

2025 ANNUAL GENERAL MEETING PRESIDENT'S ADDRESS BY MS ESTHER BENSCHOP

On behalf of the Executive Board, it is my privilege to present the President's Report for the 2024–2025 term. As we reflect on the past year, I do so with pride in what we've accomplished, and gratitude for the women who made it happen.

PrimeTime continues to serve as a vital association for professional women in Singapore — a space for connection, growth, empowerment, and yes, sisterhood. Whether you're new to the country, navigating career transitions, or simply looking to connect with like-minded women, PrimeTime is a community that welcomes, uplifts and supports.

When this Board began its term in May 2024, we faced several structural and organisational challenges. We started the year without a full roster of leaders, and due to inconsistencies in past versions of our Constitution, the official start of our term was delayed until 1st July which resulted in a less-than-ideal start.

Despite these early setbacks, the Board moved swiftly. Within a month, we filled all open Board roles, including President, Vice President, Events Director, Memberships Director and Programmes Director. Over the course of the year, the Board continued to evolve, three Directors stepped down and we appointed Sarah Lo as our second Vice President, next to her role as Volunteer Director. We stabilised the team by consolidating the Board which meant that some Board members took on dual responsibilities.

Serving on the Executive Board can be demanding, especially in a year when foundational work was needed. By focusing on our priorities and our shared belief in PrimeTime's Mission, together with the unwavering commitment of a passionate team of volunteers, we are proud to have delivered a meaningful agenda.

Every event, every panel, every new member welcome reminded us that PrimeTime truly fills a need. It connects. It empowers. It inspires. Above all, it creates a **sisterhood** — one that spans industries, cultures, and career stages. A sisterhood where women in Singapore from all over the world lift each other up, celebrate each other's wins, and stand together during tough times. That is what makes PrimeTime special, and that is what we've continued to strengthen over the past year.

The pages that follow offer highlights of our activities and more detailed updates from each portfolio. I hope you will read them with the same pride and optimism with which they were written — and with excitement for what lies ahead.

1. STRATEGIC PILLARS

In alignment with our mission to empower professional women in Singapore, the 2024–2025 Executive Board structured its work around four strategic pillars. These pillars have not only shaped our decisions and priorities over the past year but have also reinforced the foundation upon which PrimeTime continues to evolve: with purpose, resilience, and a deep sense of community.

1. Maximize Engagement: Building a Vibrant and Inclusive Community

At the heart of PrimeTime lies its community, our members, — and strengthening that sense of belonging was a key focus this year. We worked to ensure that every member feels seen, heard, and supported, regardless of where they are in their professional journey.

Our newly launched WhatsApp Community quickly gained traction, with nearly half of our members joining since its debut in April 2025. It's become a valuable real-time platform for connection, updates, and informal support.

We organized over 50 diverse events, including:

- Second Thursdays – now revamped to create deeper networking opportunities
- Special Interest Groups (SIGs)
- Coffee Connects, Volunteer Connects, and other member-led meetups

New initiatives such as the Coaching Network and Mentoring Support are designed to offer even more personalized professional development and peer exchange. These efforts reflect our commitment to a truly engaged and empowered community — one where every woman finds her voice, value, and support system.

2. Achieve Operational Efficiency: Building Stronger Foundations

Behind the scenes, we focused on streamlining operations and strengthening our infrastructure to ensure long-term sustainability.

Key achievements include:

- Documentation of key processes, particularly about the IT-operations and within the Membership team. Also the Event Guidelines and Financial Guidelines are updated.
- A refined membership journey and improved onboarding, including automation and clearer communications
- Financial discipline was reinforced by improving event cost recovery, timely membership fee collection, and stricter budget controls
- Constitutional review to align governance and ensure future clarity

- Optimizing our technology: Google Workspace, Stripe, and Glue Up contracts were renegotiated, leading to cost savings and improved functionality
- A centralized archive system was established, with records now dating back to 2006 — ensuring continuity and legacy preservation

These operational improvements not only increase efficiency, but also free up capacity to focus on our core mission.

3. Become a Partner of Choice: Strengthening Strategic Alliances

Collaboration continues to be one of PrimeTime's greatest strengths. By forging meaningful partnerships, we have amplified our reach, shared resources, and enriched the experience of our members.

In 2024–2025, we deepened collaborations with key partners, including:

- **SCWO** and **AmCham** offering members access to broader networks and initiatives
- **Expat Living, BoardAgender, WISE, KeyNote Women, Aidha, Sleek, and Citigold** — valued allies in promoting shared missions and increasing our community's visibility
- Our venue partners — **The American Club** and **So France** — for their ongoing hospitality and support

We are especially proud of our newly secured partnership with *Expat Living*. This partnership has allowed us to offer our members a complimentary six-month subscription to *Expat Living*, gain valuable advertising space in the magazine, and benefit from social media promotion of our events. Both parties have expressed a strong intention to continue and expand this collaboration, a testament to the strength of our shared values and mutual vision.

What's more, many of our own members became partners in spirit — offering discounted programmes, services, and event tickets from their businesses. These gestures foster a culture of mutual support and generosity that is core to the PrimeTime experience.

4. Drive a Purposeful Evolution: Shaping the Future of Our Non-Profit

The final pillar reflects our commitment to intentional, meaningful growth. This year, we prioritized quality over quantity in our events, focusing on relevance, diversity, and value.

Key developments included:

- Reimagining Second Thursday events to foster richer dialogue and connection
- Launching co-created programming that showcases the talents of our members

- Publishing an updated value proposition to better reflect who we are and what we offer today
- Establishing the Advisory Council to bring experience and strategic oversight into our decision-making

We also began harnessing the power of data. Through tools like Glue Up, we gained valuable insights into member demographics, event preferences, and community engagement. This data-driven approach is already shaping our strategy — helping us tailor our offerings to better serve our members and plan with confidence.

2. FINANCE

As of 1 January 2025, the annual membership fee was increased by \$10. This is the first fee increase in over 12 years, during which time fees were not even adjusted for inflation. While every effort has been made over the years to maintain affordability, the longstanding freeze on fee adjustments—combined with a notable decline in membership numbers—had created a financially unsustainable position. The small increase was a necessary step toward ensuring the ongoing viability of the organization and its services.

Despite recording a loss of \$8.1k for the financial year, the full-year financial performance was under budget. A comprehensive cost review was undertaken, and as a result, we will see a reduction in IT service costs starting July 2025, contributing to future savings. While we continue to focus on cost control, we are not immune to inflationary pressures.

The Treasurer will provide further details in the Financial Report, elaborating on our financial performance.

3. MEMBERSHIP

PrimeTime welcomed over 90 new members and we continued to see an increase in the diversity of our membership base. At the moment we have 145 members, with over 30 nationalities and an ability to attract women from a range of backgrounds, professions and industries, re-enforcing PrimeTime's unique role within the Singapore community.

There was a notable decline in the membership renewal rate from 33% to 23% in part due to a number of technology challenges in the first half and the absence of a dedicated Membership Director for part of the year. Despite these challenges, the overall membership numbers remained stable, with minimal impact on income.

Greater focus in the second half through membership campaigns (e.g. flyers, members in the

spotlight), the introduction of new membership journeys, an enhanced value proposition and the introduction of a member's WhatsApp group, have resulted in improved retention rates and enabled more effective membership engagement in the final quarter.

4. VOLUNTEERS

PrimeTime is a volunteer based community and we would not be where we are today without the support of all our dedicated volunteers. We take this opportunity to thank all our volunteers for their time and contributions throughout this past year. Thank you for your kindness and generosity, towards one another and your fellow members.

Our volunteer community remained strong with a year high of 58, underlying the key role every volunteer plays within PrimeTime and we have been encouraged by a number of women approaching us to volunteer, identifying new ways to support their fellow PrimeTime members.

The appointment of a dedicated Volunteer Team provided a focus for this key area. Improved and more streamlined onboarding processes, including a Board welcome introduction, together with proactive volunteer engagement through Volunteer Connect Events and a vibrant WhatsApp group, facilitated community sharing and improved connection.

There was a reduction of volunteer numbers in the final quarter (Q1 2025), mostly due to relocation from Singapore and this reinforced the importance of proactive communication and succession planning.

Also, the appointment of a Membership & Volunteer Director will enable a more integrated approach, further enhancing our member and volunteer experience.

Volunteering with PrimeTime provides a rewarding opportunity to serve our diverse community and, at the same time, to develop and enhance one's personal effectiveness. It is wonderful to see the growth and personal development that has emerged from each of our volunteers and we encourage all our members to consider how they can make a contribution to this very special community.

5. EVENTS

Events are at the heart of PrimeTime's mission, and this year, our incredible Events Team—together with our dedicated SIG Chairs—delivered an outstanding calendar of over 50 events during the 2024–2025 board term. Their passion for creating diverse, engaging, and meaningful experiences reflects our ongoing commitment to empowering women from all walks of life.

The year's programming ranged from thought-provoking masterclasses—such as *Demystifying the Boardroom* with Fiona Shand and *Unleash Your Unfair Advantage* with Michelle Martin—to vibrant social experiences like gin tastings. We also explored creative combinations, including investment updates paired with wine tastings, offering something for every interest and preference. Whether you're looking to advance your career, focus on personal wellness, or simply connect with a supportive community, there's something for everyone in our event lineup.

In response to member feedback, we placed a stronger emphasis on networking and social opportunities this year. We reimaged our flagship events to allow more time for authentic connection among members, guests, and speakers. Our Speed Networking sessions were especially well-received, and more editions are in the pipeline.

Wellness and personal growth events also remained popular. From Pilates to mastering manifestation, improving sleep, and decluttering your life, we offered a variety of sessions to support the holistic well-being of our members.

Our twice-monthly *Coffee Connect* gatherings continue to thrive, particularly the Wednesday sessions, which have become a welcoming hub for newcomers to Singapore. These informal meetups bring together individuals from diverse backgrounds and nationalities, reinforcing our commitment to building an inclusive, globally-minded community.

The dedication and energy of our Event Coordinators and SIG Co-Chairs have not only enhanced the PrimeTime experience but also cemented our reputation as a vibrant, inclusive, and forward-looking professional community. We are deeply grateful to them for their creativity, commitment, and tireless work in delivering a remarkable year of events tailored to the diverse needs of our members.

6. PROGRAMMES

Throughout 2024, our Programmes Team was committed to supporting the personal and professional growth of our members. After thoughtful design and collaboration, the team put forward a leadership program to be delivered in February 2025. Unfortunately, due to low enrollment, we made the difficult decision to cancel the program.

Also in February we were able to launch our Mentorship Programme for members. A survey to our members brought interest forward for individuals wanting to be a Mentor as well as those looking to be mentored. We have published online, our Mentor Profiles for members to connect and build invaluable personal and professional growth opportunities. We will continue to administer and manage the Programme, but hope that it can be successful with a minimum touch allowing people to seek and match with each other as they deem appropriate.

There is a growing community of coaches within our PrimeTime membership base. With so many talented coaches having similar experiences, challenges and opportunities in Singapore, we created "Coaching Connect", a community where coaches come together, connect, share ideas and challenges, and build lasting relationships. This has been an ongoing effort for the last 6 months, and we hope to continue this momentum into the next board term. We have also created a Coaching Connect section on the PrimeTime website which allows members to reach out and receive professional coaching at preferred rates.

In addition to our Programmes, our Outreach efforts remained a cornerstone of our community engagement. This past year we had two Outreach activities; A Pink Ribbon Walk in October and as well as joining the "Gift of Education" campaign with Aidha in December.

We focused on these two important initiatives to demonstrate our commitment to female health issues as well as support for less privileged women in Singapore. Being a part of the Pink Ribbon Walk, enabled us to lend our support to an important world wide movement in support of breast cancer research.

An underrepresented group in Singapore is our Migrant Domestic Worker community who is the target community to benefit from Aidha's efforts of education. Aidha specializes in offering education opportunities that promote long term financial independence including financial and computer literacy, business planning, confidence in communication, and English language improvement. The information session we held at our year end event not only inspired gifts of financial donation, but also inspired some members to get more involved to join Aidha as a teacher mentor supporting this very worthy community.

7. MARKETING

The Marketing Team has played a pivotal role in elevating PrimeTime's visibility, strengthening our member communications, and reinforcing our brand identity both internally and externally. Through strategic shifts and innovations, the Marketing Team has strengthened PrimeTime's brand, expanded its reach, and deepened member engagement. Marketing remains a key enabler in building a vibrant, inclusive, and connected professional community.

External Marketing

Significant strides were made to position PrimeTime as a leading voice in the professional women's network in Singapore.

We increased our presence across LinkedIn, Instagram, and Facebook, ensuring that our messaging reflects the dynamism and diversity of our membership. Highlights include:

- Stronger branding and consistency across visual assets and event promotions
- Showcasing thought leadership through speaker highlights and event recaps
- Collaborative marketing efforts with Keynote Women Speakers Directory and Citigold
- Clearer articulation of PrimeTime's unique value proposition in our outward messaging

We are currently exploring strategic partnerships to further amplify our reach and will continue to improve performance metrics and visibility throughout 2025.

Internal Marketing

Internal marketing efforts were concentrated on improving member engagement and streamlining communications.

Key highlights include:

- Transition to more regular and predictable communication through monthly eNews, targeted event EDMs, and post-event surveys
- 54 event pages created and published
- Launch of PrimeTime's first **WhatsApp Community** on 14 April 2025 – a new platform to foster real-time engagement. Nearly half of our members have already joined.
- A total of 98 email campaigns were sent, with an average **open rate of 38%** and a **click-through rate (CTR) of 1%**. While these are within industry standards (15%–25% open rate, 1%–5% CTR), we aim to improve toward internal communication benchmarks (40%–50% open rate; 2.66% CTR).

To improve engagement, we consolidated mailing efforts and optimised content structure. This included bundling event announcements and focusing on value-driven messaging.

Structure & Synergy

In 2025, the Marketing portfolio will transition from two separate roles (Internal and External) to one **integrated Marketing Director** position. This change aims to foster synergy, strategic alignment, and operational efficiency across all marketing activities. We are exploring a support structure that includes **Deputy Directors for Internal and External Marketing**, allowing for more focused execution while maintaining coherence in our brand voice.

IN CONCLUSION

As my term as President comes to an end, I want to express my sincere appreciation for the opportunity to serve this remarkable community. PrimeTime continues to be a meaningful space for connection, growth, and empowerment for professional women in Singapore.

This year, guided by our four strategic pillars, we made real progress — deepening engagement, strengthening operations, expanding partnerships, and evolving with purpose. These achievements were only possible thanks to the dedication of our volunteers, the commitment of our Board, and the support of our members and partners.

We continue to walk in the footsteps of the inspiring women who built this organisation — especially our founder, Juanita Woodward. Their legacy reminds us of the power of sisterhood and the importance of lifting each other up.

To everyone who has contributed to this journey: thank you. As we welcome the 2025–2026 Executive Board, I am confident that PrimeTime will continue to grow, connect, and inspire for years to come.

Thank you,

Esther Benschop

President PrimeTime 2024-2025