in the future.



Naju Myeongha Village One Company-One Village Shared Growth Program “Special Exhibition by Artists with Disabilities”

Joint Blood Donation Campaign

Arts Council Korea conducted a blood donation campaign together with relocated public institutions in Naju Innovation City. This campaign was co-hosted by relocated public institutions (Korea Institute of Planning and Evaluation for Technology in Food, Agriculture and Forestry, and Korea Creative Content Agency) and the 4-H Federation composed of Naju young farmers. A total of 57 employees participated in blood donation, and the collected blood was donated to Hwasun Chonnam National University Hospital and delivered to patients requiring transfusions. Moving forward, the Council plans to continuously discover social contribution collaboration programs for the local community together with relocated public institutions.



Blood Donation Campaign

Community Service Activities with Public Engagement

Based on the public nature and social responsibility of arts and culture, Arts Council Korea operates public participation programs that enable all citizens to enjoy the arts and participate in social contribution. In particular, with shared growth with local communities as a core value, the Council is developing practical social value creation activities that link regional cultural ecosystem revitalization with the spread of donation culture. From curated performances for local residents to arts and culture festivals connecting urban areas and nature, and donation-linked programs based on public-private partnerships, these initiatives are being created together by local communities, citizens, and the public sector.

Fall in Art

On the occasion of the 10th anniversary of the relocation of public institutions to the Naju region, we carried out the public participation performance project Fall in Art in collaboration with five public institutions including Korea Electric Power Corporation (KEPCO), KEPCO KDN, KEPCO KPS, and Korea Power Exchange, to expand cultural and arts enjoyment opportunities for Naju residents and improve living conditions. Public institutions and local governments collaborated to co-plan and operate free performances across diverse genres, with a total of 1,853 people participating as audience members. Notably, participant satisfaction was very high at 99%, and the performances, operated through advance reservations, created an environment for autonomous cultural participation by local residents. This project was linked with community contribution activities in the region, with participation by employee volunteers, and some performances were implemented as donation-based sponsorship projects, functioning as a public-private collaborative cultural dissemination model.

Art Tree Gala Concert Performance

Arts Council Korea held the 2024 “Art Tree Gala Concert” for local residents and arts and culture sponsors. In collaboration with New Seoul CC, the Council opened a golf course that is typically difficult for the general public to access and presented performing arts across diverse genres including jazz, pop, vocal music, and musicals for local residents and arts and culture sponsors. Additionally, the Council invited local residents and operated small-scale “Salon Concerts” once or twice monthly from August to October 2024. Notably, all sponsorship funds collected through year-round campaigns and concerts at New Seoul



2024 Art Tree Gala Concert Performance

CC were delivered to the “ARKO Dream Field Theater,” which was reborn as a dedicated theater for children and youth following the Hakjeon Small Theater in Seoul’s Daehakro area, creating a virtuous cycle system of regional revitalization and social contribution.

“ART FOR;REST Festival”

Arts Council Korea held the participatory festival 2024 “ART FOR;REST Festival,” which enables all citizens to enjoy the arts and participate in donations. Aiming to realize social value through arts and culture, this event provided approximately 9,000 audience members with opportunities to enjoy culture and contributed to spreading arts sponsorship culture through performances and experiential content spanning all generations. Notably, all ticket revenues were donated to the creation of the “ARKO Kkumbat Theater,” a dedicated space for children and youth, and the Council invited Culture Nuri Card beneficiaries, child and youth welfare organizations, and youth preparing for independence to provide equal cultural experiences to groups with low cultural accessibility. Additionally, by organizing various programs including food zones, play areas, and corporate sponsorship booths, the Council realized a social participation model that combines donation and experience. Multiple private companies voluntarily donated goods and portions of proceeds, creating an arts sponsorship ecosystem based on public-private collaboration.



2024 ART FOR;REST Festival

ARKO PICK

To commemorate the 10th anniversary of the institution’s relocation to Naju and promote shared growth with the local community, Arts Council Korea operated the curated performance series ARKO PICK. This program was designed to enable local residents to enjoy high-quality arts and culture in their daily lives and increased cultural accessibility and responded to regional cultural demand by providing free performances across various genres including theater, dance, classical music, and traditional arts. Notably, the program achieved high satisfaction among local residents by allowing them to enjoy high-quality performances without having to travel outside the region to Seoul or Gwangju, resulting in approximately 3,000 citizens visiting the performance venues. Through this program, the Council realized regional cultural ecosystem revitalization and social responsibility as a public arts institution, and established a foundation for expanding this as a sustainable community contribution model in the future.

Response to Regions at Risk of Extinction

Arts Council Korea implemented the “Cultural Regional Revitalization Project in Response to Extinction Crisis” in collaboration with selected organizations in six regions (Goseong in Gangwon, Taebaek in Gangwon, Ganghwa in Incheon, Gangjin in Jeonnam, Yeongju in Gyeongbuk, and Ulleung in Gyeongbuk). This project selected six regions from among 36 regions proposed through a public call in March 2024 and carried out 41 projects together with 26 partner organizations. By leveraging regional characteristics and bringing together local residents, institutions, and artists to conduct theater performances, film festivals, and other activities, the project enabled regional revitalization through arts and culture as a medium. Through this, the project formed a relational population of 8,742 people with village residents and contributed to improving conditions for enjoying arts and culture in the regions.

After completing the projects, various stakeholders including planners, artists, and local residents collaborated through the “From Extinction to Rising Star” performance sharing event to share achievements from the year-long projects. Additionally, arts and culture networking and achievements were disseminated through a program on the theme of “regional extinction” at the Korea Culture and Tourism Fair, with a total of 1,605 participants. Through this dissemination, the project was referenced as an “excellent case of population extinction response project” at the National Assembly-hosted Social Advanced Nation Forum, contributing to the expansion of related projects in the future.

Collaborative Project Activities in Six Regions

Goseong, Gangwon	Taebaek, Gangwon	Ganghwa, Incheon	Gangjin, Jeonnam	Yeongju, Gyeongbuk	Ulleung, Gyeongbuk
 <p>Art-cation Festa</p> <p>The Goseong Cultural Foundation operated “Art-cation Goseong, Living in Myeongpa for a Month,” centered on Myeongpa Village, the northernmost village on the east coast, where 12 young artists presented a festival utilizing 16 spaces across various genres including crafts, dance, visual arts, music, and theater. Through this, the foundation connected regional resources as a creative foundation, created a virtuous cycle structure where artists’ content attracts visitors, and contributed to regional revitalization.</p> <p>Hold exhibitions and performances in 16 spaces</p>	 <p>Black Sounds</p> <p>The Tantan Village Management Social Cooperative, led by young arts and culture planners, operated the “Arts and Culture Starter School” and enhanced local residents’ cultural accessibility through the production of works themed on mining culture. Subsequently, in October 2024, the cooperative held the “Black Sounds” performance, bringing vitality through various genres, and contributed to broadening the colors of regional culture while preparing for the establishment of a larchiveum in the future.</p> <p>Invite various artists and hold ‘Black Sounds’ curated performance</p>	 <p>Jamsi Island Adventure</p> <p>Cheongpung Cooperative established the “Ganghwa Universe” network based on the “exploration-migration-settlement” stages. The cooperative expanded into space operations (lounge, guesthouse, goods shop, etc.) and in October 2024 held the creative workshop “Jamsi Island Adventure” with participation from 300 young people. Through programs where local residents and artists collaborate, the cooperative generated 1,200 annual visitors and an economic impact of 400 million won, contributing to regional development.</p> <p>1,200 visitors creating economic effect of more than KRW 400 million (estimated)</p>	 <p>Jomankan Concert</p> <p>The Gangjin County Culture and Tourism Foundation discovered and branded regional culture through the “Gangjin Culture Mining Team” and disseminated regional identity through merchandise production. Additionally, the foundation operated the “Jomankan Project,” a performing arts program planned and participated in directly by county residents, and held the first “Jomankan Concert” in 2024, strengthening resident-centered cultural activities and contributing to enhancing the value of regional cultural resources.</p> <p>Increase of visitors by more than 162%</p>	 <p>Romanticism Festival</p> <p>Cloud Cultures operates a complex cultural space based at Sobaeksan Art Village, which utilizes an abandoned school, and successfully held performances that attracted approximately 3,000 visitors in 2024. Additionally, the organization resumed the discontinued “Romanticism Festival,” organizing performances and exhibitions with participation from 50 young artists, connecting young creative capacity with the region and contributing to expanding the arts and culture foundation.</p> <p>‘Romanticism Festival’ with participation from over 50 young artists nationwide</p>	 <p>Korea's easternmost film festival</p> <p>Nomador held the 6th edition of “Korea’s Easternmost Film Festival,” recording the highest audience attendance ever, and shared Ulleung Island’s stories by screening 12 out of a total of 207 films since 2019. Additionally, in fall 2024, Nomador presented original music through the “Ulleung Music Port Truck” to an audience of 134 people, contributing to establishing Ulleung Island as a stage for culture and arts.</p> <p>‘Ulleung Music Port Truck’ concert with 134 attendees</p>

Governance



- 79 Transparent and Professional Management
- 82 Trusted Ethics and Compliance Management
- 86 Innovative Activities Driving Changes
- 87 Proactive Risk Management

Key Performance

8th Period Council Meeting

21 times

Female Member Ratio

58%

Winner of the Gender Equality Culture Award of the Year

100%

Ministry of Culture, Sports and Tourism

Satisfaction with Fair Review

5.5 %p

Up from the Previous Year

Background

Governance of an organization must fulfill its responsibility and role as the highest decision-making body to enhance the value of the institution and culture and the arts as a whole by converging and coordinating the diverse interests of stakeholders. Additionally, the ethical environment and conditions of business operations must reflect international norms and meet the expectations of stakeholders in the era of the Ethics Round.

Management Approach

Arts Council Korea strives to strengthen the sustainability of the cultural and arts industry by establishing sound and transparent governance. Additionally, the Council is committed to creating a practical and predictable business environment through compliance with ethical and regulatory management practices, continuous innovation activities, and proactive risk management.



Transparent and Professional Management

The Board of Arts Council Korea serves as the highest decision-making body based on Articles 30 and 32 of the Culture and Arts Promotion Act. It is responsible for gathering and reconciling diverse stakeholder interests while ensuring alignment with government policies and the advancement of social value. The Board deliberates and approves key matters such as ARKO's mid- to long-term management direction, major projects, and budget execution. It also oversees risk management across all operations and makes strategic decisions to strengthen organizational sustainability, thereby fulfilling its role in transparent and professional governance.

Composition and Functions of the Council (the board of directors)

Arts Council Korea is composed of up to fifteen experts appointed by the Ministry of Culture, Sports and Tourism for the purpose of ensuring the public nature and professionalism of arts and culture governance. The Chairperson is elected by and from among the Council members. The Council deliberates and advises on the organization's major policies and programs, convening regular and ad-hoc meetings as necessary. Through these processes, ARKO has established a governance framework that enhances transparency and accountability. In particular, the Council ensures diversity and representation by considering balance across gender, generation, and professional fields. It also plays a central role in setting policy directions and implementation plans that shape the overall cultural and artistic ecosystem. As the primary decision-making body of a public institution, the Council fulfills its responsibilities by reviewing the organization's vision, mid- to long-term strategies, budget and performance management, and the relevance and effectiveness of key initiatives, thereby driving the integrity and effectiveness of ARKO's governance system.

Category	Name	Career	Term
1	Byoung-Gug Choung	Current) Chairperson of Arts Council Korea	2023.01.10.~2026.01.09.
2	Mi-Ra Kim	Current) CEO of IAN P&K	2023.01.10.~2026.01.09.
3	Jin-Gak Kim	Current) Professor of Cultural Arts Management at Sungshin Women's University	2023.01.10.~2026.01.09.
4	Eun-Joo Bae	Current) Executive Director of the Korean Federation of Disability Culture and Arts Organizations	2023.01.10.~2026.01.09.
5	Seung-Mi Suh	Current) Professor of Music Education at Kyongin National University of Education	2023.01.10.~2026.01.09.
6	Hun-Kyoung Lee	Current) Representative of the Jeja Baekga Theater Company	2023.01.10.~2026.01.09.
7	Mi-Jin Chang	Current) Writer	2023.01.10.~2026.01.09.
8	Ki-Sook Sung	Current) Professor of Korea National University of Arts	2024.08.01.~2027.07.31.
9	Chi-Sun Wang	Former) Member of the Asian Culture Hub City Development Committee	2024.08.01.~2027.07.31.
10	Kap-Young Choung	Current) President of the National Museum Complex Integrated Operations Support Center	2023.01.10.~2026.01.09.
11	Moon-Mo Goo	Current) Research Professor of Halla University	2024.08.01.~2027.07.31.
12	Sung-Tai Hong	Current) Emeritus Professor at Hanyang University College of Business	2023.01.10.~2025.04.10.

Independence, Expertise and Diversity of Council

Arts Council Korea ensures independence and professionalism through a governance framework that enables private sector experts to engage in public affairs while fostering collaboration between the public and private sectors. The majority of the Board members are external expert, and the selection process is conducted with strict screening of each candidate's background, affiliations, and any legal disqualifications to maintain fairness and transparency. The committee is composed of external members with extensive expertise and experience in the arts and culture field who are highly esteemed for their knowledge and integrity. Furthermore, the Council has strengthened its institutional autonomy, independence, and diversity through the introduction of an internally elected Chairperson system under the amended Culture and Arts Promotion Act and the implementation of chairperson election system.

Prevention of Conflicts of Interest and Transparency Enhancement

Arts Council Korea operates a rigorous conflict of interest prevention system to ensure the fairness and transparency of its governance. In accordance with the Guidelines on the Prevention of Conflicts of Interest for Arts Council Korea, any Council member who has a direct interest in an agenda item is required to recuse themselves from the deliberation and advisory process. This safeguards the objectivity and impartiality of Council decisions. From the nomination stage, ARKO thoroughly reviews candidates' institutional affiliations, prior professional activities, and participation in related projects to preempt potential conflicts of interest. During meetings, members are asked to declare any relevant interests for each agenda item, and instances of recusal are formally recorded to strengthen procedural transparency. Moreover, the Council maintains detailed meeting minutes and discloses information on Council composition and agenda outcomes to the public, thereby reinforcing trust within the arts community and local society. These practices serve as a critical foundation for accountability and social responsibility as a public institution.

2024 Results of Conflict of Interest Prevention Compliance Inspections



Efforts to Stabilize Public Resources of the Culture and Arts Promotion Fund

Arts Council Korea has made dedicated efforts to ensure the stable operation and long-term sustainability of the Culture and Arts Promotion Fund. As part of these efforts, ARKO jointly hosted the "National Assembly Forum on Stabilizing the Culture and Arts Promotion Fund" on November 1, 2024, together with members of the Culture, Sports and Tourism Committee and the Strategy and



National Assembly Forum on Stabilizing the Culture and Arts Promotion Fund Resources

Finance Committee of the National Assembly. The forum served as a platform for in-depth discussions on improving the fund's financial structure and enhancing its policy effectiveness. Experts in cultural economics, taxation, and arts management, along with artists from the field, explored topics such as diversification of funding sources, enhancing policy effectiveness, and public utilization strategies. More than 100 participants from the cultural and arts sector attended, building a broad consensus on the importance of securing fund stability. Insights and policy recommendations from the forum have been incorporated into ARKO's mid- to long-term fund management strategy, enabling the Council to play a leading role in fostering a collaborative policy governance model among the National Assembly, government, and ARKO.

In addition, ARKO implemented a liquidity-focused investment strategy to minimize risk and ensure fund stability despite volatility in the financial market. The proportion of short-term assets was increased from 41% in 2023 to 89.6% in 2024 to secure sufficient liquidity and thorough inspection was conducted through institutional measures with the management committee. ARKO will continue to utilize the fund stably and improve institutions based on public accountability and transparency.

Fund Management



Council Operation

Arts Council Korea holds regular Council meetings to establish transparent operations and a responsible decision-making system. The Council functions as the institution's highest decision-making body where strategic discussions on major matters including arts support policies, organizational operations, and institutional improvements take place. The Council ensures both expertise and representativeness by engaging private sector experts and members from diverse fields. Notably, the Board's operations are structured on the basis of regularity and substantiveness, enabling the Council to respond sensitively to changes in the arts support environment and to establish major policy directions swiftly. Through these regular meetings, Arts Council Korea realizes transparency in institutional operations and participatory governance, while continuously strengthening the foundation for strategic policy decisions that foster a sustainable arts ecosystem.

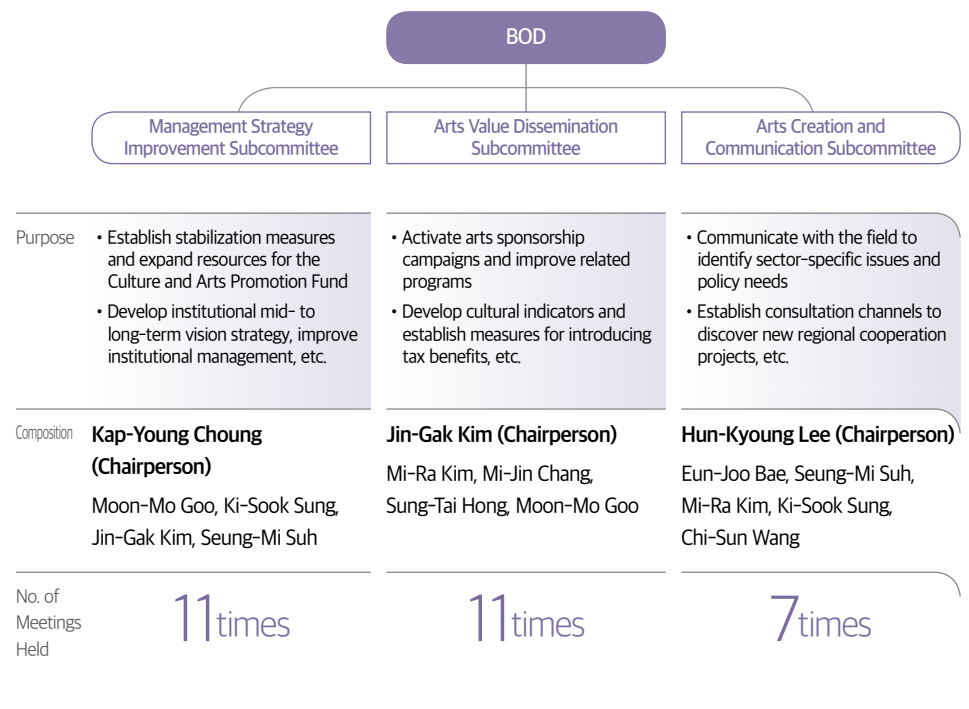
Operation of Subcommittees under the BOD

Arts Council Korea operates subcommittees under the Board, which are structured on the basis of professional expertise, to conduct in-depth discussions on major policies and projects and to provide substantive advisory functions. Each subcommittee is composed considering the expertise of non-standing members and the Council strengthens coordination with relevant departments to ensure substantive feedback throughout the planning and implementation phases of committee projects. This operational system functions as a substantive decision-making support mechanism that enhances policy implementation effectiveness beyond simple advisory roles, contributing to rigorous review of the Board's key strategic initiatives and the provision of concrete implementation directions. Notably, discussions held in each subcommittee are reported to the Board and reflected in official decision-making, serving as a foundation for strengthening the Council's accountability management system. In this manner, the operation of subcommittees under the Board serves as a core mechanism to substantiate ESG governance and enhance the professionalism and credibility of management.

Council Meetings and Activities in 2024



2024 Plenary Meeting of Arts Council Korea



Trusted Ethics and Compliance Management

Arts Council Korea recognizes the importance of acting with integrity in accordance with ethical values in institutional management and business operations. The Council has established an Ethics Charter to set standards for ethical decision-making and manages unethical issues through proactive and preventive activities as well as continuous education programs. The Council is committed to fostering a culture of compliance and ethics unique to the institution by strictly applying a zero-tolerance principle toward unethical conduct.

Ethics Charter

Arts Council Korea has established and organization-wide declared an Ethics Charter to substantively realize ethical management across the organization. The Ethics Charter is a normative framework that codifies the ethical values and standards of conduct that employees should uphold as members of a public institution, emphasizing job performance based on integrity, transparency, and fairness. In 2024, the Council newly established the “ESG Management Regulations” to expand and strengthen the existing ethical management system from an ESG perspective. The practice of ESG management has been clearly defined as a duty of employees and executives. We have promoted the organic connection between ethical management and sustainable management.

Distribution of Integrity Letter from the Institutional Head

In January 2025, Arts Council Korea distributed a Letter on Integrity from the Chairperson to all employees to raise awareness of integrity across the organization. The letter emphasized the establishment of an upright public service culture based on a sense of duty toward culture, arts, and the public, and urged all officers and employees to internalize and practice integrity as a fundamental virtue of public officials. It also declared ARKO’s collective commitment to realizing “Integrity ARKO,” calling for transparent work performance and mutual respect to foster an organizational culture of integrity and encouraging empathy and voluntary participation among staff members. The letter, issued around the Lunar New Year holiday, also included a message of consideration aimed at spreading a positive culture of integrity to families and local communities, effectively conveying the institution’s philosophy of ethics- and human-rights-centered management.



Integrity Letter from the Institutional Head

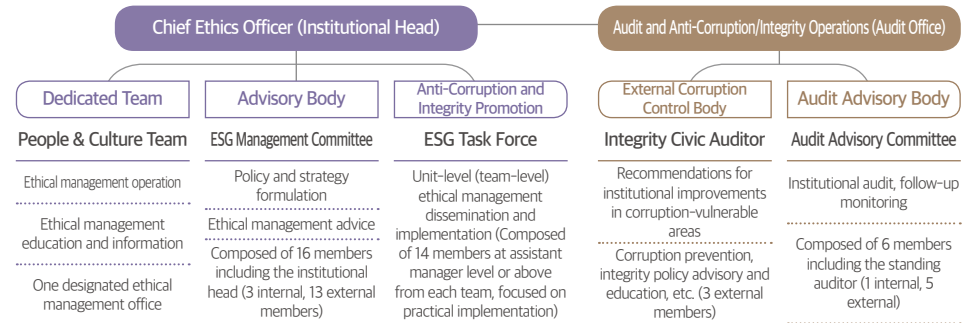
Ethical Management Organization

Arts Council Korea has reorganized related divisions to internalize ethics and integrity throughout the organization. The Council has established the ESG Management Committee as the highest decision-making body for ethical management to deliberate on organization-wide sustainable management strategies and manages and monitors departmental implementation tasks through the ESG Task Force. Additionally, the Council has designated People & Culture Team as a dedicated organization for ethical management, strengthening its capacity to promote a culture of integrity among employees and to respond to human rights and ethics issues.



Arts Council Korea Integrity Civic Auditor Appointment Ceremony

Ethics and integrity are not separate concepts but operate in a mutually complementary manner as core pillars in realizing ethical management. Accordingly, the Council operates the Citizen Auditor system in addition to the dedicated internal audit division to conduct integrity policy consultation and anti-corruption functions from an external perspective. Objective monitoring is further enhanced through an audit advisory body composed of private sector experts, which provides recommendations for institutional improvements. This system functions as a dual control structure that simultaneously ensures ethical decision-making and integrity practices, enabling early detection of compliance risks and prevention-focused responses while strengthening the foundation for internalizing ethical management.



Operation of Corruption Reporting Center and Enhancement of Monitoring System

Arts Council Korea operates both internal and external reporting channels to ensure a systematic response to corruption and unethical conduct. These include the Anti-Corruption and Civil Rights Commission's Integrity Portal for real-name reports and the Red Whistle Hotline for anonymous reporting, improving accessibility so that anyone can easily file a report.

Major reportable cases include acts that harm the public interest such as those affecting public safety, the environment, consumer rights, or fair competition as well as fraudulent claims involving subsidies or grants, including false or excessive billing and misuse of funds. Other reportable issues include violations of the Improper Solicitation and Graft Act (e.g., improper solicitations, acceptance of money or gifts), abuse of authority, misuse of public budgets or resources, and conflicts of interest leading to private gain. In addition, cases of power abuse, human rights violations, and breaches of internal regulations are also subject to reporting. ARKO distinguishes reports according to their nature and processing channel, ensuring that each case is reviewed and acted upon with professional judgment. All whistleblowers are provided strict protection of identity in accordance with relevant laws and regulations.

ARKO Ethics and Human Rights Index

Since 2023, Arts Council Korea has conducted the "ARKO Ethics and Human Rights Index" as a regular assessment to quantitatively evaluate the organization's level of ethical awareness and human rights sensitivity. In 2024, the scope of the survey was expanded beyond internal staff to include external stakeholders, and the evaluation criteria were broadened from a focus on integrity to encompass the entire ESG framework.

The index comprehensively measures perceptions and practices related to workplace ethics, organizational culture, respect for human rights, and social responsibility. Through detailed analysis of scores by category, ARKO identifies areas of weakness and reflects the findings in subsequent training programs and institutional improvements. As a result of these ongoing and proactive efforts, ARKO achieved a Grade 3 rating in the 2023 Anti-Corruption and Civil Rights Commission's Integrity Assessment (announced in December 2023), marking a third consecutive year of improvement. By continuously conducting the Ethics and Human Rights Index, ARKO strengthens internal integrity and human rights awareness while reinforcing accountability and transparency as a public institution.

Internal

ARKO Reporting Center

Real-name

Anonymous

Integrity Portal Reporting [↗](#)

File corruption and public interest reports through the Integrity Portal operated by the Anti-Corruption and Civil Rights Commission.

Red Whistle Reporting

Report with confidence through thorough anonymity protection and information security.
★ Password and unique number must be noted for response verification ★

Mandatory Reporting of Conflicts of Interest [↗](#)

Mandatory reporting of conflict of interest situations such as transactions with private stakeholders or job-related parties, private contact with retirees, etc.

Clean Reporting [↗](#)

Immediately return and voluntarily report if money or valuables are unintentionally received

Communication and Consultation Channels [↗](#)

We listen to employee concerns regarding sexual harassment and assault, ethics and human rights opinions, workplace grievances or improvement suggestions, and HR-related issues

[Experience Integrity Portal Reporting](#) [↗](#)

[Mandatory Conflict of Interest Reporting Manual](#) [↓](#)

External - Corruption Reporting Center

Real-name

Integrity Portal Reporting

File Corruption and public interest reports through the Integrity Portal operated by the Anti-Corruption and Civil Rights Commission.

Anonymous

Red Whistle Reporting

Report with confidence through thorough anonymity protection and information security.

ARKO Integrity Organizational Culture Workshop

Arts Council Korea held the “2024 ARKO Integrity and Organizational Culture Workshop” to enhance employees’ sense of integrity and foster a healthy organizational culture. The workshop was designed to assess the organization’s overall integrity awareness and culture using the CBTI (Clean Balance Type Indicator) integrity behavior assessment, and to discuss practical directions for improvement based on the results.

From June 24 to July 5, 2024, the CBTI assessment was conducted for all employees, with 296 participants completing the survey. Based on the findings, ARKO held two workshop sessions on August 28 in Seoul and September 4 in Naju attended by a total of 178 participants. In the first session, analysis results of the integrity perception index were presented, along with explanations of key issues by position and team, followed by improvement recommendations. The second session featured an interactive communication and empathy program led by a professional instructor. According to a post-event survey, 81% of participants responded positively, indicating a high level of satisfaction. Through this workshop, ARKO strengthened its internal process of diagnosis-feedback-improvement, achieving tangible results in promoting integrity awareness among employees and fostering consensus for continuous enhancement of organizational culture.

Anti-Corruption and Integrity Education

In 2024, the Council diversified its anti-corruption and integrity training programs to enhance awareness of integrity and promote a culture of anti-corruption across the organization. The initiatives included the introduction of specialized job-focused training and the implementation of custom-designed educational programs. The 2024 integrity training was conducted as a mandatory two-hour course, achieving a completion rate of 98.7%, demonstrating the program’s effectiveness and strong organizational commitment to fostering integrity.

Mandatory Education	Elective Education
Abuse of Power Prevention	Understanding of ESG Management
Workplace Harassment Prevention	Fair Ethical Management
Code of Conduct	In-depth Training on Audit Job
Conflicts of Interest Prevention Act	In-depth Training on Ethics Job
AntiOGraft Act	Contract and Accounting Audit



ARKO Integrity Organizational Culture Workshop



ARKO Integrity Self-Assessment Guide

ARKO Integrity Self-Assessment Guide

Arts Council Korea produced the ARKO Integrity Self-Assessment Guidebook, reflecting the results of the Employee Integrity Perception Index and employees’ ideas for promoting integrity. The guidebook serves as a guideline for embedding integrity awareness across the organization and includes key anti-corruption laws as well as practical instructions on how to respond in cases of corruption.

Creation of a Responsible Arts and Culture Environment

Arts Council Korea is enhancing the reliability and accountability of the arts sector by advancing execution standards, strengthening systems to prevent fraudulent receipt of funds, and conducting practical training for the efficient and transparent operation of government subsidies and establishing fair deliberation and contract procedures and a foundation for rights protection.

<p>Strengthen sanctions against entities failing to fulfill subsidy project obligations</p> <ul style="list-style-type: none"> Strengthen sanctions against subsidy recipients for failure to fulfill obligations (unsettled accounts, non-return of funds) and inadequate compliance Reflect strengthened eligibility requirements for support applications through advance notice of the 2024 call for proposals plan 	<p>Respond early to potential fraudulent receipt of funds and take strong measures</p> <ul style="list-style-type: none"> Adhere to four core principles: "receive reports," "respond immediately," "process fairly," and "take strong action"
<p>Establish fair compensation manuscript fee standards</p> <ul style="list-style-type: none"> Analyze data on manuscript fee payment status for 2,765 cases across 38 literary magazines→ Establish unit price standards for seven detailed genres in the literary field (mandatory application in 2024) Fair compensation system: 94.5% (increase of 3.2%p from previous year) 	<p>Monitor fair and safe working environment</p> <ul style="list-style-type: none"> Conduct survey on working environment conditions of cultural and arts institution trainees Inspect key items including compensation system, availability of rest areas, workplace safety, and unfair treatment

Strengthening Transparency in the Culture and Arts Sector

Arts Council Korea established and enhanced a monitoring and inspection system to prevent misconduct related to the Culture Nuri Card program, reinforcing transparency within the arts and culture sector. A comprehensive inspection was carried out for 379 affiliated merchants, strengthening overall management and oversight. Based on on-site monitoring results, four merchants were terminated and four were issued warnings, ensuring that follow-up actions were taken in accordance with inspection findings. ARKO also operates the Culture Nuri Card Misconduct Reporting Center, implementing a structured reporting and response system categorized by type of violation to improve the effectiveness of case handling. In addition, to promote sustainable museum operations, ARKO introduced a corruption risk assessment system aligned with ESG management principles. ARKO Art Center's "Essential Environmental Practice Manual" was expanded to include new anti-corruption and integrity evaluation items, establishing a more detailed diagnostic framework and thereby strengthening the institution's overall standards of ethical management.

New Corruption Risk Assessment Items

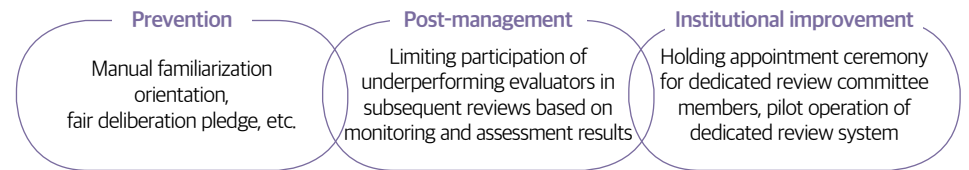
 Establish reporting procedures for all project stages	 Comply with conflict of interest prevention guidelines	 Restrict family hiring when employing part-timers	 Require approval of change proposal when replacing participating artists
--	---	--	---

Creating a Safe Creative Environment and Protecting Rights

In response to structural sexual harassment and power-based sexual crimes in the arts sector, Arts Council Korea has strengthened the protection of artists' rights and systematically established procedures for victim remediation. Throughout all stages of support project processes from announcement through screening, grant disbursement, and settlement, participants and review committee members have been informed of sexual harassment and sexual violence prevention measures and sanctions. The Council has also made prevention education mandatory for entities and participants selected through the Arts Promotion Fund. Furthermore, the Council achieved 100% compliance rate in inspections of anti-sexual harassment and anti-sexual violence measures among private subsidized project operators. Additionally, as part of the performance arts mid- to long-term creative support initiative, the Council supported the development of "2024 Self-Governance Code for Prevention of Sexual Violence and Hierarchical Violence for Safe Working Environments" by New Universe Theater Company, establishing an autonomous response system in the field. Through these efforts, the Arts Council Korea received the "Gender Equality Culture Award" from the Ministry of Culture, Sports and Tourism.

Ensuring Fairness of the Deliberation System

Arts Council Korea has strengthened its conflict of interest prevention and monitoring system throughout the entire review process to enhance the fairness of the deliberation system. In the pre-deliberation stage, when appointing review committee members, the Council conducts orientation to ensure familiarity with deliberation manuals and provides guidance on recording and monitoring procedures. The Council also operates a fair deliberation pledge system and a voluntary disclosure system for recusal and recusal reasons. Additionally, post-deliberation monitoring and evaluation of review committee members is conducted, with members receiving low evaluation scores being restricted from participating in subsequent reviews. Notably, to improve the deliberation system for the Cultural and Arts Promotion Fund projects, the Council established dedicated review committee members, held an inauguration ceremony, and piloted a dedicated review system to enhance deliberation fairness. In 2024, a total of 309 cases of deliberation and production recusals were filed, and the satisfaction rate for fair deliberation reached 76.4%, up 5.5 percentage points from the previous year. Furthermore, ombudsman appeals have remained below 20 cases for three consecutive years, demonstrating the reliability of the system's operation.



Major achievements		
Recusal/disqualification 309 cases	Satisfaction of fair review 76.4% (+5.5%p)	Ombudsman appeals Less than 20 cases (for 3 consecutive years)

Innovative Activities Driving Changes

Arts Council Korea is driving transformative change in cultural and arts administration through strategic implementation that encompasses both internal innovation and external collaboration, grounded in the institution's distinctive functions and expertise. To maximize differentiated innovation capacity, the Council has broken down silos between departments to strengthen substantive inter-departmental collaboration, and has established a field-centered policy implementation system through partnerships with diverse stakeholders including the private sector, local communities, and government. Arts Council Korea is proactively responding to changes in the cultural and arts policy environment, continuously generating high-impact innovation outcomes, and leading the direction of cultural and arts policy in the Republic of Korea.

Strengthening Innovation Execution through Cooperation

Arts Council Korea is building consensus on innovation and strengthening execution capabilities through collaborative innovation activities involving employees and stakeholders.

Formation of innovation organization and consultative body

- Establish Chief Innovation Officer (Chairperson), dedicated organization, and consultative body

Innovation activities review led by institutional head

- Management strategy meetings (51 sessions), public agenda discussions (17 sessions), innovation awards, etc.

Strengthening innovation followship

- Operate learning organization (CoP) to enhance innovation capabilities
- Hold bottom-up management improvement idea contests
- Hold inaugural contest for discovering new business proposals

Innovation walking together with executives and employees



Innovation in partnership with stakeholders



Strengthening innovation partnership

- Field centered communication with the art community (business briefings, roundtables, public hearings, etc.)
- Launch public voucher operation consultative body

Sophistication of innovation execution

- Conduct research to advance execution capabilities in collaboration with external experts



Ministry of Culture, Sports and Tourism Minister-Employee Communication Meeting



Public Voucher Operation Consultative Body Launch Ceremony

Status of Major Innovation Plan Implementation

Category	Innovative Activities		Outcome
Function	• Reduce competitive functions with regional foundations and strengthen support for leap and growth	• Reorganize small-amount multi-grant support system and expand multi-year and intensive support	Adjust business functions around core functions and implement ARKO's one and only support policies
Organization	• Operate flexible HR system	• Promote active collaboration within the organization	Continuously generate innovation momentum through flexible organizational operations and establishment of collaborative systems
Asset	• Innovate subsidiary management and reassess owned assets	• Conduct customized renovation and opening of Naju and Seoul office buildings	Improve subsidiary profitability and expand private opening of office buildings to enhance value
Welfare	• Maintain welfare benefit expenditures at appropriate levels	• Create a work environment that achieves work-life balance	Reduce welfare benefit costs and increase employee satisfaction through ARKO work-life balance

Proactive Risk Management

Arts Council Korea is committed to enhancing transparency, stability, and efficiency in managing the Cultural and Arts Promotion Fund reserves. In response to the rapidly evolving global landscape, the Council actively manages diverse risk factors to advance Korean cultural and arts development.

Risk Management Guidelines

Arts Council Korea operates risk management guidelines in accordance with Article 22 of the Cultural and Arts Promotion Fund Asset Management Guidelines. The guidelines clearly define major risk types that may arise during fund reserve management, including market risk, credit risk, liquidity risk, and operational risk, and establish systematic evaluation, control standards, and procedures to address them.

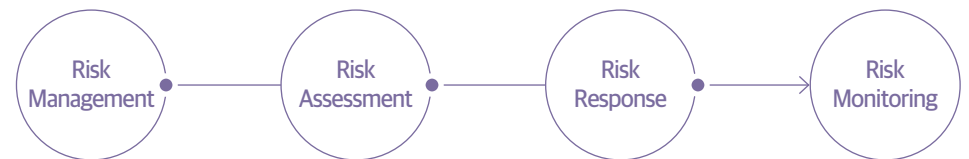
The guidelines establish pre-deliberation and post-evaluation systems based on investment eligibility, asset allocation ratios, loss tolerance limits, and risk appetite levels. This approach secures transparency in overall fund management while promoting risk diversification. Simultaneously, the Council ensures long-term profitability and financial stability, and applies the same risk management standards when selecting external fund managers, thereby strengthening the robustness of the entire fund management structure.

Risk Management Governance

Arts Council Korea establishes and operates a Risk Management Committee composed primarily of external experts to enhance the stability and transparency of fund management. The committee consists of up to ten external experts, including one chairperson with expertise in finance, investment, and risk management. While the committee convenes quarterly as a general rule, it may be called at any time at the discretion of the chairperson. The committee independently deliberates on and provides expert consultation on key matters including overall risk assessment of asset management, appropriateness review of investment strategies, establishment of risk tolerance limits, and evaluation of management performance.

When risk issues arise, the Council operates a reporting system for developing response measures and follow-up actions, ensuring that internal decision-making and implementation within the institution are conducted objectively and responsibly.

Risk Management Process



Risk Management Items

Category	Risk Measurement	Risk Management
Liquidity Risk	<ul style="list-style-type: none"> Cash flow at Risk measurement considering past cash inflow and outflow patterns 	<ul style="list-style-type: none"> Regularly review compliance with appropriate liquidity levels Minimize cash holdings by analyzing causes of differences between monthly cash flow plans and actual results and preventing cash surpluses or shortages
Credit Risk	<ul style="list-style-type: none"> Management of financial institution selection criteria, operational limits by financial institution, product-specific investment target restrictions, and investment limits by product 	<ul style="list-style-type: none"> Review credit status, identify causes, and prohibit new investments Suspend transactions with financial institutions and terminate investment products early
Market Risk	<ul style="list-style-type: none"> Measurement of maximum loss amount (VaR) of financial risk due to fluctuations in market prices such as stock prices, interest rates, and exchange rates 	<ul style="list-style-type: none"> Manage market risk tolerance limits Strengthen market surveillance of high-risk products, adjust investment amounts, and sell investment products as needed
Operation Risk	<ul style="list-style-type: none"> Internal control system Operational risk self-assessment checklist 	<ul style="list-style-type: none"> Conduct inspections and improvement activities for operational risk factors across overall institutional operations, including safety, human rights, and anti-corruption

ESG Factbook

89 Environmental

90 Social

93 Governance

93 Financial Performance

Environmental

		Index	Unit	2022	2023	2024
Energy ²⁾	Energy Consumption	Non-renewable energy	TJ	26.4	26.1 ¹⁾	26.9
		Renewable energy	TJ	0.0	0.0	0.0
		Total	TJ	26.4	26.1	26.9
	Energy Intensity	Energy consumption per total number of employees	TJ/person	0.06	0.06	0.06
Water ²⁾	Water Consumption	Non-renewable water	ton	19,723	18,041	15,045
		Renewable water	ton	0	0	0
		Total	ton	19,723	18,041	15,045
	Water Source	Third-party supply (portable water, industrial water, etc.)	ton	19,723	18,041	15,045
		Groundwater	ton	0	0	0
		Seawater	ton	0	0	0
		Surface water	ton	0	0	0
GHG	GHG Emissions	Scope 1 (direct emission)	tCO ₂ eq	259.8	200.5	210.0
		Scope 2 (indirect emission)	tCO ₂ eq	1,024.6	1,062.8	1,090.1
		S1+S2 total	tCO ₂ eq	1,284.4	1,263.3	1,300.1
	GHG Emission Intensity	GHG emissions per total number of employees ³⁾	tCO ₂ eq/person	2.97	3.12	3.04
Waste	Waste Generated	General wastes	ton	5.63	7.83	6.50
		Designated wastes	ton	0	0 ⁴⁾	0
		Total	ton	5.63	7.83	6.50
	Waste Treated ⁵⁾	Incinerated	ton	-	-	-
		Recycled	ton	-	-	-
Eco-Friendly Investment	Amount of Green Product Purchases (Green Purchase)	KRW million	93	90	91	
	Eco-Friendly Vehicle ⁶⁾	unit	1	1	1	
Environmental Compliance	Violations of Environmental Laws and Regulations	Monetary penalty	case	0	0	0
		Non-monetary penalty	case	0	0	0
		Fines	KRW	0	0	0

1) Based on all business sites (corrected due to criteria entry error)

2) Total business site usage (differs from ALIO disclosure)

3) Including regular employees + indirectly employed workers

4) Not applicable to self-disposed waste; figures changed due to misentry

5) As household waste, collected and processed by local government

6) Only electric vehicle (1 unit) calculated excluding hybrid (1 unit), based on lease year (total 1 unit owned)

Social

Composition of Executives and Employees

Index		단위	2022	2023	2024	
Member	By Employment Type <small>* Based on current workforce disclosed in management report</small>	Regular worker	persons	260	256	244
		Non-regular worker	persons	17	17	34
		Total	persons	277	273	278
	By Gender <small>* Based on regular workers</small>	Male	persons	113	110	112
		Female	persons	147	146	132
		Total	persons	260	256	244
	By Position <small>* Based on regular workers</small>	Executive level (male)	persons	2	2	2
		Executive level (female)	persons	0	0	0
		Manager level (male)	persons	19	17	21
		Manager level (female)	persons	9	10	7
Non-manager level (male)		persons	92	98	89	
Non-manager level (female)		persons	138	129	125	
Total		persons	260	256 ¹⁾	244	
% of female managers compared to total manager		%	30	34	23	
Diversity	People with disabilities	persons	5	8	12	
	Foreigners	persons	0	0	0	
	Veterans	persons	5	6	6	
	Non-regular workers (including contractors)	persons	17	17	34	
	Local youth	persons	3	1 ²⁾	6	
	Others	persons	0	0	0	
Job Creation	Employment creation and fluctuation status	New hires	persons	11	7	9
		Voluntary turnover	persons	12	7	9
		Recommended turnover	persons	0	0	2
		Turnover rate (Number of turnover/regular workers)	%	5	3	4

1) Revised due to calculation error

2) Revised due to modification of standards

Employee Information

Index		단위	2022	2023	2024	
Welfare & Benefits ¹⁾	Total employee benefit expenses	KRW 1,000 ²⁾	320,886	307,843 ²⁾	302,694	
	Average employee benefits expenses per employee	KRW 1,000	1,168	1,157	1,120	
	Status of parental leave usage and return	Employee who used parental leave	persons	22	22	23
		Employees returning to work after parental leave	persons	7	14	7
		Employees working for at least 12 months after returning to work	%	100	100	90
Training	Total training hours	hours	16,481	15,097	27,838	
	Overall training (including mandatory training)	Training hours per employee	hours/person	66.7	61.4	118.0
		Total number of trainees (excluding duplicates) ³⁾	persons	247	246	236
		Total employee training expenses ³⁾	KRW 1 million	244	251	281
		Training cost per employee	KRW 1,000	989 ²⁾	1,020 ²⁾	1191
	Sexual harassment prevention training	Training hour	hours	4	4	4
		No. of participants	persons	318	306	307
	Workplace harassment prevention training	Training hour	hours	1	1	2
		No. of participants	persons	303	307	313
	Human rights education	Training hour	hours	5	1	4
No. of participants		persons	305	307	313	
Disability awareness training	Training hour	hours	3	3	4	
	No. of participants	persons	301	307	318	
ESG/sustainable management related training	Training hour	hours	0	0	2	
	No. of participants	persons	0	0	47	
사회적 대화	Employees subject to collective bargaining agreement	persons	277	272	296	
	Percentage of employees covered by collective bargaining agreement	%	107	107	113	
	Employees eligible for union membership	persons	282	239	259	
	Employees who joined the labor union	persons	204	194	192	
	Percentage of employees who joined the labor union	%	72	81	74	
	Holding of labor-management council meetings	times	4	4	4	
	Complaints received	cases	0	2	2	
	Complaints resolved	cases	0	2	2	
	Average response time	days	0	7	7	

1) Based on ALIO disclosure standards

2) Revised due to changes in reporting units and calculation errors

3) Disclosed in accordance with unified management evaluation report standards

Safety

Index	Unit	2022	2023	2024		
Safety Management	Accident rate	%	0	0	0	
	No. of accident	No. of the injured	cases	0	0	0
		No. of fatalities	cases	0	0	0
	LTIFR (Lost Time Injury Frequency Rate)	1,000,000 accidents per hour	0	0	0	
Safety Training ¹⁾	Training hour	hours	6	6	12	
	Employees trained	Persons	261	293	308	

1) Calculated only company-wide education excluding some subjects (public service workers), calculated by number of class hours rather than total education hours

Social (General)

Index	Unit	2022	2023	2024		
Customer Satisfaction	Satisfaction with fair deliberation ¹⁾	%	73.5	70.9	76.4	
	Public institution customer satisfaction survey ²⁾	points	81.6	84.0	85.6	
Information Security	Information security training	Target trainees	persons	332	332	313
		Participants	persons	300	306	313
	Personal information protection training	Target trainees	persons	322	332	313
		Participants	persons	301	311	313

1) Satisfaction survey on fair deliberation conducted with candidates for second-round interviews in support review (7-point scale)

2) According to the public institution customer satisfaction survey results notified by the Ministry of Economy and Finance, grade calculation became difficult starting from 2024, so it was changed to be unified as total score

Social (General)

Index	Unit	2022	2023	2024	
Social Contribution	Cash donation	KRW 1 million	0	0	0
	Local community investment	KRW 1 million	2	14	2 ¹⁾
	In-kind donation	Ea	13,646	2,098	306 ²⁾
	No. of participants in volunteer work and pro bono activities	persons	641	553	357
Purchases from socially responsible enterprises	Women-owned businesses	KRW 1 million	5,859	13,951	10,013
	Disabled-owned businesses	KRW 1 million	1,039	524	513
Ethics training	Ethics training hours	Hours	1	2	2
	Anti-abuse of power training	No. of participants	persons	303	333
Ethics Management Evaluation	Public institution integrity evaluation grade	Grade	Grade 4	Grade 3	N/A

1) Good Neighbors arts healing kit donation (KRW 2 million)

2) Climate fund fundraising market place item donation (306 items including clothing)

Governance

Board of Directors

Index	Unit	2022	2023	2024		
BOD	Inside directors	persons	1	1	1	
	Outside directors	persons	11	11	11	
	Share of female directors	%	50	58	58	
Standing auditor	Standing auditor	persons	1	1	1	
BOD Performance	No. of meetings held	Ordinary	times	12	12	11
		Extraordinary	times	13	7	10
	No. of resolutions	cases	62	52	66	
	No. of reports	cases	77	76	50	
	Average attendance rate	%	96	96	83	

Distribution of Economic Performance

Index	Unit	2022	2023	2024	
Local Community	Social contribution ¹⁾	KRW 1 million	20	6	26
Partners (total)	Purchase cost	KRW 1 million	37,129	46,786	50,830
Employees	Labor cost ²⁾	KRW 1 million	12,332	12,542	12,708

1) Including only program operating costs (excluding other meeting expenses and awards)

* (2022) Including exhibition support costs for Naju Myeongha Village

* (2024) Program operating costs (goods purchase, event operations, etc.)

2) Including regular employees + non-regular employees

Financial Performance

Fund Account (Summary Statement of Financial Position)

Index	Unit	2022	2023	2024	
Assets	Current assets	KRW 1 million	80,883	202,356	228,386
	Investment assets	KRW 1 million	120,475	65,581	44,471
	General tangible assets	KRW 1 million	451,368	560,717	562,786
	Social infrastructure	KRW 1 million	-	-	-
	Intangible assets	KRW 1 million	1,674	1,449	2,259
	Other non-current assets	KRW 1 million	1,303	1,203	1,203
	Total assets	KRW 1 million	655,703	831,306	839,105
Liabilities	Current liabilities	KRW 1 million	16,833	52,970	23,682
	Long-term borrowings	KRW 1 million	-	-	-
	Long-term provisions	KRW 1 million	6,678	6,914	7,449
	Other non-current liabilities	KRW 1 million	53,481	53,481	53,461
Total liabilities	KRW 1 million	76,992	113,365	84,592	
Net assets	Basic net assets	KRW 1 million	93,043	62,801	55,357
	Reserves and surplus	KRW 1 million	153,802	458,635	231,466
	Adjustment of net assets	KRW 1 million	331,864	717,939	467,689
	Total net assets	KRW 1 million	578,709	15.79	754,512

ARKO Unique Business (Summary Statement of Financial Position (K-IFRS))

Index	Unit	2022	2023	2024	
Assets	Current assets	KRW 1 million	738	1,564	7,364
	Investment assets	KRW 1 million	462	376	316
	Total assets	KRW 1 million	1,200	1,940	7,680
Liabilities	Current liabilities	KRW 1 million	1,198	1,938	7,678
	Non-current liabilities	KRW 1 million	-	-	-
Total liabilities	KRW 1 million	1,198	1,938	7,678	
Net assets	Capital	KRW 1 million	2	2	2
	Others	KRW 1 million	-	-	-
	Non-controlling interest	KRW 1 million	-	-	-
	Total capital	KRW 1 million	2	2	2
Liability Ratio	KRW 1 million	59,900.00	96,900.00	383,900.00	

Appendix

- 95 GRI Standards Index
- 98 ESRS
- 100 UN SDGs
- 101 Third-Party Assurance Statement
- 103 Certification & Awards
- 104 Association & Membership



GRI Standards Index

Arts Council Korea is publishing the 2025 Arts Council Korea Sustainable Management Report, which includes information on its 2024 ESG activities and achievement in accordance with the GRI Standards 2021 Framework.

Statement of use ARKO has reported with reference to the GRI Standards for the period [2024.01.01.~ 2024.12.31.]	GRI 1 used GRI 1 Foundation 2021	Applicable GRI Sector Standard(s) N/A
--	--	---

Universal Standards(General Disclosures)

Topic	GRI Disclosure	Page and Description
GRI 2: The Organization and its Reporting Practices	2-1 Organizational details	7
	2-2 Entities included in the organization's sustainability reporting	2
	2-3 Reporting period, frequency and contact point	2
	2-4 Restatement of information	89-90(stated in note)
	2-5 External assurance	101-102
GRI 2: Activities and Workers	2-6 Governance structure and composition	10-21
	2-7 Employees	90
	2-8 Workers who are not employees	90
GRI 2: Governance	2-9 Governance structure and composition	79, 93
	2-10 Nomination and selection of the highest governance body	79-80
	2-11 Chair of the highest governance body	79
	2-12 Role of the highest governance body in overseeing the management of impacts	81
	2-13 Delegation of responsibility for managing impacts	24, 81
	2-14 Role of the highest governance body in sustainability reporting	12
	2-15 Conflicts of interest	80

Topic	GRI Disclosure	Page and Description
GRI 2: Governance	2-16 Communication of critical concerns	81
	2-17 Collective knowledge of the highest governance body	80
	2-18 Evaluation of the performance of the highest governance body	Not applicable
	2-19 Remuneration policies	Not applicable
	2-20 Remuneration policies	Not applicable
	2-21 Annual total compensation ratio	Average Compensation for Employees in the ALIO Disclosure System
GRI 2: Strategy, Policies, Practices	2-22 Statement on sustainable development strategy	4-5
	2-23 Policy commitments	33, 43, 44, 52, 55, 72, 82
	2-24 Embedding policy commitments	33, 43, 44, 52, 55, 72, 82
	2-25 Processes to remediate negative impacts	45, 83
	2-26 Mechanisms seeking advice and raising concerns	45, 83
	2-27 Compliance with laws and regulations	89
	2-28 Membership associations	104
GRI 2: Stakeholder Engagement	2-29 Approach to stakeholder engagement	26
	2-30 Collective bargaining agreements	66, 91

Universal Standards(Material Topics)

Topic	GRI Disclosure		Page
GRI 3: Guidance to determine material topics	3-1	Process to determine material topics	27
	3-2	List of material topics	27
	3-3	Management of material topics	Climate change response efforts, energy use reduction and renewable energy expansion (33-34), workplace safety and health management (55-58)Fair communication with customers (47-49), information security and personal information protection (52-54)Expanding cultural and arts experiences for the public (39-40, 76-77), expanding arts accessibility and diversity (45, 50-51, 57-58)Strengthening ethics/anti-corruption management activities, establishing fair practices in the culture and arts sector (82-85)

Topic-specific Standards(Economic Performance, GRI 200)

Topic	GRI Disclosure		Page
GRI 203: Indirect Economic Impacts	203-2	Significant indirect economic impacts	73-77
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	92
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	85, 93
GRI 205: Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	83-85
GRI 205 Anti-corruption	205-3	Confirmed incidents of corruption and actions taken	85
GRI 206: Anti-competition	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No violations

Topic-specific Standards(Environment Performance, GRI 300)

Topic	GRI Disclosure		Page
GRI 302: Energy	302-1	Energy consumption within the organization	89
	302-2	Energy consumption outside of the organization	89
	302-3	Energy intensity	89
	302-4	Reduction of energy consumption	89
GRI 303: Water	303-5	Water consumption	89
GRI 305: Emissions	305-1	Direct GHG emissions (Scope 1)	89

Topic	GRI Disclosure		Page
GRI 305: Emissions	305-2	Indirect GHG emissions (Scope 2)	89
	305-4	GHG emissions intensity	89
	305-5	Reduction of GHG emissions	89
	306-3	Waste generated	89
GRI 306: Waste	306-4	Waste diverted from disposal	89
	306-5	Waste directed to disposal	89

Topic-specific Standards(Social Performance, GRI 400)

Topic	GRI Disclosure	Page
GRI 401: Employment	401-1 New employee hires and employee turnover	90
	401-2 Benefits provided to full-time employees that are not provided to temporary part time employees	91
	401-3 Parental leave	91
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	55-56
	403-2 Hazard identification, risk assessment, and incident investigation	56
	403-3 Occupational health services	67
	403-4 Worker participation, consultation, and communication on occupational health and safety	56
	403-5 Worker training on occupational health and safety	57
	403-6 Promotion of worker health	56-58
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	56-58
	403-8 Workers covered by an occupational health and safety management system	55
	403-9 Work-related injuries	92
	403-10 Work-related ill health	92
GRI 404: Training and Education	404-1 Average hours of training per year per employee	91
	404-2 Programs for upgrading employee skills and transition assistance programs	61-62
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	59, 79-80, 90, 93
GRI 406: Nondiscrimination	406-1 Incidents of discrimination and corrective actions taken	45
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Not applicable
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applicable
GRI 410: Security Practices	410-1 Security personnel trained in human rights policies or procedures	44-45
GRI 411: Rights of Indigenous Peoples	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	77
GRI 413: Local Communities	413-2 Operations with significant actual and potential negative impacts on local communities	Not applicable
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable

ESRS

ESRS 2. General Disclosures

Indicator No.	Title	Page
ESRS 2 BP-1	General basis for preparation of the sustainability statement	2
ESRS 2 BP-2	Disclosures in relation to specific circumstances (estimates, assumptions, external sources, changes and errors in sustainability information)	89-90 (Stated in notes)
ESRS 2 GOV-1	The role of the administrative, management and supervisory bodies (composition, responsibilities and roles in managing and overseeing impacts, risks and opportunities)	24, 79, 81
ESRS 2 GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	68, 75
ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes (KPIs for management including top executives)	24 (ESG tasks and performance management by department planned)
ESRS 2 GOV-4	Statement on due diligence (governance, methods and procedures for sustainability risk assessment and due diligence)	24, 87
ESRS 2 GOV-5	Risk management and internal controls over sustainability reporting	87
ESRS 2 SBM-1	Strategy, business model and value chain (market conditions, business overview, strategy, and key characteristics of value chain)	10-21
ESRS 2 SBM-2	Interests and views of stakeholders (procedures and methods for gathering and reflecting stakeholder opinions)	26
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	27
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	27
ESRS 2 IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement (location within the report)	98-99

ESRS E1. Climate Change

Indicator No.	Title	Page
ESRS E1-1	Transition plan for climate change mitigation	33
ESRS E1-2	Policies related to climate change mitigation and adaptation	33
ESRS E1-3	Actions and resources in relation to climate change policies	33
ESRS E1-4	Targets related to climate change mitigation and adaptation	33
ESRS E1-5	Energy consumption and mix (by energy source, energy intensity per revenue)	89
ESRS E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions (GHG emission intensity per revenue)	89

ESRS S1. Own Workforce

Indicator No.	Title	Page
ESRS S1-1	Policies related to own workforce	43, 59
ESRS S1-2	Processes for engaging with own workers and workers' representatives about impacts	66
ESRS S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	33, 54
ESRS S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	45, 66
ESRS S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	33, 54
ESRS S1-6	Characteristics of the undertaking's employees	26
ESRS S1-7	Characteristics of non-employee workers in the undertaking's own workforce	26
ESRS S1-8	Collective bargaining coverage and social dialogue	66
ESRS S1-10	Adequate wages (parental leave metrics, which may correspond to work-life balance disclosures)	91
ESRS S1-11	Social protection (Fair wage methodology and percentage of workers paid below fair wage)	Average Compensation for Employees in the ALIO Disclosure System
ESRS S1-12	Persons with disabilities	90

Indicator No.	Title	Page
ESRS S1-13	Training and skills development metrics	61, 91
ESRS S1-14	Health and safety metrics	55, 92
ESRS S1-15	Work-life balance metrics	67, 91
ESRS S1-16	Remuneration metrics (pay gap and total remuneration)	Average Compensation for Employees in the ALIO Disclosure System
ESRS S1-17	Incidents, complaints and severe human rights impacts	44

ESRS S2. Workers in the Value Chain

Indicator No.	Title	Page
ESRS S2-1	Policies related to value chain workers	43, 59
ESRS S2-2	Processes for engaging with value chain workers about impacts	43
ESRS S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	45
ESRS S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	44-45
ESRS S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	44-45

ESRS S3. Affected Communities

Indicator No.	Title	Page
ESRS S3-1	Policies related to affected communities	43, 55
ESRS S3-2	Processes for engaging with affected communities about impacts	72
ESRS S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	26, 72
ESRS S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	73-77
ESRS S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	73-77

ESRS S4. Consumers and End Users






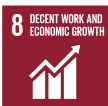
Indicator No.	Title	Page
ESRS S4-1	Policies related to consumers and end-users	46-47
ESRS S4-2	Processes for engaging with consumers and end-users about impacts	47-49
ESRS S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	47-49
ESRS S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	47-51
ESRS S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	46

ESRS G1. Business Conduct

Indicator No.	Title	Page
ESRS G1-1	The role of the administrative, management and supervisory bodies' declaration on ethics management, responsibilities and roles in management and oversight	82
	Requirements such as ethics charter and code of conduct	82
ESRS G1-2	Operation of fair trade compliance program, payment improvement activities such as win-win settlement system	68
	ESG risk assessments and due diligence are conducted for suppliers, and the results are integrated into the supplier selection and evaluation criteria	85
ESRS G1-3	Activities for the prevention and elimination of unethical conduct, and the establishment of internal reporting and investigation mechanisms	83
	Activities to eliminate and prevent unfair trade practices, investigation procedures and internal reporting system	83, 85
ESRS G1-4	Confirmed incidents of corruption and bribery	85
ESRS G1-6	Average time to pay suppliers and the organization's standard payment terms	68

UN SDGs

Arts Council Korea is striving to achieve the UN Sustainable Development Goals (UN SDGs) in order to create sustainable value across all of its management activities.

Goal	Description	Linked Activities	Page
	End Poverty End poverty in all its forms everywhere	- Barrier-free, art sharing for all	51-52
	Health & Well-being Ensure healthy lives and promote well-being for all at all ages	- Safe workplace - Work life balance	55-58 67
	Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	- Job-based career development - Capacity building initiatives	60-62 70
	Gender Equality Achieve gender equality and empower all women and girls	- Sexual harassment and sexual assault grievance procedures - Work-life balance programs - Women's leadership development programs	62, 67 85
	Sustainable Energy Ensure access to affordable, reliable, sustainable and modern energy for all	- Energy saving activities	33-34
	Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	- Equitable hiring practices - Job creation and working environment improvement for artists - Support for communities at risk of extinction	59-60 70-71 77

Goal	Description	Linked Activities	Page
	Reduced inequalities Reduce inequality within and among countries	- Implementation and promotion of human rights management, human rights impact assessment - Expanding support for human rights respect - Expanding access to culture and arts - Public participatory culture and arts programs	44-45 50-51 76
	Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable	- Life-cycle based community contribution - Public participatory culture and arts programs - Response to regions at risk of extinction	73-77
	Responsible Consumption and Production Ensure sustainable consumption and production patterns	- Circular economy initiatives and expansion of green product procurement - Eco-friendly practices in culture and arts	35-41
	Climate Action Take urgent action to combat climate change and its impacts	- Development of climate change response strategy - Energy and carbon emissions monitoring - Climate-themed culture and arts programs	33-34 37, 39
	Peace, Justice and Strong Institution Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	- Sustainable shared growth - Transparent management - Ethical and compliance management	68-69 79-81 82-85

Third-Party Assurance Statement

To: Stakeholders of Arts Council Korea

1. Introduction

The Korea Value Convergence Association (hereinafter, the ‘Assurance Provider’), an independent assurance specialist organization, conducted a third-party assurance engagement on Arts Council Korea Sustainability Report 2025 (hereinafter, the ‘Report’). The purpose of this assurance is to confirm the reliability of the information disclosed in the Report and to provide assurance that the Report appropriately addresses its material issues. The responsibility for all information and claims contained in the Report rests solely with Arts Council Korea, which prepared the Report. The Assurance Provider confirms that it was not involved in the preparation process of the Report and is solely responsible for this Assurance Statement.

2. Assurance Standard

This assurance engagement was performed in accordance with the AA1000 Assurance Standard (AA1000AS v3), officially published by AccountAbility, a widely recognized international assurance standard.

A Type 2, Moderate-level assurance was applied to this engagement. This means we evaluated in depth the application of the four core principles of AA1000AS v3—Inclusivity, Materiality, Responsiveness, and Impact. In addition, we assessed the reliability and quality of the information and data disclosed in the Report, including a thorough review of the organization’s data gathering procedures and the robustness of its internal management systems.

The Moderate level of assurance signifies that the evaluation was conducted based on evidence gathered within a limited scope of procedures, providing a limited level of confidence.

During this process, compliance with the reporting principles and other requirements of the international reporting standard, GRI Standards (2021), was reviewed, and relevant content from ISO 26000, the international guidance on corporate social responsibility, was also referenced.

3. Assurance Scope

As an independent assurance provider, we strictly adhered to the procedures and guidelines of the assurance standard. The scope of this assurance is limited to the information and data included for the reporting period from January 1, 2024, to December 31, 2024, and included confirmation of the following:

- Robustness of processes and management systems for information collection, analysis, and review
- Reliability of disclosed information and reporting quality
- Application of the four principles of AA1000AS v3 (Inclusivity, Materiality, Responsiveness, Impact)
- Reference to the international reporting standard GRI Standards (2021)

4. Assurance Methodology

The Assurance Provider established a systematic assurance plan and carried out the assurance activities. We performed the assurance and reached conclusions based on the following methodology:

- Review of sustainability issues that could affect the organization and are of key interest to stakeholders
- Review of the materiality determination process for selecting reporting issues
- Review of the process for preparing and generating sustainability data
- Review of internal documents and supporting materials for key claims in the Report
- Review of management systems related to performance data by area

5. Assurance Findings

The final assurance opinion derived from the aforementioned methodology and activities is as follows.

Based on the scope and procedures performed, nothing has come to our attention that causes us to believe that the information presented in the Report regarding the material sustainability issues is materially misstated. A more detailed and specific assurance opinion is provided below.

- We conclude that Arts Council Korea has appropriately applied the Inclusivity principle of the assurance standard. Inclusivity means identifying stakeholders and developing processes to engage with them on material sustainability issues. Arts Council Korea identified key

stakeholders, including employees and labor unions, partner organizations, artists/art organizations/cultural and arts institutions, the public, the government, and the local community, and appropriately operated various stakeholder engagement programs.

- We conclude that Arts Council Korea has appropriately applied the Materiality principle of the assurance standard. Materiality means identifying and prioritizing important sustainability issues, considering their impact on the organization and society. Arts Council Korea conducted a Double Materiality Assessment, considering both the impact on the organization (Financial Materiality) and the environmental and social impact (Impact Materiality), and derived nine material issues, including efforts to combat climate change, reduction of energy use and expansion of renewable energy, workplace safety and health management, information security and personal information protection, and strengthening of ethical/anti-corruption management activities.
- We conclude that Arts Council Korea has appropriately applied the Responsiveness principle of the assurance standard. Responsiveness means the organization’s response to stakeholder expectations and material issues, as reflected in its decision-making. Arts Council Korea appropriately reflected the derived material issues in the organization’s strategy and operations and responded appropriately to the demands of stakeholders.
- We conclude that Arts Council Korea has appropriately applied the Impact principle of the assurance standard. Impact refers to the effect of the organization’s activities and outputs on its stakeholders, the economy, society, and the environment. Arts Council Korea systematically identifies and evaluates these impacts and has disclosed the determined impacts for each issue through the Report.
- We conducted an assurance on the reliability and quality of the sustainability-related disclosed information, in addition to the evaluation of the AA1000AS v3 principles. The reliability of the sampled information and data was confirmed by verifying the supporting evidence. We conclude that Arts Council Korea has established appropriate systems for the collection, aggregation, analysis, and review of data and information. Furthermore, we conclude that the information and data described in the Report are reliable and free from material error or bias.
- We conclude that Arts Council Korea has prepared the Report in reference to the GRI Standards (2021) and has complied with the requirements for reporting principles, essential disclosure items, and the GRI Content Index.

6. Recommendations

The following recommendation is provided and does not affect the outcome of our assurance findings. We recommend that Arts Council Korea further expand the operation of the Report preparation task force (TF) to strengthen employee participation throughout the entire process of reporting sustainability information and data.

7. Independence and Competence

The Korea Value Convergence Association, which conducted this assurance, maintained complete independence from Arts Council Korea throughout the assurance activities. We state that we have no commercial relationship with Arts Council Korea, which prepared and disclosed the Report, other than providing third-party assurance services, and we declare the absence of any potential or actual conflicts of interest. We operate a comprehensive and rigorous assurance quality management system, including documented policies and procedures. Furthermore, this assurance team has systematically accumulated years of rich experience and deep expertise in the fields of sustainability, Corporate Social Responsibility (CSR), and ESG management. We possess sufficient and objective competence, based on an excellent understanding of international assurance standard methodologies, to effectively carry out this assurance engagement.

Hyun Lee,
Head of ESG Assurance Committee
Korea Value Convergence Association

October 2025



Hyunlee

Certification & Awards

Certification

Category	Certification Date (Duration)	Description
Web Accessibility Quality Certification (Public Art Portal)	Aug. 2021~ Aug. 2022 Aug. 2022 ~ Aug. 2023 Aug. 2023~ Aug. 2024	A national quality certification system for exemplary websites that comply with web accessibility standards to ensure barrier-free access for persons with disabilities and the elderly
Web Accessibility Quality Certification (Official Website)	Jul. 2022~Jul. 2023 Jul. 2023~Jul. 2024 Jun. 2024 ~ Jun. 2025	A certification system that evaluates and grants quality marks to exemplary websites that comply with web accessibility standards in accordance with the Act on the Prohibition of Discrimination against Persons with Disabilities, ensuring barrier-free access for persons with disabilities and the elderly
ICT Accessibility Quality Certification (Cultural Arts, My Job)	Apr. 2022~ Apr. 2023 Apr. 2023~ Apr. 2024 Apr. 2024~ Apr. 2025 Apr. 2025~ Apr. 2026	Obtained ICT Accessibility Quality Certification from the Korea Web Accessibility Certification Institute of the Korea Federation of Organizations of the Disabled, pursuant to Article 47, Paragraph 1 of the Framework Act on Intelligent Informatization and Article 9, Paragraph 5 of the Enforcement Rules of the same Act
UX Quality Certification	Feb. 2023~ Apr. 2023	A private certification system operated by the Korean Society for UX Convergence Technology (UX Korea), which conducts integrated assessment and evaluation of website quality and UI/UX standards based on the Ministry of the Interior and Safety's E-Government Website Quality Management Guidelines, and certifies and awards quality marks to exemplary web and mobile sites
Excellent Indoor Air Quality Management Facility	May 2023~May 2025	Certified as an excellent facility by Jongno district office indoor air quality excellence certification program
Web Accessibility Quality Certification (online media)	Jun. 2023~Jun. 2024	A national quality certification system for exemplary websites that comply with web accessibility standards to ensure barrier-free access for persons with disabilities and the elderly
Web Accessibility Certification Mark	Sep. 2023~ Sep. 2024	A certification system that awards quality marks to websites with excellent web accessibility to ensure barrier-free access for persons with disabilities, the elderly, and others, in accordance with Articles 47 and 48 of the Framework act on intelligent informatization
Excellent Universal Tourism Facility	Dec. 2023	Outstanding universal tourism facility / Designated as an outstanding universal tourism facility by Seoul tourism foundation as part of creating an accessible Seoul tourism environment for vulnerable tourists including persons with disabilities, the elderly, and infants
Web Accessibility Quality Certification	Feb. 2024~ Feb. 2025	A certification system that evaluates and grants quality marks to exemplary websites that comply with web accessibility standards in accordance with the Act on the Prohibition of Discrimination against Persons with Disabilities, ensuring barrier-free access for persons with disabilities and the elderly

Awards

Date	Organizer	Description
Jan. 2022	Korea Dance Association	Won performing arts award
Mar. 2022	Korea Marketing Association	2022 10th Korea digital customer satisfaction survey (Received HTHI SNS excellence award)
Oct. 2022	Korea Creative Content Agency	2022 12th Korea SNS awards grand prize in public sector
Dec. 2022	Ministry of Culture, Sports and Tourism	Certificate of commendation (2022 Public institution integrity audit best practice competition)
Apr. 2023	Korea Marketing Association	Won HTHI SNS excellence award in the 2023 11th Korea digital customer satisfaction survey
Sep. 2023	Korea Social Security Information Service	Won grand prize in the 2023 Social welfare information sharing best practice competition
Sep. 2023	League of American Communications Professionals (LACP)	Won platinum award in public sector at 2022 LACP Vision awards
Dec. 2023	Korea Internet Professional Association	Won grand prize in culture webzine category at 2023 Web award Korea
Dec. 2023	GDWEB	2023 GOOD DESIGN WEB AWARD Won bronze prize in culture/arts/design category
Feb. 2024	The Modern Dance Promotion of Korea	Won performing arts award at 2024 Dance Vision awards ceremony
Jul. 2024	Korea Public Policy Evaluation Association	Won grand prize in other public institutions category at the 2024 Excellence in public administration and policy case competition
Jul. 2024	Seoul Theater Association	Won performing arts award at the 2024 45th Seoul theatre festival
Dec. 2024	Ministry of Culture, Sports and Tourism	Seoul Prince Hotel, a partner organization conducting projects with the Arts Council, received the Minister's award in the Culture and arts sponsorship excellence certification program awarded by the Ministry of culture, sports and tourism

Association & Membership

Association	Description	Year
Korean Cultural & Arts Centers Association	An organization established in 1996 to promote culture and arts through balanced development of cultural and arts centers, enhancement of mutual cooperation, art distribution, and support for cultural activities of citizens including underprivileged groups	1996
Korean Library Association	A social organization (incorporated association) and public interest corporation established pursuant to Article 18 of the Library act, representing approximately 22,000 libraries and 100,000 library professionals nationwide. Since its establishment in 1945, the organization has been committed to advancing the library community, promoting the rights and interests of libraries, and improving the quality of life for citizens	1988
Association of Stage Artists	An organization dedicated to protecting the rights and interests of performing arts professionals, fostering fellowship, enhancing skills through technical exchange, strengthening mutual cooperation, and advancing Korea's performing arts sector	2001
Korea Public Institution Auditors Association	Implementing and practicing the government's national administration philosophy and policy direction, broadening understanding and awareness of public institution auditing, and facilitating information exchange	2006
International Federation of Arts Councils and Culture Agencies (IFACCA)	An international federation of arts councils and cultural agencies that shares knowledge and information on cultural policies and programs through networks among arts institutions, and hosts the World summit on arts and culture every 2-3 years	2006
Korea Association of Stage Arts Professionals	An organization that provides education for stage managers and builds professional networks to promote systematic development and qualitative advancement of performing arts	2009
Korean Institute of Auditors	Committed to enhancing auditor competency and management rationalization through training programs and partnerships with relevant organizations, including audit leadership special lectures, core and advanced courses for auditors and audit committee members, internal audit professional training, online education, domestic and international training and seminars, publication of audit-related books and the Audit journal, and CIA (Certified internal auditor) examination	2012
Korea Lighting Artist Association	An organization dedicated to acquiring knowledge and conducting research on stage lighting, protecting members' rights and interests, fostering fellowship, enhancing skills through technical exchange, and contributing to the development of Korean culture and arts	2012
Stage Sound Korea	An organization that protects the rights and interests of stage sound professionals, enhances skills through technical exchange, strengthens mutual cooperation, and promotes activities to advance the stage sound field	2014
International council of museums Korea Rep	A non-governmental and non-profit international organization established in 1976, actively promoting the preservation of cultural heritage in museums across Asia including Korea, strengthening public functions of museums, and conducting academic research on cultural heritage	2016
Bitgaram Integrity Network	Contributing to building a transparent and integrity-based society by promoting horizontal and autonomous cooperation among institutions in Gwangju and Jeonnam regions, based on communication and trust	2017
Bitgaram Audit Council	Promoting regional mutual prosperity by consulting on key audit issues, sharing audit information among internal audit organizations of public institutions relocated to Gwangju-Jeonnam innovation city, and establishing an organic consultation system among regional public institutions	2018
International Committee for Museums and Collections of Modern Art (CIMAM)	Established in 1962, fostering an international network of modern and contemporary art museum professionals to raise awareness of and respond to the evolving needs of modern and contemporary museums	2021
Korean Oral History Association	An institution established to advance oral history research in Korea, building on over 20 years of development in the field, and pursuing academic advancement of oral history studies through the formation of networks among oral history research organizations	2022
Korea Society of Archival Studies	A research institution for the systematic creation, preservation, disclosure, and utilization of national archives, established to research and disseminate knowledge on national records and archival studies, and forming networks of archival professionals through academic conferences on archival topics	2024



Arts Council Korea
Official Website



Instagram



YouTube



A SQUARE

Support the Arts Tree

Plant seeds for the Arts Tree
and spread positive influence
throughout culture and arts.



Date October 2025

Publishing Organization

Arts Council Korea

Publisher Byoung-gug, Choung

Address 640 Bitgaram-ro, Naju-si,
Jeollanam-do (58326),
Republic of Korea

Phone +82-61-900-2100, 2200

Fax +82-61-900-2363

Website www.arko.or.kr



640 Bitgaram-ro, Naju-si, Jeollanam-do (58326), Republic of Korea

T. +82-61-900-2100, 2200 F. +82-61-900-2363

www.arko.or.kr



This report was printed with soy-based ink on eco-certified paper.