

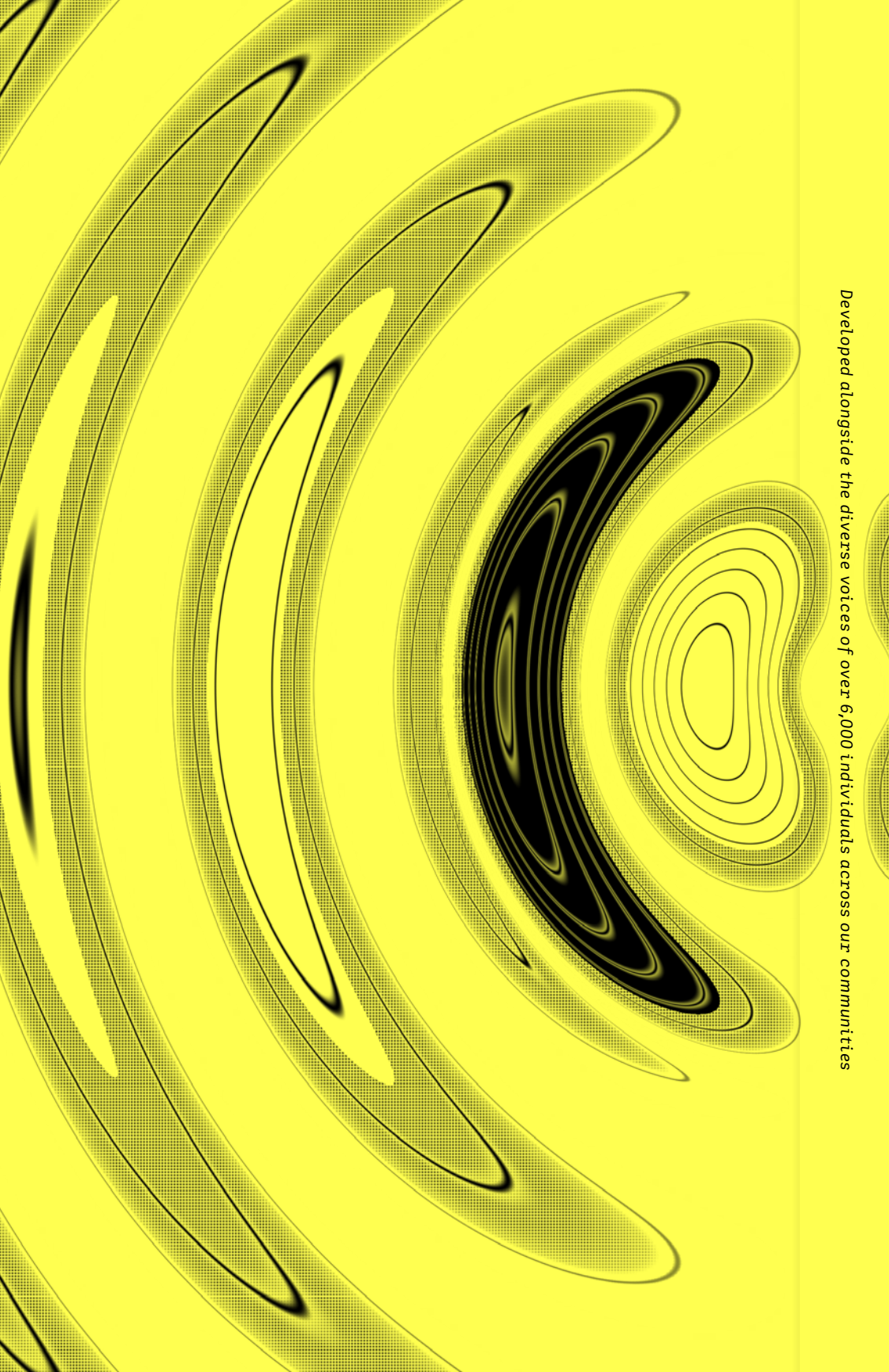
SINGAPORE, LIMITLESS

A Design 2035 Masterplan

[DESIGN 2035]

BY
DESIGN

[035]



Developed alongside the diverse voices of over 6,000 individuals across our communities

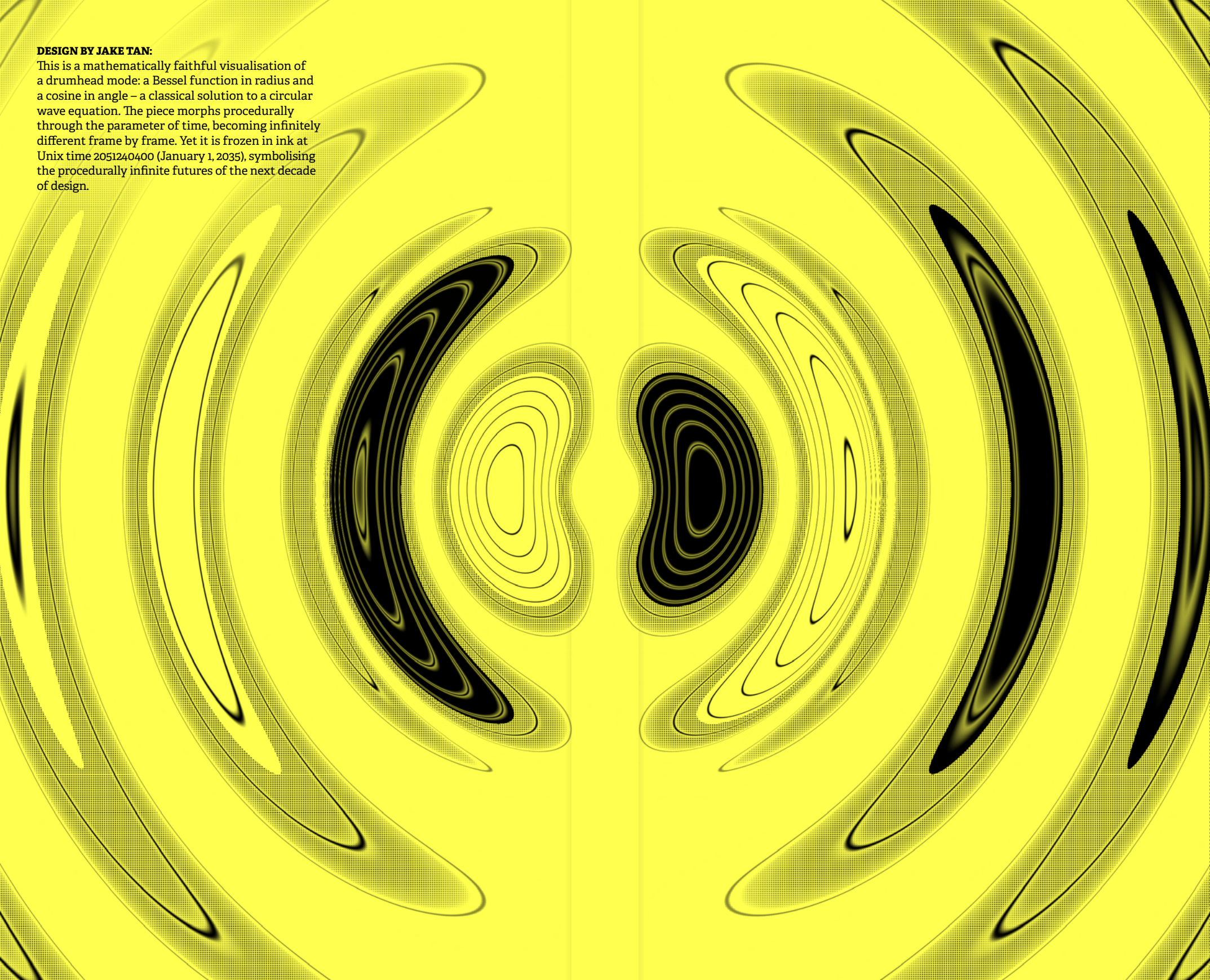
**SINGAPORE,
LIMITLESS BY DESIGN**

Design 2035 Masterplan

DESIGNSINGAPORE COUNCIL

DESIGN BY JAKE TAN:

This is a mathematically faithful visualisation of a drumhead mode: a Bessel function in radius and a cosine in angle – a classical solution to a circular wave equation. The piece morphs procedurally through the parameter of time, becoming infinitely different frame by frame. Yet it is frozen in ink at Unix time 2051240400 (January 1, 2035), symbolising the procedurally infinite futures of the next decade of design.



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Design is

everywhere

Design reflects our spirit of tackling challenges creatively, whether in securing high-grade water, or in shaping products that make everyday life just a bit easier and more delightful, or in helping those who need care.

[President Tharman Shanmugaratnam]

Design is

inevitable

In an increasingly absurd and complex world, design may very well be one of the most important tools at our disposal. The ubiquitous power of design, beyond aesthetics, lies in its ability to shape every aspect of modern society – culture, community, value systems, power structures, our shared consciousness, and so much more. Intelligent, intentional design grounded in ethics, knowledge, and a strong sense of cultural identity is critical to the development of a strong nation, shaping it from within while strengthening its ability to influence and resonate beyond its borders.

Design is also a humanist endeavour, and its impact should be measured by its ability to empathise with the human condition and empower the masses. Design should be used towards achieving more equity

in society, whether through empowering certain communities, amplifying the stories that matter, or building systems that more evenly distribute knowledge and resources. Economic development should be a natural consequence.

Looking forward, I see design thinking deepening its roots in our shared psyche, fostering a more intelligent, resourceful, and grounded people whose influence is both felt and respected globally.

Faezah Shaharuddin FOUNDER | STUDIO KALLANG

Design is

Design gives people agency to frame challenges, explore possibilities, and shape outcomes that matter. Today, design connects people, disciplines, and cultures, enabling solutions that are meaningful, resilient, and transformative. It turns ideas into experiences, problems into opportunities, and communities into thriving societies.

Singapore is a nation by design. Our unique origins, context, and approach to nation-building and problem solving have already made us different, setting us apart. From pioneering urban planning that transformed limited land into thriving communities to design-led innovations in healthcare, digital services, and climate

making a difference

resilience, we have long used design to adapt and turn limitations into possibilities.

Through design, we build identity, foster vibrancy, shape society, and chart the future we aspire to. By bringing together diverse talents and disciplines, we unlock Singapore's potential to become a leading city of the world by design.

Jackson Tan CREATIVE DIRECTOR | BLACK

Design is

being fiercely customer-centric

In a world of accelerating artificial intelligence (AI) and abundant output, design is moving from the surface to the foundation. It is evolving from the craft of making artefacts, such as screens and interfaces, into the creation of core infrastructure. As the Head of Design at Grab, leading teams across multiple verticals and regions, I see our role shifting from being makers of outputs to builders of systems that empower everyone to become better designers.

To me, design impact means the intentional orchestration of quality and taste at scale. Within a complex organisation like Grab, this means moving beyond manual delivery to building the agentic tools and workflows that make customer-centricity a self-serve capability. Impact is no longer just about the screens we ship, but about building the

infrastructure of quality that ensures high-standard outcomes are repeatable across every team. The future of design lies in ensuring this infrastructure is inclusive by default. We must ensure that as our systems become more autonomous and complex, they remain accessible to everyone, especially diverse populations with varying levels of digital literacy. Our ultimate responsibility is to ensure that technology serves the human experience, keeping it simple, intuitive, and filled with purpose.

Patrick Jean HEAD OF DESIGN | GRAB

Design is

regenerative

At WOHA, we start from a simple question: what should a building give back? To its community, to the city around it, and to nature – the system that underpins all of it.

Singapore is a remarkable case: a high-density, pocket-sized nation in the tropical belt that has been actively growing greener even as it has grown denser. That balance didn't happen by accident. It came from long-term thinking, deliberate planning, and a holistic approach to how landscaping, ecology, and human life can be woven together. Not nature alongside buildings, but running through them, integrated with social, ecological, and economic systems at every level, from the ground to the sky.

Singapore demonstrates that high-density and high-liveability are not in conflict. Handled well, a compact city can densify, concentrating its footprint

and even freeing land to be returned to nature. We call this the 50/50 city: half built, half nature, in genuine balance. That is the crucible we have been working in, and the model that cities across the world are watching closely.

The next step is regeneration: not just sustaining nature, but actively restoring it. That ambition requires the same medium to long-term commitment that has always defined Singapore's best design decisions.

Wong Mun Summ FOUNDDING DIRECTOR | WOHA

Design is

Design is moving beyond aesthetics and artefacts toward something more strategic: a whole-of-society capability that shapes how people live, work, and connect across cultures and contexts. As our world grows more layered and interconnected, design's value lies increasingly in its ability to integrate, bringing together perspectives, disciplines, and ideas that might otherwise remain separate. In Singapore, this integrative role is especially important. It creates space for differences to coexist and create new possibilities: between everyday design literacy and professional expertise, between sectors and disciplines, and between local identity and regional relevance.

the bridge

Our mission in education is to prepare students to become designers who are fluent across disciplines, confident in ambiguity, and grounded in real-world impact. By nurturing practitioners who see design as a bridge – connecting research and creation, thinking and making, design education becomes pivotal, and the lever through which Singapore can move from competence to leadership, shaped by design.

Elaine Ho DIRECTOR, SCHOOL OF DESIGN | TEMASEK POLYTECHNIC

Design is

how a city gives form to its aspirations

Singapore Design Week 2025 Opening at National Design Centre. Photo by AlvieAlive



When the last Design Masterplan was published in 2015, we set out with a clear direction for Singapore: to become a global city for design, where design enhances our quality of life while driving innovation and economic growth.

That belief still holds. But a decade on, conditions and context have changed. The world now moves faster, systems are more tightly interwoven, and the challenges before us are broader in scale and consequence. In this landscape, design must be indispensable as it is fundamental to resilience, excellence, and Singapore's standing and success in the next 10 years ahead.

Design 2035 is our latest response. It begins with a simple choice to start with people, not assumptions. Design is not the domain of the few – it influences everyday decisions, businesses, public services, and the way our city works. To reflect this,

DesignSingapore Council stepped out of the studio and into the community. We engaged deeply with the design ecosystem, bringing together more than 690 designers, educators, and industry partners, while listening closely to the needs and ideas of over 6,000 members of the public. Together, these voices shaped a Masterplan anchored in shared aspirations and lived experience for Singapore's next chapter as a UNESCO Creative City of Design.

We're approaching the future differently. This is a Masterplan in motion. While it sets out a bold 10-year roadmap to 2035, it is implemented through rolling 3-year action plans – pairing ambition with delivery, and progress that is reviewed, refined, and strengthened over time. The action plans provide discipline and accountability, allowing us to test ideas and respond to new insights and changing conditions while keeping us moving forward, ensuring the Masterplan remains relevant and effective throughout.

Design 2035 reflects a deliberate shift from outputs to impact. The Council's efforts are distilled into three overarching priorities: deepening and widening the practice and adoption of design; integrating design into everyday life across communities; and cultivating and celebrating good design that raises standards and expands what is possible, especially where Singapore design holds a distinct advantage.

At its heart, Design 2035 is an invitation. We invite you to join us: to reflect on how the ideas within these pages can shape your work and your life; to imagine, with courage, what Singapore can become when we choose to design with intention; and to contribute, with confidence, to this shared effort to design Singapore's next chapter with clarity, care, and conviction.

Singapore is limitless by design.

Dawn Lim EXECUTIVE DIRECTOR | DESIGNSINGAPORE COUNCIL

The Process

01

+ People



DESIGN BY DANIELLE NG:

Growing and evolving; that's what we constantly do as designers, as the world changes faster than we can blink. In this illustration, the transform tool becomes a metaphor for stretching our imaginations, skills and curiosity, helping us create ideas and dreams with limitless possibilities.

We share about the process of listening to a landscape of voices, and how we are thinking about Singapore’s communities of design. Together, these form a collective sense-making of what is, and what might come next for Singapore design.

The Design 2035 Masterplan sets out a 10-year direction for Singapore design, supported by a series of 3-year action plans. It brings clarity to the industry’s long-term future while also being agile enough to adapt to changing contexts in the coming years.



To create our plans for the next 10 years, DesignSingapore Council (Dsg) embarked on our largest engagement process ever, involving over 6,000 individuals – from designers and design buyers, to educators and members of the public. We’ve heard much optimism and ambition, alongside concerns about growth and sustainability, and a desire for clarity on the impact of Singapore design.

This Masterplan is not meant to be a manual or directive. It is a pathway through which we can explore and create the future of Singapore design. What begins in practice will, over time, become embedded in policy.

We will continue these conversations, build new connections, and move Singapore design forward together.

The Process

This Masterplan is about design, but it was also built and written through design. We crafted our engagements to help people experience how design facilitates conversations and sparks imagination in their communities. This meant having a lot of discussions in rooms where people held differing and equally valid opinions.

These conversations pointed us to the realities hiding in plain sight, beyond national-level economic data and trends. They revealed the hopes and aspirations of designers and design firms, which became our compass for what matters most as we chart the way forward.

By exploring these tensions, mediating differences, and finding common ground, we had honest, robust conversations on what the future of Singapore design could be – it was limitless.

What we did

➤
The People
pg. 35

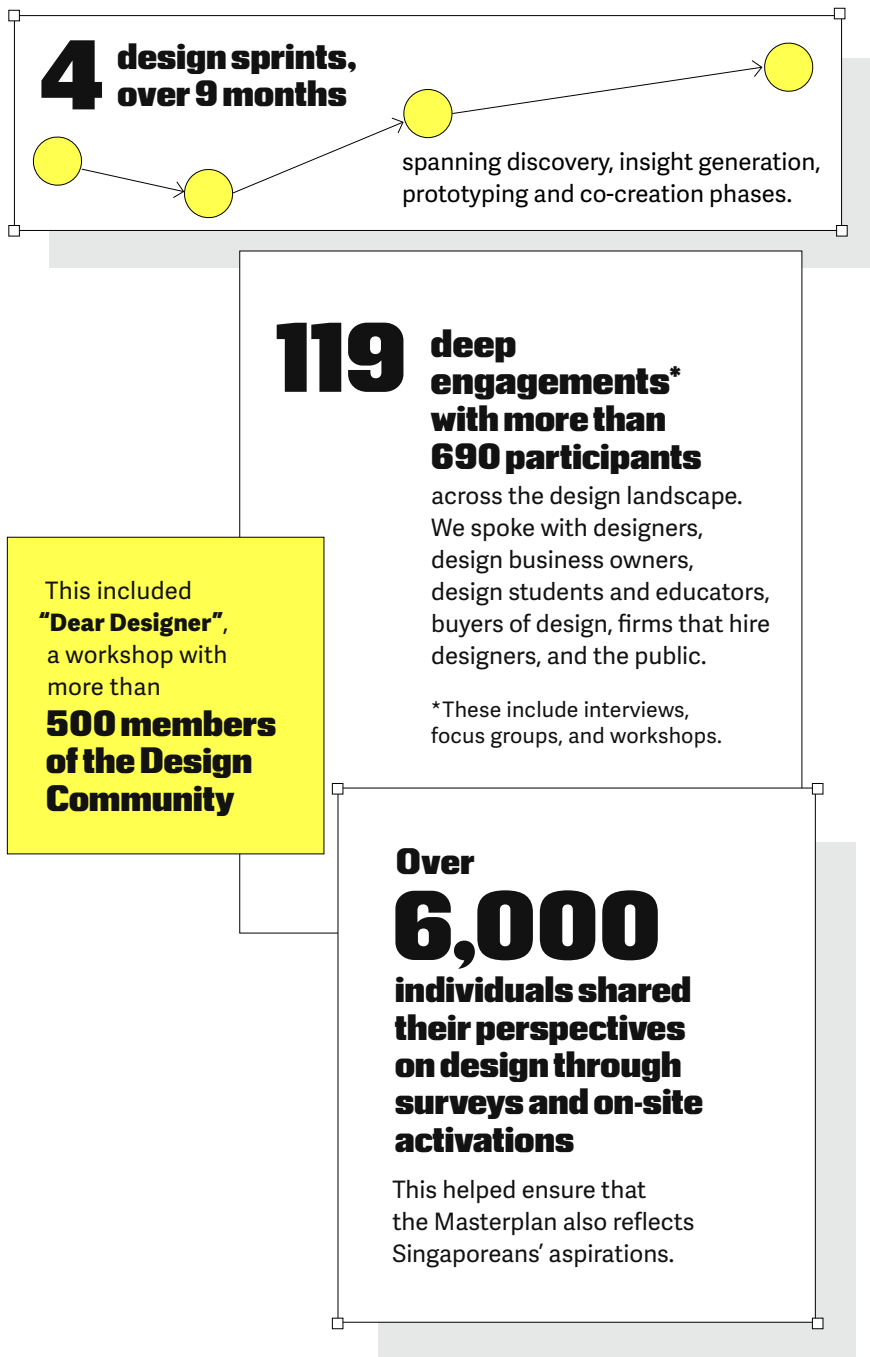
We conducted a mix of one-to-one conversations, focus groups, and workshops with members of our four key community segments. Some were new voices, while others were familiar faces to Dsg. In these discovery conversations, we listened to people's ambitions and anxieties about the future. These revealed a spectrum of lived realities and emotions around Singapore design that would have never shown up just in the numbers or trends. This led us to come up with early assumptions and hypotheses, which were then tested and developed in consultation with the community.

➤
Methodology
on pg. 131

We synthesised everything we'd learned, turning them into strategies and interventions, which we then co-designed, prototyped, and tested with members of our key community segments. These insights, alongside what we learned from the data gathered, have resulted in these plans, which we will iteratively carry out over the next three-year cycle of the Masterplan.

➤
The Plan
pg. 73

Our engagement in numbers



Curiosities we explored with the community



We invited designers to write letters to future designers ("Dear Designer"), as a way to reflect on their own hopes, concerns, and responsibilities for the industry's future. The letters were deeply visual and emotional – bridging time through empathy and insights.

Photo by Lumiere Photography



We used visual artefacts, from speculative newspaper headlines to work-in-progress diagrams and mental models, to invite designers to sketch and discuss new ideas and possibilities for design. As individual insights became tangible objects, we saw people begin to make sense of design's future, building on one another's perspectives.

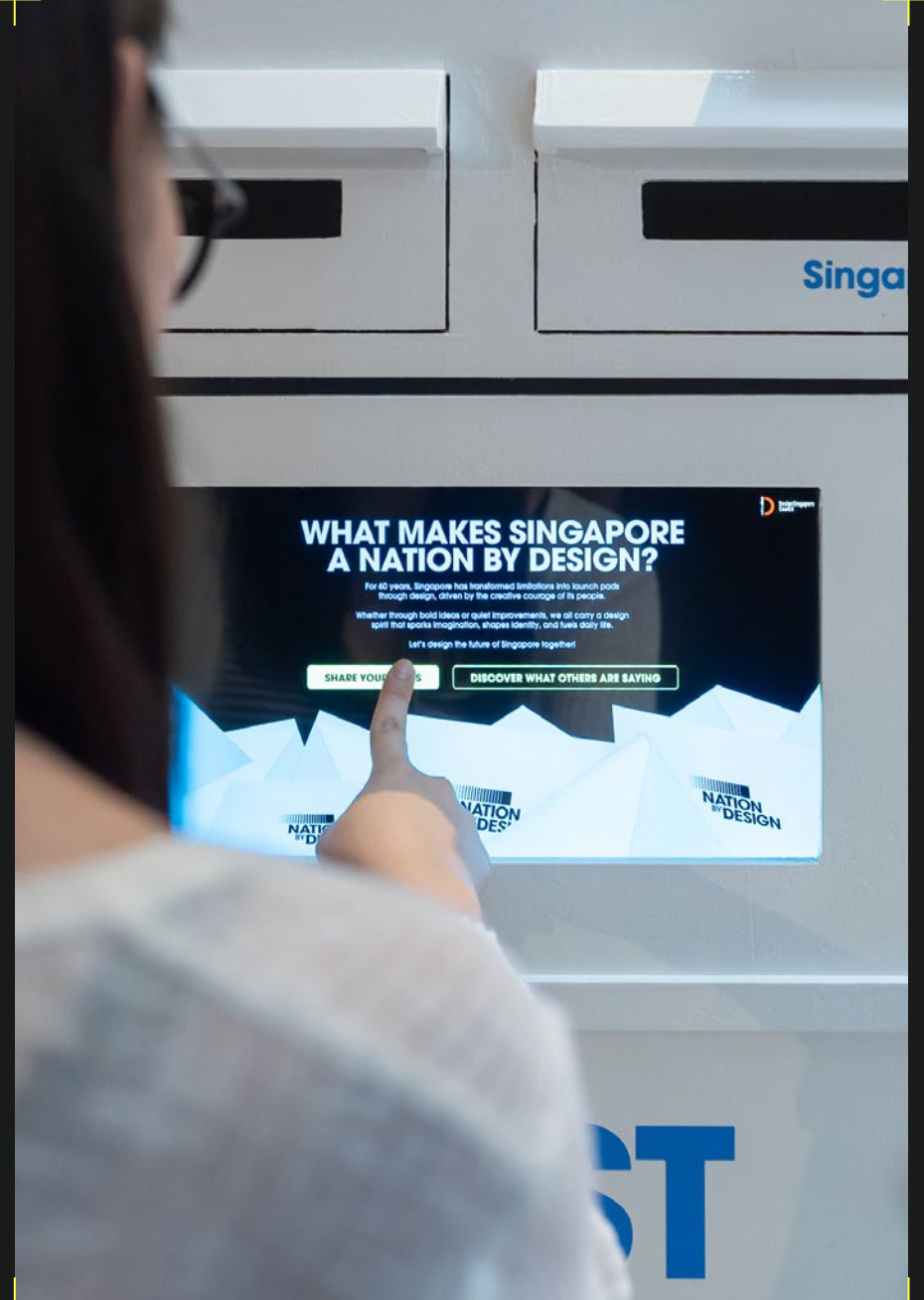
Photos by Lumiere Photography



Photo by Lumiere Photography



We designed a physical post-box as part of an exhibition, with survey forms for people to “post” their reflections on Singapore design. Participants could pause, question assumptions, and imagine what design in Singapore could become in this interactive exhibit. Photos by AlvieAlive



We conducted a series of workshops across four sprints with our Advisory Board, design educators, and internal teams, drawing on cross-sector expertise and diverse perspectives to make sense of our present and future. Photos by DesignSingapore Council



The People

We started with a simple question: “Tell us more about your encounters with design.” The answers revealed something obvious, but important. People often engage with design in more than one way. The same person can encounter design both at work and also in their everyday lives.

This insight prompted us to rethink how we understand our stakeholders. Rather than seeing them as distinct groups, we started to understand that the community around design is far more interconnected and porous than we had thought. People move fluidly across roles and contexts, deepening their relationships with design over time.

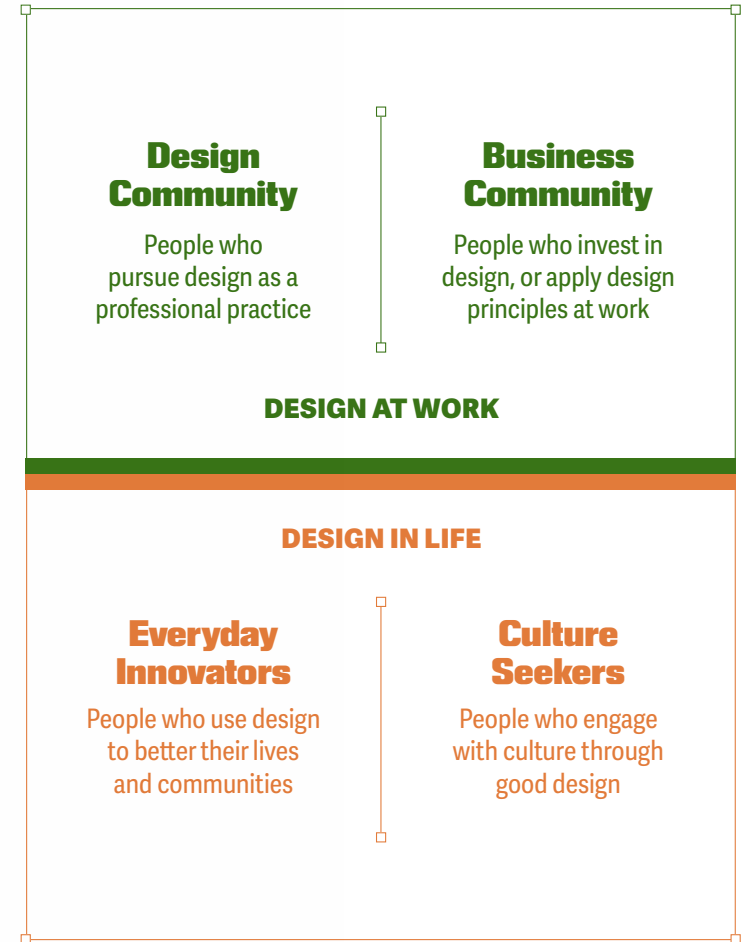
Building on this, we mapped these connections across four community segments to better understand how these relationships can grow and evolve. Across these four communities, our goal is the same: to deepen people’s relationship with design, at work and in life, so that design becomes an integral part of how every Singaporean lives, works, and plays.

DESIGN AT WORK

- + Pursuing design as a profession
- + Managing designers
- + Engaging design services
- + Applying design principles to approach problems

DESIGN IN LIFE

- + Upcycling furniture
- + Buying from a design brand
- + Enjoying a design exhibition
- + Wayfinding in transport systems





Design Community

NextOfKin Creatives, a recipient of the President*s Design Award of the Year 2025 featuring their Silver Pride Lion Troupe. Photo by Juliana Tan



The people who pursue design as a professional practice:

Designers, educators, academics, and students. These designers may work in design or non-design firms, and include those who have received formal training and those who have grown their practice through a rich portfolio of experiences. The Design Community also includes design business owners, design institutions, and design intermediaries, such as trade associations and collectives.

Dsg supports designers to hone deep mastery and grow their skills beyond design. Through upskilling, designers can stay ahead of potential disruptions, push the boundaries of their practice and command a premium. For design firms, Dsg aims to drive investment into design-led research and development. This allows firms to bring new products and services to market and cultivate interest from local and overseas buyers, enabling them to stay competitive and pay well as the industry grows.

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Types of design expertise and core skills
pg. 47



Business Community

Visa, a global digital payments company, ran a 4-day Financial Inclusion Designathon as part of Singapore Design Week 2024. Photo by VISA



The people who adopt good design as good business:

Leaders and decision makers in enterprises and organisations (both public and private) who invest in design to drive growth and impact. Aside from employing designers or procuring design services, the Business Community also includes professionals who use design principles and methods at work to innovate on better products, services, and systems.

Dsg inspires and encourages the Business Community to use and champion design for growth and good, whether through employing designers, procuring design services, or using design principles and methods at work. We partner decision makers as they invest in design talent and design-related offerings. As design helps them grow their bottom line, more businesses will see the value of investing in design, sustaining demand for design and catalysing purposeful innovation in Singapore.



Everyday Innovators

Student presentation by Endeavor Primary School at the Design Education Summit 2025.
Photo by Khidzer Chong



The people who use design to better their lives and their communities:

From the student who comes up with new interactive games to the retiree who reimagines a shared community space, Everyday Innovators treat design as both an inventive mindset and a practical way of creating the change they want to see. It is an empowering tool and a way of life.

Dsg fosters the relationship Everyday Innovators have with design by bringing co-design opportunities closer to them, making a culture of creativity mainstream in Singapore where design is intuitive and part of their everyday lives.



Culture Seekers

Visitors at Playground of Possibilities at the National Design Centre during Singapore Design Week 2023. Photo by Pretty Much Films



The people who engage with culture through good design:

Connoisseurs of culture, curators, collectors, patrons, and more. Whether as locals or as visitors, they are tastemakers shaping what is seen as good design through their influence and purchasing decisions. Drawn to well-designed products, spaces, and experiences that express Singapore's creativity, Culture Seekers look to deepen their engagement and shape local culture through good design.

Dsg enables Culture Seekers to become more discerning design connoisseurs. We will lead them to discover more platforms and reasons to engage with all that Singapore design has to offer.

At work, people often encounter design as part of the ● Design Community or the ● Business Community. Elsewhere in their lives, they may be ● Everyday Innovators or ● Culture Seekers who see and appreciate the delight that design offers.

These layered relationships are a sign of Singapore's maturing design culture, and its power to bring meaning and joy to life. This was apparent in our conversations, and this expansive view of design runs through the heart of the Design 2035 Masterplan.

Singapore design is made up of these diverse, interconnected communities. We want to cultivate and collaborate with them all to realise this Masterplan together.

Dear Reader,

How might design unlock new possibilities for you, at work or in life?

● Design Community

● Business Community

● Everyday Innovators

● Culture Seekers

Look out for these coloured dots as we spotlight exciting opportunities to grow your relationship with design.

The Landscape

02



**DESIGN BY
FATIH ROSLI:**

This work presents "Singapore" in Jawi, Mandarin, and Tamil, weaving its multicultural identity into a single, striking composition. The layered typography and vibrant forms create a sense of movement and controlled chaos, reflecting how different languages and cultures intersect, coexist, and collectively shape the dynamic rhythm of everyday life in the city.

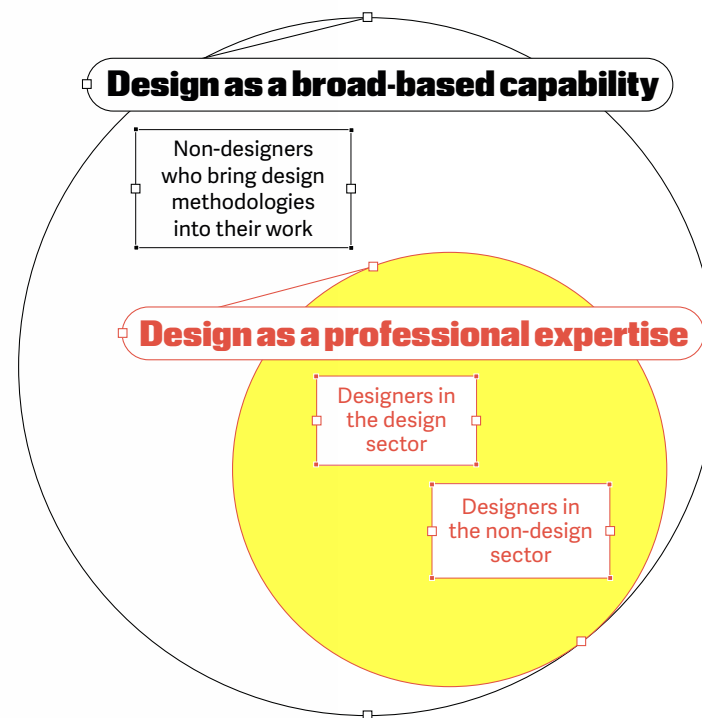
Before charting the way forward, we need a clear picture of where Singapore design stands. Drawing on national statistics, insights from the community, and public surveys, we outline the scale of the design industry, its value, and its distinctive strengths.

The Heart of Our Industry

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Areas of
Impact
pg. 78–88

● Designers form the core of Singapore's design industry. Whether they work within the design or non-design sectors, they apply their expertise across industries to deliver impact. Design has also evolved into a broad capability that any individual can adopt and bring into their work. As a result, design is increasingly embedded across society, shaping how organisations innovate, approach problems, and create value.

Design at work



Types of design expertise and core skills

Design Expertise

This list reflects the diversity of expertise across Singapore's design community and is not intended to be exhaustive. Today, many designers work across multiple fields and disciplines, reflecting the increasingly interdisciplinary nature of contemporary design practice.

- ADVERTISING
- GRAPHIC DESIGN
- INTERACTION DESIGN
- PRODUCT DESIGN (FURNITURE/FASHION)
- INDUSTRIAL DESIGN
- ARCHITECTURE
- INTERIOR DESIGN
- URBAN DESIGN
- LANDSCAPE DESIGN
- SERVICE DESIGN
- DIGITAL PRODUCT DESIGN
- CREATIVE TECHNOLOGY
- MATERIAL DESIGN
- _____ (OTHERS)

Core Skills

These are core skills expected of all designers, across both design and non-design sectors. They enable designers to navigate complexity and work across disciplines and domains.

- GLOBAL PERSPECTIVES
- CREATIVE THINKING
- TRANSDISCIPLINARY THINKING
- CRITICAL THINKING
- CULTURAL INTELLIGENCE
- FACILITATION / STAKEHOLDER ENGAGEMENT
- SYSTEMS THINKING
- EXPERIENCE MAKING
- STRATEGIC THINKING
- BUSINESS ACUMEN
- _____ (OTHERS)

■ This captures design activities classified under the Singapore Standard industrial classification (SSIC) 2020, based on firm's primary business activities.

■ This captures other design practices and interdisciplinary activities that may be embedded across other economic sectors and classified under other industries, according to firms' principal activities.

● This captures the Core Skills based on the Technical Skills and Competencies (TSCs) and Critical Core Skills (CCS) listed in Dsg's Skills Framework for Design (SFwD).

● This captures the skills and competencies surfaced through our Masterplan engagements.

↗
Key Growth
Areas
pg. 96

In Singapore, design is practised across a wide range of applications – from products and lived environments to services and systems. Though diverse in forms and methods, each shares the same human-centred principles that make design a formidable force for change.

Increasingly, designers and design firms are evolving beyond the boundaries of traditional disciplines, blending design expertise with technology, science, and other domains of knowledge. At the same time, designers are also strengthening core skills like critical thinking, cultural intelligence, and experience-making amongst others, enabling them to translate and navigate complexity across sectors.

With this, designers and design firms should continue to deepen their mastery within design while expanding their core skills to remain agile across disciplines and sectors, particularly in key growth areas. By combining deep expertise with strong cross-sector capabilities, designers will extend their impact across the economy and society, even as technology continues to reshape design processes and outputs.

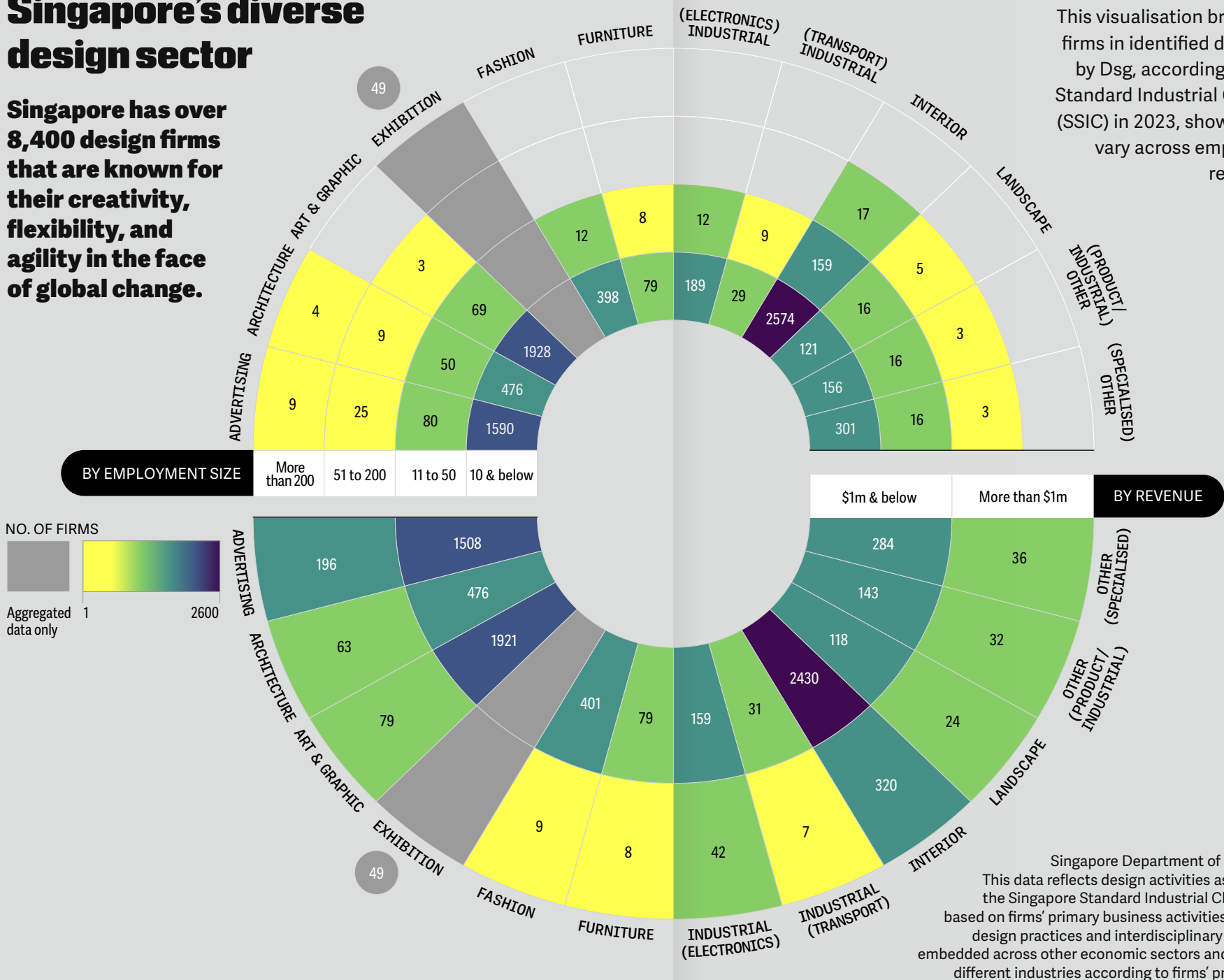
“The notion of design as isolated disciplines belongs to an earlier era. Today, design practice is inherently transdisciplinary. Firms that endure [tend to] work across branding, planning, and strategy as an integrated whole. No practice can remain viable by doing just one narrow thing. Design is not a discipline label; it is the act of re-imagining and redefining what the world requires.”

LAWRENCE CHONG
CEO
CONSULUS

Singapore's diverse design sector

Singapore has over **8,400** design firms that are known for their creativity, flexibility, and agility in the face of global change.

This visualisation brings together firms in identified design sectors by Dsg, according to Singapore Standard Industrial Classification (SSIC) in 2023, showing how they vary across employment and revenue bands.



Singapore Department of Statistics. (2025). This data reflects design activities as classified under the Singapore Standard Industrial Classification 2020 based on firms' primary business activities. Some emerging design practices and interdisciplinary activities may be embedded across other economic sectors and classified under different industries according to firms' principal activities.

Design Firms

Small but mighty: The standout strengths of Singapore's design firms

Today, 9 in 10 design firms have fewer than 10 employees and annual revenues under S\$1 million.¹ This structural characteristic is common in creative industries globally. In Singapore, it shapes how the design sector operates: small firms with diverse creative identities, nimbly blending design with research, technology, business to push boundaries and spark new ideas.

"We don't have the same roles today as we used to ... what we need to do is to continually redefine what design is, and in doing so, have the ability to get back the diversity of thought. What's a multidisciplinary way of thinking about things? When we were young, we used to say we are multidisciplinary, and now we are anti-disciplinary – we don't believe in any discipline. Design is dealing with a non-discipline context. It moves beyond formulas and allows us to integrate perspectives, challenge conventions, and create outcomes that are greater than the sum of their parts."

THE LATE TIM KOBE
FOUNDER AND CHAIRMAN
EIGHT INC.

¹ Singapore Department of Statistics. (2025). Figures cover firms in sectors identified by DesignSingapore Council as design sectors, classified according to Singapore Standard Industrial Classification 2020.

But smallness is not without its challenges. Our interviewees shared difficulties around unstable cashflows, barriers to reaching international markets, and the pressure to keep costs low. Many also spoke about working with small budgets, tight timelines, and unrealistic briefs. While scaling up offers a way forward, many founders worry that higher overheads and larger teams may come at the cost of their firms' creative autonomy – the very soul of their firms. These tensions are not unique to Singapore, and we likewise see them playing out across creative industries globally.

➤ These strengths were identified through conversations with the Design and Business Community.

What sets Singapore's design firms apart is their distinctive ways of working, drawing on Singapore's strengths to turn these constraints into opportunities:

1 RADICAL AGILITY WITH COLLABORATION AS A MODUS OPERANDI

Small firms are able to work with agility. In Singapore, this is amplified by proximity and rich connections. Our compact city-state enables instinctive and seamless collaboration and coordination across firms, clients, institutions, and communities; supported by strong infrastructure and an ability to swiftly bring together the right capabilities to address complex problems and deliver outcomes.

"Lower overheads allow [us] to compete on agility without compromising on seniority of talent."

KAJAL VATSA
FOUNDER
HEIST DESIGN

2 BOLD AMBITION AND RELIABLE EXECUTION FIND BALANCE

Singapore design firms are trusted to dream, and to deliver. They pair creative ambition with strong execution. Operating within a highly developed economy and urban systems, designers here are accustomed to navigating regulatory frameworks, corporate structures, and public-sector partnerships. This can be seen in how Singapore firms are trusted with high-stakes, systems-level projects, balancing their creative ambition with practicality and tangible outcomes.

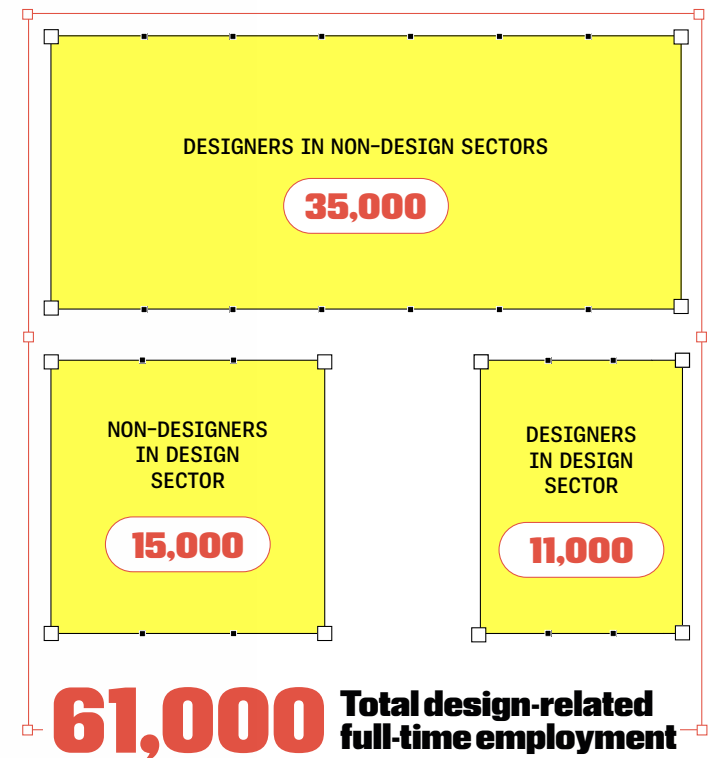
“Singapore’s very existence is a powerful design story. Our beginning as an improbable nation has instilled in us a unique psyche where imagination meets hyper-pragmatism. Having grown up navigating the confluence of East and West, of tradition and progress, our designers bring a distinct perspective that combines adaptability and originality.”

AR. SEAH CHEE HUANG
CHIEF EXECUTIVE OFFICER
DP ARCHITECTS

Designers

Designers work across design and non-design sectors, quietly shaping the everyday experiences of millions of people

Total design-related full-time resident employment in Singapore, 2024.



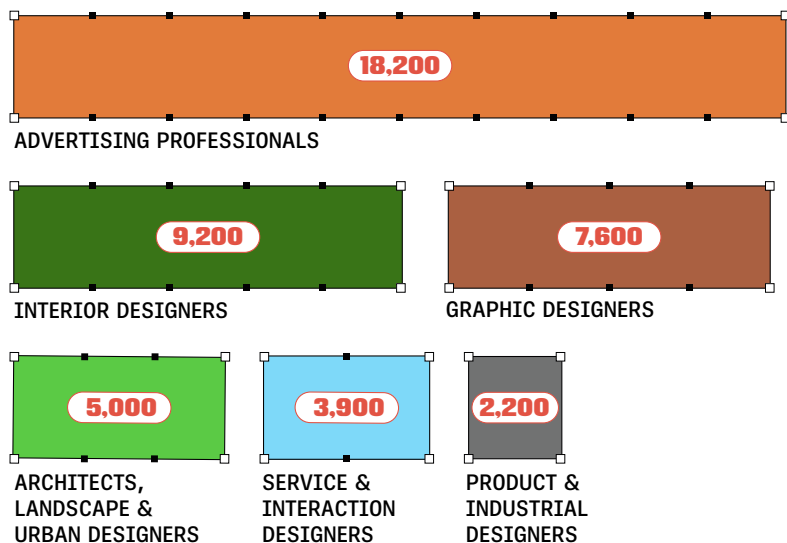
Note that data are reported to the nearest thousand.

Comprehensive Labour Force Survey, Manpower Research and Statistics Department, Ministry of Manpower. (2025). • Sectors and occupations are classified based on Singapore Standard Industrial Classification (SSIC) 2020 and Singapore Standard Occupational Classification (SSOC) 2020, with DesignSingapore Council identifying design and non-design sectors and occupations.

Across organisations in Singapore, designers bring their skills and expertise to a wide range of industries and functions, from seamless public transportation systems to the abundant greenery in an urban city. They add valuable perspectives to teams as they create new products and services, shape branding and communications, and play key roles in strategy formulation and business innovation. In fact, 57 percent of full-time designers, amounting to 35,000 jobs, were employed in non-design sectors in 2024.

Number of designers hired across occupations

Full-time employed residents in 2024



Comprehensive Labour Force Survey, Manpower Research and Statistics Department, Ministry of Manpower. (2025). • Sectors and occupations are classified based on Singapore Standard Industrial Classification (SSIC) 2020 and Singapore Standard Occupational Classification (SSOC) 2020, with DesignSingapore Council identifying design and non-design sectors and occupations.

Punching above their weight: The standout strengths of Singapore's designers

Designers are increasingly recognised as agents and initiators of change, questioning and reimagining systems and structures. They are no longer tapped on solely for creative execution. Across organisations, they wear multiple hats as facilitators, mediators, and negotiators. We recognise that the evolution of the designer's role is not without its struggles. As design becomes increasingly embedded across sectors, designers are faced with the need to articulate their value with precision.

Against this backdrop, here are some ways that Singapore designers are illustrating their value and work, as articulated by employers in both design and non-design firms.

↗
These strengths were identified through conversations with the Design and Business Community.

1 DESIGNERS NAVIGATE COMPLEXITY WITH EASE

Designers are trained to uncover deeper, interconnected needs that others might miss, and turn them into new, thoughtful possibilities. Singapore's designers are also adept at navigating multiple cultural and contextual realities, due to our position as a cosmopolitan city-state. This ability to shift contexts with sensitivity and creativity is a critical strength, enabling Singapore designers to create solutions that resonate across cultures and sectors.

“Growing up in Singapore’s multicultural environment, I naturally developed a sensitivity to designing for diverse audiences. Seeing everything in English, Malay, Tamil, and Chinese made localisation second nature, which has been a huge asset when working on global products.”

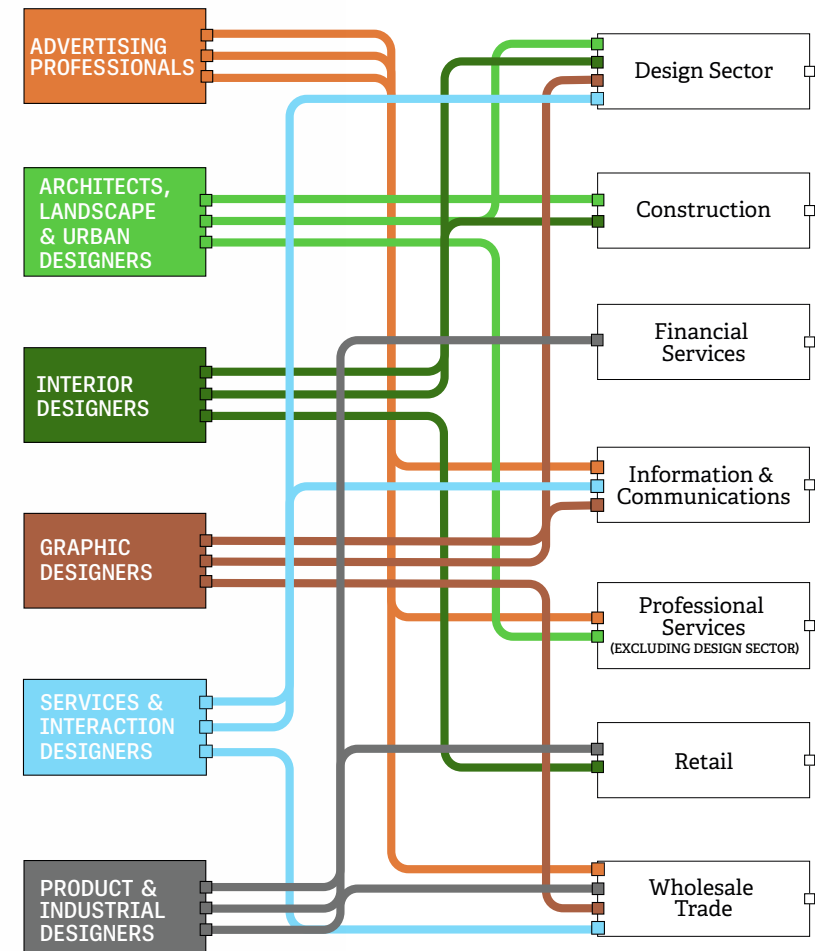
LIAU JIAN WEI
SENIOR DESIGN MANAGER
ATLASSIAN

2 DESIGNERS TRANSLATE ACROSS INDUSTRIES

Globally, design is increasingly adopted both as a way of thinking and doing. As a global business hub, Singapore offers designers the opportunity of working in international and local firms in different industries, providing a unique experience of working in various contexts on a global level. Many designers work in non-design sectors, and this proximity to industry sharpens their ability to operate across the full value and supply chain, contributing to strategy and decision-making, as well as execution and delivery on design briefs. As a result, design becomes embedded across industries, enabling impact at scale.

Top sectors that employ designers in 2024

The top three Industry Transformation Map (ITM) sectors for each design occupation, based on full-time employed residents.



Comprehensive Labour Force Survey, Manpower Research and Statistics Department, Ministry of Manpower. (2025). • Sectors and occupations are classified based on Singapore Standard Industrial Classification (SSIC) 2020 and Singapore Standard Occupational Classification (SSOC) 2020, with DesignSingapore Council identifying design and non-design sectors and occupations.

“I always tell my students, if they were designers, they would realise that most of the time they’re not collaborating with other designers, but with business people and engineers. Since these groups have different types of ‘vocabularies’, designers become very important in communicating, connecting, envisioning, integrating and ultimately bringing a vision to reality.”

JEREMY SUN
SENIOR DIRECTOR
ORCADESIGN

These strengths position Singapore’s designers to create value well beyond the creative industry, and there is a need to understand how that value is recognised today.

Design’s Value

Singapore design’s value is not just felt, it can also be measured. In 2023, the design sector’s real value added totalled an impressive S\$2.7 billion.² Design also amplifies other activities in the economy to an estimated S\$13.8 billion³ in gross value added. Beyond its economic contributions as an industry and an embedded practice across firms, design infuses society with its meaning and value. Design’s outsized impact on Singapore’s society and economy is clear: design is deeply valued by firms and the public alike, and increasingly sought after beyond our shores.

“Design is the quiet force that transforms infrastructure into meaningful experiences. At Changi Airport, we design with empathy by understanding the way people move, what they need, and how we can make their journey seamless. ... As the first touchpoint with Singapore for many, we strive to balance human delight with operational excellence. For us, it is a reflection of how passengers experience our airport and a commitment to continuously reimagine what’s possible.”

JAYSON GOH
EXECUTIVE VICE PRESIDENT
AIRPORT MANAGEMENT
CHANGI AIRPORT GROUP

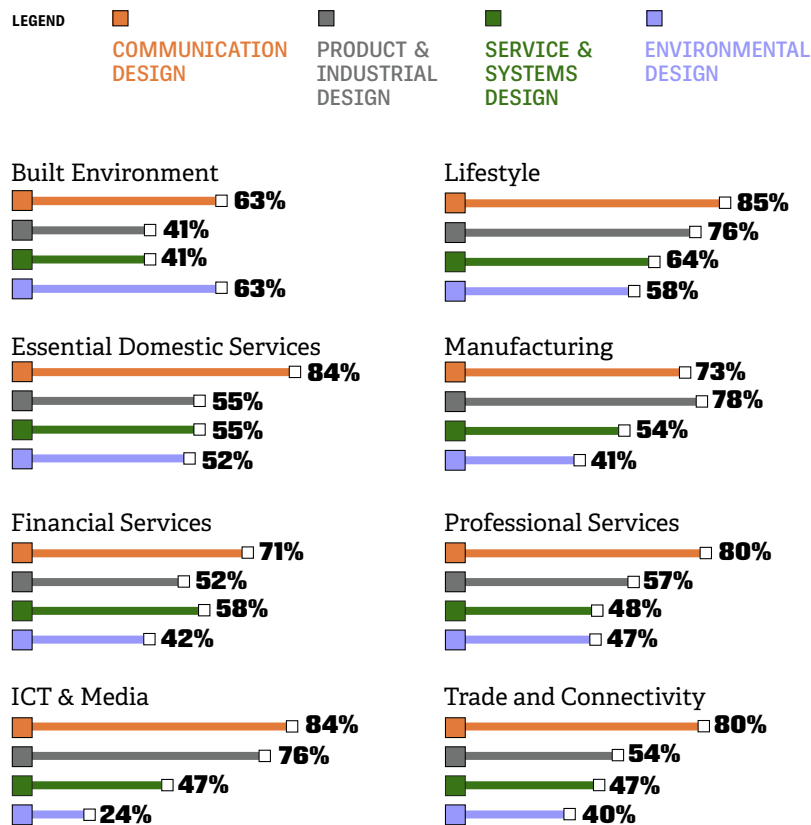
² Singapore Department of Statistics. (2025). Figures cover firms in sectors identified by DesignSingapore Council as design sectors, classified according to Singapore Standard Industrial Classification 2020.

³ Desire Lines & Oxford Economics. (2023). *Measuring the Value of Design in Singapore*. DesignSingapore Council. <https://designsingapore.org/resources/measuring-the-value-of-design-in-singapore/>

Valued by Non-Design Sectors

Design is widely applied across non-design sectors

Percentage of each sector cluster that adopts various types of design



DesignSingapore Council, Value of Design Survey, Oxford Economics. (2025).
 • Data is based on 270 organisations. Categories used here are as defined in Dsg's Value of Design Survey.

The data shows that design delivers strong commercial, social, and environmental impact across non-design sectors in Singapore. Among the 270 firms we spoke to, all reported that design contributed to their performance and profitability, with more than 80 percent rating this impact as “high” to “very high”. Design’s contribution also extends beyond commercial outcomes: around 75 percent of leaders surveyed from the Business Community said design delivered a strong impact on their social goals, while 85 percent reported strong impact on their environmental goals.⁴

“Climate-resilient solutions that are creatively designed with the community in mind are a win for both people and the planet. For example, the Bishan-Ang Mo Kio Park, as part of the Public Utilities Board’s ABC Waters Programme, was transformed from a concrete canal to a vibrant community space that also helps manage rainwater and prevents flooding. Design can change the way we relate and react to critical climate solutions, some potentially less or more popular than others.”

WOO QIYUN
 CLIMATE COMMUNICATOR AND ILLUSTRATOR
 THE WEIRD AND WILD

Across the public and private sectors, Singapore design continues to shape our city in ways large and small. Good design might be invisible, but its impact is everywhere.

⁴ Desire Lines & Oxford Economics. (2025). *Measuring the Value of Design in Singapore*. DesignSingapore Council. <https://designsingapore.org/resources/measuring-the-value-of-design-in-singapore/>

Valued by Singaporeans

Singapore is a mature design city, and our citizens understand that design is not just about form, function or process alone

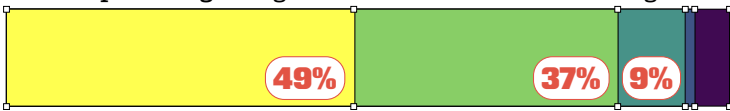
Percentage of respondents who indicated between a “strongly agree” to “strongly disagree” scale when presented with these statements

LEGEND Strongly Agree Agree Neutral Disagree Strongly Disagree

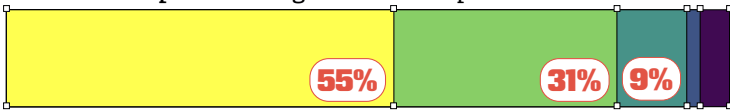
Urban Planning: Design drives our city’s liveability and vibrancy



Economy Building: Design fuels innovation and business growth

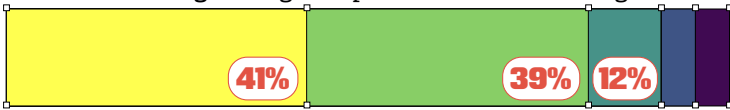


Social Development: Design tackles complex social needs*



*E.g ageing population, climate change, etc.

Culture & Heritage: Design shapes our culture & heritage



DesignSingapore Council. (2025). • There were a total of 306 respondents, with 84 percent of them being working adults, 7.5 percent students, and 8.5 percent retirees. Data is from a public perception survey conducted during DesignSingapore Council’s SG60 campaign, as part of the postbox at Singapore Design Week 2025, to understand what people associate with when they think of design.

● Singaporeans are growing in their understanding and appreciation of the value of design. They are increasingly seeing it as integral to the liveability and vibrancy of the country. They see how design addresses problems with creativity and care, with people at the centre.

Singapore design’s contribution to making cities more liveable and vibrant is noticed and appreciated by Singapore’s residents, from our built environment and business landscape to the social and cultural fabric. As Singapore design has matured over the years, people have come to appreciate design’s value in their lives. This is important for us, as we collectively dream bigger for the future of design in Singapore.

Young Singaporean designer Eian Siew demonstrates his product, Auxobrace, a post-surgical rehabilitation compression vest, at Future Impact 3: DESIGN NATION, Milan Design Week 2025. Photo by Mark Cocksedge



Valued Abroad

Singapore design is gaining traction in export markets

Today, the demand for Singapore design reaches far beyond our shores, with our exports of design services valued at S\$3.6 billion in 2023.⁵ Spanning the 2018 to 2023 period, the top markets for Singapore design services across all disciplines have been India and China, with the strongest demand for place-making services. Exports of design services to the United Kingdom, United States, and Hong Kong were largely driven by advertising exports, each exceeding S\$300 million in 2023.

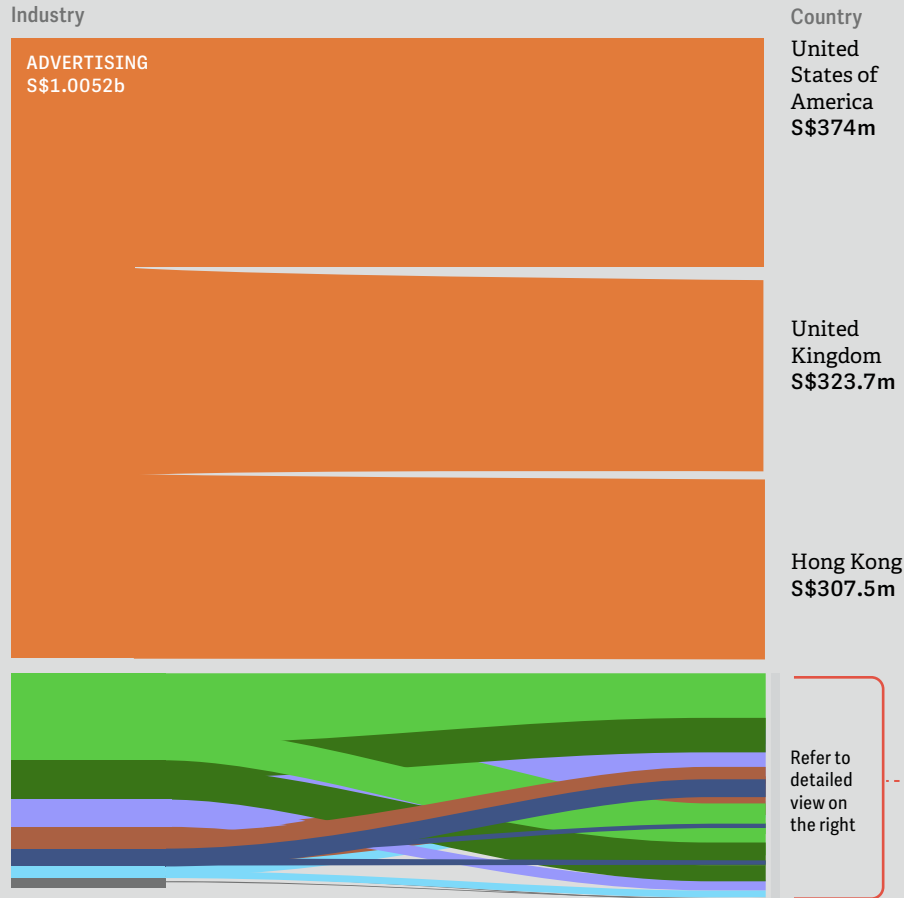
Outside of advertising, Singapore's architecture and interior design sectors are making waves in rapidly growing markets such as China, India, Vietnam, and Malaysia. This signals new global opportunities which we will keep our sights on, so that local designers and design firms can take advantage of these developments to their fullest.

As cities around the world grow denser and wealthier, their changing needs present a unique opportunity for Singapore design. Firms can share their renowned urban placemaking expertise to help other cities build liveable and well-designed environments for everyone.

⁵ Singapore Department of Statistics. (2025). Design and non-design firms identified by DesignSingapore Council (Dsg) based on Singapore Standard Industrial Classification 2020. The figures for some trading partners for Dsg's design sectors are approximations as some data are not available and excluded from the relevant trading partner's total.

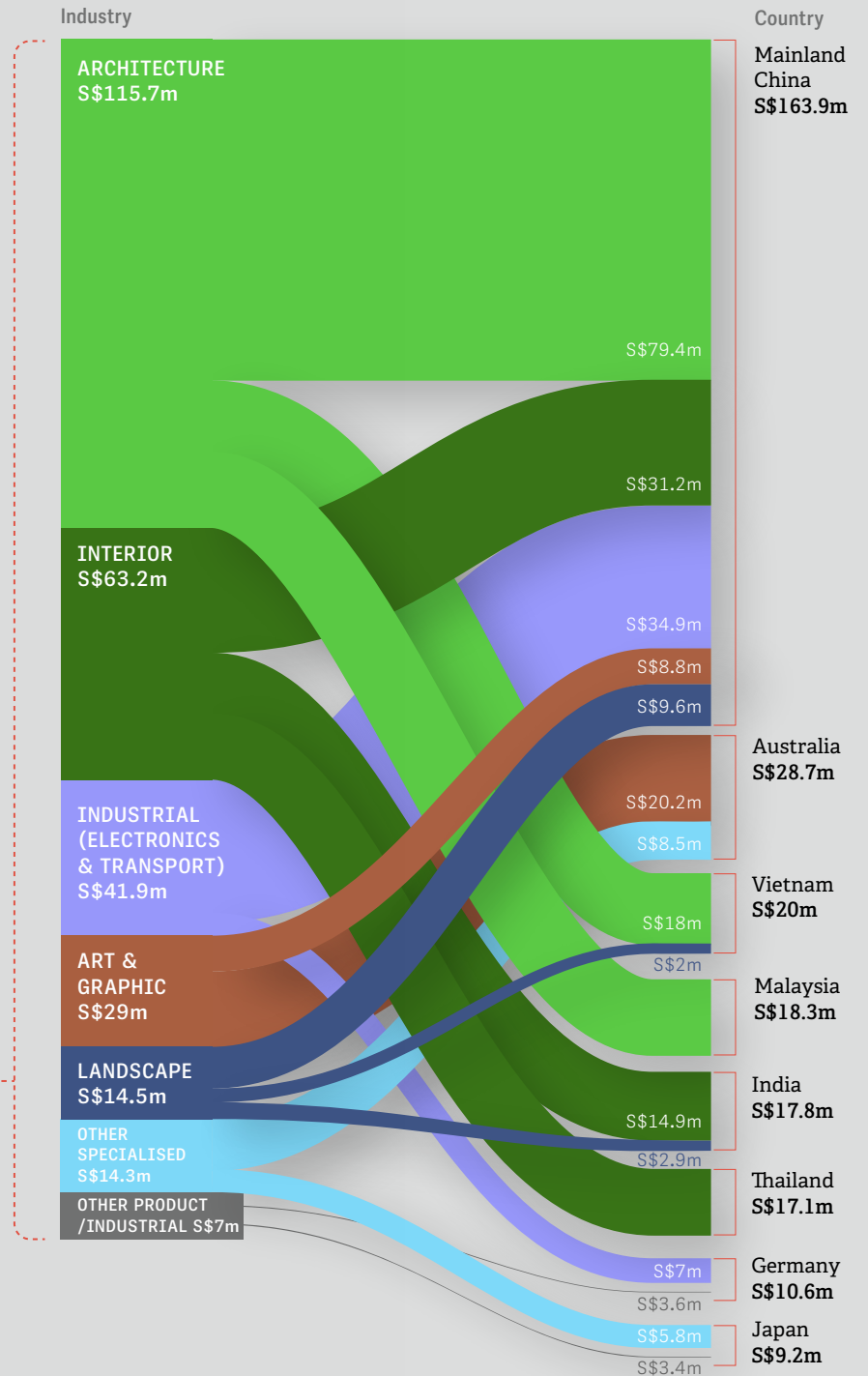
Singapore's design services bring value all over the world, especially in advertising, architecture, and interior design

Design sector's export services and their top markets in 2023, in S\$million



Singapore Department of Statistics. (2025). Design and non-design firms identified by DesignSingapore Council based on Singapore Standard Industrial Classification (SSIC) 2020. The figures for some trading partners for Dsg's design sectors are approximations as some data are not available and excluded from the relevant trading partner's total.

DETAILED VIEW



The landscape reveals an industry with real strengths and clear room to grow. What may appear as limitations – small firm sizes, tight resources, a compact market can also become signatures of agility and collaboration.

Every part of the ecosystem has a part to play in what comes next. ● Designers can deepen their portfolios by growing in skill, perspective, and purpose. ● Design firms can look abroad to capture new opportunities, help ● non-design businesses sharpen how they assess and invest in design's value, and activate ● wider public to deepen their relationship with design at work and in life.

Singapore is a city deeply shaped by design, from its built environment to its local design industry, formally recognised through its UNESCO Creative City of Design designation in 2015. We can count on our global reputation for trust, efficiency, and long-term stability that allow design firms to operate from a base of credibility. We will build on our nation's innate relationship with design to lay out our plans for the decade.

Dear Reader,

What does growth mean to you, and how does that build towards a vibrant design landscape in Singapore?

How might we pull together resources and knowledge to support different paths to growth for Singapore design?

The Plan

10-YEAR ROADMAP

03



DESIGN BY ADITI NETI:

Singapore's urban landscape is built on modular repetition. The Housing Development Board flats comes to mind: fixed forms, in which life is constantly rearranged through routines, relationships and cultural expression. This artwork applies a similar logic to cultural motifs, translating them into generative pattern units. Developed using a custom modular web-based tool created by the designer, this composition reflects how shared structures can shape a textured community.

We set out the overarching vision and roadmap for Singapore design for the next decade, situating it against global shifts and national priorities. This led us to identify key areas where Singapore design can create the most meaningful impact.

Jurong Lake Gardens, landscape design by Leonard Ng, President*s Design Award Designer of the Year recipient 2023. Photo by Henning Larsen and Finbarr Fallon



OUR VISION

LIVEABLE THE FUNCTION OF DESIGN

In a liveable city, systems, services, and environments are intentionally shaped to work reliably and effectively for everyone, every day. Design does this by balancing the material needs of people and firms with the planet, enabling us all to thrive. *Liveability* is a familiar global benchmark that we can hold ourselves to.

LOVEABLE THE RESONANCE OF DESIGN

In a loveable city, shared spaces and experiences evoke deep pride and a strong sense of identity. Design helps Singaporeans feel included, connected, and empowered in the city they call home. *Loveability* is a goal Dsg has been championing since the last Masterplan, and we will continue to unpack its evolving meaning alongside the community.

LIMITLESS THE POSSIBILITIES OF DESIGN

In a limitless city, people feel inspired and driven to continuously reimagine what could be. Design catalyses creativity and innovation in life and work, and equips people with what they need to shape a better future. *Limitlessness* is a new dimension we are exploring, inspired by the community's calls to leverage design to unlock endless possibilities.

**By 2035,
every
Singaporean
will use design
at work or in
life, shaping
Singapore to
be a liveable,
loveable, and
limitless nation
by design.**

To achieve this vision, this Masterplan looks ahead to the global trends and impact areas that will continue to shape the landscape of Singapore design for the next 10 years. By illuminating the possibilities that lie ahead, this roadmap seeks to offer ideas to our four communities on how to make an impact and continually shape Singapore as a liveable, loveable, and limitless city by design.

↗
The People
pg. 35

Man + Machine, a robotics showcase as part of REINVENTION at the Science Park Design District during Singapore Design Week 2025. Photo by Penoramic Publishing



GLOBAL TRENDS

We look at three global trends shaping the landscape of design today, which are themselves being shaped by design. Each is aligned with Singapore's national priorities, and together point us towards where design can make its greatest impact in the decade ahead.

➤
Areas of Impact
pg. 78–88

➤
See how this can translate to a new growth area for design:
Demand for digital products and services
pg. 97

1 EMERGING TECHNOLOGY

Innovations in AI, trust-based systems, and other domains of technology are changing the course of society. New technologies reshape how design is practised, even as design shapes technology in turn. This is explored in national plans such as Singapore's National AI Strategy and Smart Nation Singapore.^{6,7} Let's explore some relationships between design and emerging technologies:

Design humanises technology and drives adoption. When technology feels easy and joyful to use, people develop loyalty and a willingness to pay for it. Design helps make this happen.

Design safeguards human values and public trust. By spotting ethical concerns early, design plays a role in protecting vulnerable users from the potential harms technology presents. This helps ensure Singapore remains a trustworthy technology hub.

6 *National AI Strategy.* (n.d.). Smart Nation Singapore. Retrieved March 6, 2026, from <https://www.smartnation.gov.sg/initiatives/national-ai-strategy/>

7 *Smart Nation Singapore.* (n.d.). Smart Nation Singapore. Retrieved March 6, 2026, from <https://www.smartnation.gov.sg/>

Emerging technologies expand how design is created, valued, and experienced. AI is already reshaping the design landscape. Designers can harness it to amplify their unique strengths and unlock new forms of value, while non-designers can now produce design outputs with greater ease. We acknowledge that AI raises hard questions around ownership and quality, while also seeing the upside where it frees designers to focus where they matter most: shaping strategy and driving impact with empathy and care.

What are Singapore's ● designers and ● design buyers saying about Generative AI (GenAI)?

Surprisingly, many designers we spoke to are not threatened by GenAI, but raised concerns about the growing misconception among design buyers who might believe that GenAI can replace them. However, others do recognise that good design extends far beyond output generation. Many design buyers are also refraining from using GenAI entirely, preferring work that can be proudly proclaimed to be "human-made". This presents a new value for original creative work, giving due respect for labour, ideas, and copyright. Ultimately GenAI cannot fully replace the strategic thinking, critical inquiry, systems-level problem-solving, and human-centredness that defines good design.



See how this can translate to a new growth area for design:

Demand for Singapore's "city-in-nature" expertise

pg. 96

2 CLIMATE CHANGE

The climate crisis affects us all, bringing with it extreme weather, resource pressures, and instability to our environment. Cutting emissions and waste while protecting well-being is now a priority for cities, and is addressed in the Singapore Green Plan 2030.⁸ Let's explore some relationships between design and the climate:

Design adapts by doing more with less.

Products and systems can be designed to encourage reuse, repair, and recycling, extending the life of materials and reducing waste. Buildings can be refreshed rather than replaced, and new developments designed with adaptability in mind. In this way, design helps cities respond to changing climates and resource constraints while continuing to support vibrant urban life.

Design regenerates by learning from nature. Approaches such as biomimicry and biophilic design draw from nature's principles to shape healthier environments and restore ecological systems. From materials that safely biodegrade to buildings that integrate natural processes, design can actively attune environments and habits to the earth's rhythms – building the foundations of Singapore's emerging green economy.

Kampung Admiralty, President*s Design Award Design of the Year Recipient 2020. Photo by Patrick Bingham-Hall



See how this can translate to a new growth area for design: **Demand for public, social, and care services** pg. 98

3 SYSTEMS OF CARE

Ageing populations and longer lifespans are drawing attention to collective health and well-being. As people live longer, the need for social systems that foster belonging and support healthy longevity becomes more urgent. Singapore is already responding through initiatives like Healthier SG and Forward SG.^{9,10} Let's explore some relationships between design and systems of care:

Design plays an active role in strengthening social relationships. Community-led design initiatives can help build lasting communities of care. From creating public spaces that encourage intergenerational interaction, to programmes where youths take the lead as community designers, ground-up design projects can give people agency and the confidence to improve their environments and well-being.

Design delivers care at every level by bridging silos. Public policies sometimes carry complex and overlapping goals. Designers can help make these connections clear and easier to understand through research, facilitation, and programming. The result is services and systems that respond to what people truly care about.

9 *Healthier SG.* (n.d.). Retrieved March 6, 2026, from <https://www.healthiersg.gov.sg/>

10 *ForwardSG.* (n.d.). ForwardSG. Retrieved March 6, 2026, from <https://www.forwardsingapore.gov.sg/>

Impact, Made Tangible

Areas of Impact



These were identified by synthesising global trends with insights shared by design business owners, senior public leaders, and consultants.

Impact is central to this Masterplan. Throughout our community conversations, the call for impact was unmistakable – but so was the question of what impact from the design industry actually looks like in tangible terms.

We've identified five Areas of Impact where design makes a real difference across Singapore's economy, society, and environment over the next 10 years. The first four relate to areas outside of design, while the fifth is about impact within the design industry.

- 1 PURPOSEFUL INNOVATION**
- 2 RESPONSIBLE RESOURCE USE**
- 3 CARING, COHESIVE COMMUNITIES**
- 4 A CULTURALLY DISTINCT CITY**
- 5 A VIBRANT DESIGN INDUSTRY**



Read about our ongoing work and discover how we are committed to making impact tangible:

Case study
pg. 111

Make design's impact tangible
pg. 109

Each impact area is accompanied by potential progress indicators that will help us assess our efforts as a community. We will refine these with you over the next three years, and sharpen them as proof points of design's tangible impact for the decade ahead.

1 PURPOSEFUL INNOVATION

The pace of innovation is moving faster than ever. New technologies are changing how we work, live, and connect, often in the blink of an eye. Design plays a crucial role in slowing us down just enough to ask the right questions: Who is this for? What problem does this really solve? Dsg will enable individuals and organisations to place people at the heart of innovation, ensuring that progress improves lives, not just efficiency. This is what creates sustainable growth – with better outcomes for people and for business.

What success could look like

More products and services shaped by design; stronger user trust and satisfaction after design interventions.



Read how this grant has been enhanced:
Good Design Research and Development
pg. 115

Putting patients at the heart of connected care

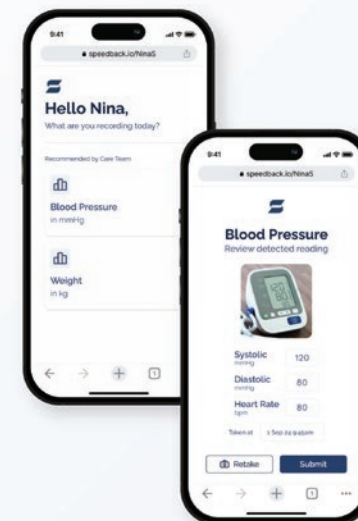
Managing heart failure does not stop when a patient leaves the clinic. Through Dsg's Good Design Research grant, the National Heart Centre of Singapore partnered Equitech Collective to reimagine ongoing care at home. The team developed a simple WhatsApp-based system that enables patients to submit daily vital signs and updates without waiting for appointments. Using a familiar messaging platform supports high adoption and engagement, while automated alerts flag potential issues early, before a small concern becomes serious.

This design-led approach improves home-based recovery by enabling timely, personalised support while reducing manual follow-ups. Clinicians can save up to three hours a week, focusing on patients who need attention most. Patients, in turn, feel supported every day, not just during visits.

This pilot is a step toward a future where high-quality heart care can reach hundreds of thousands of patients at home.

Client: ● National Heart Centre of Singapore
Design Firm: ● Equitech Collective

The Speedback app interface, allowing patients to easily log daily blood pressure and weight readings for remote heart failure monitoring at home. Photo by Speedback



2 RESPONSIBLE RESOURCE USE

The climate crisis puts a strain on Singapore's resources and environment. Design can help the nation move beyond survival toward transformation. From new materials to city systems that protect our land, design has the ability to reshape how we relate to our material environment. Dsg supports the development of thoughtfully designed products and experiences, which are not only good for the environment but also encourage people to become more discerning consumers, turning sustainability into an everyday practice.

What success could look like

Less landfill waste through design-led processes; longer product lifespans after redesign.

Pioneering zero-waste technologies and ways of working

➤
Read how this grant has been enhanced:
Good Design Research and Development
pg. 115

The fashion and apparel industry is among the world's most polluting, often due to cost-cutting practices. Through Dsg's Good Design Research grant, GINLEE Studio investigated a different way forward: what if clothes and fashion accessories could be produced on-demand and meaningfully customised for each buyer?

Through this research, GINLEE developed a proprietary steam chamber and specialised techniques for pleating mould production and 3D pleating, creating a uniquely modern interpretation of a traditional craft. The team collaborated with A*STAR's Innovation Factory to develop and fabricate prototypes and tools. The project proposes a solution for on-demand local production, which significantly reduces production time, overproduction waste, and manufacturing costs. This work has led to an intellectual property filing and introduces a more sustainable fashion approach with zero overproduction.

Design Firm: ● GINLEE Studio

Founders Gin Lee and Tamir Niv demonstrating their new pleating technique at the National Design Centre. Photo by Jonathan Tan (Chronicler Photography)



This is what we do
 ● Refuse
 ● Repurpose
 ● Create
 ● Collaborate

MADE WITH PASSION

3 CARING, COHESIVE COMMUNITIES

Strong communities do not happen by chance.

They are shaped through the spaces we share, the services we use, and the everyday experiences that bring people together. When applied thoughtfully, design fosters empathy, inclusion, and a stronger sense of belonging. Through design, Dsg brings people together to solve problems and build caring relationships, making society's big challenges feel manageable, and enabling Singaporeans to live happier and healthier lives.

What success could look like

Better health and social outcomes through design interventions in public and care services.

Ageing with dignity and delight through heritage innovation

Singapore's population is ageing, with one in four Singaporeans turning 65 or older by 2030. Community initiatives can encourage active, healthy, and social ageing, but recruiting seniors and sustaining their interest remains a challenge.

NextOfKin Creatives found a novel solution to this challenge by refreshing the traditional lion dance artform. Together with Fei Yue Active Ageing Centre and the Kong Chow Wui Koon clan association, they adapted lion dance's traditional forms to cater to the seniors' varying mobility needs. Within six weeks, the team built its own DIY and 3D-printed tools, and planned progressive physical training. A sprightly troupe of seniors of diverse abilities and backgrounds – including a 99-year-old grandmother – put on a joyful performance for 120 senior residents, a memory still fondly remembered today. This project received the President*s Design Award in 2025.

➤
President*s
Design Award
pg. 119

Client: ● Lien Foundation
Design Firm: ● NextOfKin Creatives with design partner
Bridging Generations

Silver Pride Lion Troupe, recipient of President*s Design Award Design of the Year 2025.
Photo by Rayson Tan.



4 A CULTURALLY DISTINCT CITY

Design nurtures craft and heritage in a city that lives and breathes change. Through lifestyle experiences and cultural encounters, design sparks creativity and imagination across Singapore for both residents and visitors. Dsg supports projects that deepens our sense of place, from those that reinvigorate our everyday vernacular to experiences that transform our cityscapes and bring delight. Through these encounters, large and small, design makes Singapore a global city filled with heart and soul.

↗
Design
Districts
pg. 117

What success could look like

More cultural participation and preservation through design; growing consumer spending on Singapore design.

Re-imagining the street through hyperlocal design

Jalan Besar is a neighbourhood shaped by generations of makers, traders, and small businesses – from veteran hardware stores to independent cafes. Find Your Folks @ Jalan Besar, organised as part of Singapore Design Week 2025, invited the public to rediscover these stories of place and people through design.

The neighbourhood was dotted with creative public furniture, designed in collaboration with local businesses. Each was accompanied by a “receipt” of materials sourced directly from Jalan Besar’s hardware shops and instruction manuals to make your own furniture. The project culminated in a two-day street festival which brought together programmes across six pillars: urban design, music, fashion, visual art, food, and urban sports – celebrating the neighbourhood’s creative energy. Residents and visitors could experience Jalan Besar as a lively cultural street shaped by the people who shape it.

Client: ● DesignSingapore Council and Enterprise Singapore
Design Firm: ● LOPELAB with design partner Fellow Design

Communal table as part of placemaking engagement, Find Your Folks @ Jalan Besar.
Photo by Bryner Tan



5 A VIBRANT DESIGN INDUSTRY

When design demonstrates how it creates impact, it enhances and makes its own value and vibrancy more visible. As more sectors embrace design across these four areas mentioned, new possibilities open up for designers and design firms alike. Growing demand fuels creative ambition, and creative ambition attracts more demand. Dsg commits to helping designers build meaningful careers and design firms to stay competitive at home and abroad, while boosting the industry's confidence to take bolder creative risks and share knowledge across borders. This is how Singapore's design industry can flourish and reach new frontiers.

What success could look like

A diverse design sector with a range of practices and roles; competitive pay and career growth for designers; strong contribution to Singapore's GDP.

Emerging designer Emeline Ong sharing her SaloneSatellite experience at Milan Design Week during Singapore Design Week 2025. Photo by Penoramic Publishing



The Design 2035 Masterplan sets a new level of clarity and intent.

For the first time, we identify specific impact areas where Singapore design can create the most meaningful change over the next 10 years. We hope this serves as a guiding light for the ● Design Community. This underscores our firm belief in design's role in driving not only economic value but also social and cultural impact, and its ability to respond to global trends, even as they evolve over time.

This is what will shape Singapore into a nation that is liveable, loveable, and limitless by design – our vision for Singapore design for the next decade.

While this 10-year roadmap is driven by a clear ambition, we know that ambition needs to be rooted in action to create meaningful change. We will detail how we intend to implement these plans, with an initial three-year cycle (2026–2028) through which these ideas will be translated, tested, and iterated.

Dear Reader,

Where do you see design making the greatest difference across these areas of impact?

As a creator and consumer of design, we invite you to realise these opportunities with us.

The Work

3-YEAR ACTION PLAN

04



A New
Language

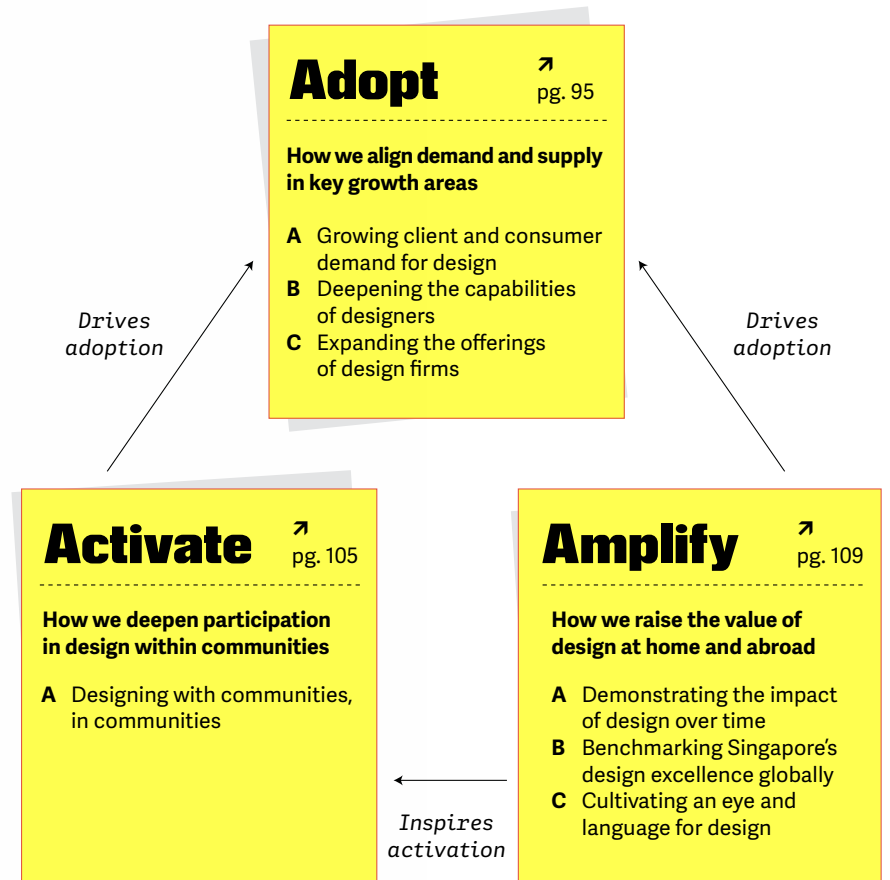
DESIGN BY SHANNON LIM:

Design begins with learning and adapting to a new language: contexts, subjects, challenges. Through that understanding, we construct new languages: visuals, systems, experiences. To the designer, this is what the practice calls for – to keep learning, keep translating, and begin again, each time with greater fluency – that makes design, and the designer, limitless.

A roadmap requires action. We outline our first action plan (2026–2028), shifting from our aspirations for the next decade to unpack how we will implement these plans together over the next three years.

↗
The People
pg. 35

We have designed a 3-year action plan with specific initiatives and programmes for everyone across our four communities of design. Our plan is divided into three interconnected strategies:



For each strategy, we highlight key invitations and specific products you can tap on to realise them. We invite you to reach out to us to see which of these resonate with you, and take action together.

Adopt

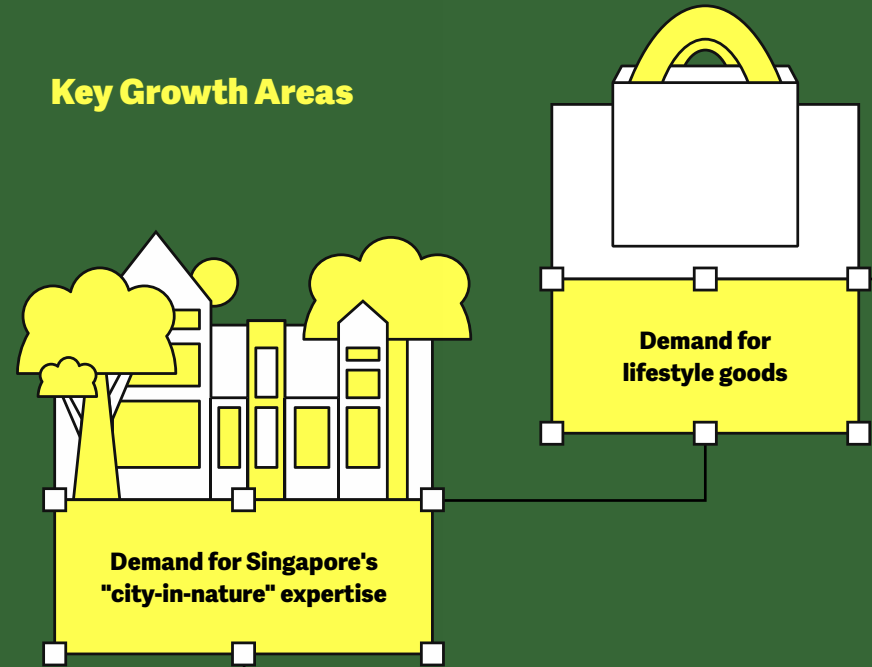
How we align demand and supply in key growth areas

We have consistently focused on strengthening the capabilities and competitiveness of the ● Design Community while lowering barriers to design adoption for ● organisations and public agencies. In this Masterplan, we build on this commitment by pointing the community towards key growth areas that have demonstrated strong demand.

These are areas with the greatest potential for Singapore design to create value, where demand aligns with Singapore's competitive advantages and design strengths. Over the next three years, we will test and track these growth areas, adapting as global contexts and realities change.

➤ These key growth areas were identified by speaking to design buyers and synthesising findings with our sensing of demand and supply.

Key Growth Areas



Illustrations by Kinetic Singapore

➤ Read more about design's value in key and emerging overseas markets.

Value Abroad
pg. 66

Find out how this could translate into impact:

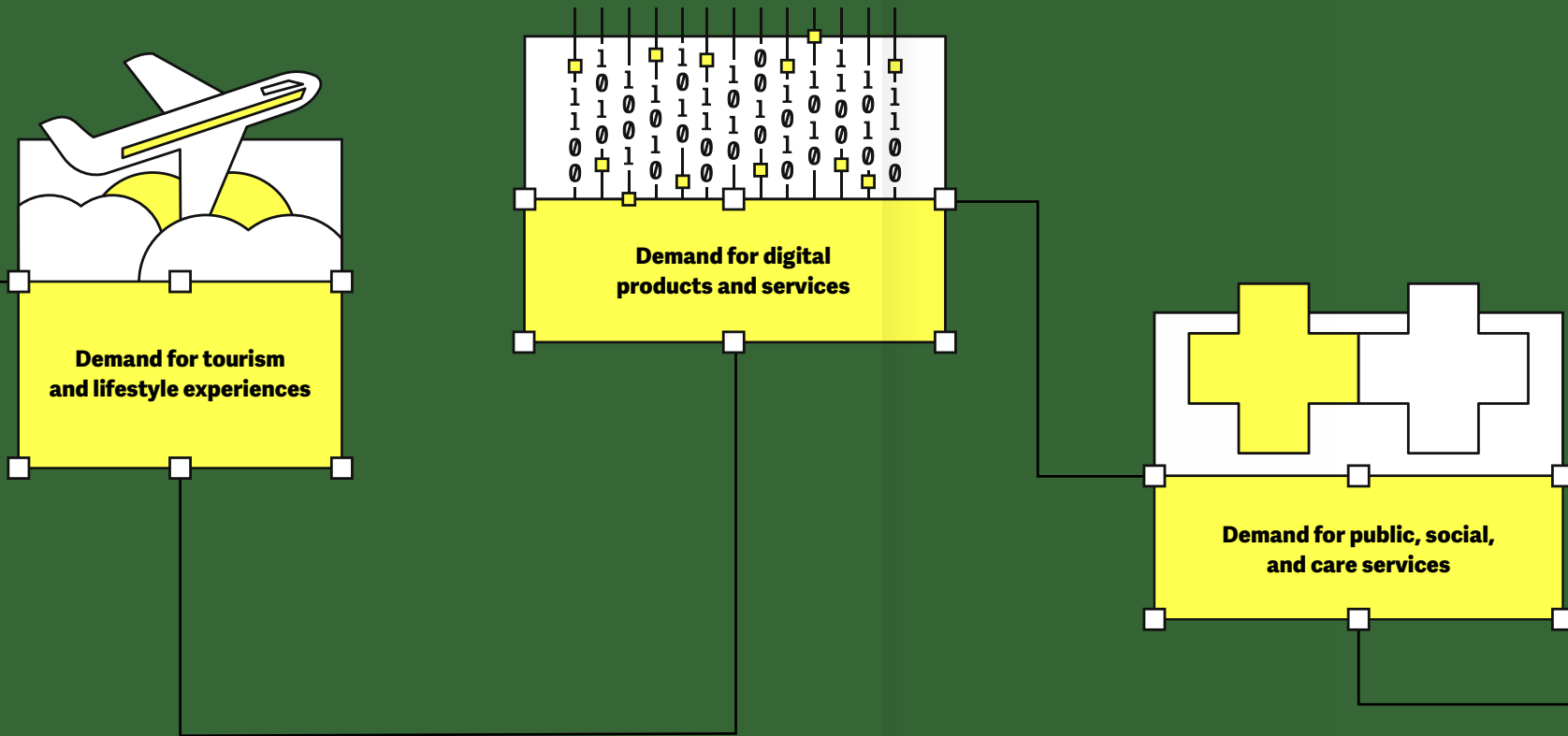
A culturally distinct city
pg. 85

[1] Demand for Singapore's "city-in-nature" expertise

As cities around the world rapidly grow and transform, urban planners are turning to Singapore's design expertise. ● Commercial and retail developments in the Middle East, residential developments in India, and mixed-used developments in Vietnam all offer opportunities for Singapore's ● design firms that can provide expertise in building green, inclusive, and integrated urban environments.

[2] Demand for lifestyle goods

● Consumers are becoming more discerning about their lifestyle choices. The most successful products and experiences are not merely functional but also spark emotional and cultural connection. Japan's passion for lifestyle goods and the Middle East's appreciation for jewellery are especially promising for Singapore's craft and design scene, which stands out in its quality and contemporary flavour.



[3] Demand for tourism and lifestyle experiences

Under Singapore's Tourism 2040 vision,¹¹ the tourism and hospitality sector aims to attract visitors by designing experiences that meet international travellers' demand for sustainability, wellness, and culture and heritage. Singapore's ● design firms can collaborate with ● tourism operators, precinct developers, and global lifestyle brands to create emotionally rich encounters for locals and tourists alike, making Singapore an iconic destination in people's hearts and minds.

↗ Find out how this could translate into impact:
A culturally distinct city
pg. 85

[4] Demand for digital products and services

From digital trust technology to AI systems, firms are building the digital infrastructure of the future while redesigning their business models. With growing demand for intuitive, safe, and inclusive digital services, Singapore design can play a crucial role in helping technology companies place humans at the centre of their new products and platforms. Opportunities are

↗ Find out how this could translate into impact:
Purposeful innovation
pg. 79

emerging for ● designers to transform digital products, interactions, and experiences, as ● global internet, e-commerce, and fintech platform companies make Singapore their home base in the region.

[5] Demand for public, social, and care services

Design shapes how government policies and services meet the needs of all. ● Singapore's public, social, and care sectors are using design more strategically to improve their services, engagements, and communications. ● Designers can partner with public agencies to transform public services that bring to life a healthier and more connected society, and craft clear and compelling narratives that help people better understand and navigate policies and programmes.

↗ Find out how this could translate into impact:
Caring, cohesive communities
pg. 83

11 Read more at stb.gov.sg/about-stb/what-we-do/tourism-2040. Information accessed at date of publication.

Over the next three years, we intend to grow the ● demand for design while deepening the capabilities and broadening the offerings of the ● Design Community, in alignment to these key growth areas. This ensures that our investment in skills, firms, and the industry can translate more directly into the impact we want to see.

↗
Areas of Impact
pg. 78–88

A GROWING CLIENT AND CONSUMER DEMAND FOR DESIGN

Across the key growth areas identified, Dsg will lower barriers to new investment in and spending on Singapore design, both locally and abroad. We will work with the ● Business and ● Design Community to innovate and experiment with design more easily, bringing quality design offerings and experiences to Singaporeans.

Adopt design with confidence

Regardless of your industry, the ● Business Community can explore and create new value propositions with our expanded design research and development programme. If you're a public agency, learn how to access strategic design capabilities that will transform your work.

↗
Good Design Research and Development, Period Contract Framework Agreement
pg. 115

Shape Singapore's cultural vibrancy together

If you're in the ● Design or ● Business Community, join us in building the new, expanded Singapore Design Biennale. We're excited about co-creating design experiences that make Singapore's urban and cultural vibrancy come alive for ● Culture Seekers everywhere.

↗
Singapore Design Biennale
pg. 115

B DEEPENING THE CAPABILITIES OF DESIGNERS

Collaboration across industries remains a challenge for some designers. Many designers tell us they find it difficult to work within non-design sectors, particularly where domain-specific knowledge and skills are required. As ● designers step into leadership positions, the ability to manage stakeholders, think in systems and speak the language of business becomes essential. At the same time, as AI continues to democratise access to design tools, the need to deepen the craft of design becomes even more critical. Without strong cross-sector capabilities or deep mastery of craft, design's ability to drive meaningful innovation will become increasingly constrained.

↗
Types of design expertise and core skills
pg. 47

Dsg will work with the ● Business and ● Design Community to help designers sharpen these skills through structured training and on-the-job programmes, preparing them to seize valuable new opportunities.

C EXPANDING THE OFFERINGS OF DESIGN FIRMS

Alongside developing our designers' capabilities, Dsg is committed to supporting both established and emerging ● design firms to innovate and internationalise.

We recognise that established and emerging practices play different roles in the industry and will grow in different ways.

Supercharge your skill growth, on the job or in the classroom

● Designers and design students, look forward to sharpening your skills through placements, scholarships, and flexible learning pathways strengthening your capabilities both on the job and in the classroom.

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Good Design Placement, Scholarships, Skills Support
pg. 116

Established design firms form the backbone of Singapore's design sector. Disciplines such as architecture and graphic design have well-developed methodologies and canons, and these practices must continue to innovate to remain competitive. They are also often more stable and better positioned to explore new markets, while providing desirable and sustained career pathways within the sector.

Emerging firms and disciplines, in contrast, extend the sector beyond its traditional offerings and push the frontiers of design through new approaches and applications. For these practices, Dsg will focus on creating the conditions to help them establish themselves, articulate their value in the market, and grow towards maturity, shaping the next wave of design careers.

With the rise of AI, more ● designers are moving beyond traditional service work into developing and owning products and IP. This shift calls for sustained investment in research and experimentation in ways that may be hard to pursue independently, which Dsg can support.

➤ Read more about established and emerging design expertise: **Types of design expertise** pg. 47

Expand your design practice through applied research and experimentation

Take your ● design practice to the next level through applied research and product development.

➤ **Good Design Research and Development** pg. 115

Venture abroad to explore new markets with us

For ● designers keen to expand your reach overseas, you can explore market opportunities abroad with our showcases, partnerships, and trade platforms. Together, let's build the connections, visibility, and confidence that will draw new ●● buyers to Singapore design.

➤ **Internationalisation** pg. 116

➤ Read how this grant has been enhanced: **Good Design Research and Development** pg. 115

How a robot is breaking the ice with seniors

When Delta Electronics first explored service robotics in community care, early pilots revealed that the need for social trust trumped technical performance.

Through Dsg's Good Design Research and Development programme pilot, Delta partnered STUCK Design to conduct design research, gathering feedback from seniors. They discovered that seniors needed to feel that they could trust the robot first.

These insights shaped Orcadesign Consultants' development of AIDEN, refining it to feel friendlier and more approachable. Today, AIDEN operates in community housing to support organisations such as Lions Befrienders with routine tasks. By taking on time-consuming tasks, AIDEN allows social workers to focus more on meaningful care and engagement with elderly residents.

Project by: ● Delta Electronics with design partners ● STUCK Design and ● Orcadesign Consultants

AIDEN enables the delivery of meals and daily necessities to the elderly residents at home.
Photo by Delta Electronics



Doodling a way towards a well-sketched solution

Through Dsg's Good Design Research and Development programme pilot, STUCK Design combined real-world

industrial design expertise with generative AI to develop Hypersketch, a sketch-first generative design tool.

Unlike many AI tools that obscure the designer's thinking, Hypersketch keeps human intent visible while amplifying creative exploration. ● Designers can quickly generate multiple 3D design possibilities from simple 2D sketches and modular "sticker" elements, turning the system into a dynamic creative sparring partner during ideation.

➔ Read how this grant has been enhanced:
Good Design Research and Development
pg. 115

Beyond professional designers, Hypersketch also helps to level the playing field for ● Everyday Innovators. By lowering technical barriers to visualising ideas, the tool enables people without formal design training to express concepts more clearly and participate more meaningfully in innovation. The product was successfully developed and brought to market, achieving regional reach and commercial traction, with a growing user base of close to 6,000 monthly active users on the iPad platform, with the web version currently in development. At the same time, the project advanced STUCK's design practice while contributing new approaches to AI-augmented creativity within the broader design industry.

Project by: ● STUCK Design

Hypersketch turning simple sketches into 3D renderings. Photo by STUCK Design



Photo by Jonathan Tan (Chronicle Photography)



Activate

How we deepen participation in design within communities

In previous Masterplans,¹² Dsg focused on helping individuals appreciate good design. We want to take this further by fostering a more active relationship between people and design: through co-design opportunities where individuals get involved in the design process. In doing so, design becomes a broad-based capability, and people's engagement with it evolves from awareness to agency.

Through our design challenge programmes and general education initiatives, we've seen that when ● communities help shape solutions, they feel more empowered to act. They learn to see and frame issues differently and gain the confidence to address gaps around them. This helps people feel that change is within their grasp, leading to ground-up impact.

When people use design themselves, they start to understand its value and impact. They carry that mindset into their workplaces, becoming more discerning ● clients and ● consumers of design. Some even go on to pursue ● design professionally.

This is how a strong design culture grows from the ground up.

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Areas of Impact
pg. 78–88

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See how we're thinking of the relationships people have with design:
The People
pg. 35

¹² Read more about the 2025 Masterplan at designsingapore.org/resources/design-2025.

NTUC Health team members conducting community fieldwork as part of Challenge X 2024, exploring how to activate pre-retirement adults and reduce the risks of social isolation as they age. Photo by PLUS Collaboratives



Amplify

How we raise the value of design at home and abroad

Besides inviting people to adopt and activate design, Dsg will work to promote design as something valuable and desirable for all.

We will demonstrate Singapore design's impact over time and how it stands up to the best in the world. Along the way, we will find avenues to promote everyday design literacy, sensibilities and design excellence at home, cultivating broad appeal for Singapore design.

A DEMONSTRATING THE IMPACT OF DESIGN OVER TIME

Design is a diverse field, with a set of core principles that transcend disciplines. These principles – which include balancing form and function, looking at systems over isolated parts, and aligning with clear purpose and impact – naturally show up in any good design work. Dsg will make these more visible to people by partnering with diverse collaborators to curate projects that showcase what good design is and show its tangible impact.

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See progress indicators:
Areas of Impact
pg. 78–88

Make design's impact tangible

We invite members of the ● Design and ● Business Community to join us to build the tools to capture the different ways design makes an impact. If you have existing thought leadership content or methods and approaches that capture design's value, do reach out to us.

↗
Impact Stories
pg. 118

B BENCHMARKING SINGAPORE'S DESIGN EXCELLENCE GLOBALLY

Singapore's design excellence speaks for itself on the global stage, with its standards growing in international recognition. Awards, exhibitions, and media features serve as powerful proof points, signalling to ● businesses and ● culture lovers alike that Singapore design is worth paying attention to. In particular, Dsg's showcases at Milan Design Week represent our deliberate effort to spotlight local design excellence, facilitate conversations, and grow interest in the work of ● Singapore's designers.

C CULTIVATING AN EYE AND LANGUAGE FOR DESIGN

Great design often looks effortless, which is also why it can be easily overlooked. Often, the craft, research, and rigour behind it remain invisible. When people begin to understand how and why design works, something shifts: they start to appreciate its value and share that appreciation with others. Dsg's goal is to build this understanding across Singapore, helping more people see and describe good design, and making design a more visible part of public discourse.

Let's put Singapore design on the global stage

As a ● designer, discover how to get your work recognised at international awards and showcases through our support scheme and open calls for top design platforms.

↗
International Design Awards Scheme, International Showcases
pg. 118

Share your design achievements with the nation

● Designers, find out how you can elevate and gain recognition for your design achievements at Dsg's design awards, exhibitions, and showcases, and bring your work closer to audiences at home.

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Singapore Design Biennale
pg. 115
Design Collection Singapore, President*s Design Award
pg. 119

Measuring the impact of design

Design's value is often inconsistently communicated and difficult to quantify. This limits its adoption and investment across sectors. Seeking compelling hard data on the impact of design, Dsg commissioned the landmark *Measuring the Value of Design in Singapore study (2025)* to make design's impact more attributable. This also reflected our commitment to moving beyond advocacy into evidence.

The study led to the formulation of our Design Impact Framework, which traces how design activities translate into organisational outcomes and wider societal value, providing a structured way to plan, evaluate, and communicate design investments and impact. The study gives us as a community a common language, metrics, and methods for tracking impact. Through this, Dsg enables ● designers, ● businesses, and policymakers to better articulate the return of investment on design – which will in turn strengthen adoption.

Produced by: ● DesireLines, in partnership with Oxford Economics

Turning a new page through experimental curation

BOOK? is an innovative and experiential exhibition by Atelier HOKO that explores the form, function, meaning, and experience of a physical book. Commissioned and supported by Dsg, the exhibition began in Singapore as a design-led inquiry into the humble book, a familiar yet often overlooked object. The project invites visitors to interact with different book forms and reflect on size, scent, weight, textural and even sonic design decisions – creating an accessible entry point into design appreciation and discourse.

This project reflects Dsg's approach to public engagement, by creating opportunities for design literacy through everyday objects, and shows how design firms can expand their offerings, such as through curatorial experimentation. The exhibition debuted at Singapore Design Week in 2024 and has since evolved into a travelling showcase, expanding its reach to cities such as Tokyo, Kobe, Bangkok, and Seoul, bringing Singapore design to over 40,000 ● Culture Seekers around the globe.

Curated by: ● Atelier HOKO

Produced by: ● The Other Workroom

BOOK? at Shiba Park Hotel, Tokyo. Photo by Atelier HOKO



Flying the Singapore flag high at the world's preeminent design platform in Milan

Dsg's showcases at Milan Design Week spotlights Singapore at one of the world's most influential global design platforms, signaling a deliberate effort by Dsg to benchmark local design excellence internationally.

Since 2023, each annual edition has built on the previous to amplify Singapore's status as a UNESCO Creative City of Design and follow our ongoing evolution as a leading global design city where a better future is prototyped for Singapore and the world. The 2026 edition brings this to life through, *Prototype Island*, featuring 15 Singapore-based designers with projects responding to contemporary global challenges, presenting Singapore as a living prototype where design is continually tested, refined, and woven into systems, rituals, and everyday structures, as a vital tool for navigating complexity.

The showcases have strengthened Singapore's presence within global design discourse and situated local talent alongside their international peers. International media coverage, reviews, and industry conversations have amplified Singapore's design narrative and introduced local designers to new audiences and opportunities, growing networks, and catalysing leads. Several works presented at earlier Future Impact series (2023–2025) have since been acquired for the Design Collection Singapore, forming part of the growing national collection and contributing to Singapore's future Design Museum.

➤
Design
Collection
Singapore
pg. 119

Curated by: ● Hunn Wai (2025 Co-Curator; 2026 Lead Curator) with Eian Siew (2026 Assistant Curator); Tony Chambers and Maria Cristina Didero (2023–2025)

Prototype Island at Milan Design Week 2026. Photo by Mark Cocksedge



Products Featured

[1] ●● Good Design Research and Development

The Good Design Research and Development (GDRD) programme catalyses design-led innovation from the business community and design community through co-funding support of eligible costs. For businesses, the programme supports an end-to-end design innovation from insight generation to development and commercialisation, helping reduce innovation risk and translate ideas into tangible outcomes. For design firms, GDRD provides a platform to undertake research and development that deepens and expands their practice, generating new knowledge and design offerings that pushes the frontiers of their practice, while opening up new audiences and markets.

[2] ● Period Contract Framework Agreement for Graphic Design Services

The Whole-of-Government Period Contract Framework Agreement (PCFA) for Graphic Design Services enables government agencies to procure graphic design services with greater ease and confidence. This framework provides government agencies access to pre-qualified graphic design firms with capabilities spanning strategy through to execution.

The PCFA will also establish clearer standards for commissioning design—including discouraging uncompensated pitching and promoting fairer, more transparent procurement processes. Over time, this sets a positive benchmark not only within the government but beyond, helping organisations in Singapore become more informed and responsible clients of design services.

[3] ●●● Singapore Design Biennale

Singapore Design Biennale, Dsg's marquee event, seeks to reinforce Singapore's position both locally and internationally as a design hub. With ambitious commissions and district activations across the city, it will build on the well-loved Singapore Design Week and feature an extended run of over a month, expanded reach through new Design Districts, more ambitious international and regional collaborations with Singapore designers, and support platforms for design and non-design firms to share their work, attracting new interest and investments from designers, firms, and tourists with an eye for culture.

[4] ● Good Design Placement

This programme supports the placement of mid-career designers into full-time strategic design roles within non-design organisations. Through these placements, designers will have the opportunity to work on commercially significant projects across our key growth areas, while receiving structured on-the-job training within design-mature organisations. By co-funding salaries, the programme aims to support industry placements for designers and catalyse the creation of new strategic design roles within participating organisations.

[5] ● DesignSingapore Scholarship

The flagship DesignSingapore Scholarship continues to grow Singapore's design leaders as they pursue advanced design education through Bachelor's, Master's and Doctorate degrees. By learning cutting-edge design principles and practices both in Singapore and abroad, DesignSingapore scholars develop the excellence, critical thinking, and multidisciplinary capabilities needed to advance Singapore's design influence locally and internationally, and to create meaningful impact. Since its inception, Dsg has awarded scholarships to 78 scholars, supporting the development of design talents who set new benchmarks of quality and innovation, and strengthen Singapore's reputation as a leading hub for design excellence.

[6] ● Skills Support

Dsg is working with design institutions, training providers, and design communities to expand skills support through various upskilling and training programmes. These efforts address the rising demand for flexible, practice-focused pathways in design. Whether you want to deepen your current design expertise, pivot to a new design discipline, or explore a domain entirely outside of design, these programmes will expand your knowledge and skills and equip you with practical abilities.

[7] ● Internationalisation

Dsg will partner design firms in their exploration of global markets where Singapore's design strengths align with demand and explore opportunities for targeted in-market activations to raise visibility and enable market access. These may include participation in regional platforms, curated showcases and other forms of market engagements that connect firms with relevant buyers, partners and distributors.

Dsg will also leverage its existing products and networks to support firms in their global expansion, such as by offering the Good Design Research and Development (GDRD) grants. This will enable in-market research, product validation, the development of new offerings and by availing profiling opportunities on established global platforms. Through these efforts, Dsg aims to strengthen global mindshare for Singapore design in promising new markets, communicating its distinct value and capabilities to international audiences.

[8] ●● School of X and National Challenges

Through partnerships with sponsors in the Business Community and community leaders, we will gather communities to design solutions to shared issues. Guiding firms towards co-design instead of consultation is crucial, as bringing people into design leads to better informed, more empathetic, and sustainable solutions. This also helps demonstrate the potential of design in tackling real-world challenges driving greater trust and use of design when facing complex issues.

[9] ●●● Design Districts

As part of the Singapore Design Biennale, we will develop and expand more Design Districts across Singapore as sandboxes for residents, designers, and firms to improve and enliven their neighbourhoods. By encouraging people to co-design and test new community solutions, these activities help them feel more rooted and gain ownership over their neighbourhoods in the long run.

Dsg will work with public agencies such as Enterprise Singapore, National Heritage Board, National Arts Council, and Urban Redevelopment Authority, as well as the community leaders and organisations that own and shape each district to make this happen. This started with Bras Basah Bugis (BBB) as Singapore's cultural and creative core, Singapore Science Park as an innovation hub, Orchard as the heart of Singapore's retail belt, and common spaces in the heartlands, where design is developed with and for everyday people.

[10] ●● Design Education Summit, Learning by Design, Glitch

Dsg will cultivate more partnerships with educators and parents to bring design mindsets to life for learners everywhere. Through programmes like the Design Education Summit and Learning by Design, we will show people that design helps them not just see new possibilities but also feel capable and bold enough to grab them.

In schools, our partnerships will weave design into the curriculum and non-academic activities, giving students plenty of chances to practice it. We will develop enabling tools such as Glitch, a personal digital companion designed for learners, to create environments that encourage design thinking. Over time, this builds design literacy from an early age and sets students up for using design in their careers and communities throughout their lives.

[11] ●● Impact Stories

Dsg will continue to curate and share stories of how design creates value in Singapore, across business, government, communities, and everyday life. Over time, this will grow into a body of case studies that documents the many ways design makes a difference, from stronger outcomes and better experiences to longer-term social and economic value. By surfacing these stories across our platforms, we aim to build a richer shared understanding of what good design looks like in practice and why it matters. We welcome partners and practitioners to contribute stories that can strengthen this collective picture of Singapore's design impact.

[12] ●● International Design Awards Scheme

Dsg will establish the International Design Awards Scheme (IDEAS) to support Singapore designers and design firms in strengthening their global recognition through internationally reputable design awards. The scheme provides financial support to defray award-related costs, alongside additional publicity to amplify their design achievements internationally. With stronger international visibility, we hope to unlock more international opportunities for designers, deepen local pride in Singapore design, and further strengthen Singapore's position as a global hub for design excellence.

[13] ●●● International Showcases

Dsg will continue to bring the best of Singapore design to the world's most prestigious design platforms, such as Milan Design Week and Venice Architecture Biennale. Participating in these brings Singapore designers closer to global audiences and enables collaborations and exchanges with internationally renowned designers.

[14] ● President*s Design Award

Dsg will continue to celebrate great design and designers through the President*s Design Award (P*DA), jointly organised with Urban Redevelopment Authority, to recognise how design drives change and improves lives. We will extend this into more public programmes, such as design trails, dialogue sessions, and other activations that spark fresh conversations about impactful design.

[15] ● Design Collection Singapore

Dsg is proud to be part of the multi-agency effort driving Design Collection Singapore (DCS) – guiding the creation of Singapore’s first national design collection across disciplines, from fashion to graphic design and architecture. Together with the DCS agencies, we are strengthening content and conversations around design as we build towards showcasing the collection in the national museums and platforms like the Singapore Design Biennale, laying the groundwork for a future Design Museum.

EMERGE @ FIND 2025 at Marina Bay Sands. Photo by Penoramic Publishing



Tapestree by Nazurah Rohayat, showcased as part of Future Impact 3: DESIGN NATION during Milan Design Week 2025. Photo by Mark Cocksedg



The strategies in this 3-year action plan set the direction for us for the next three years:

- + **Adopt** aligns design demand and supply in key growth areas, strengthening design at work.
- + **Activate** encourages participation in design within communities, deepening design in life.
- + **Amplify** raises the value of design, which also nurtures the conditions for Adopt and Activate to happen.

Together, these strategies reinforce one another, allowing design to grow in both work and life.

As we begin the first three-year cycle, we welcome your feedback, reflections, and reactions to these ideas. Your perspectives will help us continue refining this work and adapt as the landscape evolves. Over time, our collective efforts will shape both the future of Singapore design, and the future of our limitless city.

Dear Reader,

Some of our most meaningful work happens when we connect with partners who dream up new possibilities with design. Let's take this even further together.

If you share this ambition and are keen to explore a deeper partnership with Dsg, we'd love to talk.

Closing



DESIGN BY JIE RU LIM:

Towards Becoming follows a bird's transformation into a star, symbolising expansion beyond one's perceived limits. The spiral trajectory reflects growth shaped by direction and momentum, suggesting that transformation unfolds through continuous movement upward.

Design is

The Design 2035 Masterplan sets out our intentions for the next decade. It represents DesignSingapore Council's commitment to strengthening the design industry and creating the conditions for design to make meaningful impact.

It starts with a 10-year roadmap for Singapore as a limitless city by design – a vision that identifies where design can create the greatest impact. This is driven by a 3-year action plan, delivered through programmes, partnerships, and invitations for you to co-create this future with us.

This Masterplan lives and breathes, with goals that will come to life only through collaboration. We believe that our communities lie at the heart of our plans, which is why conversations were such a crucial part of our process. Now that it is laid out, you have a hand in giving this Masterplan its true momentum.

- **Designers** who boldly push the boundaries of their practice, constantly expanding what design can do.
- **Businesses** who recognise that good design is good business, and invest in it with conviction.
- **Individuals** who value design's contribution across society, and carry its impact into their work and lives.

how we shape the future

From studios to boardrooms, classrooms to communities, the future of Singapore design will ultimately be shaped by the choices we make as a community. These next steps will shape not only the future of Singapore design, but also how design shapes Singapore's future.

The possibilities are truly limitless. We invite you to step into this journey with us, the next chapter begins now.

Reach out to us at dsg.sg/design2035

Annexes

Annex A: Achievements of the last Masterplan

2025 marks the conclusion of Design 2025 (2016–2025). The third for the sector, it was structured around five strategic thrusts and 15 recommendations. Over the last decade, it has guided efforts to infuse design in how Singapore lived, learnt, work and play – across education, business, government, community, and international branding. Together, these outcomes have positioned Singapore as a leading design-driven nation that integrates creativity, innovation, and sustainability into its economic and social development.

Here are some key achievements.

Strategic Thrust #1

Infuse Design into Our National Skillset

- + Delivered programmes such as the DesignSingapore Scholarship, Skills Framework for Design, Career Conversion Programme for Design, SkillsFuture Study Awards for Design, and School of X, upskilling **close to 18,000 individuals**. These efforts cultivate design sensibilities and contribute to a more resilient and industry-ready workforce.
- + Embed design in general education through delivering programmes such as Learning by Design, reaching over **10,300** students, educators, and parents, and **120** schools and launching a digital learning tool across **all 337 schools** under the Ministry of Education to cultivate design sensibilities in students and foster a culture of innovation within their schools.
- + Advanced the national agenda for design education. Convened the Design Education Advisory Committee to develop the guiding pillars of design education to 2050. Through initiatives such as the National Design Project and Seamless Career Pathway, the Design Education Advisory Committee fostered collaboration between academia, industry and government, positioning Singapore as a leader in design education for an innovation-driven economy.

Strategic Thrust #2

Expand the Role of Design in Business and Government

- + Supported over **370** companies in adopting design to improve business performance and innovation outcomes such as through the Business Value of Design, Design for Business, and Project Turbocharge programmes, enabling these companies to unlock new value, enhance customer experience and develop differentiated products and services.
- + Launched School of X, “a classroom without walls”, in 2020, imparting design thinking to the public sector and business organisations. Delivered **more than 100** public service projects through the co-creation of citizen-centric solutions and the adoption of new approaches to service delivery to enhance quality of government services and increase citizen engagement and satisfaction.
- + Introduced guidelines for fair engagement and improved procurement practices within the government through

the implementation of the Graphic Design Period Contract Framework Agreement, resulting in design spend of **over S\$44 million**.

Strategic Thrust #3

Strengthen the Competitiveness of Design Firms

- + Facilitated **42** international opportunities for Singapore design firms through Business of Design and Milan Design Week showcases, strengthening their global presence and market access.
- + Advanced **36** Good Design Research projects and three pilot projects to support design development. **Up to S\$1.4 million** was committed to support these efforts, strengthening innovation capabilities and accelerating market-ready outcomes.

Strategic Thrust #4-5

Bring Design into the Community & Develop the Singapore Design Brand

- + Engaged more than **10 million** participants through Singapore Design Week, President*s Design Award, and community engagement activities from 2016 to date, which raised awareness and deepened public appreciation for design. Singapore Design Week became a premier regional festival that highlighted Singapore’s position as a global hub for design exchange.
- + Leveraged Singapore’s UNESCO Creative City of Design status to drive global collaboration and knowledge exchange, reinforcing Singapore’s reputation as a leader in creative innovation and inspired partnerships and solutions for sustainable urban development.
- + Profiled Singapore at international platforms such as the Venice Biennale and Milan Design Week by curating national showcases that reached international audiences and industry leaders.

Collectively, the achievements across all five strategic thrusts reflect the significant progress made under Design Masterplan III (2016–2025) in advancing Singapore’s design ecosystem. The initiatives have deepened design capabilities across education, business, and government, strengthened the competitiveness of design firms, and cultivated greater public appreciation of design as a driver of innovation and quality of life.

Annex B: Methodology

In preparing this Masterplan, we reached out to more than 690 individuals and over 6,000 members of the public for their perspectives on Singapore design. These took multiple forms, namely:

Individual interviews

We conducted 101 in-person interviews that lasted one to two hours each, to gain a deeper understanding of design's evolving role in Singapore, business-specific contexts and challenges, individuals' hopes and aspirations, and expectations of DesignSingapore Council for the next decade. These are individuals within our existing networks and across our four identified groups, ensuring a good mix of perspectives across roles, sectors, and levels of experience. At the end of each session, participants were also invited to suggest others we should speak with. This allowed Dsg to expand beyond our immediate networks and include voices who may be newer to Dsg and our work.

Focus group discussions

We conducted in-person focus groups and workshops in person, each two to three hours, totaling 92 participants. These were discussions themed around different forms of growth, venturing into new markets, new horizons for Singapore design, and design as a broad-based capability. These were also prototyping sessions where we tested the early-stage products and policy ideas with the community.

Dsg held a workshop with the Arts, Design and Media Sector Committee (ADM-SCT) on 25 July 2025 at Nanyang Polytechnic, gathering 22 design educators from the polytechnics and universities to discuss the skills young designers would need to develop to create greater impact, and how Pre-Employment Training (PET) can enable this. The discussion also explored how Singaporeans are adopting design as a life skill, and how Continuing Education and Training (CET) can continue to support this. We are grateful to Nanyang Polytechnic for hosting this session together with Dsg.

Large-scale workshops

Dear Designer was a workshop held on 1 August 2025 at Suntec Singapore Convention & Exhibition Centre. We brought together about 500 members of the design community for a half-day session of collective dreaming. Invitations to participate were public, and registrations were screened to prioritise participation from the design community, to ensure a safe space for the industry to share their views and experiences comfortably. Through the workshop, we sought to understand the challenges and aspirations of designers, and to imagine the future of Singapore design together. The session concluded with each participant writing a letter to a future designer, as a way of collectively reflecting on their hopes for the next generation of creatives.

Public surveys

The Nation by Design survey and the Postbox at the Unnatural History Museum during Singapore Design Week 2025 served as broader engagements, gathering over 6,000 perspectives from everyday Singaporeans on what design means to them and their hopes for the future of design.

Data

The data and statistics used in this report come from a few sources, namely the Singapore Department of Statistics, Ministry of Manpower, the Nation by Design survey, and the *Measuring the Value of Design* in Singapore report. Data on sectors and occupations are classified based on Singapore Standard Industrial Classification (SSIC) 2020 and Singapore Standard Occupational Classification (SSOC) 2020, with DesignSingapore Council identifying design and non-design sectors and occupations. As some aspects of the design sector are relatively small, data at a more granular level of detail is suppressed or is not available. Given that the way design operates across industries may not be fully capturable by national statistics, there were significant limitations in extracting design-specific data in non-design industries.

Processing data and research

To process the large volumes of qualitative data gathered, the team adopted a deliberately blended approach that combined both AI-assisted and human-led analysis. AI tools were carefully selected and employed to support transcription and early-stage synthesis, enabling the team to work through large volumes of material efficiently. This was balanced with manual analysis through processes such as affinity mapping and internal synthesis workshops, allowing the team to interpret the data more deeply and critically. All insights and findings were validated by reviewing raw transcripts in context. By combining AI-assisted processing with human sense-making, we were able to leverage the speed and pattern recognition of AI while retaining the contextual judgement and nuance that human analysis brings. Throughout the process, all data was handled in accordance with PDPA requirements and aligned with Singapore's data governance standards. Appropriate safeguards were implemented in the use of AI tools, including careful handling of personal data and anonymisation where necessary.

Annex C: Acknowledgements

This publication, led by DesignSingapore Council, is shaped by a collective of voices across our community, whose generosity has made it possible.

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A note from Fellow Design

The Design 2035 visual system is anchored by a simple condition. The dynamic forms seen on the cover and dividers of this publication all amount to the same area—35 square units, to be exact. Within this rule, parameters transform to create a limitless playing field in spotlight yellow, where collaborations and conversation can take Singapore design forward. It is a living framework capable of holding a million possible dreams, continuously unfolding over time.

A note from Kontinentalist

Accessibility was a key part of our editorial and data strategy. We worked collaboratively with the Dsg team as we explored, negotiated, and found the right language for the publication. Putting the reader at the heart of the experience was key, and also consistent with how the team had engaged the community before putting these plans together. For us what is important are these efforts that go beyond the page, extending from the marginalia into the real world, where the future of Singapore design morphs into its many shapes.

About the DesignSingapore Council

The DesignSingapore Council (Dsg)'s vision is for Singapore to be a liveable, loveable, and limitless nation by design. As the national agency for design, our mission is to develop the design sector to be globally competitive, champion the use of design for innovation and growth in Singapore, and make life better in this UNESCO Creative City of Design. The Dsg is a subsidiary of the Singapore Economic Development Board. designsingapore.org

About Fellow Design

Fellow Design develops flexible, narrative-driven experiences for culture, community and public good. Established in 2015, the studio works across digital and physical formats and leans towards participation, tactility and sensitivity for content. fellowdesign.co

About Kontinentalist

Kontinentalist is a data storytelling studio that advocates for a more equitable world by fostering connections between Asia's sources of knowledge. We nurture community around data and human experiences. kontinentalist.com

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Design 2035 Masterplan

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Singapore is a nation by design. It's how our city works, how our people connect, and how our future could become even better.

This Masterplan sets out the DesignSingapore Council's strategic framework for the next decade, opening limitless possibilities for Singapore design to drive growth and do good. Grounded in insights from over 6,000 voices across our communities, alongside sectoral data and global trends, this publication reflects both the lived realities and future ambitions of our design community. From these insights, we identify clear areas of focus and actions to strengthen the vibrancy and impact of Singapore design together.

This is our open invitation: to contribute your expertise, experiment with these frameworks, and join us in shaping this next chapter of Singapore, limitless by design.



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