Arts Council Korea Sustainable Management Report 2026

ARTS COUNCIL KOREA



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 2026 Sustainable Management Report. This third report, following our first publication in 2024, reflects our commitment to continuously managing long-term plans, phased activities, and outcomes aimed at creating economic, environmental, and social value, and to building a better future as a sustainable organization. Moving forward, we will continue to publish our Sustainable Management Report annually to communicate transparently with our stakeholders and faithfully fulfill our responsibility and role in creating a hopeful future.

Reporting Period
This report provides qualitative and quantitative descriptions of financial and non-financial activities and performance for the 2025 fiscal year (January 1 to December 31, 2025). To enhance stakeholder understanding, content up to the second quarter of 2026 is included with regard to the time of information provision and certain key issues. 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.

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 and transparency of the information.

Changes in Information
The information in this report includes changes from the previous year, which are indicated in footnotes.

Reporting Guidelines
This report has been prepared with reference to the GRI (Global Reporting Initiative) Standards 2021, the international guidelines for sustainability reporting. In addition, relevant performance is disclosed with reference to the ESRS (European Sustainability Reporting Standards) disclosure guidelines, the ESG guidelines for public institutions, and the SDGs (Sustainable Development Goals). The financial information reflects the budget and settlement status of the Arts Promotion Fund, established under the Culture and Arts Promotion Act (enacted in 1972).

Report Assurance
To ensure the balance of information and reliability of data provided in this report, independent third-party assurance engagement has been conducted by the ESG Innovation Network (hereinafter referred to as the "Assurance Provider"). The third-party assurance statement can be found on pages 90-91.

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

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Chair's Message



Greetings! I am Lee Bum Hun, the Chair of Arts Council Korea.

First of all, I would like to thank everyone who has given such generous interest and support to the development of arts and culture.

Arts Council Korea was established with the belief that great art has the power to transform all our lives. By supporting programs and activities for the promotion of arts and culture, we aim to enable everyone to share the joy of creation and enjoy a life of value.

Based on our vision of "ARKO as a Leading Institution in ESG for Creating a Sustainable Cultural and Arts Ecosystem," Arts Council Korea makes the following commitments to realize the sustainable development of arts and culture and ESG management.

We will take the lead in creating a sustainable environment for a future-ready arts and culture community.

Arts Council Korea is practicing eco-friendly management to respond to climate change and striving to spread eco-friendly awareness in the arts and culture sector. We have set carbon emission reduction targets within the organization and continue activities such as energy saving. Going forward, to enable eco-friendly creation across arts and culture, we will take the lead in establishing green production in our arts and culture programs and invigorating creative work on eco-friendly themes.

We will become an institution that pursues win-win relationships with stakeholders in the arts and culture field.

Based on customer-centered thinking, Arts Council Korea actively listens to the voices of the artists and audiences it serves and provides services that meet their needs. In addition, as a partner in the arts and culture field, we continue to provide various forms of support in order to pursue win-win relationships with artists and with companies and institutions in the public and private arts and culture sectors, such as strengthening our partners' capabilities and building a virtuous cycle structure for the arts and culture ecosystem. Going forward, we will continue to strive for shared growth with diverse stakeholders in the arts and culture sector.

We will realize social responsibility through transparent communication and become an institution trusted by our customers.

As a public institution that the public can trust, we are actively carrying out internal and external communication to fulfill our social responsibility. Through the operation of the Council, subcommittees, and task forces (TFs), we analyze pending issues in the arts field and within the institution and make decisions by gathering the opinions of diverse stakeholders. In addition, we have operated a risk management system to review the institution's ethical management and improved our systems. We will continue to practice transparent management by strengthening the ethical awareness of our executives and employees, and strive to create a fair arts and culture environment.

Going forward, Arts Council Korea will build a sustainable society together with all of our executives, employees, and arts and culture professionals. We ask for your continued interest and support for our journey of ceaseless challenge and innovation.

Thank you.



October 2026

Chair, Arts Council Korea **Lee Bum Hun**

Overview

ESG Story

K-ART Highlight

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Social

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ARKO Overview

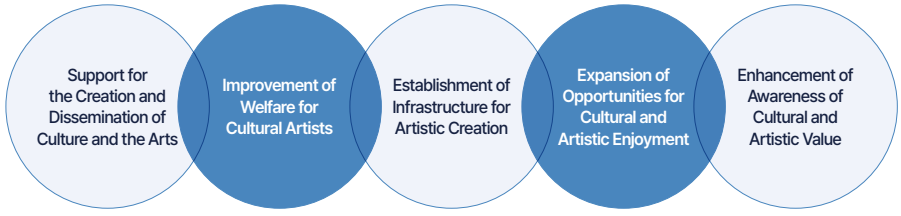
General Overview

Arts Council Korea is a public institution that supports the creation and enjoyment of arts and culture and promotes the sustainable development of the arts ecosystem. Launched in 1973 as the Korean Culture and Arts Foundation, it was reorganized in 2005 as a collegial council led by practicing artists. Since then, it has been carrying out a variety of programs to promote fundamental arts disciplines, including literature, visual arts, performing arts, traditional arts, and interdisciplinary arts, and to enhance public enjoyment of culture.

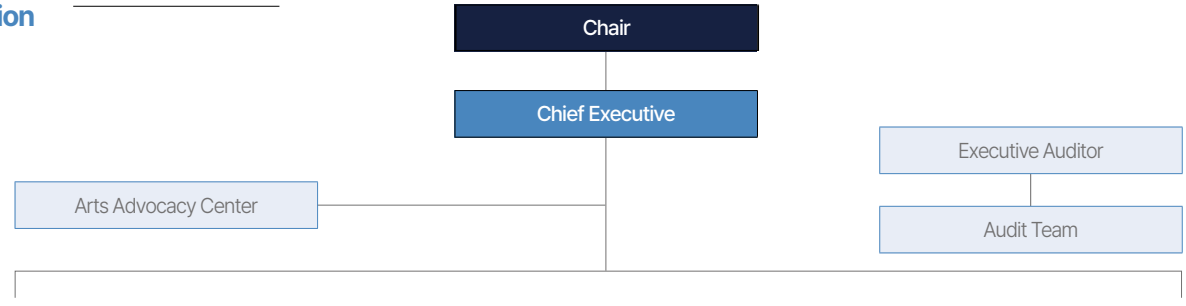
Name	Arts Council Korea (ARKO)
Established	March 1973*
Headed by	Lee Bum Hun
No. of Employees	249 (based on the 2025 management disclosure headcount) (151 regular employees + 98 indefinite-term contract employees)
Business Area	Support for Projects and Activities Promoting Culture and Arts
Located in	640 Bitgaram-ro (Bitgaram-dong), Naju-si, Jeonnam-Gwangju Special Metropolitan City (58326), Republic of Korea

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

Key Functions



Organization Chart



Innovation & Administration Division	Arts Grants Division	Cultural Development Division	ARKO Theater	ARKO Art Center
• Strategic & Planning Team • Corporate Management Team • People & Culture Team	• Grants Management Team • Literary Arts Team • Visual & Multidisciplinary Arts Team • Performing Arts Team • Creative Talent Development Team	• Cultural Voucher Team • International Relations & Partnership Team • ARKO Arts Archive	• Production & Management Team • Technical & Stage Management Team	• Curatorial & Management Team

* 1 secretariat, 1 theater, 1 art center, 1 office, 1 center, 1 archive, 3 divisions and 13 teams (as of December 2025)

Vision 2030

Mission

By supporting culture and the arts,
we enable everyone to share in the joy of creation and lead a life of value.

Vision

**ARKO, connecting arts and culture with the people,
building the future of arts and culture together**

Core Values

Fairness	Professionalism	Diversity	Sustainability
Establish a trusted arts and culture support system through transparent and fair procedures and principles.	Realize more effective arts and culture support by continuously developing policy formulation and administrative capabilities.	Create an inclusive environment that respects diverse values and participation in arts and culture while communicating with various stakeholders.	Contribute to the sustainable development of the nation and the arts and culture sector by operating the institution and its programs from a future-oriented perspective.

4 Strategic Goals

To strengthen and expand the ecosystem for artistic creation

① Advance creative support systems and expand support areas
② Strengthen the foundation for young artists to leap forward
③ Create a stable environment for jobs and capacity development in the arts field
④ Strengthen the public role of ARKO Theater and ARKO Art Center and develop their distinctive identities

To promote the value of arts and culture across society

⑨ Diversify activities promoting the value of arts and culture
⑩ Promote arts and culture sponsorship
⑪ Accumulate arts archives and expand their use

To broaden public access to and enjoyment of arts and culture

⑤ Expand public engagement with creative outcomes
⑥ Expand arts and culture experiences in daily life
⑦ Discover future arts and culture audiences
⑧ Diversify enjoyment programs for vulnerable groups

To establish a framework for sustainable institutional management

⑫ Lead arts policy and stabilize financial resources of the Culture and Arts Promotion Fund
⑬ Establish organizational professionalism and efficiency
⑭ Lead and strengthen ESG management
⑮ Enhance institutional brand value and customer satisfaction

History

1970

1970 Launch of Korean Culture and Arts Foundation 1989

1972 • Enacted the Culture and Arts Promotion Act (Law No. 2337)

1973 • Opened Korean 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 Arts Archive)

1981 • Opened Arts Center (currently ARKO Arts Theater)

1990 Exploring Changes in Arts Council Korea 2009

1992 • Opened Performing Arts Training Center (currently ARKO HRD Center)

2005 • Made transition to Arts Council Korea Council System

2006 • Joined the International Federation of Arts Councils and Culture Agencies (IFACCA) as a National Member

• Declared "ARKO Vision 2010"

2009 • Opened ARKO City Theater (currently Daehakro Arts Theater)



2010 Strengthening Innovation & Growth 2019

2010 • Opened Artist House

2012 • Launched ARTISTREE Movement (culture and art sponsorship campaign)

2014 • Integrated three institutions: Arts Council Korea, Korea Performing Arts Center, and the National Arts Documentation Center

2018 • Operated ARKO Innovation Task Force and announced 23 key reform initiatives

2019 • Changed the institution type to "Other Public Institutions"

• Announced ARKO Vision 2030



2020 Expanding Roles and Functions 2026

2023 • Launched the 8th Council of Arts Council Korea

• Received A grade in the Ministry of Culture, Sports and Tourism's 2022 operational performance evaluation of other public institutions

2024 • Signed the Memorandum of Understanding for Hosting the 10th World Summit on Arts and Culture by Arts Council Korea and IFACCA

• Opened ARKO Kkumbat Theater (former Hakjeon Blue Small Theater)

• Revised ARKO Vision 2030

2025 • Hosted the 10th World Summit on Arts and Culture by Arts Council Korea and IFACCA

• Received A grade in the Ministry of Culture, Sports and Tourism's 2024 public institution operational performance evaluation for 5 years running

2026 • Launched the 9th Council of Arts Council Korea

2026

Introduction to Major Programs

Art Creation Support

Literary Creation Nurturing

Birthplace of Literary Creation

ARKO Literature Writer Fellowship

Provide intensive support to writers actively working in the literary community, helping them grow into representative writers of Korean literature through creation grants and support for follow-up activities in the literary field.

- ✓ Novelist Seong Hae-na: bestseller "Honmono," Shin Dong-yeop Literary Award, Today's Young Artist Award

ARKO Full-Length Novel Creation Support

Sustain creative work by providing a stable creative environment in which writers can focus on writing full-length novels, and lay the foundation for deepening the diversity and experimentation of Korean literature through full-length novels and developing it into narratives of global stature.

- ✓ Newly introduced an intensive support system for full-length novels
- ✓ Established a field-communication-based support system by holding five expert roundtables and reflecting their opinions

Support for Literary Magazine Publications

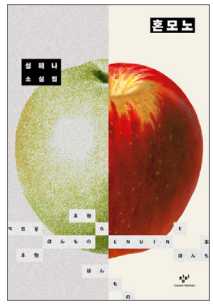
Support literary magazine publication to provide a stable creative foundation for writers, and foster stabilization of the literary creative environment and enjoyment base by autonomously supporting creative activities of individuals and organizations with exceptional literary capabilities.

- ✓ Average manuscript fee rate up 3.7% year on year (KRW 39,459 in 2024 → KRW 40,928 in 2025)
- ✓ Participant satisfaction up 2.9%p year on year (94.5% in 2024 → 97.4% in 2025)

Cyber Literary Plaza

As the leading online creation and enjoyment platform in the literary field, provide writers with a stable venue for publishing their work and readers with diverse literature-related content so that various participants can enjoy literature, thereby raising public interest in literature.

- ✓ Works published in Moonjang Web Magazine sweep top domestic literary awards
- ✓ Ye So-yeon's "That Dog and the Revolution" wins the Grand Prize at the 48th Yi Sang Literary Award as the youngest-ever recipient
- ✓ Seo Jang-won's "Hideo" wins the 15th Munji Literary Award
- ✓ Cheon Un-yeong's "Letters Written on the Back" wins the 33rd Oh Yeong-su Literary Award



Cover of novelist Seong Hae-na's "Honmono," Changbi Publishers



Cover of the February 2026 issue of the literary magazine "Littor," Minumsa Publishing Group

Literature Week

Operate a literary festival where diverse participants, including literary figures, readers, and intermediaries, communicate and share.

- ✓ Literature Week attracts record-high participation (12,427 in 2024 → 13,146 in 2025)
- ✓ Kim Hye-soon, a world-renowned poet with a unique position in contemporary Korean poetry, takes part in the closing ceremony (Sept. 20, 2025)


Photo of the Literature Week opening ceremony (2025)

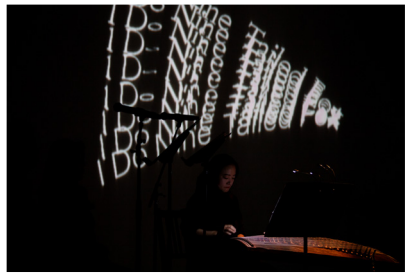

Photo of the Literature Week closing ceremony – Kim Hye-soon (2025)

Visual Arts Creation Nurturing

Visual Arts Creative Center

Discover outstanding artists, critics, and curators who can contribute to the development of the visual arts field, and revitalize the creation of works and establish a foundation for arts enjoyment.

- ✓ Jeon So-jeong's "Doing Gumiho": commissioned by the Performa Biennial in New York and premiered at Asia Society
  - Touring exhibitions confirmed in London, Luxembourg, the Busan Biennale, and elsewhere
- ✓ Kim Yun-cheol's "Transmatter Research Lab"
  - Advanced to globally prestigious platforms, including an exhibition at MO.CO. Montpellier Contemporain in France



"Doing Gumiho," commissioned by the Performa Biennial, New York ©Masao Katagami, Asia Society, Performa 2025

Architectural Artworks and Public Art Promotion

Support the operation of the architectural artwork system implemented under the Culture and Arts Promotion Act, provide the public with information on architectural artworks through the Public Art Portal, and manage contributions to the architectural artwork fund to secure financial resources for the Culture and Arts Promotion Fund.

- ✓ Improved field work efficiency by producing and distributing 2 types of work manuals and guidelines for the architectural artwork system
  - Provided 107 case-based FAQs, including intensively reinforced FAQs on key issues (post-management) (6 → 22 FAQs)
- ✓ Sharp increase in unique visitors and page views on the institutional website compared to the previous year
  - Unique visitors: 531,035 in 2024 → 648,146 in 2025, up 22.1% year on year
  - Page views: 1,008,473 in 2024 → 1,696,114 in 2025, up 68.2% year on year

2025 Public Art Portal Visitors — 22.1% ▲ compared to the previous year — 648,146 people

Promotion of Fundamental Arts Diversity

Multidisciplinary Arts Creative Center and Multidisciplinary Arts Creators

Promote new artistic practices by supporting experimental creation and the mid- to long-term activities of creative entities, and expand the boundaries of the multidisciplinary arts ecosystem by disseminating outstanding works.

- ✓ UBAC Studio's "Vooooo Peeeee"
  - Invited to the Immersive Competition at the Cannes Film Festival and the Immersive section of the Annecy International Animation Film Festival
- ✓ Kim Bo-eun's "Mourning Heat"
  - Invited to NTGent in Belgium, and to LICHTHOF Theater / Stimme X Festival – SHOWROOM and lab.30 Medienkunstfestival in Germany



UBAC Studio's "Vooooo Peeeee" invited to the Cannes Film Festival

Art Creation Support

Performing Arts Creation Support

Performing Arts Creative Studio

Performing Arts Creative Studio 2025 Total Program Budget
13,862
million KRW

Performing Arts Creative Studio

Discovering and spreading excellent works through support at each creative stage in the performing arts field, driving the revitalization of creation across the performing arts community and establishing a sustainable creative environment.

- ✓ Operated uniquely as Korea's flagship performing arts creation and production support program, with "the largest budget and the largest support"
  - Total program budget in 2025: KRW 13,862 million
  - Completed phased creative support (script open call → Outstanding New Productions of the Year → second-stage production support) and built a virtuous-cycle creative support model extending to linkage with distribution programs

ARKO Contemporary Orchestral Music Festival

Hosting the "ARKO Contemporary Orchestral Music Festival" to revitalize the presentation and performance of domestic original compositions and to expand opportunities for the public to enjoy them.

- ✓ On the occasion of the APEC Summit, held the 「Gyeongju City Silla Gochwidae–Gimcheon City Gugak Orchestra Exchange Concert with ARKO Contemporary Orchestral Music Festival」 (Aug. 2, 2025, Hwarang Hall, Gyeongju Arts Center) (all 658 seats sold out)
- ✓ Composer Kim Shin won the "Orchestra Award (Overseas)" at the 2025 Elan International Competition

Support for Arts for Children and Youth

Discovering excellent new works and developing repertoire for infants, children, and youth.

- ✓ Provided linked support for 17 works with ARKO Kkumbat Theater
- ✓ Through a multilateral memorandum of understanding (MOU) to revitalize arts for children and youth and to spread their value, established plans for linked support for seven children's theaters



Performing Arts Creative Studio Outstanding Productions of the Year (dance) God:Serengeti, 2025, ⓒOk Sang-hun



Photo of a performance at the 17th ARKO Contemporary Orchestral Music Festival



MOU for revitalizing arts for children and youth and spreading their value

Support for Performing Arts Festivals in Korea

By supporting representative foundational performing arts events in Korea to provide presentation opportunities for excellent performing arts, the program secures diversity of activities within the arts ecosystem, pioneers new areas, supports the building of a performing arts foundation, and contributes to expanding opportunities for the public to enjoy the arts.

- ✓ Launched the integrated brand "Arko Sum Festa (ASF)" for foundational performing arts festivals (22 events at 17 festivals participating)
- ✓ Improved the external recognition of organizations participating in the 2025 Arko Sum Festa
  - Media coverage: 459 articles in 2024 → 858 in 2025 (86.9% increase) - Total audience: 57,779 in 2024 → 60,084 in 2025 (4.0% increase)

Support for Medium- to Long-Term Performing Arts Creation

Performing Arts Creative Entities

Improving organizational capabilities and establishing an operational foundation through medium- to long-term support for performing arts creation and production (multi-year support of up to three years).

- ✓ Established a structure in which excellent works are developed through multi-year support → reach expands → the organization's brand is enhanced
- ✓ Increased number of domestic and international invitations, awards, and joint planning/production cases: 39 in 2023 → 47 in 2024 → 67 in 2025
- ✓ Gongnori Club's <Dried Red Pepper and Peach-Scented Lipstick> won the Young Theater Award at the 2025 Baeksang Arts Awards
- ✓ Liquid Sound's <Gin: Yeonhui Deconstruction Project I> was selected as an official invited work at the 2026 Avignon Festival in France

KEY PERFORMANCE

- Performing Arts Creative Studio Outstanding New Productions of the Year (original musical) <Ojige Jaemitneun Gasinadeul> (Live Co., Ltd.) → Presented an excellent new work through phased creative support and turned it into repertoire through continued dissemination
  - Awards: Won three categories at the 10th Korea Musical Awards: Best Production (under 400 seats), Best Direction, and Best Script
  - Repertoire: After the premiere, continued to perform at the National Theater of Korea, the Asia Culture Center, and regional venues (Gimhae, Andong, Changwon, etc.)



Original musical <Ojige Jaemitneun Gasinadeul>, 2025
ⓒSeoul Photo Studio

- Performing Arts Creative Studio Outstanding New Productions of the Year (original musical) <Ojige Jaemitneun Gasinadeul>

- Support for Medium- to Long-Term Performing Arts Creation Gongnori Club <Dried Red Pepper and Peach-Scented Lipstick> Won the Young Theater Award at the 2025 Baeksang Arts Awards



Poster for Gongnori Club's
<Dried Red Pepper and Peach-Scented Lipstick>

Strengthening Global Creative Capabilities and Networks

Strengthening Global Creative Capabilities

Support for Participation in Overseas Residencies

Supporting participation fees for overseas residency programs to strengthen artists' (planners') creative production and international planning capabilities and to expand the foundation of international exchange networks for Korean arts.

- ✓ Expanded support fields and regions through new agreements with eight overseas residencies
  - New Museum's NEW INC (USA), Transmediale (Germany), ZKM Hertz-Lab (Germany), IETM International Network for Contemporary Performing Arts (Europe), Ain Shams University (Egypt), Kyoto Writers Residency (Japan), K-Book Promotion Association (Japan), Salihara Arts Center (Indonesia)

Support for International Collaboration

Supporting exchange and creative production activities to strengthen Korean artists' international exchange planning and creative production capabilities.

- ✓ Artist Kim A-young won the 3rd LG Guggenheim Award in 2025

Support for Overseas Expansion Linked to ARKO Programs

Follow-up support linked to domestic and international programs promoted by Arts Council Korea and to overseas partnerships (Cervantino International Festival in Mexico, Venice Biennale in Italy).

- ✓ Supported artists participating in the main exhibition of the Venice Biennale through a new agreement with the Venice Biennale Foundation of Italy
  - IVAAIU City participated in the 19th International Architecture Exhibition of La Biennale di Venezia, which attracted a record 315,584 visitors

Strengthening Inbound International Cooperation

Creating a venue for inbound-centered exchange and cooperation so that themes based on Korea's regional characteristics can spread into international discourse.

- ✓ Building an inbound-centered ecosystem: budget expanded from KRW 300 million in 2025 to KRW 1 billion in 2026

Support for Regional Arts Leap

By building a cooperation system with metropolitan culture foundations and providing follow-up linked support for excellent works and activities in fundamental arts within regions, the program discovers and nurtures excellent regional arts content, supports the growth of regional fundamental arts, and contributes to expanding opportunities for the public to enjoy culture.

- ✓ (Literature) Supported 12 regional literary organizations with KRW 385 million: spread regional literary content and expanded readership through book publication, book concerts, dramatic readings, etc.
- ✓ (Performing arts) 63rd Korea Theater Artists Festival: Best Group Production Award: theater company Parambul <Like Slurping Down a Bowl of Naengmyeon> / Best Theater Artist Award (Playwright category): Kim Suk-gyeong, director of Munhwapan Moira
- ✓ (Performing arts) Selected five organizations for the 2026 Regional Representative Arts Organization Support Program
  - Theater company Jangjabeonduk, Noripae Sinmyeong, Jeonbuk Ballet Theater, Korea Junggoje Pansori Promotion Institute, theater company Kkokdu Gwangdae
- ✓ (Visual arts) Expanded the 2025 ARKO LEAP integrated exhibition and overseas expansion for 17 representative regional visual artists at major art museums in Korea and abroad
  - Invited to the exhibition commemorating the 140th anniversary of Korea–France diplomatic relations in 2026 (Korean Cultural Center in France) (Ko Yeong-chan, Jeonnam)
  - Won the 24th Yeongwol Donggang Photography Award in 2026 (Im An-na, Chungbuk)

Support for Revitalizing Creative Spaces

Support for Literary Creative Spaces — **Support for Literary Writing Space Management**

Supporting stable space operation through support for literary writing spaces and contributing to the production of excellent literary works, while operating programs to revitalize literary creation, including writers' creative activities and networking.

- ✓ Space utilization rate of writing spaces up 6.2%p year-on-year (88.3% in 2024 → 94.5% in 2025)
- ✓ Satisfaction with the writing space program up 2.1 points (92.2 points in 2024 → 94.3 points in 2025)



Overview of a writing space (Yebeodeong Literary House)

Support for Literary Creative Spaces — **Support for Literary Creative Studio Use**

Considering that the majority of literary writers are engaged in multiple occupations, creating a stable and sustainable environment for creative work by indirectly supporting spaces where they can balance work and writing activities.



Photo of a Fast Five space

- ✓ Increased program satisfaction (85.3 points in 2024 → 91.9 points in 2025)
- ✓ Increased number of creative studios (88 in 2024 → 143 in 2025)

Support for Visual Arts Creative Space — **Visual Arts Creative Entities**

Revitalizing visual arts creative spaces by supporting excellent curated exhibitions and program operations at visual arts creative spaces.

- ✓ Launched a distribution system through strategic partnerships with related institutions (KOFICE, etc.) so that excellent domestic creative outputs can be continuously enjoyed on the global stage
  - Ilmin Museum of Art: cultural centers in Japan (Tokyo, Osaka) - Gonggan Illi: cultural centers in Latin America (Mexico, Argentina)

Support for Multidisciplinary Arts Creative Space — **Multidisciplinary Arts Creative Incubation**

Revitalizing experimental creation and activities and the development of new audiences through support for spaces where curated exhibitions, performances, and other works realizing diverse artistic values can be presented and mediated.

- ✓ Supported four multidisciplinary arts spaces, expanding creative sustainability and opportunities for audiences to enjoy art
- ✓ Collaborated with external specialized institutions such as Seoul Museum of Art Seo-Seoul and LG Arts Center to support the entire process from planning to production and presentation and to strengthen the foundation for subsequent distribution and spread



Multidisciplinary Arts Creative Incubation – Scene of the artist talk at the 2025 Platform L Live Arts Program ©Taejin Cultural Foundation

Support for Performing Arts Venue Rental Fees — **Support for Performing Arts Venue Rental Fees**

Establishing conditions for private performing arts organizations and artists to create and present works stably by supporting part of the venue rental fees, which account for a large burden of performance production costs.

- ✓ Reflected continuous feedback from the field and restored a program that was abolished in 2022, with improvements
  - 2025 program budget totaling KRW 2,668 million - In 2025, 1,124 cases selected and KRW 2,558 million provided

Support for Performing Arts Creative Spaces — **Performing Arts Creative Entities**

Expanding the creative foundation of the performing arts field through medium- to long-term support for private arts organizations that operate performing arts creative spaces (multi-year support of up to three years).

- ✓ Fostered curated theaters and diversified artists' collaborative creation channels by building a systematic joint planning system
- ✓ Increased the number of joint planning cases at participating venues (joint planning concept introduced in 2024): 254 in 2024 → 290 in 2025

Number of Joint Planning Cases at Participating Venues — 36 cases▲ year on year — 290 cases

Cultivating Artistic Talents

Cultivating Next-Generation Talent

ARKO Young Artist Support — **Young Artist Leap Support**

Supporting young artists' activities from creation to presentation, along with capacity building through mentoring and networking and the formation of a foundation for collaboration.

- Supported 109 cases in 2024 → 132 cases in 2025
- Jeon Seo-a won the Performance category at the 16th Doosan Yonkang Arts Award
- Yang Ji-hun won the New Director Award at the 17th DMZ International Documentary Film Festival
- Choi Min-jun won the Excellence Award in the Korean Music category at the 44th Korean Composition Award

Young Artist Support: 23 cases▲ year on year → 132 cases

Stage Art Professional Training — **Stage Art Professional Training**

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

- (ARKO Stage Arts Academy – Professional Development Course for Practitioners) Improved completion rate: 87.6% in 2024 → 96.4% in 2025, an increase of 8.8%p year-on-year
- (APE CAMP) Linked with ISEA2025 (International Symposium on Electronic Art), operated an APE CAMP special exhibition session, and held an international networking event
- Artist Kim Yeon-ui's <Mnemorium: Library of Memory> won 2nd place in the Music category of Pitch the Future at the 2025 Korea AI Content Awards


2025 APE CAMP Main Camp



2025 APE CAMP International Conference

Strengthening the On-Site Capabilities of Aspiring Artists and the Arts Ecosystem — **Support for Linking Aspiring Artists at Arts Universities with the Field**

Providing diverse opportunities for arts field experience to strengthen the on-site capabilities of aspiring artists at arts universities (graduate schools).

- Number of aspiring artist beneficiaries: 475 in 2025, 595 in 2026 (as of July 13)

Beneficiaries among Aspiring Artists at Arts Universities (Graduate Schools): 120 people▲ year on year → 475 people

Support for First Presentations by Aspiring Artists at Arts Organizations

Providing opportunities to enter the arts field by supporting arts organizations in discovering aspiring artists and in their first presentations.

- Number of aspiring artist beneficiaries: 500 in 2025

Cultivating Art Scene Human Resources

Support for Trainees at Arts and Culture Institutions — **Support for Arts and Culture Trainees**

Creating jobs for young people by providing opportunities to accumulate practical experience at arts and culture institutions and professional training for graduates majoring in arts and culture.

- Trainee satisfaction with the program: 4.33 points in 2024 → 4.46 points in 2025, an increase of 0.13 points

Trainee Program Satisfaction: 0.13 points▲ year on year → 4.46 points

Support for Arts Records Management Professionals — **Support for Arts Records Management Professionals**

Cultivating arts records management specialists (archivists) by creating jobs for professionals in the arts and records management (including library and information science) fields.

Spreading the Social Value of Art

Enhancing the Execution Capacity of Arts Policy

Promoting the Spread of Artistic Value and Support Policies

Raising awareness among the public and stakeholders and promoting communication about and shared understanding of the council's programs by providing customized information through the press and online channels.

Total Social Media Followers

9.4% ▲ year on year

97,638 people

- ✓ Expanded planned and in-depth coverage (1,227 → 2,132 articles, a 73.8% increase)
- ✓ Secured 97,638 social media followers in total (9.4% increase year-on-year)
- ✓ Increased YouTube views by 52.6% and Instagram views by 9.3% year-on-year
- ✓ Published 218 blog content items annually
- ✓ Achieved a triple crown at the Korea SNS Awards and the SNS of the Year Awards

Guidance on Arts Support Information

Improving accessibility and efficiency through digital-based smart open call guidance, and strengthening open call guidance for support programs.

- ✓ Strengthened the accessibility, efficiency, and delivery of support program information by providing online program introduction videos (administrative costs reduced by KRW 24 million compared to existing program briefing sessions)
- ✓ Developed and introduced a KakaoTalk chatbot for open call guidance, providing 24-hour responses to open call inquiries and expanding promotion and information accessibility (chatbot called a total of 12,115 times / satisfaction 70.0%)
- ✓ Operated online one-on-one consultations and FAQ briefing sessions by program (23 online one-on-one consultations, 122 attendees at FAQ briefing sessions)
- ✓ Expanded open call promotion based on Artnuri: posted notices with the Artnuri notice viewer applied and expanded open call promotion through newly distributed newsletters
  - Number of Artnuri partner institutions: 106 in 2024 → 120 in 2025
  - Number of Artnuri information postings: 2,451 in 2024 → 4,523 in 2025

Arts Support Policy Development

Objectively and systematically investigating and researching policies related to the Arts Council Korea's management activities and the arts field, and improving implementation effectiveness through program and policy evaluation activities.

- ✓ Operated the "AI Working Group," with the participation of artists, AI technology experts, and arts and culture policy experts
- ✓ Produced and disseminated the roundtable 「Art Jap-Da: Talking About AI and Art」 as YouTube content (more than 3,000 views, as of July 2026)
- ✓ Presented and held discussions at nationwide policy forums, including the Ministry of Culture, Sports and Tourism's "2025 Culture, Sports and Tourism AI·Digital Innovation Forum" (Nov. 2025) and the "2025 Gwangju-Jeonnam Innovation City Cultural Institutions Win-Win Policy Forum (AI)" (Nov. 2025) (approximately 500 attendees in total)



「Art Jap-Da: Talking About AI and Art (Part 1)」
"Coexistence of AI and Artists – Questioning the Future of Artistic Creation" YouTube video thumbnail



Arts Council Korea session at the Ministry of Culture, Sports and Tourism's "2025 Culture, Sports and Tourism AI·Digital Innovation Forum" (Nov. 2025)

Spreading the Social Value of Art

Revitalizing Arts and Culture Donations

2025 Total Donation Revenue → 20.7 billion KRW



Photo of the 2025 ART FOR;REST Festival

Donation Program

Through the ARTISTREE Movement for raising donations and revitalizing arts and culture patronage, the program contributes to supporting artists' creative activities, expanding the enjoyment of arts and culture, and the stable operation of arts organizations.

- ✓ Total donation revenue: KRW 20.7 billion raised in 2025
- ✓ Revitalizing small regular donations: 32,600 donations, KRW 480 million donated
  - Provided an online regular donation (CMS) fundraising platform for arts organizations

ARTISTREE Movement

- A donation campaign to spread the public-interest value of arts and culture patronage and the culture of giving, raising public empathy and promoting the revitalization of arts patronage
- Operating funds through regular or one-time donations, including the ARTISTREE donation fund "ARTISTREE Seed," the "Theater Tomorrow Fund" supporting the future of young theater artists, "Kkumbat Funding" for supporting Kkumbat Theater (former Hakjeon Blue Small Theater), and the "K-Arts Fund" supporting the creation and international exchange of emerging artists

- ✓ Fundraising results: Kkumbat Funding KRW 51 million, Theater Tomorrow Fund KRW 146 million, K-Arts Fund KRW 162 million
- ✓ Diversified fundraising channels: linked private-public (New Seoul CC) cooperation and a public-participation campaign (ART FOR;REST Festival)
  → increased one-time donors by 631 and potential donors (social media followers and newsletter subscribers) by 3,179
- ✓ Spread of artist relay donations: KRW 120 million raised; branded a fandom donation culture from veteran artists to master artists
- ✓ Building a virtuous cycle in the arts ecosystem: 137 emerging artists and 24 arts organizations, 8,100 viewers at ARKO Kkumbat Theater
  → KRW 610 million in support for returning funds to the arts field and nurturing artists

Support for Revitalizing Private Patronage | **Support for Region-Centered Arts and Corporate Shared Growth**

A program that builds a regionally based arts and culture patronage ecosystem by linking companies and arts organizations, centered on regional culture foundations. Its aim is to promote corporate patronage of arts and culture and to establish a foundation for arts organizations' stable creative activities.

- ✓ Through the operation of the Korea Arts and Corporate Shared Growth Support Program, formed 225 corporate–arts patronage partnerships and attracted KRW 2,198 million in corporate donations (221 participating companies)
- ✓ 167 partnerships in non-capital regions (74% of the total) and KRW 1,295 million in donations demonstrated the spread of region-centered private patronage
- ✓ Established a model for building a regionally based private patronage ecosystem by demonstrating the patronage-mediating function of 25 regional culture foundations

KEY PERFORMANCE

- Revitalized corporate patronage through the operation of the Korea Arts and Corporate Shared Growth Support Program
  – Formed 225 arts patronage partnerships and attracted KRW 2,198 million in corporate donations (221 participating companies)
- Spread region-centered private patronage with 167 partnerships in non-capital regions (74% of the total) and KRW 1,295 million in donations
- Established a model for building a regionally based private patronage ecosystem by demonstrating the patronage-mediating function of 25 regional culture foundations

Support for Enjoying Arts and Culture

Integrated Culture Voucher — Culture Nuri Card

A program that provides vouchers usable for domestic arts and culture, tourism, and sports activities to economically disadvantaged groups, expanding opportunities for cultural enjoyment, improving quality of life, and reducing cultural disparities.

- Achieved the highest issuance rate ever (101.5% in 2024 → 103.1% in 2025)
- Delivered 2,000 tailored welfare registered mail items to vulnerable user groups using the nationwide postal network
- Contributed to maximizing synergy among voucher operating institutions and improving the quality of government-supported vouchers by serving as the chair institution of the <Public Voucher Operation Council>
- Improved the usage rate among vulnerable user groups (seniors aged 60 and over) (87.3% in 2024 → 88.3% in 2025)

2025 Culture Nuri Card Issuance Rate — **103.1%**

Youth Culture and Arts Pass Support

Providing opportunities to view arts and culture to young people (born 2006–2007) who are taking their first steps into society, supporting them to grow into culturally engaged citizens and active cultural consumers.

- Achieved the highest rate ever, with a first-round 2026 Youth Culture and Arts Pass issuance rate of 94.8%
- Significantly increased the Youth Culture and Arts Pass usage rate (34.3% in 2024 → 51.2% in 2025)
- Reduced the number of non-users by 71.9% from the previous year through expanded active promotion and encouragement of use (57,000 in 2024 → 16,000 in 2025)
- Secured discounts through external cooperation, providing benefits exceeding the subsidy to users of a total of 834 performances

2026 Youth Culture and Arts Pass Issuance Rate — **94.8%**

KEY PERFORMANCE

- Provided opportunities to enjoy culture to approximately 5.3% of the public, or 2,721,575 people, through the Integrated Culture Voucher
- Provided the highest-ever support per person through the Integrated Culture Voucher to ease the burden on vulnerable groups (KRW 140,000 per person)



Photo of the 2025 Culture Nuri Card Essay Contest Award Ceremony

Culture Nuri Card BI

Youth Culture and Arts Pass BI

Facility Management

1

Arts Council Korea Headquarters

"A hub for arts support, Arts Council Korea Naju Headquarters"

Arts Council Korea Headquarters, which relocated to Naju Innovation City, is taking a new approach to arts administration grounded in public value and creativity, and is working to ensure that all members of the public can enjoy the joy of creation through arts support under the vision of "ARKO, connecting arts and culture with the people, building the future of arts and culture together." The council is promoting policies to strengthen regionally balanced development and artist support systems, and as a hub space for arts administration, it is creating an inclusive arts ecosystem together with artists, citizens, and local communities.



Arts Council Korea Naju Headquarters

2



ARKO Arts Theater

ARKO Arts Theater

"A central stage for performing arts, a public theater realizing creation and sustainability"

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 more than 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 also carries out activities to strengthen arts sustainability, including support for remounts and international exchange programs.

3

Daehakro Arts Theater

"A creative platform for next-generation artists, a stage of experimentation and change"

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



Daehakro Arts Theater

4



ARKO Art Center

ARKO Art Center

"A public art center that proposes sustainability through art"

ARKO Art Center is a leading public art center that operates diverse exhibitions and public programs to spread the social value of art and increase access to culture. Located in Marronnier Park in Daehak-ro, this space is a cultural and artistic asset embodying the philosophy of architect Kim Swoo-geun, and it has grown together with Korean contemporary art ecosystem for many years. It supports experimental and interdisciplinary art activities and extends social agendas into cultural discourse, and it produces and distributes easy-to-read exhibition guides to improve access to the art center. It also builds an open platform where artists, citizens, and local communities communicate and participate, taking the lead in creating social value through arts and culture.

5

Artist House

"A networking platform where artists and citizens come together, Artist House"

Artist House is an open arts and culture space where artists and citizens can meet and interact freely. Since its new opening as a café-style lounge in 2023, it has operated diverse arts and culture activities, including performance, lecture, and young artist planning programs, expanding opportunities for enjoying and communicating through art in everyday life. It also supports the creative activities of young artists and promotes the formation of networks among diverse actors in the arts community, contributing to the creation of a sustainable arts ecosystem as a venue for exchange that embraces generations and fields. As a cultural platform growing together with the local community, it continues to spread community-centered arts and culture values.



Artist House

6



ARKO Arts Archive

ARKO Arts Archive

"A specialized archive that carries on the flow of art records, an arts archive open to everyone"

ARKO Arts Archive is a specialized archive institution that collects, preserves, and utilizes major records of Korean modern and contemporary art.
To spread the cultural heritage value of art records, it carries out record production projects such as oral history collection and performing arts video documentation, and through physical materials and digital archive services, it provides an environment where anyone can easily access art materials.

7



ARKO HRD Center

ARKO HRD Center

"A training hub for nurturing arts and culture professionals, ARKO HRD Center"

ARKO HRD Center is a specialized educational institution that supports artists' capacity building and strengthens their creative foundations. Through education programs and a practice-centered creative environment, it supports the training of arts and culture professionals and the continued growth of artists. It also provides creation and practice opportunities using specialized facilities such as performance venues and studios, and, as an operational base for artist development programs, contributes to the sustainable development of the arts and culture ecosystem.

8

The Venice Biennale Korean Pavilion

"A hub for Korean contemporary art in the world of art, The Venice Biennale Korean Pavilion"

The Venice Biennale Korean Pavilion is a core base for the international spread of Korean contemporary art and for arts and culture exchange. Through diverse exhibitions and projects, it introduces Korean artists' creative capabilities and contemporary discourse to the world stage and contributes to enhancing the global competitiveness of Korean art. It also works to build a sustainable international network in the arts and culture field and to invigorate mutual exchange by expanding cooperation with international arts institutions and experts.



The Venice Biennale Korean Pavilion

9



ARKO Kkumbat Theater

ARKO Kkumbat Theater

"A dream space of arts for children and youth, ARKO Kkumbat Theater"

ARKO Kkumbat Theater is a dedicated performing arts venue created to improve children's and youth's access to arts and culture and to support their creative growth. Through performance and hands-on programs and festival programs, it expands opportunities for future generations to enjoy the arts, and it carries on the cultural value of the former Hakjeon Blue Small Theater, contributing to the creation of a child- and youth-friendly performing arts environment. It also lays the groundwork for fostering future audiences and artists and supports the building of a sustainable performing arts ecosystem.

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ESG Management System

General Overview

As a leading institution in ESG management, Arts Council Korea has established and operates a professional and systematic implementation foundation for ESG management, including an ESG management strategy, implementation organization, and a nationwide network.

ESG Management Strategy

Arts Council Korea has set "ARKO as a Leading Institution in ESG for Creating a Sustainable Cultural and Arts Ecosystem" as its ESG vision, and is systematically carrying out 12 strategic tasks under three strategic goals in Environment (E), Social (S), and Governance (G).

ESG Vision

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

3 Strategic Goals by ESG Area

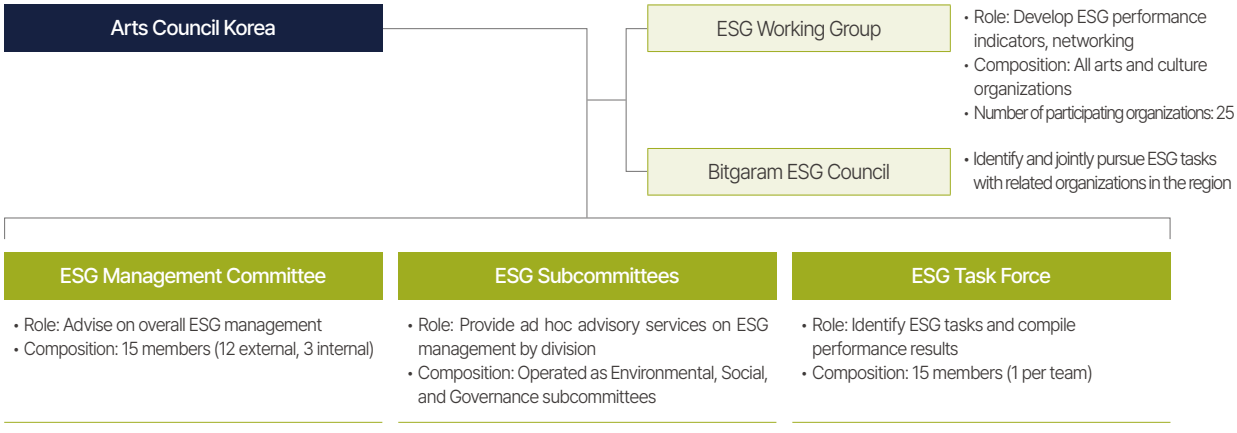
E	Implementing Environmental Management for Carbon Neutrality Practices
S	Realizing Social Responsibility with a Stakeholder-Centric Approach
G	Establishing a Fair and Transparent Organizational Management System

12 Strategic Tasks

① Establish and internalize environmental management systems
② Implement eco-friendly management in ARKO creative space
③ Establish a foundation for creative activities that takes environmental sustainability into account
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 based on ARKO's core business
⑨ Promote the spread of cultural and artistic values through ESG
⑩ Practice anti-corruption and ethical management through raising internal awareness
⑪ Enhance communication with policy stakeholders by advancing the Council operation system
⑫ Lead ESG management in the cultural and arts sector

ESG Management Governance

To strengthen the decision-making and execution capacity of ESG management, Arts Council Korea operates a governance structure, centered on the Chair, in which internal and external cooperative organizations participate. Centered on the ESG Management Committee, the ESG Subcommittees and the ESG Task Force are linked in stages, and the ESG Working Group and the Bitgaram ESG Council form the external cooperation network.



Operation of the ESG Management Committee

To strengthen its execution capacity, including setting the institution's ESG management strategic direction and providing advice on implementation tasks, Arts Council Korea operates the ESG Management Committee. In 2025, it held a total of 5 meetings, consisting of the ESG Management Committee's annual regular meetings and meetings on the advisory agenda items of the ESG subcommittees.
In particular, the ESG subcommittees provide advice on ESG management implementation tasks, while the ESG Management Committee performs reporting and overall coordination functions, and the council is working to strengthen its advisory system through linked operation among the committees.

Meeting Date	Details
Mar. 18, 2025	(Basic plan consultation) Overall review of the 2025 ESG Management Basic Plan (draft) and consultation on the direction of implementation
Jun. 18, 2025	(1st ESG Management Committee) Consultation on the operation plan for the "One Team, One ESG Task" initiative and on measures for linking it to performance
Jul. 16, 2025	(1st ESG Subcommittees) Consultation by subcommittee on issues and policy directions by ESG area
Jul. 24, 2025	(2nd ESG Subcommittee) Consultation on the validity of tasks and the design of indicators in the environmental (E) area
Aug. 26, 2025	(2nd ESG Management Committee) Review of first-half ESG progress and discussion of task improvement measures

Internalization of ESG Management

To internalize ESG management, Arts Council Korea operates training and campaigns for executives and employees, and has introduced mileage and performance evaluation systems so that executives and employees can reflect ESG management in actual program operations.

Strengthening ESG Education	• Completed educational content organized into three systematic stages (basic–in-depth–trend) through ESG education with organization-wide participation • Held 6 hours of ESG education with 476 participants and achieved an average education satisfaction of 4.66 points
Operating ESG Campaigns	• Spread an organization-wide ESG practice culture through experiences, consumption, and events in which executives and employees learn by participating directly • 435 people participated in total, with a participation satisfaction of 99.3 points
ESG Performance Evaluation	• Established an operation system in which all departments participate in ESG tasks, to internalize ESG management organization-wide • Improved the execution of sustainable management by encouraging voluntary ESG practice activities by team • Introduced the "One Team, One ESG Task" initiative and built a system linking interim reviews and performance
Operating the ESG Mileage System	• Based on the integrated ESG score and scores by type, selected 1 highest scorer, 1 each for the E/S/G types, and 2 sustained high performers, rewarding a total of 6 people • Internalized ESG management and encouraged voluntary participation by executives and employees

Operation of the ESG Working Group



Arts Council Korea has operated an ESG Working Group together with arts and culture organizations nationwide since 2022. In the 4th Working Group in 2025, ESG indicators were developed based on the ESG initiative for arts and culture organizations. The indicator development process was run so as to contribute substantively to improving the practical capabilities and expertise of the staff in charge, through institutional diagnosis exercises and task performance based on the institution's materiality assessment and the K-ESG guidelines, as well as benchmarking of other institutions' cases. By connecting the 25 participating organizations as a network, the council continues to cooperate so that ESG can take root as a basic principle in the operation of arts and culture organizations.

Stakeholder Engagement and Communication

Through continuous communication with diverse stakeholders, Arts Council Korea gathers opinions and reflects them in management decision-making and program implementation. Based on the voices of the arts field, the public, government and local communities, partner organizations, and executives and employees, the council identifies core ESG issues and continuously reviews the direction and tasks of institutional operations. In addition, by transparently disclosing its major areas of interest and the results of its responses, it practices responsible institutional operation.

Stakeholder		Core Needs	Communication Channel		ARKO's Response Activities
			Individual Channel	Common Channel	
Employees/ Labor Union	• Internal stakeholders who communicate to cooperate on key management issues and improve the working environment	• Collaborate on key management issues • Improve the working environment and form a flexible organizational culture • Improve mutual trust between labor and management • Conduct management activities based on communication and participation	• Internal customer satisfaction index (ICSI) • Weekly/monthly management meetings • Labor-management council • Organizational culture workshop	• Website • Social media • Sustainable Management Report	• Share and improve management activities regularly • Expand family-oriented and leisure-friendly organizational culture programs • Strengthen labor-management communication and gather opinions • Make efforts to improve the working environment
Partner Institutions	• External partners, such as artists, public arts and culture institutions, social enterprises, and sponsoring companies, that support the implementation of government policy and build fair cooperative relationships	• Support government policy implementation • Fair and transparent cooperative relationship • Create synergy through strengthened cooperation • Protect the interests of partner institutions	• Meetings with relevant organizations • Program briefing sessions • Monitoring • Advisory meetings		• Fair transactions with partner institutions • Expand shared growth purchasing • Discuss common agenda items and network • Operate councils
Artists/Arts Organizations	• Key stakeholders who communicate closely to improve the creative environment and the transparency and fairness of support programs	• Improve the creative environment • Improve the transparency and fairness of support programs • Protect artists' rights and copyrights • Provide quality information • Strengthen the expertise and efficiency of operating institutions	• Field business reports and field public hearings • ARKO Expresso • Support deliberation ombudsman • e-Naradoum / NCAS customer center • Round table • Customer satisfaction index (CSI, PCSI)		• Upgrade procedures for applying for creative activity support • Establish a fair review and feedback system • Expand support and sponsorship of arts and culture activities • Distribute copyright protection guidelines
Citizens	• Final beneficiary stakeholders who communicate through various channels to expand opportunities to enjoy arts and culture and to protect the public	• Expand opportunities to enjoy arts and culture • Guarantee citizen participation • Provide information of interest on arts and culture policy • Improve program service quality, etc. • Customized services for beneficiaries	• Field business reports • Customer center by program • Customer satisfaction index (CSI, PCSI) • Theater and art center audience satisfaction survey • Idea contest • e-People		• Expand enjoyment of arts and culture • Diversify programs for vulnerable groups • Incorporate field-based satisfaction survey results and feedback • Support identification of future culture consumers and their attendance at cultural events • Efforts to respond to social issues culturally
Government	• Supervisory and supporting bodies that cooperate closely on government policy based on the institution's autonomy and accountability	• Fulfill council autonomy and accountability • Cooperate on government policy • Share council program information • Improve operational transparency	• Institutional meetings • Policy reporting • Roundtable		• Communication activities with government and related organizations • Participate in roundtables and briefing sessions hosted by government institutions • Implement programs linked with policies • Report management performance and publish the sustainability report
Community	• Local stakeholders who cooperate for coexistence with the community	• Improve living conditions in the innovation city • Establish cooperative governance • Expand community contribution activities • Establish a community cooperation ecosystem	• Meeting of heads of relocated public institutions • Bitgaram Council meeting • Public hearing • Education and roundtable		• Pursue cooperation projects with relocated institutions • Operate and expand the ARKO volunteer group • Implement private-public cooperation projects • Lead community ESG activities • Conduct community donation and sharing activities

Double Materiality Assessment

Arts Council Korea analyzed its internal and external environment, its business and operational characteristics, and related policies and systems, and conducted a survey of key stakeholders' perceptions of the institution's management and its impact on society and the environment. It selected 11 core issues by comprehensively considering the survey results and the institution's business model and strategic importance. For the core issues, the council identified the major impacts, risks, and opportunities related to each issue with reference to the ESRS, and plans to advance the IRO-based materiality assessment system in stages going forward.

STEP 1. 43 Potential Issues
- Identify issues from organizational and stakeholder sustainability perspectives
- Conduct external/internal ESG environmental analysis, including international standards, trends, business directions, and benchmarking of peer industries

STEP 2. 25 Possible Issues
- Identify issues that can be prioritized from a sustainability perspective
- Select possible issues by reviewing appropriateness, redundancy, similarity, and materiality

STEP 3. 11 Core Issues
- Select issues that should be considered as important from a sustainability perspective
- Confirm core issues based on opinion gathering (survey) of employees and external stakeholders and an appropriateness assessment

STEP 4. Impact Analysis
- Identify key impacts, risks, and opportunities (IRO) by core issue
- Identify and evaluate individual IROs through external ESG experts
- Finalize through review by the ESG department in charge and internal reporting

N.	Category	Core Issue	Key IRO	Financial Impact	Impact on Society and Environment	Issue Change
1	Environmental	Sustainable resource use and management	• Resource consumption and waste are generated through the production of performances and exhibitions and the use of printed materials and consumables • Resource use and disposal costs can be reduced through digitalization and the reuse of stage and exhibition materials	●●○	●○○	New
2		Expansion of eco-friendly programs and services	• Environment-themed arts and culture programs can contribute to raising the public's environmental awareness • Opportunities can be expanded for new support programs in the environmental field, private-public cooperation, and linkage with external funding	●●○	●●○	New
3	Social	Fair recruitment and management	• Unfair or discriminatory recruitment and personnel practices can infringe on applicants' fair opportunities and employees' rights • Audits, sanctions, disputes, re-recruitment, and reduced institutional trust can occur	●●○	●●○	New
4		Business site safety and health management	• Accidents at performance and exhibition venues can harm the lives and health of workers, partner company employees, and visitors • When accidents occur, costs for suspension of operations, compensation, litigation, restoration, and additional safety investment can arise	●●○	●●●	Same
5		Respect for diversity and prohibition of discrimination	• Expanding participation by diverse groups can enhance the inclusiveness and representativeness of arts and culture • Discrimination-related complaints, disputes, audits, and program re-review can occur	●●○	●●○	New
6		Strengthening customer information protection	• Leakage of personal information can infringe on the privacy of program applicants, artists, and users and cause them economic and psychological harm • Costs for fines, litigation, incident response and restoration, and system interruptions can occur	●●○	●●○	Same
7		Increase public access to cultural and artistic experiences	• Supporting arts creation, performance, and enjoyment can contribute to improving the public's cultural rights and quality of life • Expanding cultural demand can raise the possibility of new cooperative programs and additional funding linkage	●●○	●●●	Same
8		Expansion of access to art and diversity	• Through the Culture Nuri Card and other means, access to culture can be improved for vulnerable groups, youth, persons with disabilities, and local residents • New cultural demand can be discovered and the base for using public cultural services can be expanded	●●○	●●●	Same
9		Establishment of fair transaction	• Unfair contracts, payment delays, and excessive burden shifting can infringe on the rights of artists and partner companies and on their right to fair compensation • Standard contracts and fair transaction procedures can reduce disputes and administrative processing costs	●●○	●●○	New
10	Governance	Strengthening ethical and anti-corruption management activities	• Corruption, improper solicitation, and conflicts of interest can infringe on the fair opportunities of support recipients and on the public-interest use of public finances • Legal sanctions, recovery, audits, re-review of deliberations, and program suspension can occur	●●○	●●○	Same
11		Establish fair practices in the cultural and arts sector	• Conflicts of interest in deliberation and non-transparent allocation can infringe on artists' fair opportunities for support • Standard contracts and the spread of fair compensation can protect artists' rights and reduce the risk of subsidy recovery	●●●	●●○	Same

* H(●●●)/M(●●○)/L(●○○) are the evaluation levels of the representative IRO and indicate the level of relative importance.

ESG Highlight

E

Response to Climate Change and Eco-Friendly Activities

- Achieved 6.4% carbon emissions reduction compared to the government baseline
- Saved approx. 8.63 million sheets of paper through the Culture Nuri Card automatic recharge system

S

Job Creation

- Created 1,054 jobs in the arts and culture sector (15.19% increase from previous year)
- Achieved 4.2% employment rate of persons with disabilities and meet the target for hiring youth and regional talent

S

People-Centered Culture of Respect

- Completed 100% of human rights management training for all employees and abuse-of-power prevention training for managers
- Newly introduced a human rights management status survey for partner companies (51 partner company employees participated)





S

Digital-Based Customer Satisfaction Enhancement

- Saved approx. 221 days of response time by introducing an AI-based chatbot
- Attained an 87.7-point Public Customer Satisfaction Index (PCSI) (2.1-point increase from previous year)

S

Sustainable Shared Growth

- Achieved 211% of the social enterprise purchase target and 305% of the social cooperative purchase target
- Saved KRW 252 million in contributions for 19 partner institutions by providing the National Culture and Arts Support System (NCAS) free of charge

S

Employee Training

- Re-examined required competencies by rank and job and restructured the customized training roadmap
- Expanded specialist positions by a total of 7 through recruitment of new experts in culture, society, and arts

S

Safe Workplace

- Took 141 measures after risk assessment of major facilities (average risk level reduced from 8.0 to 4.7)
- Provided 248 cases of safety and technical support to private small theaters, with 100% user satisfaction

S

Community Value Creation

- Certified for two consecutive years under the Ministry of Health and Welfare's Community Social Contribution Certification
- Operated "Art Plus Class" at 6 elementary schools with 798 participants, securing KRW 600 million in local government budget



G

Transparent and Professional Management

- Held 23 board meetings in 2025 (approx. 130 agenda items reported and resolved)
- Held a total of 18 meetings of specialized subcommittees under the Board of Directors

G

Trusted Ethics and Compliance Management

- Achieved 100% completion of mandatory anti-corruption and integrity training for two consecutive years
- Conducted a total of 555 conflict-of-interest monitoring cases covering recruitment, contracts, and support programs

K-ART Highlight

Hosting the 10th World Summit on Arts and Culture

"Charting the Future of Arts and Culture"

Arts Council Korea hosted the "10th World Summit on Arts and Culture" for four days, from May 27 to 30, 2025. Co-hosted by Arts Council Korea and the International Federation of Arts Councils and Culture Agencies (IFACCA, Chair Kristin Danielsson), the summit was held under the theme "Charting the Future of Arts and Culture." It ran 36 sessions and 7 cultural programs, and 406 participants from 94 countries shared diverse perspectives and challenges surrounding the future of arts and culture. On the premise that "difference" is a matter of course rather than something to be accommodated, the council pursued a range of inclusion strategies, including providing multilingual interpretation, sign language, and subtitles to enable borderless participation and strengthening accessibility across the event. In doing so, it set a new standard for international events that embrace cultural, linguistic, and physical differences.



10th World Summit on Arts and Culture (May 2025)

Event Satisfaction 98.2%

Satisfaction with Program Composition and Participatory Structure 93.6%

ARKO Art Studio

"ARKO Art Studio, Building a Base for the Spread of K-Art"

The Arts Council Korea (ARKO) established its first-ever ARKO Art Creation Studio based on an inbound international cultural exchange model.

To support the creation and research of domestic and international visual artists, it newly discovered and developed a dedicated creative space, "Pyeongchang-dong Atelier," and selected 10 outstanding domestic and international artists to support their creative activities.

It also held a residency results exhibition presenting a total of 35 works, including 10 new works. In addition, by comprehensively providing expert matching, networking, creative infrastructure, K-Art tours, and exhibition opportunities, the council built a platform that combines creative space with professional support programs and laid the foundation for the international spread of K-Art.

APE CAMP

"Networking Young Talent from Around the World: Artists, Producers, and Engineers"

Arts Council Korea operates "APE CAMP," an art-technology convergence networking program in which 100 young artists, producers, and technology experts from around the world participate. In 2025, 40 overseas participants and 60 domestic participants took part, and field experts, including creators, institutional representatives, and corporate representatives leading the global art and tech scene, shared their insights as mentors and judges. In particular, in 2025 the council strengthened linkages among the private sector, government, and industry, and promoted industrial site visits and multi-layered networking at Incheon International Airport Corporation, LG Science Park, and elsewhere. As a follow-up program, it also supported research trips to overseas convergence sites such as Ars Electronica in Austria, as well as Canada and the United States, laying the foundation for participants to experience the global art and technology scene and expand their international networks.



K-ART_ARKO Art Studio



K-ART_APE CAMP

2025 participant Kim Yeon-ui won 2nd place in the music category at the Korea AI Content Awards

2025 participant Jeon Do-hui was selected for the Kling AI NextGen Creative Contest and the Tokyo Film Festival

Environmental

Environmental

Background

The climate crisis and environmental issues have become core challenges that businesses and society must solve together. The arts and culture sector likewise practices environmental responsibility and is expanding its role for a sustainable future. Based on the social influence of arts and culture, Arts Council Korea seeks to contribute to raising environmental awareness and spreading eco-friendly values, and continues its efforts toward carbon neutrality and building a sustainable cultural ecosystem.

Management Approach

Arts Council Korea internalizes environmental management across its organizational operations and operates a systematic management system for climate change response and carbon emission reduction.

While strengthening eco-friendly administration and program operations, the council is expanding resource circulation and energy-saving practices to minimize its environmental impact. In addition, through cooperation with the arts and culture field, it creates a sustainable creative environment and promotes various support and practice activities for building an eco-friendly arts and culture ecosystem.

Key Performance

Carbon Emissions Reduction Rate

6.4%

6.4% achieved compared to the government baseline

Paper Savings through the Culture Nuri Card Automatic Recharge System

Approximately

8.63 million

sheets of paper saved



Strengthening Carbon Neutrality Practices

Amid the global climate crisis, Arts Council Korea fulfills its environmental responsibility as a public institution and puts resource conservation and greenhouse gas reduction into practice as core management values.

Climate Change Response Strategy

Under the environmental vision of "contributing to environmental conservation through management that saves the institution's resources and energy and minimizes greenhouse gas emissions and environmental pollution," Arts Council Korea is carrying out a mid- to long-term climate change response strategy. To this end, it has built an implementation organization and is stepping up activities to save energy and curb environmental pollution in daily life. It is also pursuing the advancement and internalization of its environmental management system at the same time, by maintaining appropriate indoor temperatures for cooling and heating, reducing single-use products, and making resource recycling and environmental conservation efforts in the Arts Fund project service sector.

Vision

Contribute to environmental conservation through management that saves the institution's resources and energy and minimizes greenhouse gas emissions and environmental pollution

Strategy

Establish and operate a greenhouse gas reduction and energy conservation committee to spread the rationalization of energy use across the organization	Promote energy savings and suppress environmental pollution by designating and operating Energy Keepers for each facility	Strive to achieve a 30% reduction in greenhouse gas emissions compared to baseline levels by 2025
Promote energy savings by maintaining optimal indoor temperatures in summer and winter	Promote the practice of reducing single-use products to minimize environmental pollution	Promote resource recycling and environmental conservation in the Arts Fund project service sector

Operation of the Energy Conservation Committee

To induce practical implementation of its energy saving and greenhouse gas reduction plans and organization-wide participation, Arts Council Korea operates an "Energy Conservation Committee" based on cooperation between departments. The Energy Conservation Committee is chaired by the Chief Executive, with 3 divisions, 1 theater, and 1 art center participating. The committee meets regularly twice a year and held a total of two meetings in 2025 as well. At the meetings, the council establishes an "Energy Conservation Plan" and analyzes the institution-wide energy use status and the implementation performance of each facility in order to review substantive carbon reductions.

Energy Keeper Operation

To manage energy in a practical way, centered on operating facility sites, Arts Council Korea operates "Energy Keepers," made up mainly of the staff in charge of work in each department. Taking the spatial characteristics of each facility into account, Energy Keepers constantly monitor and inspect everyday resource-saving activities such as heating and cooling temperature management, lighting control, and inspection of aging equipment, helping ensure that the climate change response strategy can be put into practice immediately on site.

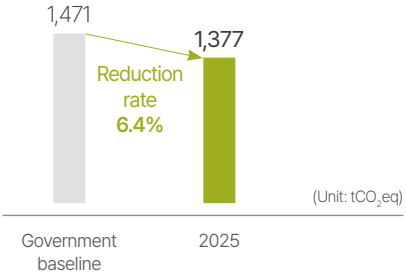
Energy Keepers

Category	Members
Headquarters	Staff in charge, Corporate Management Team
Artist House	Staff in charge, Arts Advocacy Center
ARKO Art Center	Staff in charge, Corporate Management Team
ARKO Arts Theater	Staff in charge, Production & Management Team
Daehakro Arts Theater	Staff in charge, Creative Talent Development Team
ARKO HRD Center	

Climate Change Response Goals

To implement the government's carbon neutrality policy, Arts Council Korea has established annual greenhouse gas reduction targets. Building on its 2025 carbon emissions reduction performance, which recorded a reduction rate of 6.4% compared to the government baseline emissions, the council is gradually raising its quantitative targets over the next four years and monitoring them.

2025 Carbon Emissions Reduction Performance



Establishing Greenhouse Gas Reduction Targets

2026		2027		2028		2029	
Greenhouse gas reduction target (tCO_2eq)	Reduction target rate (%)	Greenhouse gas reduction target (tCO_2eq)	Reduction target rate (%)	Greenhouse gas reduction target (tCO_2eq)	Reduction target rate (%)	Greenhouse gas reduction target (tCO_2eq)	Reduction target rate (%)
256.04	17.4	295.77	20.1	348.74	23.7	413.48	28.1

Eco-Friendly Internalization Activities

Arts Council Korea is internalizing eco-friendly values within the organization through spreading an eco-friendly practice culture in daily life, digitalizing work, and community environmental protection activities.

ARKO Saving Campaign

To encourage voluntary eco-friendly lifestyle habits among executives and employees, Arts Council Korea ran the "ARKO COOL DAY" campaign. To save summer cooling energy, it allowed all staff to wear shorts, and it strives to reduce environmental pollution by banning disposable cups, using personal cups in daily life, and mandating the use of reusable items at meetings and events.

Introducing the Carbon Neutrality Practice System <Haenggarae>

Arts Council Korea introduced an environmental activity certification system based on the mobile app <Haenggarae> to encourage eco-friendly practices in daily life. It encouraged all employees to take part in eco-friendly activities such as using tumblers and public transportation, and recorded and managed their practice records in the app.
The results of these activities were converted into "social value points" and linked to rewards. In 2025, approximately 103 participating employees reduced 3,308 kg of carbon and created social value worth about KRW 6 million.

Producing Eco-Friendly Printed Materials

When publishing reports and promotional materials, Arts Council Korea uses eco-certified paper and soy ink, and reduces paper use and resource consumption by improving the number of bound copies and auxiliary materials. It also applies eco-friendly processes in the production of key materials such as exhibition leaflets and brochures, joining in the practice of the circular economy.

Introducing High-Efficiency Equipment

To strengthen expertise and systematic energy management in facility management, Arts Council Korea converted 100% of the lighting in key facilities, including the Naju Headquarters building and ARKO Arts Theater, to low-power LED lighting. It also strives to improve energy efficiency through regular inspection of solar power generation equipment and periodic replacement of air handling unit filters.

Plogging Activities

To protect the local environment, Arts Council Korea carried out the "Leadership Wellness: Walk & Talk Plogging" activity. A total of 30 executives and employees participated around the Gwangju Lake Ecological Park, carrying out on-site environmental cleanup such as collecting trash at major tourist spots, while fulfilling its social responsibility as a relocated public institution.



Eco-friendly printed materials



Plogging activity

Spreading Eco-Friendly Culture and Art

ARKO is spreading eco-friendly practices in tangible ways throughout the arts and culture ecosystem.

Building an Eco-friendly Arts Ecosystem

Arts Council Korea has set "embedding eco-friendly values in arts administration" as its strategic goal and has operated pilot programs for sustainable budget execution across the entire process, from program planning to post-management.

Introducing Eco-friendly Performance Evaluation in the Arts

To ensure that eco-friendly activities in the arts and culture community do not remain one-off practices, Arts Council Korea introduced an environmental performance administration system into the Humanities and Spiritual Culture Promotion Program. To measure the environmental performance of programs, it developed bonus-point indicators for eco-friendly activities and linked them to the evaluation system.

Eco-friendly Administration Process

Develop Environmental KPIs → Evaluation Indicator Briefing Session → Performance Review → Evaluation and Reward

Key Performance

Full Inspection and Monitoring of Humanities Programs

- Conducted a full "eco-friendly evaluation indicator inspection and monitoring" of the application facilities and program sites for a total of 699 projects, covering nationwide humanities documentation programs and open call selections
- Made the recording of eco-friendly achievements mandatory in performance report forms and identified high-value best practices, drawing out a total of 726 eco-friendly achievements

Evaluation Linkage and Incentive System

- Awarded bonus points to organizations with outstanding achievements that submitted objective evidence (bonus indicators), such as the use of eco-friendly materials and soy ink printing
- Built a virtuous-cycle environmental performance system linking performance evaluation and rewards

Establishing Eco-Friendly Administrative Procedures

In carrying out its work, Arts Council Korea applies eco-friendly values and makes various efforts to build a sustainable arts ecosystem through the digital transformation of overall operations.

Strengthening Eco-Friendly Administration in Public Services

To apply and spread eco-friendly values in the public service process, Arts Council Korea operates an automatic recharge system for the Culture Nuri Card, which reduced the issuance of plastic cards. Through this, it saved approximately 8.63 million sheets of paper. By introducing a smart ticket-checking system at ARKO Arts Theater and expanding mobile ticket issuance, it also cut 6,500 one-time paper tickets per year and improved audience convenience.



Culture Nuri Card automatic recharge issuance card

Approximately **8.63** million sheets

Paper Saving Effect

Green Transition of Arts Spaces

Arts Council Korea has built an eco-friendly coexistence and cooperation governance through collaboration with local communities, related public institutions, and civil society organizations.

Climate Project with the Arts Community and Citizens

To expand its ecological arts creation methodology to other theaters, Arts Council Korea pursued the establishment of a "Performing Arts Climate Consultative Body." In 2025, it held an advisory meeting on climate solidarity between theaters and performing artists, formed a small-scale consultative body as a preparatory committee, and participated in a climate forum. In addition, centered on the climate consultative body, it is carrying out climate projects in which artists and citizens participate together through theater spaces.



Commendation for Daehakro Future Value Leading Contribution

Creating Eco-friendly Public Theaters

Arts Council Korea is creating an ecological arts creation platform in which artists and citizens participate together, using public theaters as a base, and is contributing to carbon neutrality and the spread of climate discourse. In 2025, it promoted 7 citizen-participation climate project programs and 4 audience-participation climate-themed performances, and established a feedback system for next year's programs using satisfaction surveys and VOC data from the 4 performances.
The council plans to continue spreading climate empathy through citizen-participation climate programs. As a result of these efforts, it earned external trust in its ecological theater operation performance, including receiving the "Daehakro Future Value Leading Contribution" commendation from the Jongno-gu Council in January 2026.

Climate Crisis and Performing Arts

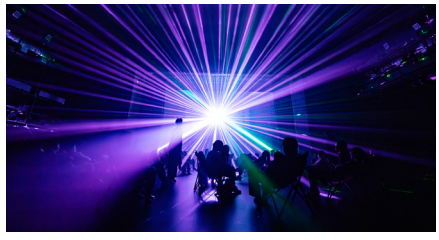
To concretize the social role of public theaters in responding to the climate and ecological crisis and to establish their identity as sustainable theaters of the future, Arts Council Korea pursued climate projects in which artists and citizens participate together.
The council conducted artistic research and creation on the themes of native seeds, mycelium, and bats, and developed them into performances and citizen-participation programs, expanding the arts community's discourse on the climate crisis. Building on research continued since 2024, it produced "The Theater We Never Visited_Happy Funeral," which links three projects with themed "Backstage Tours" that make use of the entire theater space.
Through this, the council expanded theaters into spaces where ecological diversity endures, and created an opportunity for citizens to understand and empathize with the climate crisis in creative ways. The records of the 2024–2025 climate projects are scheduled to be exhibited in October 2026 by invitation of the Gangbuk Cultural Foundation.



Garden in Front of the Theater, Theater Behind the Garden (native seeds)



Fungi Discovery_Theater Fungi (mycelium)



House Bat's House (bats),
from "The Theater We Never Visited_Happy Funeral"

Arts Council Korea strives to green the arts and culture sector, not only by reducing carbon emissions in the course of operating its art center but also through exhibition planning that embodies eco-friendly values.

Sustainable Art Center Operation

Arts Council Korea is refurbishing the physical environment of its art center, a public space for enjoying arts and culture, in an eco-friendly manner, and has developed its own manual and continues to apply it.

Eco-friendly Art Center Operation

Arts Council Korea introduces eco-friendly values across the entire process of art center operation, from the start of an exhibition to post-exhibition management, and practices sustainable art center operation.

Carrying Out Tasks Based on the Essential Environmental Practice Manual	Optimizing Exhibition Resources and Reducing Paper	Recycling Waste and Social Circulation
Carried out a total of 19 specific practice tasks across the entire process, from exhibition planning to post-exhibition management and operation, based on the art center's own 〈Essential Environmental Practice Manual〉	Reduced production waste by fully implementing wall printing and reusing temporary exhibition walls, and reduced print volume by collecting and recycling a total of 6,940 exhibition leaflets.	Rather than simply discarding structures and materials generated after exhibitions end, built a waste recycling system through active cooperation with the Environmental Education Center, such as using them as educational kits

Climate Crisis and Visual Arts

Arts Council Korea is expanding the social value of visual arts in the era of the climate crisis and strengthening the function of a comprehensive platform that links the outcomes of its support programs with arts sites at home and abroad. It also contributes to building a sustainable and healthy visual arts ecosystem by promoting exchange and participation among artists, art spaces, related institutions, and audiences. In particular, ARKO Art Center practices eco-friendliness by reusing exhibition leaflets, reusing (collecting) a total of 6,940 sheets in 2025.*

ARKO Art Center Exhibition Leaflets Reused — **6,940** sheets

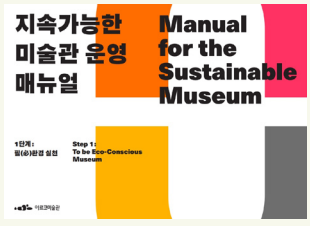
* 《Koo Jeong A – Odorama Cities》: 2,464 sheets
《Minibus, Oort Cloud, Fluttering Pages》 2025.04.10–05.18: 1,054 sheets
《Drifting Station – An Interplanetary Polyphonic Opera of Praise and Mourning》 2025.06.27–08.03: 869 sheets
《Anti-Self: Against Myself》 2025.08.22–10.26: 1,843 sheets
《In Situ》 2025.11.20–2026.01.18: 710 sheets (as of 2025.12.31)

Recycling ARKO Art Center Exhibition Waste

After the exhibition 《Minibus, Oort Cloud, Fluttering Pages》 ended, ARKO Art Center used the temporary walls and steel materials as art education kits at the Environmental Education Center. In addition, for the exhibition 《Anti-Self: Against Myself》, it reused the space by retaining the temporary wall structure of the previous exhibition, and reduced waste by replacing wall sheet cutting with wall printing.

Continued Application of the ARKO Art Center <Essential Environmental Practice Manual>

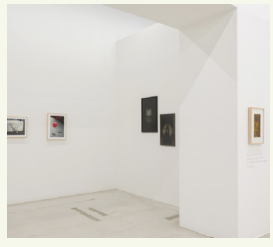
Since 2023, the council has been embedding and continuously applying the Essential Environmental Practice Manual (19 guidelines in total) for sustainable art center operation.



<Essential Environmental Practice Manual>,
Source: ARKO Art Center



Collecting exhibition waste from 《Minibus, Oort Cloud, Fluttering Pages》 and using it for kits by participating artist Lee Min-ji; Source: Yesulro Program Integrated System



Reusing the temporary walls of 《Anti-Self: Against Myself》; Source: ARKO Art Center

Social

Social

Background

As demands on public institutions' social responsibility grow, respect for human rights, creating a safe work environment, expanding access to arts and culture, protecting information, and coexisting with local communities are emerging as important management challenges.

In particular, because the arts and culture sector is connected with a wide range of stakeholders, it is required to fulfill its social responsibility systematically in order to realize inclusive values and build a sustainable arts ecosystem.

Management Approach

Arts Council Korea operates a stakeholder-centered management system to spread the public value of arts and culture and fulfill its social responsibility.

The council continuously pursues key tasks in the social domain, including expanding opportunities for artists and citizens to enjoy culture, fostering a safe and respectful organizational culture, protecting personal information and copyright, and strengthening cooperation with local communities. It also reflects stakeholder opinions in management decision-making and strives to build a sustainable arts and culture ecosystem based on inclusion and coexistence.

Key Performance

Public Customer Satisfaction Index (PCSI)

87.7 points

(up 2.1 points from the previous year)

Job Creation in the Arts and Culture Sector

1,054 people

(15.19% increase from the previous year)

Measures Taken after Risk Assessment of Major Facilities

141 measures

(average risk level reduced from 8.0 to 4.7)



Newly Introduced Human Rights Management Status Survey for Partner Companies (51 partner company employees participated)

Certified for Two Consecutive Years under the Ministry of Health and Welfare's Community Social Contribution Certification System

Employment Rate of Persons with Disabilities

4.2%

Achieved the target for recruiting youth and regional talent

Human Rights Management That Respects Everyone

Arts Council Korea is proactively establishing inclusive human rights governance that embraces not only internal executives and employees but also artists, partner companies, and others. By managing risks in advance through annual human rights impact assessments and status surveys, and by fulfilling its social responsibility through an independent remedy system and tailored education, the council is moving forward as a leading institution in human rights.

Human Rights Management Strategy

Arts Council Korea has established four implementation strategies to embed human rights values across the organization and to protect the rights of stakeholders throughout the arts ecosystem, and is systematically carrying out the key detailed tasks that follow from them.

Implementation Strategy

Ongoing Strengthening of the Human Rights Management System	Enhancement of Human Rights Impact Assessment	Human Rights Remedy and Expansion of Practices	Spread of Responsible Human Rights Management
Establish the human rights management system and spread the human rights management declaration	Identify human rights risks and establish preventive systems	Improve stakeholder remedy procedures and expand human rights management	Protect human rights in the arts sector and diversify human rights education

Human Rights Management Implementation Organization

Arts Council Korea has established and operates a professional governance system centered on the Chair. To realize the prevention and constant monitoring of human rights risks, the council maximizes expertise by clearly dividing roles and responsibilities among the bodies involved: the People & Culture Team as the overseeing department, together with the internal Audit Team and labor union, and the Human Rights Management Committee, in which external experts participate.

Chair

People & Culture Team

- Oversee human rights management
- Establish and implement plans
- Inspect and take measures on human rights impact assessments
- Handle human rights protection promotion tasks
- Run the Human Rights Management Committee

Human Rights Management Committee

- Deliberate and decide on human rights management policies
- Investigate and remedy human rights violations

Audit Team

- Receive and investigate reports of human rights violations, such as abuse of power, from outside the institution

Labor Union

- Respond to human rights violations against workers
- Recommend one internal member of the Human Rights Management Committee

Human Rights Status Survey

Arts Council Korea conducted a human rights status survey to identify tasks for improving human rights management and to manage human rights risks across the entire supply chain. A total of 152 executives and employees participated, and the human rights management survey of partner companies was expanded. The identification of improvement tasks showed that improvements were needed in the remedy procedures for human rights violations, the human rights policy declaration and regulations, and the human rights management education system.

Items Strengthened in the Human Rights Status Survey

Diversification and Expansion of Survey Targets
• Combined the survey with in-depth interviews (FGI) with 10 stakeholders to analyze vulnerable areas • Introduced a "Human Rights Management Status Survey for Partner Companies" to manage the supply chain, with a total of 51 partner company employees participating • Applied the standards of the EU's supply chain due diligence law (CSDDD)

Human Rights Impact Assessment

To proactively identify and systematically manage human rights risks, Arts Council Korea conducts a human rights impact assessment every year in the areas of "institutional operation" and "major programs." In the 2025 human rights impact assessment, the council achieved an overall score of 99.8%, up 0.7%p from the previous year, recording a top-level performance. It also demonstrated the effectiveness of its human rights risk management system with 99.7% in institutional operation and 100% in major programs. The assessment identified the lack of remedy procedures for human rights violations, unwanted overtime work, and neglect of human rights violations by partner companies as major improvement issues.

Improvements to Tasks Identified through the Human Rights Status Survey and Human Rights Impact Assessment

Strengthening Human Rights Violation Remedy Procedures and Establishing a Manual	Improving Overtime Work Unwanted by Workers	Preventing Neglect of Human Rights Violations by Partner Companies and Raising Awareness	Establishing Guidelines for Improving the Human Rights Policy Declaration and Regulations	Introducing a Professional Human Rights Management Education System
• Secure expertise and objectivity by strengthening the system so that external experts can be appointed to the Human Rights Management Committee	• Establish an automatic restriction system within the internal ERP system • Conduct ongoing workload analysis	• Take measures to raise awareness of respect for human rights among partner companies (scheduled to begin in 2026)	• Add a provision to the "Human Rights Management Regulations" making the management of human rights issues based on human rights impact assessment results mandatory	• Provide separate external expert training, "Strengthening the Capabilities of Ethics and Human Rights Management Officers"

Human Rights Management Declaration

To embed proactive human rights values, Arts Council Korea upgraded its human rights management declaration to reflect domestic and international standards and supply chain human rights policies, and transparently published it on its official website.

In particular, the council clearly revised the declaring entity from the existing "Arts Council Korea Executives and Employees" to "Arts Council Korea," strengthening institution-level public accountability and commitment to implementation.

In addition, to improve the sustainability of the Integrated Culture Voucher program, the council held the "Integrated Culture Voucher Program Human Rights Management Declaration Ceremony" together with Culture Nuri Card officers and officials from regional supervisory organizations, publicly announcing its commitment to complying with human rights protection standards and promoting the right to fair enjoyment of culture.



Human Rights Management Declaration Ceremony for the Integrated Culture Voucher Program

Human Rights Violation Remedy

Arts Council Korea has strengthened the expertise of its remedy procedures and improved accessibility for those concerned, in order to ensure prompt and fair handling whenever a human rights violation occurs. In 2025, one report was handled in accordance with the improved procedures. In particular, the council has strengthened the accessibility of its remedy procedures so that not only internal employees but all stakeholders, including external artists and partner companies, can use them easily. It has also revised the remedy procedure manual to raise expertise by allowing external experts to be appointed to the Human Rights Management Committee, ensuring fairness and objectivity in the remedy process.
Going a step further, to realize an ARKO where everyone is respected, the council produced the "Human Rights Violation Remedy Manual" and made it publicly available on the council's website. The manual clearly sets out the targets and scope of human rights violations, the composition and roles of the Human Rights Management Committee, methods for reporting and seeking counseling on human rights issues, detailed handling procedures after a report is received, and provisions for protecting reporters and guaranteeing anonymity, increasing its usability for employees and stakeholders.

Remedy Procedure Process

Counseling and Report Submission	Case Intake and Fact-Checking	Convening of the Human Rights Management Committee	Measures and Follow-up Management
• Consultation with a grievance counselor - (Internal reporting) Human rights violations and employee misconduct reporting - (External platform) Corruption Reporting Center - (Offline) Submission to the responsible department	• Responsible department verifies and receives the content • If a human rights violation is found, proceed with the settlement mediation procedure between the parties • Report to the chair of the Human Rights Management Committee	• After the chair reviews and approves the case report, place it on the committee's agenda • Investigate the facts of the human rights violation • Make a final decision on whether a human rights violation occurred (disciplinary recommendation, dismissal of the complaint, etc.)	• Immediately notify the reporter of the decision in writing • Implement measures to remedy the harm to the victim • Take measures to prevent recurrence and corrective actions

Education for Embedding Human Rights Management

To spread a culture of human rights respect across the organization and strengthen its capacity to respond to human rights risks, Arts Council Korea operates human rights education programs tailored to each group of participants every year.

Human Rights Management Officer Training	Separate Training for Managers	Mandatory Training for Executives and Employees	Expanded Training for Neighboring Institutions and Local Residents
• Complete training on human rights management trends, ethics, and the future roadmap for human rights	• Training on raising human rights awareness, separately for managers (prevention of abuse of power): 100% completion	• Training on "abuse of power and other human rights violation cases" to improve human rights sensitivity • 100% completion of human rights management training by all employees	• Hold humanities documentary screenings and a human rights film festival • Spread human rights values to neighboring institutions and local residents, including internal employees

Hosting the 2025 Humanities and Human Rights Film Festival

To spread social empathy for human rights values and raise human rights sensitivity through arts and culture, Arts Council Korea hosted the "2025 Humanities and Human Rights Film Festival" in Naju. A total of four works were screened free of charge, including works selected in the 2023–2024 Humanities Documentary Competition, human rights films, performance recordings, and currently screening works. The festival gave local residents and citizens an opportunity to reflect together on the value of the humanities and human rights and to communicate about it. Through this, Arts Council Korea continues to spread a culture of respect for human rights based on arts and culture and to maintain ongoing communication with the local community.

Customer Satisfaction Management for Customer Innovation

Arts Council Korea places both the public and artists at the center of innovation. It is pursuing organization-wide CS innovation by running "comprehensive customer management" based on organization-wide standard guidelines in parallel with "strategic customer management" tailored to the core targets of each customer segment. In particular, to respond promptly to a rapidly changing arts and culture environment and increasingly diverse customer needs, the council operates a customer-centered feedback system that reflects voices from the field in real time.

Customer Management Framework

Arts Council Korea has established and operates an advanced customer management system based on organization-wide standards, and defines core customers by key business area and implements tailored management strategies. To this end, the council is organizing its customer satisfaction management system comprehensively and upgrading its internal implementation system, thoroughly verifying the effectiveness of its opinion-gathering.

Implementation Strategy

Running "comprehensive customer management" based on organization-wide standards in parallel with "strategic customer management" focused on core targets

Implementation Direction

Comprehensive Customer Management	Strategic Customer Management
• Establish the customer satisfaction management system and upgrade its implementation system • Operate a feedback loop for customer opinions and verify its effectiveness	• Define target customers centered on core business areas and establish management strategies • Establish and implement customer management measures that focus on priorities by target customer type

Customer Management System

To realize customer satisfaction management, Arts Council Korea clearly assigns the roles of the overseeing department and the implementing departments. The People & Culture Team serves as the overseeing department, and individual departments carry out customer management for each program.

People & Culture Team	• Establish the direction for organization-wide customer satisfaction management • Support the embedding of customer satisfaction management through CS training, CS campaigns, etc.
Individual Departments	• Establish and implement customized customer management strategies for programs with customer touchpoints • Respond to customer VOC at all times and continuously review improvement measures

Customer Management Strategy by Customer Group

Arts Council Korea broadly defines "comprehensive customer groups" according to the characteristics of each core business area, while analyzing rapidly changing social issues and policy trends in real time to establish "core customer management groups" centered on high-risk and core targets. Through this, the council closely analyzes the needs of the core customers in each business area and implements optimized, tailored customer management strategies.

Core Business	Core Customers	Customer Management Strategy
Artistic Creation	Artists in the field who wish to apply to open call programs	Improve satisfaction by establishing policies and improving programs centered on field demand
Support for Enjoyment	Vulnerable elderly people who have difficulty using services	Increase service use by target users through everyday, community-based information provision
	Residents of non-capital regions with limited cultural infrastructure	Prevent customer attrition by expanding value-added services that customers can tangibly feel
Donation Promotion	Potential donors interested in arts and culture	Expand touchpoints and information exposure that encourage donations in everyday life
	Major donors already participating in arts sponsorship	Strengthen the sense of belonging and recognition programs to encourage continued sponsorship
Institution Operation	Arts and culture related organizations interested in ESG management	Strengthen the cooperation network among related organizations to lead and spread ESG management

Customer Satisfaction Survey

Arts Council Korea operates an annual "Customer Satisfaction Management Operation Process." It is a systematic feedback loop that runs from goal-setting based on the previous year's feedback, through departmental strategy development and implementation review, to performance evaluation. Through this process, the council diagnoses the needs of internal and external customers and reflects them swiftly in its management strategy, improving the quality of public services and strengthening its customer-centered management culture.

Customer Satisfaction Operation Process

Establish Customer Satisfaction Management System	Develop Customer Management Plans by Department	Implement and Review Customer Management	Evaluate Customer Management Performance
• Set the current year's customer satisfaction management goals based on the previous year's customer management evaluation results • Encourage stronger CS implementation and embed CS management across the organization	• Set each team's customer management direction for customer satisfaction management • Develop strategies through detailed analysis of VOC and customer characteristics	• Conduct an interim review once a year to improve execution, and support executives and employees in strengthening their customer management capabilities	• Integrate and link the government's Public Customer Satisfaction Index (PCSI) survey, the council's own Customer Satisfaction Index (CSI) survey, and the Internal Customer Satisfaction Index (ICSI) survey between departments • Review customer feedback and feed improvements back into management

Public Customer Satisfaction Index (PCSI) Survey — 2.1 ▲ year on year — 87.7 points

Customer Satisfaction Survey Results

To improve its services, Arts Council Korea conducted its own customer satisfaction survey and the Public Customer Satisfaction Index survey administered by the Ministry of Economy and Finance. The council's own survey consisted of service quality satisfaction items by program type and items for listening to VOC. In the Public Customer Satisfaction Index (PCSI) survey administered by the Ministry of Economy and Finance, the council scored 87.7 points, up 2.1 points from the previous year. The council will continue to advance its service quality and maintain the highest level of public trust.

*PCSI(Public Customer Satisfaction Index)

Performance Management for Embedding Customer-Centered Management

To break away from formal CS management and transform its organizational culture, Arts Council Korea has comprehensively overhauled its internal systems.

Systems for Embedding Customer Satisfaction

System	Details	Key Outcomes
Integrated Briefing Session on the Customer Satisfaction Survey (PCSI)	Held an integrated briefing session on the Public Customer Satisfaction Index (PCSI) survey to develop organization-wide measures for advancing customer satisfaction	75 executives and employees participated
Customer Service Quality Assessment	Conducted a detailed assessment of customer service quality using professional CS specialists, and provided specialized CS training to improve underperforming items	106 participants in CS training
Formation of Departmental Working Groups	Formed implementing bodies for departmental customer management and built momentum by identifying strategic customer management tasks	Working group of 16 members formed
One CS Task per Team Management	Each department identified and implemented its own improvement tasks, reflecting the VOC collected by that department; motivated customer management by linking the evaluation of implementation results to rewards	100% implementation of one CS task per team across all departments

Systems Linking Customer Satisfaction to Performance

System	Details	Key Outcomes
Linking Customer Satisfaction Management to Departmental Evaluation	Directly linked the weighted results of the government PCSI and the council's own satisfaction surveys (CSI, ICSI) to departmental evaluation	Customer satisfaction scores up for three consecutive years
Rewards for Outstanding Customer Service Performance	Rewarded employees with outstanding results in the service quality evaluation (mystery calls)	10 employees rewarded
	Pursued the CS best-practice survey of external customers administered by the Ministry of Culture, Sports and Tourism	3 cases of prompt and courteous service identified and shared

Strengthening the Operation of Customer Communication Channels

The Arts Council Korea (ARKO) operates four communication channels to support its core business operations. Rather than merely collecting feedback, ARKO has established a systematic process through which customer opinions are reviewed and subsequently reflected in its policies. Customer opinions gathered through the channels in each area are directly reflected in the direction of program reorganization, and the results are confirmed by the continuous rise in customer satisfaction scores.

Core Business	Communication Strategy	Key Communication Channels and Direction	Results
Art Creation	Two-way communication centered on customers in the field	Field work reports: Discuss the structure and direction of open call programs directly with artists	Held 8 regular meetings
		Surveys: Check customer opinions on open call programs overall, including open call operation and review systems	Conducted 5 surveys
		Roundtables by field: Invite experts in each field to identify agenda items for improving open call programs	Held 54 in total
Enjoyment Support	Constant, close monitoring of customer opinions	Customer support center (phone): Receive inquiries and complaints through phone calls with counselors	Responded to 250,401 cases annually
		Customer support center (system): Usage inquiries via the service website, text messages, etc.	Responded to 66,288 system inquiries annually
		Satisfaction surveys: Assess consultation quality, service satisfaction, and status	Processed 18,020 cases annually
Donation Promotion	Empathy-based relationship building and close communication	Sponsorship campaigns: Raise awareness of arts sponsorship and provide positive donation experiences	3 campaigns a year
		Arts Sponsorship Night: Strengthen ties with donors to increase continued sponsorship	Held 1 donor event a year
		Satisfaction surveys: Confirm potential intentions to sponsor and identify improvements for program operation	Conducted twice a year
Institution Operation	Building a practice-oriented collaborative network	Preliminary demand survey: Survey network participants' expectations in advance and confirm their participation	Conducted once
		Networking event: Listen directly to support needs and cooperation opinions to promote exchange among related institutions	Conducted once
		Satisfaction survey: Evaluate the effectiveness of each session of the program	Conducted 5 times

Customer-Tailored Improvement Results in the Field

Based on the actual voices of its core customer groups, Arts Council Korea continuously pursues field-centered, customized service improvements. By reflecting the results of customer VOC analysis and satisfaction surveys in program operations in real time, and by developing and implementing improvement measures optimized for the characteristics of each customer type, it continuously raises the perceived quality of public services.

- Starting from the design process of open calls, set improvement directions by listening to opinions through field work reports → roundtables by field → surveys on open call operation and review systems → public hearings and program briefings
- Directly reflected four major improvements in program implementation: adjusting open call timing and duration, improving the composition of dedicated review committee members, introducing a KakaoTalk-based open call guidance chatbot, and strengthening online information provision

Artists participating in field opinion gathering ▲ year on year 41%

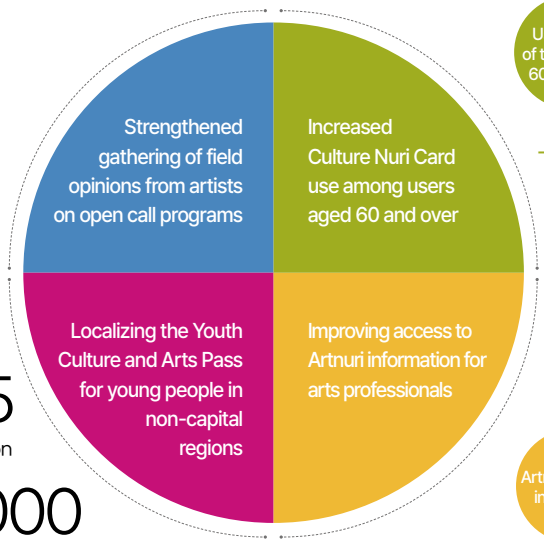
Open call objections ▼ year on year 65%

- Signed an MOU with Korea Post and piloted a welfare registered mail service (sent intensively to 2,000 people aged 60 and over in the three lowest-usage regions)
- Used pharmacies frequently visited by older adults to post Culture Nuri Card program announcements on pharmacy bags (860,000 bags distributed in 21 regions)
- Used the hospital ship* to distribute a booklet listing merchants that accept payment by phone, for older adults in island areas with few participating merchants

* Hospital ship: a mobile medical service for island residents

Usage rate of those aged 60 and over 1.0%p ▲ year on year 88.3%

→ A dedicated Culture Nuri Card section is to be opened on the Korea Post online shopping mall (second half of 2026)



Non-capital region service usage amount 56.1% ▲ year on year 4.85 KRW billion

Non-capital region viewing count 41.0% ▲ year on year 65,000 cases

- Reflected and improved on the opinions of young people in non-capital regions that the pass is hard to use because there are few performances and exhibitions in these regions
- Increased the number of discount-providing organizations by 132% through public-private cooperation, and expanded the arts and culture works that can be enjoyed with benefits of up to 80%
- Expanded accessibility of information disclosure through a page providing viewing information by region on the official website
- Improved text message notices for regional performances and exhibitions (messages sent up 57.1%)

Artnuri partner institutions 120 partners

→ Diversified sources of support information by expanding the number of institutions newly signing agreements with Artnuri

→ Raised awareness of Artnuri as a hub for arts and culture support information by inspecting and improving 45 information collection errors

- Expanded Artnuri partner institutions to 120
- Improved the information collection function and strengthened online open call guidance channels
- Strengthened customer service by introducing a newsletter service and developing an automated sending system

Customized Programs Reflecting Customer Characteristics

Arts Council Korea is strengthening customer-centered services by operating customized programs tailored to customer characteristics, such as potential donors, major donors, and the general public. By expanding opportunities to participate in sponsorship and improving digital-based access to information, it contributes to raising customer satisfaction and expanding opportunities to enjoy arts and culture.

Potential Donors
Expand touchpoints for arts sponsorship in daily life

- **Driving sponsorship through festivals**
  - Held the ART FOR;REST Festival
  - Encouraged conversion to donors by using campaign proceeds for the public good and guiding small donations combined with experiences
- **Operating arts sponsorship spaces**
  - Using the Artist House Lounge, offered hand-drip coffee or brewed tea for donations of KRW 3,000 or more, and improved sponsorship convenience through simple card payment

Shift to Positive Perception of Arts Sponsorship

Individual fundraising KRW 215 million

20.1%

▲ year on year

Major Donors
Build a foundation for continued sponsorship through unique arts experiences

- **Operating the ARKO Lounge Club VIP**
  - Expanded arts exchange and strengthened networking through conversations with artists
- **Operating the ARKO ARTS NIGHT**
  - Operated an event running from exhibition and music performance to dinner and auction
  - Improved accessibility of art sponsorship through a charity auction of works by emerging artists

Intention to Rejoin the Lounge Club Program

81%

General Public
Improve convenience of AI-based administration and access to information for the public

- **Operating AI scenario-based chatbots**
  - Responded via AI to simple information checks and inquiries about the regular open call of the Arts Promotion Fund, the Youth Culture and Arts Pass, and the Arts and Culture "Naeil" program
- **Expanding K-culture globally using AI automatic translation**
  - Provided ticketing and performance information in real time, which manual translation could not
  - Provided performance information on the Arts Theater website in the languages of 100 countries

Chatbot response time reduced by approximately 221 days (based on an average of 5 minutes per case)
Arts Theater website surpassed

3.7 million page views



2025 ART FOR;REST Festival



Arts Patrons' Night "ARKO Night"

Information Security Enhancement

Arts Council Korea is upgrading its security infrastructure to proactively respond to the digital transformation of administration and increasingly intelligent cyber threats. Through this, it aims to leap forward as a trusted security institution that protects internal information assets and safeguards the personal information rights of users of public services.

Information Security Framework

Implementation Strategy

Strengthen the management system for institutional information security and proactive prevention of personal information leakage

Implementation Direction

Management System	Cyber Safety	Personal Information
• Organization-wide security management overseen by the Corporate Management Team • Strengthen internal information security guidelines	• Inspect and remediate information system vulnerabilities • Build document centralization infrastructure organization-wide • Security simulation drills	• Expand accessibility of personal information guidelines • Revise internal regulations and remediate personal information vulnerabilities

Information Security Organization

Arts Council Korea operates its information security system centered on the information security organization under the Corporate Management Team. Centered on the Information Officer, nine IT personnel oversee organization-wide security management and quickly identify and respond to security issues in the field through regular communication with security and personal information specialists.

Strengthening Cyber Safety

To increase its resilience against cyberattacks, Arts Council Korea carried out vulnerability remediation and security foundation strengthening activities that organically link vulnerability inspections, infrastructure defense construction, and realistic training.

Vulnerability Remediation and Security Foundation Strengthening	• Remediated a total of 492 technical vulnerabilities in servers, web, WAS, and other systems • Improved 19 vulnerabilities across 14 operating websites, including the institution's main website • Fundamentally blocked hacking of personal PCs and malware inflow by building a document centralization server
Security Monitoring and Realistic Response Training	• Achieved 100% effectiveness in responding to security incidents through the implementation of a constant monitoring system (102 cases in total) • Achieved a 97.8% reporting rate through realistic hacking email drills conducted twice a year (▲ 18.1%p year on year)

Improving Accessibility of the Personal Information Processing Policy

To guarantee the right to know about the personal information processing policy for digitally vulnerable groups such as older adults and people with visual impairments, Arts Council Korea newly introduced content tailored to each target group. By developing "interview-style content" for older adults and "audio-style content" for people with visual impairments and publishing them on the institution's main website, it improved accessibility of the personal information processing policy.

Preventing Personal Information Breaches

In response to a recent series of personal information breaches in the public and private sectors, Arts Council Korea revised regulations, distributed guides, and conducted inspections to prevent personal information breach incidents. A total of 26 web system improvements and remediation measures were completed.

Revising Regulations	Producing a Generative AI Usage Guide	Remediating Vulnerabilities in Authentication and Web Systems

Creative Ethics and Public Service Innovation in the AI Era

As generative AI technology spreads, its use in artistic creation is expanding, while new challenges are emerging, including the definition of creators, the scope of creation, and concerns about the misuse of AI in open calls and support programs. Arts Council Korea is playing a leading role in establishing creative ethics and building a foundation of trust in the field so that AI and artistic creation can coexist on the basis of norms of mutual benefit.

AI Public Service Innovation Strategy for Arts and Culture

With the goals of building a sustainable AI arts ecosystem and innovating public services, Arts Council Korea has established four major innovation tasks (innovation of the creation support system, innovation of the enjoyment delivery system, innovation of the sponsorship program system, and innovation of management administration) and is implementing them systematically.

Objective	Build a sustainable AI arts ecosystem and innovate public services		
Direction	**Arts Field** Protecting the Creative Ecosystem	**AI Government** Securing Momentum for Policy Implementation	**Public Services** Enhancing Convenience for the Public
	• Establish creative ethics that coexist with AI technology and build a foundation of trust in the arts ecosystem	• Internalize AI utilization capabilities in line with government policy and turn arts and culture data into assets	• Strengthen barrier-free access to arts and culture information based on AI technology
Tasks	Establish AI Creation Standards	Build a Foundation for Public Use of AI	Provide Customized Services Using AI
	• Create a public forum on AI arts policy issues • Strengthen AI literacy in the arts field • Establish guidelines for AI-assisted creation	• Strengthen internal AI utilization capabilities • Secure source arts and culture resources for AI training - Build an integrated arts and culture data hub - Open high-quality arts and culture public data	• Operate AI chatbots to respond to civil complaints in real time and eliminate administrative gaps • Use AI automatic translation to improve and expand access to specialized arts and culture content information
Driving Force	Operate a Public-Private Collaborative AI Working Group	Establish and Operate an Organization-wide AI Council	Optimize AI Services by Customer Touchpoint
	• Participation of field experts (legal professionals, artists) and institutions (policy research institutes, departments overseeing open calls, etc.) to discuss policy response measures	• Assign dedicated AI personnel (17 people) in each department under the Head of the Innovation & Administration Division (PM), and regularize discussions on identifying AI utilization tasks and implementation plans	• Reflect customer service demands such as open calls, welfare, and education information, and link customized AI services to public-facing platforms

Establishment of AI Creation Guidelines

Arts Council Korea has established Korea's first AI creation guidelines in preparation for the AI-driven arts creation environment and is disseminating them across the arts field.

Area	Key Activities and Achievements
Public Forum Formation	• Brought AI adoption and public support directions into public discussion through arts creation roundtables • Operated the expert AI working group five times (24 AI and copyright experts)
Guideline Establishment and Distribution	• Produced and distributed the first "Guidelines for Applying to Support Programs and Creating Works Using AI" • Applied immediately to the 2026 regular open call of the Arts Promotion Fund
Strengthening AI Literacy in the Field	• Provided practical AI training tailored to the field (552 participants completed in total) • Held lectures on global trends by invited overseas experts, and operated international conferences and networking events

Improving Public Data Quality by Strengthening Organization-wide AI Utilization Capabilities

To strengthen organization-wide AI utilization capabilities, Arts Council Korea assessed AI awareness and utilization levels through a survey and strengthened the capabilities of its executives and employees through seven level-based job training sessions and special lectures by experts. Subsequently, it assigned 17 dedicated AI personnel to its departments and identified and introduced 17 AI utilization tasks. In addition, it built an integrated arts and culture data hub through Artnuri and the National Culture and Arts Support System (NCAS), and opened 4,827,895 data records held and produced by the ARKO Arts Archive, achieving a public data quality score of 99.78 points.

2025 Public Data Quality

99.78 points

Proactive Safety and Health Management

Arts Council Korea regards the lives and safety of the public and arts and culture professionals as its highest value, and is building a prevention-focused safety and health risk management system. By ensuring the constant safety of the facilities it operates and improving working conditions at private-sector arts sites, the council is creating a sustainable arts and culture environment with "zero (0) safety accidents" for 10 consecutive years.

Safety and Health Management Strategy

Vision

An Organization with Zero Serious Industrial Accidents through Safety Management Practices

Goal

Protecting Worker Safety and Lives through Creating a Safe Working Environment

Strategy

Pursue continuous improvement of the occupational safety and health management system	Strengthen occupational safety and health expertise and institutionalize organization-wide safety activities in daily practice	Establish a field-centered risk management system for safe workplaces (performance venues, exhibition halls, etc.)

Areas and Implementation Tasks

Safety Management System	Work Site and Facility Safety	Worker Safety	Other Safety
• Advance the occupational safety and health management system • Implement safety management and establish a safety management framework • Establish safety-centered management	• Make risk assessments more rigorous • Facility maintenance • Implement Safety Inspection Day	• Worker health examinations and health promotion activities • Create a safe environment for field workers • Improve working conditions for vulnerable workers	• Strengthen education and training to enhance safety capabilities and raise safety awareness • Promote safety culture internally and externally

Safety and Health Management Governance

Arts Council Korea designates the Chief Executive as the person responsible for safety management and is building an organic, organization-wide safety structure that encompasses the headquarters and the facilities in the metropolitan area. A dedicated safety organization of 29 members has been formed, and management areas are separated so that the organization can focus on safety management.

Category	Person in Charge	Total Headcount	Personnel
Dedicated Safety Organization for Naju Area Facilities	Innovation & Administration Division	6	• Corporate Management Team (6) - Dedicated personnel (2), other dedicated staff (4)
Dedicated Safety Organization for Metropolitan Area Facilities	Director of the Arts Theater, Head of the Cultural Development Division	23	• Performance Venues (10) - Dedicated personnel (6), other dedicated staff (4) • Corporate Management Team (Art Center, 8) - Dedicated personnel (7), other dedicated staff (1) • Artist House (2) - Other dedicated staff (2) • ARKO HRD Center (3) - Dedicated personnel (1), other dedicated staff (2)
Total		29	

Key Safety Management Activities of the Council

Arts Council Korea operates proactive on-site inspections led by top management and an organic feedback system centered on practical work, to create an environment where people can focus on creative work with peace of mind. Through special on-site inspections in which the Chair participates directly, the council proactively eliminates potential hazards across all of its facilities and takes corrective action on 100% of identified deficiencies.

Occupational Safety and Health Committee

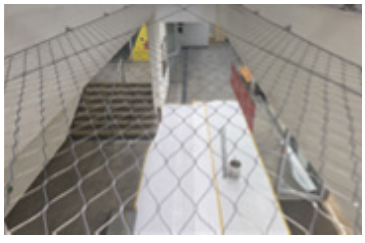
Arts Council Korea operates a standing "Occupational Safety and Health Committee," composed of an equal number of labor and management representatives, to guarantee workers' participation in safety management and establish a joint labor-management safety system.
In principle, the Committee meets once per quarter. It rigorously handles key matters for deliberation and resolution, including matters concerning the establishment of industrial accident prevention plans, matters concerning workers' safety and health education, matters concerning health management such as workers' health examinations, and matters concerning the recording and maintenance of statistics on industrial accidents. In this way, it is embedding a safety culture based on labor-management cooperation.

Facility Inspections

To proactively improve aging infrastructure and potential vulnerabilities within its workplaces and to embed an everyday safety culture, Arts Council Korea conducts regular asset maintenance together with a field-focused special inspection system in which management participates directly. Safety inspections with the Chair are conducted once every half year, and those with the Chief Executive are conducted once per quarter.
In 2025, maintenance work, including HVAC system repairs, exterior wall waterproofing repairs, and safety inspections of exhibition equipment, was carried out at five facilities. In addition, the council conducted a feasibility study on remodeling aging performance venues and secured a budget for replacing major aging facilities.

Risk Assessment Feedback

Arts Council Korea, in cooperation with a specialized safety firm, completed detailed risk assessments of six major facilities, identified vulnerabilities on site and took immediate corrective measures. Items that have not yet been addressed will be completed in 2026. As a result of the risk assessments, a total of 141 measures were taken, and the overall average risk level decreased from 8.0 (Minor) to 4.7 (Negligible).



Installation of fall protection nets at a performance venue



Installation of an emergency escape ladder at Artist House

Facility	Action Results (Risk Level)	Summary of Actions
Naju Headquarters	10.4 → 3.8	• Repaired the ceiling of the multipurpose hall and remodeled to eliminate hazards (implementing the results of the 2024 precision safety diagnosis)
Performance Venues	9 → 3.8	• Replaced 12 types of aging stage decks (294 in total) • Installed fall protection nets, etc.
Daehakro Facilities	6.2 → 5.4	• Replaced aging lift used for bringing in artworks • Installed emergency escape ladder
ARKO HRD Center	6.3 → 5.7	• Installed clean agent gas for fire suppression in the storage room • Introduced fire extinguishers

Strengthening Safety Support at Arts Sites

Arts Council Korea strives to build a comprehensive, customized safety net that extends beyond its internal employees to workers in special job categories, private organizations, small performance venues, and audience members. In addition, it is expanding customized safety support programs that reflect the characteristics of each stakeholder, and strengthening safety capabilities at arts sites through education, consulting, and technical support. Through these efforts, the council contributes to creating a safe arts ecosystem where all participants can create, perform, and view with peace of mind.

Improving Safety Environments for Arts Sector Workers

Arts Council Korea actively promotes improvements to job stress and working environments tailored to the work characteristics of outsourced workers in house management, guidance, security, cleaning, and parking duties; indefinite-term contract workers in facilities roles; general-duty employees; and arts organizations.

Workers in Special Job Categories

- Operation of a time-blocking system: Limits continuous work at a specific location for Art Center workers to ease reduced concentration and stress
- Health checks: Prevention of seasonal illnesses through monthly work environment inspections and health consultations for outsourced security, cleaning, and parking workers and facilities-role workers

General-Duty Workers

- Improvement of office air quality: Full overhaul of the underground ventilation system at the headquarters
- Collaboration with the local mental health and welfare center: Psychological counseling in connection with the Naju City Mental Health and Welfare Center
- Improvement of accessibility for workers: New operation of an "outreach counseling office" for employees who have difficulty using external counseling facilities

Arts Organizations

- Mandatory safety insurance enrollment: Requiring safety insurance enrollment as a safety net for artists participating in support programs
- Expansion of Stage Technology 119 Support Center operations: Support for stage technology and safety work and supplies at external small theaters lacking the capability to operate and manage stage facilities

Strengthening Safety Capabilities of Private Small Performance Venues

Arts Council Korea has provided comprehensive technical support and manual distribution to proactively eliminate potential hazards at private small performance venues near Daehakro that lack safety management and maintenance capabilities, and to spread a voluntary safety culture. The council carried out a total of 248 specialized technical dispatches and on-site safety support cases, distributed console operation manuals to private performance venues with limited accessibility, and launched an official YouTube channel and website. As a result, it achieved a 100% user satisfaction rate.

Private Small Performance Venue Satisfaction — 100%

Safety Training for Guide Staff

Safety Training for Guide Staff

Arts Council Korea has established regular safety training for on-site guide staff to ensure safe exhibition viewing for institutional facilities and to strengthen emergency response capabilities. The council operates regular quarterly training and mandatory training before the opening of each exhibition, and has built emergency response capabilities through CPR practice and training on the locations and use of AEDs. In 2025, a total of 862 safety training sessions were conducted, and 4,659 people completed the training.

Number of People Who Completed Safety Training — 4,659 people

Enhancing Safety of Arts Facilities for Vulnerable Users

2025 Safety Accidents — 0%

Arts Council Korea has expanded its investment in building barrier-free infrastructure that guarantees the right to mobility of vulnerable users, such as persons with disabilities and the elderly, and enables them to evacuate safely in the event of a disaster. The council reinforced its facilities in consideration of the high usage rate among customers with disabilities due to the geographic characteristics of the facilities (near Hyehwa Station and the Korea Disability Arts & Culture Center).
In particular, the council carried out 72 construction projects and 168 maintenance tasks at performance venues and achieved its target of zero safety accidents. In addition, through the improvement of aging facilities and the implementation of improvement measures in cooperation with external companies, it also achieved zero user safety accidents.



ARKO Art Center

- Support for the safe evacuation of vulnerable evacuees in emergencies (hearing and visual impairments): Installation of audible and flashing evacuation guide lights in the exhibition halls and lounge ("Gonggan Yeollim")
- Installation of non-slip pads on the stair floors of the exhibition building



ARKO and Daehakro Arts Theaters

- Expansion of constant broadcasting of sign language emergency guidance videos (1 → 4 theaters, all theaters)
- Improvement of accessibility facilities at the main theater entrances (maintenance of wheelchair ramps; installation of automatic doors, entrance safety handrails, and ramps)

Strengthening the Disaster Management System

To respond systematically to national-level disaster situations, Arts Council Korea strengthened its integrated management governance and upgraded its disaster management system by linking the overhaul of manuals with practical education and training. In addition, together with facility safety, the council designated the management of art records as an area of safety and strengthened its disaster safety measures.

Reinforcing the Disaster Management System	• Revised safety manuals by facility and event related to disaster prevention • Strengthened safety measures for the preservation and management of high-value art records - Dual distribution and backup of the high-value art data storage system in Seoul and Naju - Inspected uninterruptible power supply (UPS) batteries in connection with the National Information Resources Service incident - Completed linkage of security equipment with the fire alarm control panel • Strengthened internal advance control procedures for facilities at risk of serious industrial accidents
Strengthening Governance	• Strengthened the disaster and emergency response cooperation system: Conducted fire evacuation drills • Strengthened the disaster response cooperation system among the council's major facilities: Linked fire detectors between the Art Center and ARKO Arts Theater • Strengthened disaster response capabilities by integrating CCTV monitoring into the underground control room of the theater
Conducting Training and Education	• On-site disaster response education, including emergency response measures when a disaster occurs • Joint fire evacuation drills at two facilities (Art Center and Artist House) • Replaced the council's fire detectors and updated evacuation guide maps

People Management Driving Sustainable Growth

Arts Council Korea operates a variety of people management systems to secure outstanding talent with expertise in the arts and culture field and to establish a fair and transparent compensation system. The council realizes social value by expanding recruitment of youth and vulnerable groups and increasing female representation, and strengthens employee motivation and organizational competitiveness by upgrading its job-centered performance-based compensation system.

ARKO Job Strategy

Arts Council Korea identifies job strategy tasks linked to its management strategy and implements detailed tasks. In addition, it links its unique functions in the private and public sectors, establishes job-related performance indicators, and monitors implementation.

Management Strategy

ARKO Vision: ARKO, Connecting Arts and Culture with the People, Building the Future of Arts and Culture Together

Strategic Tasks

Creating a Stable Environment for Jobs and Capacity Development at Arts Sites	Operating a Job-Centered HR System and Establishing a Fair Compensation System

Detailed Tasks

• Creating quality jobs through employment support • Improving the efficiency and effectiveness of arts workforce education	• Strengthening the rationality and expertise of the HR system - Enhancing fairness and equity in recruitment, education, compensation, promotion, etc.

Operating a Fair Recruitment System

Arts Council Korea actively implements the government's job policies and has established a fair blind recruitment system across the organization for the transparent, competency-based selection of talent. In addition, the council improved its job-centered evaluation so that candidates suited to each job could be hired. Through these systemic improvements, it was rated 100% compliant with blind recruitment for two consecutive years in the Ministry of Employment and Labor's "Fair Hiring Monitoring" assessment.

Ministry of Employment and Labor "Fair Hiring Monitoring": Blind Recruitment Compliance for 2 Consecutive Years
100%

Annual Recruitment Complaints and Objections
0%

Strengthened Blind Recruitment Verification	• Added a first stage of automatic system verification to the previous method of manual review by the person in charge at each recruitment stage, and introduced a dual verification system by the person in charge and evaluators at the second and third stages
Expanded Channels for Posting Recruitment Notices	• To improve applicants' fair access to recruitment notices, expanded from the existing 3 channels (website, etc.) to a total of 7 by adding the Artmoa website, local universities, etc.
Job-Centered Evaluation	• Abolished the existing short-answer and essay written exams and replaced them with a thinking-and-logic job-centered evaluation • Newly organized a practical-work and collaboration job-centered evaluation through arts policy discussion interviews
100% Operation of the Recruitment Review Committee	• Strengthened internal and external verification for all recruitment cases without exception (composed of 1 internal member, 1 external member, and 1 auditor)

Expanding Youth Recruitment

Taking the operation of a job-based internship system at the council and compliance with the government's youth internship guidelines as its operating direction, Arts Council Korea runs "ARKO Jobs," which provides young people with practical work experience and growth opportunities. To improve the effectiveness of its internship system, the council met the government guideline on early recruitment, achieved 100% hiring in the first half of the year, and supported organizational adaptation and competency building through mentor matching. It also operated conversion to regular positions and contract extensions based on practical performance evaluations, and supported career management through performance sharing and the issuance of completion certificates.

Recruitment-Type Internship	Experience-Type Internship	Work Experience Program
• Internship program linked to conversion to regular positions in arts and culture administration roles (Arts Council Korea headquarters) • Hired 5 people in 2025	• Training of specialists among students majoring in exhibitions and art, in exhibition planning roles (ARKO Art Center and Insa Art Space) • Hired 3 interns for the professional workforce training internship in 2025	• On-site practical training (winter and summer) for students of the Department of Library and Information Science at Seoul Women's University, in records management roles (ARKO Arts Archive) • Operated for a total of 8 people in 2025

Socially Equitable Recruitment

Arts Council Korea faithfully fulfills its statutory mandatory employment obligations to expand the employment of groups requiring social consideration, such as persons with disabilities, youth, regional talent, and persons of national merit. In 2025, the council achieved its targets for recruiting persons with disabilities, youth, and regional talent, and expanded inclusive recruitment, including the hiring of artists with disabilities and 10 recruitment information sessions. In addition, to respond proactively to the increase in the mandatory employment rate for persons with disabilities, it carried out special recruitment and achieved an employment rate of persons with disabilities of 4.2% as of January 2026.



Strengthening the Female Workforce

To improve a structure in which women account for a lower share of higher grades than of lower grades, Arts Council Korea is working to expand female representation and strengthen women's leadership capabilities. The council operates female leadership education and joint training with relocated public institutions, and through competency-based promotion it increased the share of women among those promoted to higher grades from 35% in 2023 to 62% in 2025. In addition, it achieved a 63.6% share of women among board members and is actively fostering female leaders through the operation of open positions. All new hires in 2025 were women, and both the female employment rate (57.7%)* and the proportion of female managers (44%) exceeded the industry average.

* Based on the Ministry of Employment and Labor's affirmative action performance

Job-Centered Compensation System

Arts Council Korea has established a fair compensation system centered on performance and results, regardless of employment type. In terms of performance-based rewards, the number of regular employees recognized with awards was 19 in 2025, down 6 from the previous year, while the number of contract and dispatched workers recognized was 5 in 2025, up 4 from the previous year. In terms of balanced promotion, to ease vertical gender segregation and improve female representation, women accounted for 8 (62%) of those promoted to higher grades in 2025, an increase of 3 (20%p) from the previous year. In addition, the council built organization-wide consensus on improving contract workers' treatment and ensuring fair compensation, and began paying job-based pay to contract workers through efforts to correct discrimination.

Strengthening Talent Competency

To train specialists in arts and culture administration, Arts Council Korea has established the "ARKO Ideal Talent Profile" and is pursuing an HRD system centered on job competencies as a mid- to long-term strategy. In addition, the council is improving its HRD system in parallel to reflect the needs and competencies of its employees, and continues to invest in talent development to strengthen organizational competitiveness.

Talent Competency Strengthening Roadmap

Since 2023, Arts Council Korea has been advancing its HRD system in stages under a three-year plan. A review of the previous year's performance and limitations, based on an analysis of the internal and external environment, found that although opportunities for job exploration and competency assessment had expanded through diversified job training, the linkage with job competencies needed to be improved. The council also confirmed demand for expanded education on managing communication and conflict between generations, responding to the use of generative AI, and advancing a job- and position-tailored education system. Reflecting these findings, in 2025 the council re-examined the competencies required by grade and job and restructured its education roadmap, and expanded the discovery and development of experts to strengthen organizational competitiveness.

Key Task

Re-examining Job Competencies and Building the Education Roadmap



Competency Development

Improving employees' job competencies through customized education



Career Development

Strengthening the system for discovering and developing ARKO specialists



Organizational Development

Strengthening organizational capabilities by improving field expertise

Education Feedback System

Arts Council Korea operates an education feedback system built on three pillars: the operation of an opinion-gathering channel, a review framework for the competency development system, and surveys on education satisfaction and on-the-job applicability. Through this system, the council continues to improve its talent development programs.

Opinion-Gathering Channel	Competency Development System Review Framework	Education Satisfaction and On-the-Job Applicability Survey
• Labor-management consultation on the basic education and training plan • Collecting comprehensive opinions from all employees	• Setting review goals and conducting self-reviews • Reviewing the career development plans of all employees	• (Immediately after training) Training content, environment, etc. • (8 weeks after training) Job relevance, utilization, etc.

Customized Education to Improve Job Competencies

Arts Council Korea operates a customized education system to strengthen its employees' job competencies. In the area of basic competencies, the council expanded arts experience and foreign language education and newly launched an AI competency enhancement program, and by job function it operates practice-centered education in public relations and planning, international exchange, customer management, and safety management. In addition, it strengthened communication, collaboration, leadership, and risk management capabilities through education customized by level.

Improving Basic Competencies

- Pursued the expansion and improvement of existing programs, such as arts experience support and foreign language learning support
- Operation of an AI competency enhancement program
  - Operated an AI practice course in partnership with external organizations such as the Ministry of the Interior and Safety and Chosun University
  - Operated education through 7 courses, after which participants obtained related certifications
- Regular operation of an AI council, identification and implementation of work improvement tasks, and achievement of the Advanced Data Analytics Semi-Professional (ADsP) certification (1 IT staff member)

Improving Job-Specific Competencies

- Identified job-specific competency development tasks and promoted specialized education
  - Public relations and planning: Case-based marketing education using examples such as the National Museum of Korea
  - International exchange: 3 sessions of practical international protocol education for the success of the World Summit
  - Customer management: 2 sessions of education on managing Culture and Arts Promotion Fund subsidy programs, customer service (CS), and grant settlement and accounting
- Improved the alignment between education and actual work

Improving Level-Specific Competencies

- Set expected roles by level (position) and growth stage, and promoted customized education
  - Staff: Education on communication and stress management, on internalizing the organization's core values, and practical training on decision-making processes
  - Middle managers: Education on conflict management for collaboration, and on communication to coordinate consensus between superiors and subordinates within the organization
  - Senior managers: Organization-wide communication workshops, and risk management education including grievance counseling and prevention of abuse of power

Specialized Position Career Development System

Arts Council Korea is advancing its career development system based on its talent development system for specialized positions. In 2025, the council reviewed the efficiency and acceptability of the system through an operational status diagnosis and an employee perception survey, and identified tasks for improvement. In addition, it operates a career development system for specialized positions to present career paths along which employees can grow into arts administration specialists and to strengthen expertise in its core business areas. In 2025, the council additionally selected specialists in new fields such as culture, society, and the arts, expanding its specialized-position workforce to a total of 7.

Overseas Dispatch Training Program

Arts Council Korea is promoting the diversification of international cooperation and strengthening employees' international capabilities through its overseas dispatch training program. In addition, the council operates an open call for overseas dispatch linked to its projects, and through a dispatch to Mexico, it established a foundation for collaboration between artists and administrators.

Organizational Culture Improvement Activities

To create a healthy organizational culture in which executives and employees can work with a sense of belonging and pride, Arts Council Korea continues to pursue organizational culture improvement activities built on three pillars: family-friendliness, health promotion, and stronger communication.

Organizational Culture Tasks

To create a family-friendly workplace, Arts Council Korea upgraded its work-family balance systems in response to policy changes and strengthened its care safety net through expanded, practical family welfare. Through integrated health support, it strengthened its customized physical health management system and expanded emotional stability support for a healthy organizational culture.

Creating a "Family-Friendly Workplace"

- Responding to policy changes and upgrading work-family balance systems
- Strengthening the care safety net through expanded, practical family welfare

Integrated Health Support

- Strengthening the customized physical health management system
- Supporting emotional stability for a healthy organizational culture

Program to Improve Organizational Understanding ("Get to Know ARKO")

To strengthen collaboration between departments and provide opportunities for in-depth job experience, Arts Council Korea restructured and expanded its existing "Get to Know ARKO" program. Through programs such as humanities exchange, exhibition visits, tours of the council's facilities, and programs for understanding key projects, a total of 68 people completed the program (19 in "ARKO People's Outing" + 49 in "Get to Know ARKO"), and the number of sessions increased by 5 from the previous year. In addition, the council introduced pre- and post-program evaluations comparing the levels of understanding of work and of one another before and after participation, and reviewed the program's effectiveness.

Healing Program

Program Satisfaction — 97.9 points

Arts Council Korea resumed the healing program, whose employee satisfaction had been proven, and provided opportunities to enjoy arts and culture, including in-house online and offline concerts and visits to cultural heritage sites. By also offering online streaming, the council increased accessibility, and 81 people participated. Through programs that invited employees of public institutions in Naju and visited cultural heritage sites, it strengthened bonds among employees. The overall satisfaction with this program was 97.9 points.

Communication Enhancement Activities (In-House Clubs)

Executive and Employee Participants — 5.8% ▲ year on year — 104 people

Arts Council Korea upgraded its operating system to expand in-house club activities inside and outside the organization. While introducing a performance-based evaluation system and expanding the sharing of activity results and exchanges between institutions, the council also reviewed the diversity of participating members. In 2025, it supported a total of 12 clubs and recognized 4 outstanding clubs, and 104 executives and employees participated, an increase of 5.8% from the previous year. In addition, the council shared 15 activity results on the internal bulletin board and expanded exchange and networking through joint activities with other institutions.



Organizational Culture Monitoring Feedback System

Arts Council Korea is newly collecting proposals for strengthening HR and communication based on the voices of the junior generation, through its Junior Board. By going through the stages of current status analysis, opinion collection, feedback, and results and reflection, the council identifies improvements and uses them to improve and develop organizational culture programs.



- (Review) Overall review of the Junior Board's operating performance and effectiveness
- (Diagnosis) Identifying the need to improve junior staff's understanding of other departments' work

- Conducting surveys on organizational culture diagnosis, improving Junior Board operations, and careers, and collecting opinions

- Competencies that junior staff expect from the team leaders of their preferred departments
- Conveying anonymous questions about work allocation, etc.

- (Results) Distributing managers' answers to junior staff and giving them a sense of efficacy
- (Reflection) Foundation plan for improving organizational culture from the "bottom up"

Internal Customer Satisfaction Index (ICSI) Survey

To invigorate internal communication and improve employee satisfaction, Arts Council Korea conducts the ICSI (Internal Customer Satisfaction Index) survey. By measuring the quality of inter-department collaboration and the level of internal services, the council uses the results as basis data for improving organizational culture. The survey results are fed back to each department, contributing to improving the level of internal services and strengthening cooperation between departments.

Strengthening Labor-Management Communication

Arts Council Korea collects workers' opinions through various communication channels and builds sound labor-management relations. In 2025, it held the Labor-Management Council once per quarter, 4 times in total, and promoted expanding labor union membership among non-regular workers and improving their treatment. In addition, through consultations with the labor union, the council introduced a job-based pay system and established a fair compensation system based on job duties, regardless of employment type.

Support for Strengthening Labor Relations Capabilities

Arts Council Korea strengthens its labor relations capabilities through education customized for each target group. It provides communication and leadership education to management and managers, labor law and specialized job training to HR and labor relations staff, and human rights and labor rights education to all executives and employees. In addition, through expert advice, the operation of a labor-management consultative body, and support linked with the labor union, the council works to promote stable labor-management relations and improve organizational productivity.

Operating the ARKO Reporting Center

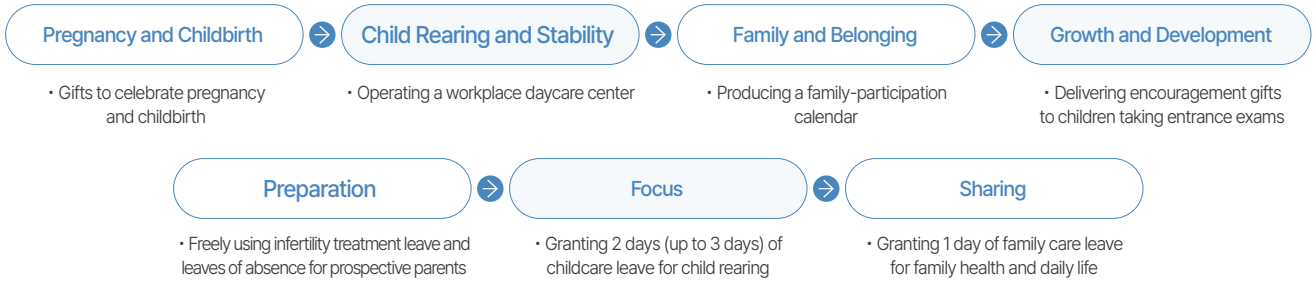
To improve the efficiency of receiving and handling grievance reports, Arts Council Korea operates the "ARKO Reporting Center," which integrates the functions of internal and external reporting centers. The council strengthens the effectiveness of its handling by classifying reports by type and designating the responsible departments, and operates the center so that reports can be received even when the type is difficult to classify clearly.
In 2025, all 4 reports on human rights and employee conduct and 5 communication and counseling cases were resolved within the deadline, and investigation procedures by labor experts were carried out when necessary.

Strengthening Work-Family Balance Support

To enable executives and employees to work while balancing work and family, Arts Council Korea operates a life-cycle-based work-family balance support system and builds a flexible working environment and a systematic health management system.

Life-Cycle-Based Work-Family Balance Support System

Arts Council Korea operates family-friendly welfare and leave systems that take children's growth stages and family circumstances into account. In 2025, 34 children used the workplace daycare center, 80 employees used childcare leave (based on actual users), 6 men took parental leave, and 321 employees used family care leave, all increases from the previous year. The council continues to expand and implement a work-family balance culture.



Diversifying Flexible Work Arrangements

Arts Council Korea is widening the range of flexible work arrangements tailored to employees' diverse circumstances. In particular, by reflecting job characteristics and life cycles, the council is substantively ensuring work-life balance.

Designated Workday Type	Reduced Hours Type	Flexible Work Type
• Selective work type: Monthly work based on performance schedules • Rest-day adjustment type: Adjustment of workdays considering facility closure days	• Pregnancy and childcare type: Reduced hours for pregnancy, childbirth, and childcare • Child rearing and family care type: Reduced hours for child rearing and family care	• Flexible arrival time type: Voluntary arrival between 8 and 10 a.m., considering studies, leisure, etc. • Remote work type: Working from an external location for specific reasons

Strengthening the Health Management System for Executives and Employees

For prevention-focused health management of executives and employees, Arts Council Korea provided guidance on health examination institutions nationwide and customized leisure support for indefinite-term contract workers. In addition, the council expanded the target group of its healing program and operated a psychological support program in connection with local specialized institutions. In 2025, 24 people participated in the EAP (Employee Assistance Program), an increase of 16.7% from the previous year.

Welfare Program Feedback System

To operate demand-centered welfare programs, Arts Council Korea carries out a four-stage feedback process: recognizing the current state of and problems with the system, a first round of improvements reflecting demand, confirming additional demand, and advanced operation. In 2025, the council gathered opinions on the "birthday celebration program" to identify improvements, and, reflecting additional demand, improved it into a self-selected birthday voucher system.

Strengthening Shared Growth Based on Win-Win Cooperation

Arts Council Korea defines the diverse stakeholders of the arts ecosystem, such as artists, public arts and culture institutions, social enterprises, and sponsoring companies, as cooperation partners. Together with them, the council is pursuing diverse shared growth models to fulfill its social responsibility as a public institution and lead the overall win-win development of the arts and culture ecosystem.

Establishing Fair Trade and Expanding Win-Win Cooperation

Arts Council Korea creates a transparent and fair contracting environment and actively supports the opening of sales channels for SMEs and social economy enterprises, putting the value of win-win cooperation into practice.

Revitalizing the Social Economy

Target Achievement Rate for Purchases from Social Cooperatives

305%

Arts Council Korea achieved purchases from social economy enterprises that greatly exceeded its government-recommended policy implementation target. To improve access to information on social economy enterprise products when carrying out the council's work, it operated a "Contract Work Open Day," which improved understanding of government policy.
As a result, purchases from social enterprises were 8.44%, an achievement rate of 211% against the purchase target, and purchases from social cooperatives were 0.61%, an achievement rate of 305% against the target.

Creating a Fair Contracting Environment

Non-Face-to-Face Submission Rate

60.7%

To improve convenience for contracting companies and expand opportunities for fair participation in contracts, Arts Council Korea is pursuing improvements to its contracting environment. Previously, when participating in in-house bidding, companies had to print their proposals and submit them in person, and this process raised concerns about participating companies' access and scheduling constraints, loss of documents, and unnecessary use of paper. To improve this, the council introduced, for the first time, a non-face-to-face proposal submission system using the Korea ON-line E-Procurement System (KONEPS) platform. This improves participating companies' access to contracts and the transparency of submissions, while also helping spread a paperless contracting culture.
In 2026, the council plans to expand the system to all contract processes to establish a fair and sustainable contracting culture.

Preferential Purchasing of SME Products

SME Product Purchase Achievement Rate

134%

Arts Council Korea newly introduced a prior review system for SME competitive products to strengthen fairness. To reduce convenience-driven purchasing of goods, it improved its procedures so that, when requesting a contract, the details of SME competitive products must be stated and reviewed in advance.
As a result, SME product purchases reached 80.43%, an achievement rate of 134.05% against the target.

Support for Arts Administration Infrastructure

Arts Council Korea opens its accumulated arts administration know-how and public infrastructure to private and related organizations to strengthen administrative infrastructure capabilities across the arts and culture sector.
In particular, to support the arts administration infrastructure of regional culture foundations, the council newly promoted a project to provide the National Culture and Arts Support System (NCAS) free of charge. By waiving cost-sharing contributions totaling KRW 252 million for 19 partner institutions that have difficulty developing and operating their own systems, it reduced their budget burden. In addition, the number of partner institutions increased by 2, and the council expects to strengthen system utilization and management capabilities by sharing its know-how in arts support systems, and is building an environment where people can immerse themselves in creative activities.

Job Creation in the Arts and Culture Sector

Going beyond one-time subsidies, Arts Council Korea understands the characteristics of jobs in the arts and culture sector and is building a sustainable job ecosystem that provides employment stability at arts sites and for young talent.

Job Support for Young Artists

Arts Council Korea operates customized job programs that help young artists enter the field early so that they can continue their creative activities without career interruptions.

Support for Trainee Members at Arts and Culture Institutions	Supporting arts majors' entry into the field by subsidizing labor costs for young trainee members at arts and culture organizations	306 institutions supported	Job Creation for Aspiring Artists	465 people
Support for Connecting Aspiring Artists to the Field	Forming consortiums centered on arts universities to provide arts site experience to enrolled students	12 universities (36 consortiums)	Support for aspiring artists	475 people

Stage Technology Job Program

Through the "ARKO Stage Technology Job Program" (stage technology internship and stage arts academy), Arts Council Korea strengthens a pathway of capacity-building education and training in stage technology: entry (internship), growth (academy), and settlement (arts site internship). Through step-by-step support from the early stage to settlement, the job retention rate in stage technology after the end of the internship rose to 79.2%, an increase of 6.2%p from the previous year.

Improving the Employment Market in the Arts Sector

Arts Council Korea promotes projects to expand employment in the arts by understanding the characteristics of arts jobs, linking institutional capabilities with roles, and addressing blind spots in the employment market. As a result, ARKO created jobs for a total of 1,054 people, including arts planners and stage technicians, a 15.19% increase from the previous year. In addition, through the Literary Writers-in-Residence Support Project, the council created employment for 76 literary writers by providing opportunities for jobs based on their main work (creative writing), and on this basis achieved the remarkable result of 20 literary award wins, including the Hankyoreh Literary Award.

Literary Writers-in-Residence Support Project	• Matching literary writers with cultural facilities nationwide (libraries, literature museums, etc.), and providing jobs through the operation of literary programs for local residents and literary curator activities	Literary Writers → Job Creation 76 people
Professional Dancer Support Project	• Supporting the matching of performance activities linked to Dancers' Job Market and career transitions linked to vulnerable facilities such as hospitals, and supporting career transitions of professional dancers into roles such as dance audio describers and dance instructors	Dancers → Job Creation 488 people
Small Art Museum Project	• Creating and operating small art museums using idle spaces in local communities, and creating new jobs for local residents, such as citizen docents	Public Jobs for Local Residents → Job Creation 4 people
Art Plus Class	• Operating arts education programs linked to elementary schools in the council's relocation region (Naju City), and creating jobs for professional artists (instructors)	21 artist instructors employed Commendation from Gwangju Metropolitan City for contributions to Innovation City development

Spreading Community Value

Arts Council Korea communicates deeply with local communities through "arts and culture," the council's core competency, and takes the lead in improving local living conditions and resolving social issues. Based on a systematic social contribution framework, the council fosters future generations and expands the right to enjoy culture for underserved groups, thereby realizing win-win management with local communities.

Social Contribution Framework

Vision

A Beautiful World through Art, a Warm Society through Sharing

Implementation Strategy

Supporting Arts and Culture Revitalization in the Relocation Region	Strengthening Regional Cooperation and Win-Win Governance	Building a Cooperation System Based on Arts and Culture	Realizing a Fair Economy and Social Value

Implementation Tasks

Win-Win Cooperation Based on Core Business Realizing livable regions that flourish through arts and culture	**Strengthening the Competitiveness of Arts Organizations** Supporting the growth of private arts organizations using the council's technology and resources	**Fair Economic Order** Public spending based on fairness and win-win cooperation	**Revitalizing the Social Economy** Encouraging and supporting the growth of private social enterprises

Social Contribution Operating System

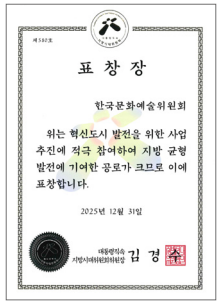
In operating community win-win and social contribution programs, Arts Council Korea systematically promotes its social contribution activities, centered on the ESG Management Committee, with the People & Culture Team serving as the lead department that oversees planning and operation, in coordination with internal and external partner organizations and departments. Through a four-stage cycle of planning and consultation → proposal and confirmation → monitoring → feedback, the council improves the effectiveness of its programs and leads continuous improvement.

Operating the Social Contribution Completion System

To increase the voluntary participation of executives and employees in social contribution, Arts Council Korea operates a social contribution completion system and an ESG mileage system. It requires employees with six months or more of service to participate in social contribution activities once a year, and recognizes outstanding employees and teams by awarding ESG mileage for each activity. In 2025, 237 people completed the requirement, a completion rate of 99.2%, and all departments completed it.

External Certifications for Contributions to the Local Community

Arts Council Korea has been recognized for its achievements in contributing to the local community, earning the Ministry of Health and Welfare's "Community Social Contribution Certification" for two consecutive years, and receiving awards including the Ministry of Land, Infrastructure and Transport's commendation for outstanding Innovation City best practices, the Naju City plaque of appreciation, and the Jeollanam-do Office of Education's certificate of appreciation. Going forward, based on continued communication with the local community, the council will contribute to regional development and the creation of social value and continue to strengthen its win-win cooperation system.


표 창 장

한국문화예술위원회

위는 혁신도시 발전을 위한 사업 추진에 적극 참여하여 지방 균형 발전에 기여한 공로가 크므로 이에 표창합니다.

2025년 12월 31일

김 경

Commendation for Contributions to Innovation City Development (Presidential Committee for Decentralization and Balanced Development)



Logo of Community Social Contribution Certified Institution

Local Win-Win Growth through Arts and Culture
(Revitalizing the Local Community)

As a relocated institution, Arts Council Korea expands opportunities for local residents to enjoy arts and culture, centered on Naju Innovation City, and contributes to revitalizing the local economy and restoring community ties through partnerships with local small business owners, artists, and rural villages.

Friendly Chats Class Participants — 50 people

Friendly Chats Class

Friendly Chats Class is a program that gives local residents opportunities to experience arts and culture in their daily lives. The council operates arts classes for residents' arts enjoyment and supports local artists' activity base by engaging artists (organizations) based in Jeonnam as instructors. A total of 50 people participated, and the program contributed to revitalizing the local economy, including through job creation.

Fall in Art Satisfaction — 95.9%

Fall in Art

Fall in Art is an open arts and culture festival that anyone in the community can join, held in connection with autumn local festivals and communication spaces to expand local residents' access to culture.

In particular, in 2025 the festival reflected local demand by programming a new genre (ballet). As a result, advance reservations for all performances sold out amid high interest, and about 2,100 audience members attended, with a satisfaction rate of 95.9%.



Dream Package, Round 1

Dream Package

The "Dream Package" is a program that delivers customized packages, combining arts teaching aids, books, and cultural experience opportunities, to children, adolescents, and vulnerable families in depopulating regions who find it difficult to receive cultural benefits. It aims to improve their quality of life and narrow the education gap. For children from low-income households (just above the poverty line) in four regions of Jeonnam, the council provided agricultural product·culture kits, and achieved a beneficiary satisfaction of 4.9 points (out of 5).

Co-Planned Performance Satisfaction — 95.2 points

Co-Planned Performances

Co-planned performances are operated to revitalize local performing arts venues, with the council supporting the staging of "Don Quixote," an outstanding ballet production, at local arts venues that lack in-house planning capability. Local governments are responsible for overall operation and providing the venue, and Arts Council Korea is responsible for booking the performing groups. The program achieved a seat occupancy rate of 88.8% and a satisfaction of 95.2 points, contributing to greater awareness of the venues and stronger self-sustaining capabilities.

One Company-One Village Myeongha Village Satisfaction — 98.6 points

One Company-One Village: Myeongha Village

The One Company-One Village Myeongha Village Project is a win-win exchange program with rural villages. For sustainable exchange with rural areas, the council entered into a sisterhood partnership with Myeongha Village under the One Company-One Village program, and is creating a model case of urban-rural win-win by helping with farm work during the busy farming season, giving priority to purchasing local specialty products, and improving the village environment. In 2025, the council visited Myeongha Jjokbit Village and donated 40 gift items (about KRW 1 million), and the program achieved a satisfaction of 98.6 points.

Local Win-Win Growth through Arts and Culture

(Linking Local Communities and the Development of Future Generations)

Arts Council Korea expands opportunities for children and adolescents in the relocation region to experience arts and culture, and operates diverse on-site education programs to create an environment where future generations can grow together with arts and culture.

Average Audience Satisfaction

94.7%

Art Trail Picnic

Art Trail Picnic is the only children's arts festival in the relocation region, where children can enjoy diverse programs, including customized performances by artists, and receive special cultural experiences in their daily lives.
In 2025, ARKO provided outstanding festivals based in Daehakro to the relocated region and established them as a regular event held twice a year (Spring/Fall Picnic). It also diversified the programs, including by newly organizing classical performances that take accompanying families into account. As a result, a total of 1,030 people attended (up 7.7% from the previous year), and average audience satisfaction reached 94.7 points.

Participating Students' Interest in Class

91.7%

Art Plus Class

Art Plus Class is an outstanding arts program for children, preadolescents, and adolescents that supports matching diverse genres of integrated visual and performing arts education, which are hard to encounter within the regular curriculum, to help foster children's creativity and character. The council organized arts creation classes at six elementary schools in Naju and operated a total of 1,450 hours across six fields, including dance. In particular, thanks to high local response and demand, the program expanded significantly, growing by five schools from the previous year to six schools in 2025. With 798 participating students and a class interest rate of 91.7%, and with KRW 600 million in local government budget secured for continuing the project in 2026, the program is taking root as an arts class that the region embraces.

Average Satisfaction of Participating Students

99.0%

Bitgaram Dream School

Bitgaram Dream School is a youth arts career experience program. It provides participatory education by Daehakro theater companies to local adolescents who are interested in the performing arts, and helps them explore careers by offering hands-on work experience.
In 2025, the program expanded its genres and operations based on participant demand (theater: 4 sessions → theater and dance: 10 sessions). A total of 23 people participated, up 27.8% from the previous year, and average satisfaction among participating students was 99.0%.



2025 Art Trail Picnic, Naju



2025 Art Plus Class



2025 Bitgaram Dream School: "I'm a Dancer Too"

Social Contribution to Resolve Social Issues

Arts Council Korea actively engages with a wide range of issues in the local community and puts its social responsibility as a public institution into practice.

Blood Donation Campaign Participant
54 people

Donated Blood Donation Certificates
61 certificates

Donated Second-Hand Items
396 items

Providing Arts and Culture Shelters through Idle Spaces

Arts Council Korea remodeled idle spaces in the council's offices and facilities and opened them free of charge as public multipurpose cultural shelters where local residents and local artists can communicate and relax freely.
At Artist House, the lounge was newly created and opened by using the archive and adding the Renaissance music listening room. The council newly opened the multipurpose hall of the Naju building and, after remodeling, created "ARKO Hall," where it held arts lectures and book concerts for local residents. The Arts Theater Cinema program opened an outdoor theater, expanded to four genres including original musicals, and offers public arts programs through screenings of performance recordings, and presents arts and culture content to local residents.

Blood Donation Campaign of Love

To encourage executives and employees to donate blood and help stabilize the blood supply, Arts Council Korea regularly holds a council-wide group blood donation event every year in which all executives and employees take part. The council donates the blood donation certificates it collects to related organizations, such as those serving children with cancer, and actively takes part in overcoming the national blood supply crisis. In 2025, the campaign was held three times, with 54 participants and 61 blood donation certificates donated.

Helping Farms Damaged by Extreme Heavy Rain

To help local farms that suffered enormous damage from sudden torrential rain, Arts Council Korea formed an emergency disaster recovery volunteer corps of executives and employees and carried out practical farm-help activities, including visiting the flooded sites to remove sediment and restore crops. The council visited Daeji-ri, Donggang-myeon, Naju-si, Jeollanam-do, and worked together with related organizations; a total of 6 people participated and took part in the recovery effort.

Second-Hand FLEX Market

In connection with its ESG campaign, Arts Council Korea operated a second-hand FLEX market to create a resource-circulating consumption culture and encourage voluntary donations of second-hand items in the local community. A total of 77 executives and employees participated, and 396 donated items were collected and donated, with proceeds totaling KRW 1,355,377, to the Beautiful Store and the Naju Sustainable Development Council.



2025 Second-Hand FLEX Market


Helping Farms Damaged by Extreme Heavy Rain


Opening of the Multipurpose Hall at the Naju Building: Event Commemorating the 20th Anniversary of the Transition to the Arts Council Korea Council System

Governance

Governance

Background

The demand for transparent governance and a responsible management system continues to grow, driven by policies such as the expansion of mandatory ESG disclosure and stronger internal control at public institutions.

Global ESG rating agencies and investors reflect the Board's independence, internal control, and compliance and ethics management systems as key evaluation factors, and require institutions to ensure sustainability and trustworthiness.

Management Approach

Arts Council Korea builds a governance system based on responsible management and strengthens independence, expertise, and transparency through the operation of the Board and its subcommittees. In addition, the council continues to upgrade its organization-wide internal control and compliance management system, centered on ethics management, internalizing a culture of integrity, and proactive risk management. Through these efforts, the council is strengthening its responsibility and trustworthiness as a public institution and promoting the operation of a transparent governance structure to build a sustainable arts and culture ecosystem.

Key Performance

Board Meetings Held in 2025

23 times

(approx. 130 agenda items reported and resolved)

Conflict-of-Interest Monitoring of Recruitment, Contracts, Grant Programs, etc.

555 cases



Transparent and Professional Management

The Board of Arts Council Korea, as the highest decision-making body under the Culture and Arts Promotion Act, is responsible for reconciling stakeholders' opinions, implementing government policy, and enhancing social value. It also deliberates on and approves mid- to long-term management direction, major projects, and budget execution, and puts transparent and professional governance into practice through decisions on management risk and sustainability.

Council Composition

To ensure the public nature and professionalism of arts and culture, Arts Council Korea is composed of up to 15 members appointed by the Ministry of Culture, Sports and Tourism. The 9th Council consists of 11 members in total, who are appointed from among people with professional expertise and objectivity in the arts and culture field, and the Chair is elected from among the members. The Council secures diverse perspectives and representation by considering balance across gender, generation, and field, and leads the institution's governance system through the deliberation of and advice on major policies and projects and the review of budget and performance management.

Council Composition Status

As of June 1, 2026

	Name	Career	Term
1	Lee Bum Hun	Current) Chair of Arts Council Korea	2026.04.27.~2029.04.26.
2	Goo Moon Mo	Current) Research Professor of Halla University	2024.08.01.~2027.07.31.
3	Kim Dae Hyun	Current) Chairperson of the Culture and Arts Policy Committee, Writers Association of Korea	2026.04.27.~2029.04.26.
4	Kim Sang Yuon	Current) Professor at Chonnam National University	2026.04.27.~2029.04.26.
5	Moon Sam Hwa	Current) Resident Director of the Eocheoguni Project	2026.04.27.~2029.04.26.
6	Seo Young Su	Current) Chairperson of the Busan Culture, Arts, and Tourism Forum Steering Committee	2026.04.27.~2029.04.26.
7	Sung Ki Sook	Current) Professor of Korea National University of Arts	2024.08.01.~2027.07.31.
8	Wang Chisun	Former) Member of the Committee for Hub City of Asian Culture	2024.08.01.~2027.07.31.
9	Lim Young Wook	Current) Lecturer at Chung-Ang University	2026.04.27.~2029.04.26.
10	Chin Sol	Current) CEO of FLASIC Co., Ltd.	2026.04.27.~2029.04.26.
11	Cha Jieon	Current) General Director/Representative of Nayeon Dance Company	2026.04.27.~2029.04.26.

- **Maintaining independence:** The Council is composed of a majority of external members and has introduced an election system in which the Chair is elected from among the members. In selecting members, it strictly reviews candidates' careers, relationships with the institution, and statutory grounds for disqualification to maintain fairness and transparency.
- **Strengthening expertise:** The Council is composed of professionals representing all arts and culture fields, including academia, general culture, visual arts, traditional arts, and theater.
- **Pursuing diversity:** The Council considers balance in gender, field, etc.

Ensuring the Independence, Expertise, and Diversity of the Council

Arts Council Korea strives to enhance independence, expertise, and diversity through a structure in which private-sector experts take part in public affairs while the public sector collaborates with the private sector.

Preventing Conflicts of Interest and Enhancing Transparency

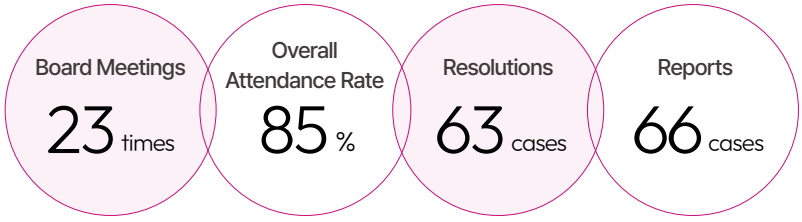
Arts Council Korea rigorously operates a conflict-of-interest prevention system to ensure the fair and transparent operation of the Council.

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 must recuse themselves from the deliberation and advisory process on that item, thereby maintaining the objectivity and fairness of the Council's decisions. The council also strengthens the transparency of its operations through measures such as checking in advance whether each agenda item involves a conflict of interest, recording the recusal of the relevant member, disclosing the results of agenda processing, and reviewing the implementation of conflict-of-interest prevention.

Council Operation

Arts Council Korea holds regular Council meetings to strengthen transparency in organizational operations and responsible management. The Council deliberates and discusses major issues such as arts support policies, organizational operations, and institutional improvements, and makes key decisions based on expertise and fairness. In 2025, a total of 23 Board meetings were held, and approximately 130 agenda items were reported and resolved.

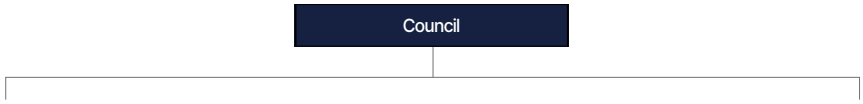
● Council Meetings and Activities in 2025



* Based on 1 discussion agenda item in 2025, the total number of Board agenda items was 130.

Operation of Subcommittees under the Council

Arts Council Korea operates subcommittees focused on expertise and function under the Council to review major policies and issues in depth and to perform substantive advisory functions. Each subcommittee is composed in consideration of the members' fields of expertise and experience, and discusses arts support policies, improvement of institutional operations, and the gathering of opinions from the field. In 2025, the Management Strategy Subcommittee, the Arts Value Dissemination Subcommittee, and the Arts Creation and Communication Subcommittee were operated 18 times in total, and the main points of discussion were reported to the Council and reflected in policy decision-making. Through this, the council is strengthening a governance system based on expertise and accountability.



	Management Strategy Subcommittee	Arts Value Dissemination Subcommittee	Arts Creation and Communication Subcommittee
Purpose	• Review of strategies, including the mid- to long-term vision strategy and management strategy improvements • Data-based analysis and research on support programs and improvement of fund management • Introduction of ESG management and proposal of sustainable arts policies • Defining the roles of non-standing members, and improving council operations and the overall system	• Arts sponsorship promotion campaigns and program improvement • Development of cultural indicators and establishment of measures for introducing tax benefits, etc. • Establishment of measures to diversify funding sources to secure the financial stability of the Culture and Arts Promotion Fund • Efforts to persuade the National Assembly and the government to amend laws, etc	• Strengthening communication with the field to identify issues in the arts community and mid- to long-term policy needs • Expanding communication with the field for the second-year study of the arts and culture ecosystem and the improvement of systems (programs) • Identifying ARKO implementation tasks to support arts and culture activities by artists with disabilities
Composition	Goo Moon Mo, Kim Jin-Gak, Suh Seung-Mi, Sung Ki Sook, Wang Chisun, Lee Hun-Kyoung, Chang Mi-Jin, Choung Kap-Young	Kim Jin-Gak, Goo Moon Mo, Kim Mi-Ra, Bae Eun-Joo, Chang Mi-Jin	Bae Eun-Joo, Suh Seung-Mi, Sung Ki Sook, Wang Chisun, Lee Hun-Kyoung
Number of Meetings	7	7	4

Subcommittees as of Dec. 2025

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. The council is continuously working to foster a culture of compliance and ethics unique to the institution, including by strictly applying a zero-tolerance principle toward unethical conduct.

Ethical Management Framework

Arts Council Korea operates an Ethical Management Framework centered on strengthening risk management, establishing a culture of integrity within the organization, and realizing social demands and values. Centered on the Chair and the Executive Auditor, the ESG Management Committee, the Audit Team, and the Integrity Civic Auditor cooperate organically to carry out internal control and ethical management activities. In addition, through the operation of internal control based on a three-line defense system, an ethics and human rights index survey, code of conduct inspections, and internal and external reporting channels, the council continuously strengthens the transparency and responsible management of the institution.

Goal

Establish a culture of integrity by advancing the ethical management system, and practice socially responsible ethical management

Strategy

① Strengthening Risk Management	② Establishing a Culture of Integrity within the Organization	③ Realizing Socially Required Values
• Advancing risk mapping • Operating a risk management cycle	• Internalizing a culture of integrity • Improving integrity-vulnerable areas	• Strengthening the management of national subsidies • Leading socially responsible management

Implementation Structure

Chair — Responsibility for ethical management

Executive Auditor — Ethical management monitoring

People & Culture Team	ESG Management Committee (G [Governance, Ethical Management] Subcommittee)	Audit Team	Integrity Civic Auditor
• Leading ethical management • Ethical-management-related work • Running the ESG Management Committee • Operating the internal reporting channel	• Advice on ethical management	• Anti-corruption and integrity work • Audit and public service discipline work • Overall internal control work • Operating internal and external reporting channels	• Monitoring the work of the Council • Recommending improvements in corruption-vulnerable areas • Advising on integrity policy • Integrity training for employees

Internal Control Operation System

Third line — Audit Team: Overall internal control, building the internal control system

Second line

Management Administration		Project Management		External
Strategic & Planning Team	Corporate Management Team	People & Culture Team	Grants Management Team	Integrity Civic Auditor
• Management of regulations • Budget formulation and control • Legal affairs and internal rules management • Management of external MOU signing	• Cash control • Contract management • IT management • Accounting and closing • Facilities and security	• HR management • Employee attendance and conduct management • Ethical management	• Overall management of open calls and reviews • Subsidized project management • Management of unsettled and improperly received funds	• Monitoring • Requesting oversight of corruption-vulnerable areas • Recommending improvements in corruption-vulnerable areas • Advising on integrity policy • Integrity education

First line — Council employees: Complying with regulations and guidelines at the front lines of work

※ Built on the Board of Audit and Inspection's "Internal Control Guidelines for the Public Sector" and the "Three Lines Model"

Related Regulations

Ethics Guidelines	Code of Conduct	Regulations on the Composition and Operation of the Integrity Civic Auditor	ESG Management Regulations + Strengthened (Newly established obligation of executives and employees to practice ESG)

Ethical Management Inspection System

Ethics and Human Rights Index Survey	Code of Conduct Compliance Inspection
Identifying areas where council employees' ethical awareness is weak	Public service discipline inspections around holidays such as Lunar New Year and Chuseok, vacation seasons, etc.

Communication and Reporting Channels

External Reporting	Internal Reporting		
ARKO Reporting Center (Designating the responding department after receiving reports of corrupt acts, public interest violations, abuse of power, etc.)	Corruption and Public Interest Reporting (Audit Team)	Human Rights and Conduct Reporting (People & Culture Team)	Communication and Counseling Desk (People & Culture Team)

Ethical Risk Management

Arts Council Korea builds a council-wide, participation-based risk management cycle system and identifies and manages risk factors and vulnerable areas within the organization in advance through the Integrity Survey and the Ethics and Human Rights Index Survey. Based on the results of risk assessments, it operates a risk management system that is linked to audit plans, special audits, institutional improvements, and the next year's business plan, with an emphasis on prevention. Through this, the council strengthens organization-wide accountability and transparency and enhances its capacity for proactive risk response based on continuous monitoring and improvement activities.

Risk Management Cycle System

Through a council-wide, participation-based risk mapping system, Arts Council Korea identifies and analyzes risk factors by department and reflects the results of risk assessments in audit plans and special audit operations. It also manages corruption-vulnerable areas and operational risks in advance through prevention-focused audit activities, review of rule revisions, and recruitment inspections. In addition, by linking these to the next year's business plan and management support areas, the council strengthens organization-wide accountability and transparency and enhances its prevention-focused internal control and risk management system.

Council-wide Risk Mapping
- Council-wide risk mapping using a bottom-up approach (112 cases identified in total)
- Assessing risk factors based on likelihood and severity

Risk-Based Audit Plans
- Establishing annual audit plans and conducting special audits
- Implementing and reviewing risk mitigation measures based on audit results

Prevention-Focused Audit Work
- Routine audits when establishing project implementation plans (opinions submitted: 22.6%)
- Full review of rule revisions, inspection of recruitment status, etc.

Reflecting Risk Mitigation Measures in Next Year's Business Plan
- Reflecting audit results in each department's next-year business plan

Incentives for Excellent Teams in Risk Identification
- Rewarding departments with excellent ethical risk identification

ARKO Ethics and Human Rights Index

Arts Council Korea conducts the Ethics and Human Rights Index Survey every year to objectively assess the level of ethics and human rights within the organization and to understand the awareness of its members and the state of its organizational culture. In 2025, the survey recorded an average score of 7.848 points, confirming that the ethics and human rights awareness of internal members remained at a generally good level. The area of "Preventing Integrity Violations and Conflicts of Interest" received the highest rating. Positive ratings were especially high for the prevention of receiving money or valuables and the prohibition of pursuing private interests, while items such as fact-finding investigations, the effectiveness of reporting and relief systems, and the identification of human rights risks were rated relatively low. Going forward, the council will continuously raise the level of ethics and human rights across the organization through tailored improvement activities and by strengthening the accountability of all members.

Integrity Survey

2025 In-house Integrity Survey — 8.687 points

Arts Council Korea continuously checks vulnerable areas within the organization through its own integrity survey, and it promotes improvement activities such as personnel evaluation, prevention of abuse of power, and human rights violation relief systems based on the survey results. In 2025, 411 people, including fixed-term employees, took part in the survey, and the average score was 8.687 points, up from the previous year. Based on the survey results, the council continues to strengthen improvements in integrity-vulnerable factors and organizational culture through follow-up measures such as abuse-of-power prevention training for high-ranking officials and guidance on the system and posting of manuals for all employees.

Integrity Culture Internalization

Integrity Leadership Program, Sanggam Cheongja

Arts Council Korea operates "Sanggam Cheongja," a communication program between the Executive Auditor and junior employees, to share opinions on improving integrity and organizational culture. Through this, the council spreads a culture of integrity based on intergenerational communication and empathy, and strengthens the foundation for horizontal communication culture and the practice of ethical management.



Sanggam Cheongja Program

Council-wide Anti-Corruption and Integrity Training

To raise the ethical awareness of its executives and employees and to internalize a culture of integrity, Arts Council Korea continuously operates anti-corruption and integrity training. In particular, it strengthens the level of ethical management across the organization by providing training on preventing abuse of power for high-ranking officials and training on the anti-corruption system and prevention of conflicts of interest for all employees. In addition, it operates a training system for spreading a culture of integrity across the council, having achieved a 100% completion rate of mandatory anti-corruption and integrity training for two consecutive years.

Operating Ethical Management Tasks Centered on Departments

Since 2025, Arts Council Korea has been encouraging ESG management to be practiced in the work carried out by each department through the operation of the "One Team, One ESG Task" program. By identifying and implementing tasks related to ethics and integrity, the council will expand the scope and depth of these tasks every year so that ethical management is truly put into practice.

Team	Key Ethical Management Activities
Arts Advocacy Center	• Revising regulations to improve the transparency of the donation management system
Grants Management Team	• Upgrading the administrative procedure manual for managing unsettled and improperly received funds and distributing it to the regions
Literary Arts Team	• Establishing a fair compensation system in the field of literature
Cultural Voucher Team	• Improving the fairness of merchant management through Merchant Review Committee meetings for the Integrated Culture Voucher
Technical & Stage Management Team	• Securing operational transparency through suitability evaluations based on publicly disclosed criteria when purchasing equipment
Curatorial & Management Team	• Improving the checklist to secure transparency in the art museum's project process and strengthen accountability in operations

Efforts for Fair Performance of Duties

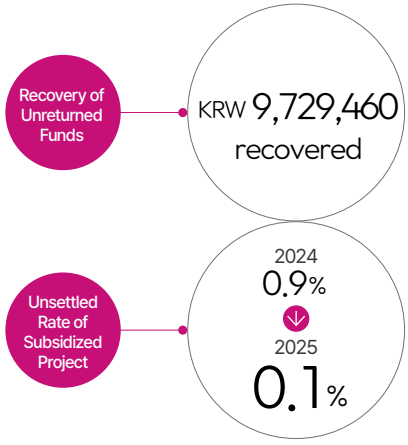
Arts Council Korea has established a dedicated conflict-of-interest prevention system and operates constant monitoring and preventive activities in key operational areas such as recruitment, contracts, and grant programs. In addition, it strengthens a culture of fair and transparent performance of duties through training for all employees and counseling and reporting systems, and in 2025, it conducted conflict-of-interest monitoring in a total of 555 cases.

2025 Conflict-of-Interest Monitoring — 555 cases

Diversifying Ethical Management Internalization Programs

Arts Council Korea operates a variety of programs, such as integrity quizzes, participatory campaigns, and the distribution of integrity guides, to spread an ethical management culture within the organization and raise the awareness of its executives and employees.

Creating an Integrity Society Together



Through fair operation of grant reviews, responsible management of national subsidies, and operation of various ethics reporting channels, Arts Council Korea is working together with its stakeholders to build a trusted society of integrity management by raising fairness and accountability in the arts field.

Responsible Management of National Subsidies

To enhance the accountability and effectiveness of national subsidy management, Arts Council Korea has strengthened its dedicated management unit and systematizes procedures for collecting and demanding repayment of improperly received and unsettled project funds. In addition, it strengthens sanction standards, such as point deductions for subsidy recipients who fail to fulfill their obligations and restrictions on support in the following year, to prevent improper receipt of funds, reduce the rate of unsettled subsidized projects, and build a transparent subsidy management system.

Expanding Staff for Subsidized Project Management	• Strengthening the control tower capacity for subsidized project management • Shifting from defensive to proactive management of subsidized projects • Increasing staff in charge of subsidized project management (1 → 2)
Introducing Collection Procedures for Improperly Received and Unsettled Funds	• Entrusting collection of unreturned amounts to a private specialized agency • Establishing a process for demanding repayment pledges from unreliable subsidy recipients, including personal information (administrative procedure completed → collection entrusted → repayment pledge demanded)
Strengthening Sanctions on Subsidy Recipients Who Fail to Fulfill Obligations	• Establishing and applying guidelines for a one-point deduction when reviewing organizations that have repaid subsidies after receiving a recovery order for improper receipt • Applying point deductions to 6 organizations in the review of the 2026 regular open call (announced in the second half of 2025) • Blocking next-year support applications in the system for organizations that have not returned improperly received funds

Enhancing Trust in the Arts Field

Arts Council Korea applies conflict-of-interest prevention procedures throughout the entire review process and operates a prevention-focused management system, including strengthened standards for the recusal of review committee members, stage-by-stage review, and the submission of confirmations and pledges. In addition, it is strengthening fairness and transparency through training for review committee members, online public verification, and systems for disclosing results and filing objections. As a result of these efforts, satisfaction with the fairness of reviews has risen steadily over the past three years ('23: 70.9% → '24: 76.4% → '25: 78.2%), while the number of ombudsman applications has decreased ('23: 15 → '24: 17 → '25: 6).

Ethics Reporting Channels

Arts Council Korea operates a variety of reporting channels, including the Integrity Portal of the Anti-Corruption and Civil Rights Commission, external Red Whistle, and its own clean reporting bulletin board, to improve accessibility for reporting corruption and unethical conduct. In addition, it strengthens its internal control system for building a transparent and fair organizational culture through measures such as a voluntary reporting system for receipt of money or valuables.

Compliance with Ethical Norms and Governance Laws and Regulations

Over the past three years, Arts Council Korea has had only one disciplinary action for violations of the Ethics Guidelines and Conduct Regulations, which occurred in 2025, and it plans to strengthen preventive and inspection activities to prevent recurrence. In addition, it complies with governance-related laws and regulations on matters such as the composition and operation of the board, the operation of audit bodies, and the disclosure of management information.

Asset Management Risk Control for the Culture and Arts Promotion Fund

In 2025, Arts Council Korea introduced a fully entrusted asset management system using the Pension Fund Investment Pool, strengthening its efforts to improve the transparency, stability, and efficiency of managing the accumulated reserves of the Culture and Arts Promotion Fund. By participating in the Pension Fund Investment Pool's fully entrusted system, which is operated by the Ministry of Planning and Budget, the council proactively responds to the rapidly changing global financial environment and preemptively manages risk factors from various angles to promote culture and arts in Korea.

Risk Management Guidelines

In cooperation with the dedicated organization for the fully entrusted system, Arts Council Korea manages risks that may arise in the financial and operational aspects of fund operation in accordance with the "Culture and Arts Promotion Fund Asset Management Guidelines" and related regulations. It has established risk management standards and procedures to secure the stability and transparency of asset management, and improves its response system through regular inspections and evaluations. In addition, based on asset allocation, risk limits, the range of acceptable losses, and standards for responding to market fluctuations, it maintains a balance between stability and profitability and strengthens the effectiveness of internal controls.

Risk Management Governance

To strengthen the stability of fund operation, Arts Council Korea manages risks centered on the lead managers, who have expertise in finance, investment, and risk. The lead managers handle major risk matters, including the inspection of risk factors across overall asset management, the review of the appropriateness of investment strategies, the setting of risk limits and the analysis of investment performance, and the council manages and reviews them to perform the function of checks and balances. In addition, it continuously operates a risk monitoring system to respond to financial market volatility and changes in the external economic environment.

Risk Management Process

Based on a risk management process centered on the dedicated organization for the fully entrusted system, Arts Council Korea systematically identifies and analyzes major risk factors and continuously manages the stability and soundness of fund operation through response and monitoring activities. By operating, through collaboration, a preventive system against the possibility of risk occurrence, the council strives to minimize its financial and operational risks.

Risk Identification → Risk Analysis → Risk Response → Risk Monitoring

Risk Management Items

Category	Risk Measurement	Risk Management
Liquidity Risk	• Cash Flow at Risk measurement considering past cash inflow and outflow patterns	• Regularly review compliance with appropriate liquidity levels • Minimize cash holdings by analyzing the causes of differences between monthly cash flow plans and actual results and preventing cash surpluses or shortages
Credit Risk	• Management of financial institution selection criteria, operational limits by financial institution, product-specific investment target criteria, and investment limits by product	• Review credit status, identify causes, and prohibit new investments • Suspend transactions with financial institutions and terminate investment products early
Market Risk	• Measurement of the maximum loss amount (VaR) of financial risk due to fluctuations in market prices such as stock prices, interest rates, and exchange rates	• Manage market risk tolerance limits • Strengthen market surveillance of high-risk products, adjust investment amounts, and sell investment products as needed

Appendix

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Quantitative Performance

Environmental

Category	Index			Unit	2023	2024	2025
Environment	Energy[1]	Energy Consumption	Non-renewable energy	TJ	26.1	26.9	28.4
			Renewable energy	TJ	0.0	0.0	0.0
			Total	**TJ**	**26.1**	**26.9**	**28.4**
		Energy Intensity	Energy consumption per total number of employees[3]	TJ/person	0.06	0.06	0.06
	Water[2]	Water Consumption	Non-recycled water	ton	2,969	2,383	2,262
			Recycled water	ton	0	0	-
			Total	**ton**	**2,969**	**2,383**	**2,262**
		Water Source	Third-party supply (tap water, industrial water, etc.)	ton	2,969	2,383	2,262
	GHG	GHG Emissions	Scope 1 (direct emissions)	tCO_2eq	200.5	210.0	276.9
			Scope 2 (indirect emissions)	tCO_2eq	1,062.8	1,090.1	1,100.9
			S1+S2 Total	**tCO_2eq**	**1,263.3**	**1,300.1**	**1,377.8**
		GHG Emission Intensity	GHG emissions per total number of employees[3]	tCO_2eq/person	3.12	3.04	3.24
	Waste[2]	Waste Generated	General waste	ton	10.01	6.53	7.83
			Designated waste	ton	0	0	-
			Total waste generated	**ton**	**10.01**	**6.53**	**7.83**
	Eco-Friendly Investment	Green Product Purchases	Amount of green product purchases	KRW million	90	91	44
		Eco-Friendly Vehicles	Type 1 low-emission vehicles owned	unit	1	1	1
			Type 2 low-emission vehicles owned	unit	1	1	3
			Type 3 low-emission vehicles owned	unit	1	1	-
			General vehicles owned	unit	4	4	3
			Excluded vehicles owned	unit	0	0	-
			Total vehicles owned	**unit**	**7**	**7**	**7**
	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
2) Unified with the standard of the institution's disclosure data (the standard used at the representative business site [Naju headquarters])
3) Total number of executives and employees (including executives, regular, non-regular, and indirectly employed workers)

Safety

Category	Index			Unit	2023	2024	2025
Safety	Safety Management	No. of accidents	Injured	case	0	0	0
			Fatalities	case	0	0	0
		LTIFR (Lost Time Injury Frequency Rate)	LTIFR (Lost Time Injury Frequency Rate)	Accidents per 1,000,000 hours	0	0	0
		Safety management budget	Safety management budget	KRW million	4,430	4,501	5,529
	Dedicated Safety Staff[1]	Executive and employee safety staff		person	16	16	16
		Other safety staff		person	13	13	13
		Total dedicated staff		**person**	**29**	**29**	**29**
	Safety Training	Training hours		hour	6	6[2]	6
		No. of participants		person	293	308	239

1) Safety duties (electrical, fire, energy, industrial safety, etc.), other safety duties (planning, industrial accident reporting, etc.)
2) Revised due to unification of the calculation standard (calculation of training hours)

Executives and Employees

Category	Index			Unit	2023	2024	2025
Executives and Employees	Member[1]	By Employment Type	Regular workers	person	250	241	249
			Non-regular workers	person	17	34	29
			Total	person	267	275	278
		By Gender[2]	Male	person	115	110	109
			Female	person	135	131	140
			Total	**person**	**250**	**241**	**249**
		By Position	Executive level (male)	person	2	2	2
			Executive level (female)	person	0	0	0
			Manager level (male)	person	17	21	11
			Manager level (female)	person	10	7	10
			Ratio of female managers and above to total managers	%	34	23	44
	Employment Diversity	Socially Equitable Hiring	Veterans	person	6	6	6
			Local youth	person	1	6	3
		Employment of People with Disabilities	Number of regular workers	person	292	287	286
			Number of employed people with disabilities	person	8	12	12
			Mandatory employment number of people with disabilities	person	10	10	10
			Employment rate of people with disabilities	%	2.74	4.18	4.2
			Fulfillment of mandatory employment of people with disabilities	Fulfillment status	Not fulfilled	Fulfilled	Fulfilled

1) Number of executives and employees based on current headcount; regular workers (general and indefinite-term contract workers); managers (including those serving as team leaders and center heads)
2) Revised 2023 and 2024 figures due to unification of the calculation standard

Category	Index			Unit	2023	2024	2025
Executives and Employees	Job Creation	Employment Creation and Fluctuation Status	New hires	person	7	9	12
			Turnover (voluntary resignation)	person	7	9	8
			Turnover (recommended resignation)	person	0	2	0
			Turnover rate (turnover/regular workers)	%	3	5[3]	3
	Welfare & Benefits	Total Employee Benefit Expenses	Total employee benefit expenses	KRW 1,000	307,843	302,694	304,025
		Average Employee Benefit Expenses per Employee	Average employee benefit expenses per employee	KRW 1,000	1,157	1,120	1,117
		Status of Parental Leave Usage and Return	Employees who used parental leave	person	22	23	27
			Employees returning to work after parental leave	person	14	7	6
			Employees working for at least 12 months after returning to work	%	100	90	100
	Training	Overall Training (including legally mandated training)	Total training hours	hour	15,097	27,838	19,260
			Training hours per employee	hour	61.4	118.0	81.3
			Total number of trainees (excluding duplicates)	person	246	236	237
			Total employee training expenses	KRW million	251	281	243
			Training cost per employee	KRW 1,000	1,020	1,191	1,025
		Sexual Harassment Prevention Training	Training hours	hour	4	4	4
			No. of participants	person	306	307	321
		Workplace Harassment Prevention Training	Training hours	hour	1	2	2
			No. of participants	person	307	313	320
		Human Rights Education	Training hours	hour	1	4	1.5
			No. of participants	person	307	313	323
		Disability Awareness Training	Training hours	hour	3	4	2
			No. of participants	person	307	318	339
		ESG/Sustainable Management-Related Training	Training hours	hour	0	2	6
			No. of participants	person	0	47	476
	Social Dialogue	Collective Bargaining Agreement	Employees subject to the collective bargaining agreement	person	272	296	285
			Percentage of employees covered by the collective bargaining agreement	%	107	113	111
		Labor Union	Employees eligible for union membership	person	240[3]	259	257
			Employees who joined the labor union	person	206[3]	192	185
			Percentage of employees who joined the labor union	%	86[3]	74	72
		Holding of Labor-Management Council Meetings	Holding of labor-management council meetings	time	4	4	4
		Grievance Handling	Complaints received	case	2	2	6
			Complaints resolved	case	2	2	6
		Average Response Time	Average response time	day	7	7	7

3) Revised due to unification of the calculation standard

Social (General)

Category	Index			Unit	2023	2024	2025
Social (General)	Social Contribution	No. of Volunteer Activities	No. of volunteer activities	Time	29	22	38
		Local Community Investment	Amount of local community investment	KRW	10,118,400[1]	2,000,000	2,355,377
		In-Kind Donation	No. of items donated in kind	item	2,098	306	446
		Skills-Based Volunteers	No. of participants in social contribution activities	person	553	357	467
		Purchases from Businesses Eligible for Preferential Procurement (women-owned businesses, disabled-owned businesses, etc.)	Purchases from women-owned businesses	KRW million	13,951	10,013	10,774
			Purchases of products made by people with severe disabilities	KRW million	197	341	228
	Customer Satisfaction	Satisfaction survey on fair deliberation	Score of Satisfaction survey on fair deliberation	%	70.9	76.4	78.2
		Public institution customer satisfaction survey	Score of Public institution customer satisfaction survey	point	83.0	85.6	87.7
	Information Protection	Information security training	Target trainees	person	332	313	321
			Participants	person	306	313	321
		Personal information protection training	Target trainees	person	332	313	321
			Participants	person	311	313	321
	Ethics Training	Anti-abuse of power training[2]	Training hours	hour	2	2	2
			Participants	person	333	330	23
	Violations of Law Due to Unfair Trade Practices, Such as Anti-Competitive Conduct and Monopolies/Oligopolies	Total amount of fines	Total amount of fines	KRW 10,000	0	0	0
		No. of lawsuits filed	No. of lawsuits filed	case	0	0	0

1) Revised due to unification of the calculation standard (annual donations in the name of the council)
2) Training targets differ by year (in 2025, conducted as training for responsible managers)

Governance

Category	Index			Unit	2023	2024	2025
Governance	Status of the Board of Directors	Inside directors	Inside directors	person	1	1	1
		Outside directors	Outside directors	person	11	11	10
		Share of female directors	Share of female directors	%	58	58	64
	Board of Directors Performance	No. of meetings held	Ordinary	time	12	11	12
		No. of meetings held	Extraordinary	time	7	10	11
		No. of resolutions	No. of resolutions	case	52	66	63
		No. of reports	No. of reports	case	76	50	66
		Average attendance rate	Average attendance rate	%	96	83	85

Economic

Category	Index		Unit	2023	2024	2025
Economic	Local Community	Social contribution costs	KRW million	6	26	27
	Partners (total)	Purchase costs[1]	KRW million	43,389	43,538	36,313
	Executives and Employees	Labor costs	KRW million	12,542	12,708	13,121

1) Revised by re-establishing the standard for calculating purchase costs (purchase performance for products of small and medium-sized enterprises, technology-developed products, women-owned business products, social enterprises, social cooperatives, products of people with disabilities, standard workplaces for people with disabilities, and products of people with severe disabilities)

Financial Performance

Fund Account Summary Statement of Financial Position (Former National Accounting Standards)

Category		Unit	2023	2024	2025
Assets	Current assets	KRW million	202,356	228,386	-
	Investment assets	KRW million	65,581	44,471	-
	General tangible assets	KRW million	560,717	562,786	-
	Social infrastructure	KRW million	-	-	-
	Intangible assets	KRW million	1,449	2,259	-
	Other non-current assets	KRW million	1,203	1,203	-
	Total assets	**KRW million**	**831,306**	**839,105**	-
Liabilities	Current liabilities	KRW million	52,970	23,682	-
	Long-term borrowings	KRW million	-	-	-
	Long-term provisions	KRW million	6,914	7,449	-
	Other non-current liabilities	KRW million	53,481	53,461	-
	Total liabilities	**KRW million**	**113,365**	**84,592**	-
Net Assets	Basic net assets	KRW million	62,801	55,357	-
	Reserves and surplus	KRW million	196,503	231,466	-
	Adjustment of net assets	KRW million	458,635	467,689	-
	Total net assets	**KRW million**	**717,939**	**754,512**	-
	Liability ratio	%	**15.79**	**11.21**	-

Fund Account Summary Statement of Financial Position (New National Accounting Standards)

Category		Unit	2023	2024	2025
Assets	Financial assets	KRW million	-	265,427	260,493
	Tangible and intangible assets	KRW million	-	565,045	567,165
	Other assets	KRW million	-	8,633	8,682
	Total assets	**KRW million**	**-**	**839,105**	**836,340**
Liabilities	Borrowings	KRW million	-	77,136	74,178
	Provision	KRW million	-	7,449	7,934
	Other liabilities	KRW million	-	7	7
	Total liabilities	**KRW million**	**-**	**84,592**	**82,119**
Net Assets	Basic net assets	KRW million	-	55,357	41,367
	Reserves and surplus	KRW million	-	231,466	243,035
	Adjustment of net assets	KRW million	-	467,689	469,818
	Total net assets	KRW million	-	754,512	754,220
	Liability ratio	%	**-**	**11.21**	**10.89**

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

Category		Unit	2023	2024	2025
Assets	Current assets	KRW million	1,564	7,364	6,736
	Non-current assets	KRW million	376	316	323
	Total assets	**KRW million**	**1,940**	**7,680**	**7,059**
Liabilities	Current liabilities	KRW million	1,938	7,678	7,058
	Non-current liabilities	KRW million	-	-	-
	Total liabilities	**KRW million**	**1,938**	**7,678**	**7,058**
Equity	Capital	KRW million	2	2	2
	Others	KRW million	-	-	-
	Non-controlling interest	KRW million	-	-	-
	Total equity	KRW million	2	2	2
	Liability ratio	%	**96,900.00**	**383,900.00**	**352,900.00**

GRI Content Index

- **Statement of use :** ARKO has reported with reference to the GRI Standards for the period [2025.01.01.~ 2025.12.31.]
- **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	2, 8
	2-2	Entities included in the organization's sustainability reporting	2
	2-3	Reporting period, frequency and contact point	2
	2-4	Restatements of information	Stated in footnotes (76-79)
	2-5	External assurance	90-91
GRI 2: Activities and Workers	2-6	Activities, value chain and other business relationships	8-23
	2-7	Employees	8, 77
	2-8	Workers who are not employees	Number of employees in the ALIO disclosure system
GRI 2: Governance	2-9	Governance structure and composition	26, 67
	2-10	Nomination and selection of the highest governance body	67
	2-11	Chair of the highest governance body	67
	2-12	Role of the highest governance body in overseeing the management of impacts	26-27, 67-68
	2-13	Delegation of responsibility for managing impacts	26-27, 68
	2-14	Role of the highest governance body in sustainability reporting	26-27
	2-15	Conflicts of interest	67
	2-16	Communication of critical concerns	68
	2-17	Collective knowledge of the highest governance body	26, 67-68
	2-18	Evaluation of the performance of the highest governance body	Not applicable
	2-19	Remuneration policies	Compliance with government policy ALIO management disclosure "Executive annual salary"
	2-20	Process to determine remuneration	Compliance with government policy ALIO management disclosure "Executive annual salary"
	2-21	Annual total compensation ratio	ALIO disclosure system "Average employee compensation"
GRI 2: Strategy, Policies and Practices	2-22	Statement on sustainable development strategy	4-5
	2-23	Policy commitments	26, 39, 42, 47, 49, 53, 62, 69
	2-24	Embedding policy commitments	26, 39, 42, 47, 49, 53, 62, 69
	2-25	Processes to remediate negative impacts	40-41, 50, 70
	2-26	Mechanisms for seeking advice and raising concerns	41, 58, 69, 72
	2-27	Compliance with laws and regulations	72, 76, 79
	2-28	Membership associations	94-95
GRI 2: Stakeholder Engagement	2-29	Approach to stakeholder engagement	28
	2-30	Collective bargaining agreements	58, 78

Universal Standards(Material Topics)

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-1	Process to determine material topics	29
	3-2	List of material topics	29

Material Topics

Sustainable Resource Use and Management

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	34-37
GRI 306: Waste	306-2	Management of significant waste-related impacts	35, 37
	306-3	Waste generated	76

Expanding Eco-Friendly Projects and Services

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	35-37

Fair recruitment and management

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	53-54, 55-56, 59
GRI 401: Employment	401-1	New employee hires and employee turnover	78
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	59, 78
	401-3	Parental leave	59, 78
GRI 404: Training and Education	404-1	Average hours of training per year per employee	78
	404-2	Programs for upgrading employee skills and transition assistance programs	55-56

Business Site Safety and Health Management

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	49-52, 59
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	49
	403-2	Hazard identification, risk assessment, and incident investigation	50
	403-3	Occupational health services	51, 59
	403-4	Worker participation, consultation, and communication on occupational health and safety	50
	403-5	Worker training on occupational health and safety	51, 77
	403-6	Promotion of worker health	51, 59
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50-51
	403-8	Workers covered by an occupational health and safety management system	49
	403-9	Work-related injuries	52, 77
	403-10	Work-related ill health	77

Respect for Diversity and Prohibition of Discrimination

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	41, 54, 58
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	54, 77, 79
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	41, 58

Strengthening Customer Information Protection

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	47-48
GRI 418 : Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable (47)

Material Topics

Increase Public Access to Cultural and Artistic Experiences

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	11-20, 42-45, 61
GRI 203: Indirect Economic Impacts	203-2	Significant indirect economic impacts	18-20, 61

Expansion of Access to Art and Diversity

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	20, 44-46, 52, 63-65
GRI 203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	52, 60, 65
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	63-65

Establishment of Fair Transaction

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	60
GRI 206 : Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No violations (79)

Strengthen Ethical and Anti-Corruption Management Activities

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	69-72
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	70
	205-2	Communication and training about anti-corruption policies and procedures	71, 79
	205-3	Confirmed incidents of corruption and actions taken	72

Establishing Fair Practices in the Cultural and Arts Sector

Topic	GRI Disclosure		Page and Description
GRI 3: Material Topics	3-3	Management of material topics	71, 72

Other Topics

Topic	GRI Disclosure		Page and Description
GRI 302: Energy	302-1	Energy consumption within the organization	76
	302-3	Energy intensity	76
	302-4	Reduction of energy consumption	33-34
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	76
	305-2	Energy indirect (Scope 2) GHG emissions	76
	305-4	GHG emissions intensity	76
	305-5	Reduction of GHG emissions	33-34

Public Institution ESG Guidelines

Arts Council Korea complies with the "Public Institution ESG Guidelines," promotes systematic management and implementation across all ESG areas, and transparently discloses its major performance and activities.

Category	Classification	Indicator	Page
Environmental (E)	E-1	Environmental management goals and implementation framework	33-34
	E-2	GHG emissions and verification	34, 76
	E-3	Energy consumption	76
	E-4	Renewable energy usage ratio	76
	E-5	Waste generation	76
	E-6	Water consumption	76
	E-7	Violations of environmental laws and regulations	76
	E-8	Green product purchase performance	76
	E-9	Air pollutant emissions	Not applicable
	E-10	Chemical substance emissions	Not applicable
	E-11	Water pollutant emissions	Not applicable
Social (S)	S-1	Guarantee of freedom of association	58, 78
	S-2	Ratio of female members and compensation	54, 77, ALIO management disclosure "Average employee compensation"
	S-3	Employment rate of people with disabilities	54, 77
	S-4	Support for work-family balance	59, 78
	S-5	Safety management responsibility	49-52, 77
	S-6	Human rights management	39-41
	S-7	ESG management of partner companies	60
	S-8	ESG support for partner companies	40
	S-9	Purchase performance for win-win cooperation	60, 79
	S-10	Strategic social contribution	62-65
	S-11	Efforts to give back to the local community (volunteering by members)	62-63, 65, 79
	S-12	Building an information protection system	47, 79
	S-13	Personal information breaches and remedies	47
	S-14	Violations of social laws and regulations (safety, employment, fair trade, etc.)	77, 79
Governance (G)	G-1	Submission of ESG agenda items to the Board of Directors	27, 68
	G-2	Composition and diversity of the Board of Directors	67, 79
	G-3	Responsibilities of the Board of Directors	67-68
	G-4	Committees under the Board of Directors	68
	G-5	Executive compensation system	Compliance with government policy ALIO management disclosure "Executive annual salary"
	G-6	Internal control inspection	69-70
	G-7	Disclosure of violations of ethical norms	72
	G-8	Establishment of an internal audit department	8, 69
	G-9	Expertise of the audit body	69
	G-10	Violations of governance laws and regulations	72

ESRS(European Sustainability Reporting Standards)

ESRS 2. General Disclosures

Indicator No.	Title	Page
ESRS 2 BP-1	Basis for preparation of the sustainability statement	2
ESRS 2 GOV-1	The role of the administrative, management and supervisory bodies in relation to sustainability	26-27, 67
ESRS 2 GOV-2	Integration of sustainability-related performance in incentive schemes	27
ESRS 2 GOV-3	Statement on due diligence	40-41
ESRS 2 SBM-1	Strategy, business model and value chain	8-23
ESRS 2 SBM-2	Interests and views of stakeholders	28
ESRS 2 SBM-3	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	29
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	29
ESRS 2 IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	29
ESRS 2 GDR-P	Policies adopted to manage material sustainability matters	26, 33, 39, 49, 69
ESRS 2 GDR-A	Actions and resources in relation to material sustainability matters	32-73
ESRS 2 GDR-M	Metrics in relation to material sustainability matters	76-79
ESRS 2 GDR-T	Tracking effectiveness of policies and actions through targets	34

ESRS E1. Climate Change

Indicator No.	Title	Page
ESRS E1-4	Policies related to climate change mitigation and adaptation	33
ESRS E1-5	Actions and resources in relation to climate change mitigation and adaptation	33-34
ESRS E1-6	Targets related to climate change	34
ESRS E1-7	Energy consumption and mix	76
ESRS E1-8	Gross scope 1, 2, 3 GHG emissions	76 (partially disclosed)

ESRS E5. Resource Use and Circular Economy

Indicator No.	Title	Page
ESRS E5-1	Policies related to resource use and circular economy	35, 37
ESRS E5-2	Actions and resources related to resource use and circular economy	34-37
ESRS E5-5	Resource outflows (products, services, waste)	37, 76

ESRS S1. Own Workforce

Indicator No.	Title	Page
ESRS S1-1	Policies related to own workforce	39-40, 53
ESRS S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	41, 50, 58
ESRS S1-3	Actions and resources related to own workforce	50-59
ESRS S1-5	Characteristics of the undertaking's employees	77
ESRS S1-7	Collective bargaining coverage and social dialogue	58, 78
ESRS S1-8	Diversity metrics	54, 77
ESRS S1-11	Persons with disabilities	54, 77
ESRS S1-12	Training and skills development metrics	55-56, 78
ESRS S1-13	Health and safety metrics	49-52, 77
ESRS S1-14	Work-life balance metrics	59, 78
ESRS S1-16	Incidents of discrimination and other human rights incidents	41, 58

ESRS S2. Workers in the Value Chain

Indicator No.	Title	Page
ESRS S2-1	Policies related to value chain workers	39-40
ESRS S2-2	Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy	40-41
ESRS S2-3	Actions and resources related to workers in the value chain	40, 51

ESRS S3. Affected Communities

Indicator No.	Title	Page
ESRS S3-1	Policies related to affected communities	62
ESRS S3-2	Engagement with affected communities, existence of channels for affected communities to raise concerns or needs and approaches to remedy	28, 62
ESRS S3-3	Actions and resources related to affected communities	62-65

ESRS S4. Consumers and End Users

Indicator No.	Title	Page
ESRS S4-1	Policies related to consumers and end-users	42, 47
ESRS S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	43-44
ESRS S4-3	Actions and resources related to consumers and end-users	45-47, 52

ESRS G1. Business Conduct

Indicator No.	Title	Page
ESRS G1-1	Policies related to business conduct	69-70
ESRS G1-2	Actions related to business conduct	69-72
ESRS G1-4	Metrics related to corruption or bribery	72

UN SDGs

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

Goal	Description	Key Activities	Page
 No Poverty	End poverty in all its forms everywhere.	- Supporting cultural enjoyment for economically underprivileged groups through the Culture Voucher (Culture Nuri Card) - Supporting Dream Package for vulnerable families in population-declining regions	20, 45, 63
 Good Health and Well-being	Ensure healthy lives and promote well-being for all at all ages.	- Proactive safety and health management - Health management and psychological counseling (EAP) for executives and employees - Blood donation campaign	49-52, 59, 65
 Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	- Competency building and training programs for executives and employees - Supporting competency building for arts professionals - Art Plus Class and Bitgaram Dream School	17, 55-56, 64
 Gender Equality	Achieve gender equality and empower all women and girls.	- Expanding promotion of women to senior positions - Increasing the proportion of female managers - Supporting work-family balance	54, 59, 77
 Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all.	- Operating the Energy Saving Promotion Committee and Energy Guardians - Converting 100% to LED and introducing high-efficiency facilities	33-34, 76
 Decent Work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	- Creating jobs in the arts and culture sector - Youth recruitment and socially equitable hiring - Fair recruitment	53-54, 61

Goal	Description	Key Activities	Page
 **Reduced Inequalities**	Reduce inequality within and among countries.	- Youth Culture & Arts Pass and Culture Nuri Card - Employment of people with disabilities - Improving barrier-free facilities - Expanding Youth Culture & Arts Pass services in regions outside the Seoul Capital Area - Prohibiting discrimination in recruitment, etc.	20, 45, 52, 54
 **Sustainable Cities and Communities**	Make cities and human settlements inclusive, safe, resilient and sustainable.	- Win-win growth of arts and culture with local communities - Opening idle spaces - Strengthening the disaster management system	52, 62-65
 **Responsible Consumption and Production**	Ensure sustainable consumption and production patterns.	- Purchasing eco-friendly printed materials and green products - Recycling waste materials from exhibitions - Purchasing from social economy enterprises	34-37, 60, 76
 **Climate Action**	Take urgent action to combat climate change and its impacts.	- Practicing carbon neutrality (setting reduction targets) - Climate council and climate projects of the performing arts sector	33-37
 **Peace, Justice and Strong Institutions**	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	- Human rights management - Ethics and compliance management - Prevention of conflicts of interest - Transparent operation of the Board of Directors	39-41, 67-73

Third-Party Assurance Statement

To the Stakeholders of Arts Council Korea

Introduction

ESG Innovation Network (hereinafter 'the Assurer') has been engaged to provide independent assurance services for the Arts Council Korea Sustainable Management Report 2026 (hereinafter 'the Report'), which transparently presents Arts Council Korea's strategic commitment and multi-faceted performance toward sustainable management. To ensure the accuracy, fairness, and transparency of information across major sustainability performance and quantitative/qualitative data disclosed by Arts Council Korea in the Report, the Assurer has performed independent and systematic assurance procedures in compliance with internationally recognized non-financial information assurance standards. Through this process, a rigorous review was conducted from a professional assurance perspective to enable stakeholders to rely on trustworthy sustainability communications, and this independent assurance statement has been formally prepared based on the objective assurance results derived therefrom.

Scope of Assurance

The Assurance Provider conducted a limited assurance engagement, in accordance with internationally recognized standards, on the key sustainability performance indicators and disclosures that have a material influence on stakeholders' decision-making, within the overall sustainability performance and information included in the 2026 Arts Council Korea Sustainable Management Report. The major sustainability information and disclosures subject to assurance are as follows.

- Application of the four principles of the assurance standard: AA1000AS v3 Inclusivity, Materiality, Responsiveness, and Impact
- Compliance with the requirements for reports prepared with reference to the GRI Standards (Reporting with reference to GRI Standards)
- Appropriateness of the processes and management systems used to collect and analyze information
- Accuracy and reliability of data and information

Assurance Methodology

As an independent assurance body, the Assurance Provider complied with the assurance standard's procedures and guidelines, and reviewed the reliability of the report's content, as well as the related processes, systems, control methods, performance, and data, through the following methods.

- GRI Standards(2021) Reporting principles
- GRI 2: General Disclosures 2021
- GRI 3: Material Topics 2021
- GRI 203(Indirect Economic Impacts), GRI 205(Anti-corruption), GRI 206(Anti-competitive Behavior)
- GRI 302(Energy), GRI 306(Waste)
- GRI 401(Employment), GRI 403(Occupational Health and Safety), GRI 404(Training and Education), GRI 405(Diversity and Equal Opportunity), GRI 406(Non-discrimination), GRI 413(Local Communities), GRI 418(Customer Privacy)

Management's Responsibility

The management of Arts Council Korea is responsible for strictly and accurately calculating and compiling all quantitative and qualitative data related to sustainability performance in compliance with the GRI Standards, the international sustainability reporting standards, and the organization's own reporting criteria. Furthermore, management is solely responsible for proactively designing and continuously operating an effective enterprise-wide internal control system to prepare a transparent sustainability report free from material misstatements or false information that could negatively impact stakeholders' decision-making. The ultimate authority and responsibility for the preparation and disclosure of this Report also rest with management.

Assurance Practitioner's Responsibility & Criteria

The responsibility of the Assurer is to draw and express an objective conclusion from an independent professional perspective regarding all subject information and performance data provided by Arts Council Korea and included in the Report. This assurance engagement was conducted in accordance with strict and systematic procedures pursuant to ISAE 3000 (Revised) (International Standard on Assurance Engagements 3000), an international assurance standard established by the International Auditing and Assurance Standards Board (IAASB). In addition, the limited assurance approach applied in this engagement was conducted with a relatively restricted scope of required assurance procedures and level of evidence gathering compared to reasonable assurance, which involves a comprehensive audit of overall data and systems.

Summary of Work Performed

To assure the reliability of the subject information, the Assurer performed the following procedures:

- Reviewing data collection processes and internal controls through interviews with management and working-level personnel.
- Performing sample testing reconciling source data and calculation results for key quantitative data.
- Verifying the rationality of qualitative statements within the Report and checking related supporting documents.
- Reviewing the compliance of the overall contents of the Report with GRI Standards disclosure requirements.

Independence and Quality Management

The Assurer strictly complied with all ethical requirements regarding independence, objectivity, fairness, and professional competence as set forth in the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA). Furthermore, the Assurer maintains a comprehensive and systematic quality management system that fully complies with ISQM 1 (International Standard on Quality Management 1) to ensure the highest level of professionalism and reliability for this assurance engagement. All professionals participating in this assurance engagement performed their duties fairly in the capacity of a completely independent third party, free from any management activities or interests of Arts Council Korea.

Assurance Conclusion

Based on the assurance procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the subject information is not prepared, in all material respects, in accordance with the applicable criteria. In addition, we conclude that the Report has been prepared with reference to the GRI Standards (2021), and appropriately reflects the relevant criteria regarding reporting principles, required disclosure items, and the GRI Content Index.

Recommendations

Without affecting the assurance conclusion expressed above, the Assurer recommends the following for the future enhancement of report preparation and data management systems. To improve the reliability and traceability of sustainability information and non-financial data, we recommend multi-dimensionally strengthening the functions and operational scope of the report preparation task force based on cross-functional cooperation. Furthermore, we recommend upgrading the full-cycle data management process, from collection and verification to reporting of scattered ESG data, and establishing a system-based control framework to continuously ensure the transparency and accuracy of sustainability disclosures.

ESG혁신네트워크
ESG Innovation Network

October 2026
ESG Innovation Network
CEO **Lee Chae-hyun**

Certification & Awards

Certification

Category	Description	Remarks
Web Accessibility Quality Certification	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 - Public Art Portal, Cyber Literary Plaza, Culture and Art as My Job, Artnuri, official website of the council, National Culture and Arts Support System	Quality certification obtained after an annual renewal review
Excellent Indoor Air Quality Management Facility	Evaluation under the Jongno District Office's indoor air quality excellent facility certification program (certified as an excellent facility)	Of the 391 facilities in the district, 10 were recertified, including 4 performance venues
Excellent Universal Tourism Facility	Designated as an excellent universal tourism facility by the Seoul Tourism Foundation as part of creating an accessible Seoul tourism environment where vulnerable tourists, including persons with disabilities, the elderly, and infants, can travel comfortably	
UX Quality Certification	A private certification system operated by the Korean Society for UX Convergence Technology, 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 - Official website of the council	
Personal Information Protection Certification	The only private certification system in Korea that verifies compliance with laws and regulations on personal information protection and implementation of protection measures. It verifies an institution's continuous personal information protection capabilities and operational level through a procedure that comprehensively inspects the life cycle of personal information and administrative, technical, and physical protection measures - Main website, Culture Nuri Card, ARKO Theater Operation System	The certification period is 3 years, and whether to maintain the personal information protection certification is determined after annual follow-up reviews
Leisure-Friendly Certification	A certification program administered by the Ministry of Culture, Sports and Tourism that recognizes organizations for providing a leisure-friendly work environment for their employees.	
Community Contribution Recognition Program	A recognition program administered by the Ministry of Health and Welfare and the Korea National Council on Social Welfare that recognizes organizations for fulfilling their social responsibilities through partnerships with local nonprofit organizations and public institutions.	

Awards

* Awards received in the name of the council

Date	Organizer	Description	Remarks
Dec. 2025	Presidential Committee for Decentralization and Balanced Development	Recognition for contributions to the development of Naju Innovation City (excellent case of an Innovation City cooperation project)	
Oct. 2025	Korea Social Content Promotion Association	Grand Prize in the Blog category at the 11th 2025 SNS of the Year	
Oct. 2025	Korea Social Content Promotion Association	Top Excellence Award in the Instagram category at the 11th 2025 SNS of the Year	
Oct. 2025	Korea Social Content Promotion Association	Top Excellence Award in the Public Enterprise category at the 15th 2025 Korea SNS Awards	
Apr. 2025	Public Procurement Service	Contribution to building the Next-Generation Korea ON-line E-Procurement System (KONEPS)	
Mar. 2025	Ministry of the Interior and Safety	Contribution to promoting the intensive safety inspection	
Jan. 2025	Ministry of Culture, Sports and Tourism	Nami Island Co., Ltd., a participant in the Literature Sponsorship Residency Project, received the Minister of Culture, Sports and Tourism's Award in recognition of its contributions to the development of arts and culture	

Association & Membership

Association/Organization	Description	Year Joined	Remarks
Korea Culture and Arts Centers Association	An organization established in 1996 to promote culture and the arts through the balanced development of cultural and arts centers, enhancement of mutual cooperation, arts 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	
Stage Arts Professionals Association	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	(Sound) Do Myeong-Ho, Kim Gyeong-Nam, Heo Seon-Yeong, Kim Jong-Hyeon, Nam Yeong-Mo, Jeong Ha-Yun (Lighting) Jin Yong-Nam, Lee Ju-Hwan, Kwak Hyeon-Ju, Tak Hyeong-Seon, Kim Byeong-Gu, Park Seon-Im, Kim Do-Hyeong (Stage) Lee Dong-Seon
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	The 10th World Summit on Arts and Culture (Seoul 2025) was held in May 2025
Korea Stage Managers Association	An organization that provides education for stage managers and builds professional networks to promote the systematic development and qualitative advancement of performing arts	2009	(Stage) Lee Dong-Seon
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) examinations and training courses	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	(Lighting) Jin Yong-Nam, Lee Ju-Hwan, Kwak Hyeon-Ju, Tak Hyeong-Seon, Kim Byeong-Gu, Lee Myeong-Han, Park Seon-Im, Kim Do-Hyeong

Association/Organization	Description	Year Joined	Remarks
Stage Sound Korea	An organization that aims to protect the rights and interests of stage sound professionals, improve their skills through technical exchange, strengthen mutual cooperation, and advance the stage sound field	2014	(Sound) Do Myeong-Ho, Kim Gyeong-Nam, Heo Seon-Yeong, Kim Jong-Hyeon, Nam Yeong-Mo
International Council of Museums (ICOM) Korea	A non-governmental, non-profit international organization established in 1976, actively promoting the preservation of cultural heritage in museums across Asia, including Korea, strengthening the public functions of museums, and conducting academic research on cultural heritage in Korea and abroad	2016	
Bitgaram Integrity Network	Contributing to building a transparent, integrity-based society by promoting horizontal and autonomous cooperation among institutions in the Gwangju and Jeonnam regions, based on communication and trust	2017	
Bitgaram Audit Council	Promoting regional mutual prosperity by consulting on key audit issues and sharing audit information among the internal audit organizations of public institutions relocated to the Gwangju-Jeonnam Innovation City, and by 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 more than 20 years of development in the field, and pursuing the 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	
IETM – International Network for Contemporary Performing Arts (IETM, Informal European Theatre Meeting)	An international non-profit performing arts network that began as the Informal European Theatre Meeting (IETM). It currently has more than 500 organizational and individual members in about 50 countries worldwide, and serves as a platform that forms and exchanges discourse through research, publications, and international dialogue on contemporary performing arts	2024	(From 2025) Participation in IETM's Global Connect Program supported under the Overseas Residency Participation Support Program (Selected participant: Bae Gabriel)

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