



Pearl Meyer

2024 Connecticut Banking Compensation Survey

The Connecticut Banking Compensation Survey can help you attract and retain top talent.



Pearl Meyer's Connecticut Banking Compensation Survey

The Connecticut Banking Compensation Survey, conducted in partnership with the Connecticut Bankers Association, provides the most detailed data on banking compensation and pay practices available today.

Attract, motivate and retain the best talent with access to the metrics and insight you need to create a well-designed compensation program.

COMPREHENSIVE

- 280+ Positions
- 3,200 Incumbents
- **Exclusive Insight** into Peer Policies & Practices



CREDIBLE

- 24 Institutions
- \$292M-\$6.9B in assets
- Rigorous quality assurance process



CUSTOMIZED

- Dedicated account manager
- Online tools for easy data submission and analysis



COST-EFFECTIVE

- Free Participation
- Participants save over 40% off the survey report purchase price



The Connecticut Banking Compensation Survey provides you with a best-in-class compensation information solution, offering you a rare combination of accuracy and affordability. All elements of the employee pay package are collected and reported giving you the information needed to analyze your competitive position and compensation mix from a total compensation perspective.

Survey results validate your compensation strategy and enable you to:

- View differences in regional Connecticut compensation for each position.
- Analyze compensation trends by asset size.
- Understand what incentives are becoming more widespread.
- Isolate key pieces of data based on your unique needs.





COMPREHENSIVE

You will be assigned a dedicated account manager to walk you through the survey submission process, making it easy to integrate and match your information to our database.

Our account managers have several years of survey experience, ensuring you receive the highest quality of guidance and confidentiality.

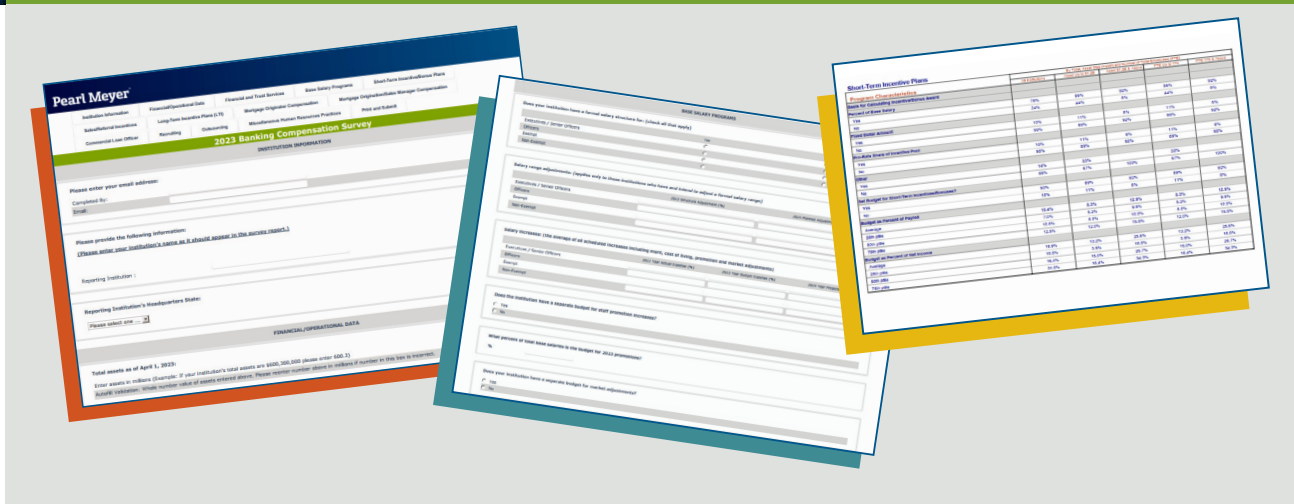
Exclusive Insight

The only inclusive source of insight into what your peers are doing:

- Short- and long-term incentive plan design
- Starting hourly rates for Personal Bankers, Universal Bankers, & Tellers
- Floating Teller pay practices
- Bank & Teller Turnover rates
- Salary Structure adjustment budgets
- Merit increase budgets
- Mortgage Originator average loan production & compensation
- Commercial Loan Officer average loan production & portfolio size



Policies and Practices





Access to Detailed Data

24
Participating
Institutions



280+
Positions



3,200
Incumbents



Key Data Reported:

- Base Salary
- Short-Term Incentives
- Long-Term Incentives
- Total Cash/Target/Direct Compensation
- Mortgage Originator Compensation
- Commercial Loan Officer Compensation





Job Positions

Executive Management

Executive Chairman (Non-CEO)
Chief Executive Officer
Chief Operating Officer
Chief Credit Officer
Chief Financial Officer
Chief Lending Officer
Chief Revenue Officer
Chief Banking Officer
Top Regional Banking Executive
Top Marketing Officer
Chief Administrative Officer
General Counsel
Chief Risk Officer
Top Human Resources Officer
Top Audit Officer
Chief Customer Experience Officer
Chief Information Systems Officer

Staff / Administration

Administrative Officer
Assistant to President
Corporate Secretary
Executive Secretary
Sr. Administrative Assistant
Administrative Assistant
General Clerk
Switchboard Operator/Receptionist
Head of DE&I
Human Resources Manager
Human Resources Generalist
Human Resources Assistant
HRIS Manager
HRIS Administrator
Recruiting Manager
Recruiter
Employee Relations Manager

Employee Relations Specialist
Compensation Director/Manager
Sr. Compensation Analyst
Compensation Analyst
Benefits Manager
Benefits Specialist
Payroll Manager
Payroll Specialist/Clerk
Training Officer
Training Specialist
Marketing Manager
Product Manager
Digital Channels Product Manager
Market Researcher
Data Analyst/Specialist
Marketing Specialist/Coordinator
Social Media Specialist
Purchasing Manager
Purchasing Assistant/Clerk
Head of Facilities
Facilities Manager
Facilities Supervisor
Facilities Assistant/Custodian
Risk Manager
Risk Analyst
Sr. Compliance Officer
Compliance Officer
Compliance Specialist
CRA Officer
Management Trainee
Quality Control Specialist
Bank Secrecy Act (BSA) Officer
Bank Secrecy Act (BSA) Analyst
Program/Project Management

Investment / Wealth Management

Top Wealth Management Executive

Personal Investment Sales Officer (non-commissioned)
Personal Investment Sales Officer (commissioned)
Private Banking Officer
Financial Planner
Sr. Portfolio Manager
Portfolio Manager
Jr. Portfolio Manager

Finance

Top Bank Investment Executive
Bank Investment Portfolio Manager
Treasurer
Treasury Operations Manager
Tax Manager
Finance Manager
Sr. Financial Analyst
Financial Analyst
Controller
Assistant Controller
Accounting Manager
Accounting Supervisor
Sr. Staff Accountant
Staff Accountant
Acctg/Bookkeeping Clerk II
Acctg/Bookkeeping Clerk I
Bookkeeping Generalist

Audit

Audit Manager
Staff Auditor
Audit Assistant

Business Banking

Top Business Banking Officer
Business Banking Business Development Officer



Job Positions (continued)

Business Banking (cont'd)

Business Banking Officer
 Sr. Business Banking Officer
 Community Relations Officer
 SBA Loan Manager
 SBA Loan Officer
 SBA Loan Processor II/Closer
 SBA Loan Processor I/Closer
 SBA Credit Analyst
 SBA Underwriter
 SBA Processing Team Leader

Trust

Top Trust Executive
 Sr. Trust Officer
 Trust Officer
 Trust Operations Manager
 Trust New Business Officer
 Trust Administrator
 Trust Department Assistant

Operations

Head of Operations
 Head of Cash Management / Treasury Management
 Head of Digital/Electronic Banking
 Operations/Services Manager - Centralized
 Group Operations Manager
 Operations Officer
 Operations Supervisor
 Utility Representative
 Sr. Operations Clerk
 Operations Coordinator
 Security Officer
 Fraud Specialist
 Cash Management / Treasury Management Officer/Manager
 Cash Management / Treasury

Management Officer
 Cash Management / Treasury Management Representative
 Retirement Plans Manager
 IRA Specialist
 Retirement Plans Coordinator/Clerk
 Digital/Electronic Banking Officer
 Digital/Electronic Banking Specialist
 ATM Supervisor
 ATM Coordinator/Clerk
 Document Imaging Coordinator
 Image Processor
 Proof Operator
 Wire Transfer Clerk
 Mail Clerk/Courier
 Courier

Retail

Top Retail Banking Officer/Manager
 Group Branch Administrator
 Regional Branch Manager

Branch Manager / Retail

Branch Manager III a
 Branch Manager III b
 Branch Manager II a
 Branch Manager II b
 Branch Manager I a
 Branch Manager I b
 Branch / Sales Center Manager - New Market
 Assistant Branch Manager III
 Assistant Branch Manager II
 Assistant Branch Manager I
 High School Branch Manager
 Universal Banker I
 Universal Banker II
 Universal Banker III
 Universal Banker IV

Sr. Personal Banker
 Personal Banker
 Head Teller
 Sr. Teller
 Teller – Standard
 Vault Teller
 Sr. Teller/Customer Service Representative
 Teller/Customer Service Representative
 Interactive Banking Machine (ITM) Specialist
 Retail Sales Manager
 Retail Manager/Customer Service Manager III
 Retail Manager/Customer Service Manager II
 Retail Manager/Customer Service Manager I
 Deposit Relationship Manager
 Deposit Relationship Officer
 Branch Operations Officer/Supervisor III
 Branch Operations Officer/Supervisor II
 Branch Operations Officer/Supervisor I
 Assistant Branch Operations Officer/Supervisor
 Call Center Manager
 Call Center Supervisor
 Call Center Specialist
 Call Center CSR
 Safe Deposit Attendant

Lending

Top Residential Mortgage Lending Executive
 Residential Mortgage Loan Officer II (non-commissioned)
 Residential Mortgage Loan Officer I (non-commissioned)
 Mortgage Loan Officer (commissioned)
 Mortgage Loan Originator (in-house/non-commissioned)



Job Positions (continued)

Lending (cont'd)

Mortgage Operations Manager
 Mortgage Underwriter/Processor
 Mortgage Loan Processor
 Mortgage Closing Coordinator
 Sr. Underwriter (residential lending)
 Underwriter (residential lending)
 Top Consumer Lending Executive
 Sr. Consumer Loan Officer
 Consumer Loan Officer
 Consumer Loan Administrator/Processor
 Sr. Loan Processor
 Loan Processor
 Sr. Mortgage/Consumer Credit Analyst
 Mortgage/Consumer Credit Analyst
 Jr. Mortgage/Consumer Credit Analyst
 Indirect Lending Officer
 Sr. Underwriter (commercial/industrial lending)
 Sr. Underwriter (commercial real estate lending)
 Sr. Commercial Underwriter Default
 Underwriter (commercial/industrial lending)
 Underwriter (commercial real estate lending)
 Underwriter Default
 Commercial Underwriting Manager
 Regional Commercial Lending Executive
 Commercial Team Leader
 Sr. Commercial Loan Officer/Relationship Manager (commercial/industrial)
 Sr. Commercial Loan Officer/Relationship Manager (commercial real estate)
 Sr. Commercial Loan Officer/Relationship Manager Default
 Commercial Loan Officer/Relationship Manager (commercial/industrial)

Commercial Loan Officer/Relationship Manager (commercial real estate)
 Commercial Loan Officer/Relationship Manager Default
 Jr. Commercial Loan Officer/Relationship Manager (commercial/industrial)
 Jr. Commercial Loan Officer/Relationship Manager (commercial real estate)
 Jr. Commercial Loan Officer/Relationship Manager Default
 Sr. Commercial Credit Analyst
 Commercial Credit Analyst
 Sr. Commercial Loan Portfolio Manager
 Commercial Loan Portfolio Manager
 Jr. Commercial Loan Portfolio Manager
 Commercial/Construction Loan Officer
 Sr. Commercial Loan Processor
 Commercial Loan Processor
 Top Asset-based Lending
 Commercial Loan Administrator
 Commercial Loan Servicer
 Sr. Note/Loan Service Department Manager
 Note/Loan Service Department Manager
 Note/Loan Documentation Officer/Supervisor
 Note/Documentation Specialist
 Note/Loan Servicing Clerk
 Loan Servicing Officer
 Loan Servicing Supervisor
 Loan Servicing Clerk
 Lending Sales Manager (Business Development/non-commissioned)
 Business Development Officer
 Loan Review Officer
 Loan Review Administrator
 Sr. Credit Officer
 Credit Officer
 Credit Operations Manager

Collections Officer/Manager
 Collector II
 Collector I
 Special Assets Manager
 Special Assets Officer
 Appraisal Manager
 Staff Appraiser
 Lending Generalist
 Secondary Market Officer
 Secondary Market Specialist/Coordinator
 Investor Reporting Specialist
 Trade Finance Manager
 Trade Finance Assistant
 Collateral Valuation Specialist

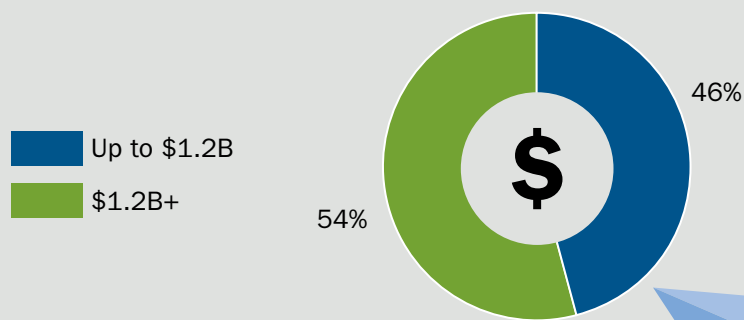
Technology

MIS Manager
 Systems Officer
 IT Manager
 Information Security Administrator
 Applications Programmer/Analyst
 Database Analysis
 Technical Program/Project Management
 Core System Manager
 Sr. Technology Generalist
 Technology Generalist
 Network Manager
 Network Specialist
 Data Security Officer
 Systems Analyst
 Business Systems Analyst
 Information Technology Compliance Analyst
 Online/Mobile Banking Manager
 Digital Marketing Manager
 Help Desk Specialist
 Computer Operator



CREDIBLE

Participant Demographics by Asset Size



Who Participates?

Join 24 institutions who rely on our in-depth data to make critical compensation decisions. Our participants represent both mutual and private banks across Connecticut.

Participants ranged in asset size from \$292 million to \$6.9 billion. The report isolates key metrics by size levels for easy analysis.

2023 List of Participants (alphabetical order)

Centreville Bank	Ion Bank	The Savings Bank of Danbury
Chelsea Groton Bank	Jewett City Savings Bank	The Washington Trust Company
Connecticut Community Bank, N.A.	National Iron Bank	Thomaston Savings Bank
Dime Bank	Newtown Savings Bank	Torrington Savings Bank
Essex Savings Bank	Northwest Community Bank	Union Savings Bank
Fairfield County Bank	Patriot Bank, N.A.	Westfield Bank
First County Bank	PeoplesBank	
Guilford Savings Bank	Stafford Savings Bank	
Hometown Bank	The First Bank of Greenwich	

If you are a community bank we strongly encourage your participation to increase the depth of the survey data while gaining insight from institutions of similar headcount, asset size, or Connecticut region.



CUSTOMIZED

Looking for a snapshot into the pay practices of your peers? Look no further than our comprehensive and objective compensation report.



Flexible Report Formats

Survey results are easily downloaded from the Pearl Meyer survey client website and available in PDF and Excel. Data in excel gives you the ability to isolate key data points and identify salary trends.

Variables	Excel	PDF & Excel	Variables	Excel	PDF & Excel
Number of Institutions		✓	Average Award Excl \$0 Awards		✓ (% ⁹⁰ in Excel)
Total Number of Incumbents		✓	Average STI Excl \$0 Awards as % of Base		✓ (% ⁹⁰ in Excel)
Average Asset Size		✓	Target Bonus Award, % Base		✓ (% ⁹⁰ in Excel)
Median Asset Size		✓	Number of Incumbents Reporting Target		✓
Closeness of Match		✓	Average Total Target Cash Compensation	✓	
Base Salary:			Total Cash Compensation:		✓ (90 th is in Excel only)
Average Salary Range Min/Mid/Max		✓	Average Total Cash Compensation (25 th , 50 th , 75 th , and 90 th Percentiles)		
Hourly Average Salary Range Min/Mid/Max	✓		Long-Term Incentives:		
Number of Incumbents Non Bonus Eligible	✓		Percent Eligible for LTI		✓
Average Base Salary Non Bonus Eligible	✓		Percent Receiving LTI		✓
Hourly Average Base Salary Non Bonus Eligible	✓		LTI Award Value All Forms Incl 0	✓	
Number of Incumbents Bonus Eligible	✓		LTI Award Value All Forms Excl 0	✓ (% ⁹⁰ in Excel)	
Average Base Salary Bonus Eligible	✓		LTI Value as % of Base Excl 0	✓	
Hourly Average Base Salary Bonus Eligible	✓		Option Value Excl 0	✓	
Number of Incumbents Public Institutions		✓	RS Value Excl 0	✓	
Average Base Salary Public Institutions		✓	All Other Value Excl 0	✓	
Hourly Average Base Salary Public Institutions	✓		Total Compensation:		
Number of Incumbents Private Institutions		✓	Total Target Compensation	✓ (% ⁹⁰ in Excel)	
Average Base Salary Private Institutions		✓	Total Direct Compensation	✓ (% ⁹⁰ in Excel)	
Hourly Average Base Salary Private Institutions	✓		Rewards:		
Average Base Salary All Incumbents (25 th , 50 th , 75 th , and 90 th Percentiles)		✓ (90 th is in Excel only)	Stock Options (ISO and NQSO)	✓	
Hourly Average Base Salary All Incumbents (25 th , 50 th , 75 th , and 90 th Percentiles)	✓		Stock Appreciation Rights (SARS)	✓	
Short-Term Incentives:			Restricted Stock Plan	✓	
Percent Eligible for STI		✓	Phantom Synthetic Stock Plan	✓	
Percent Receiving STI		✓	Cash	✓	
			Other Long Term Incentives	✓	

All of this provides you with the most accurate, affordable, reliable data that you can use to attract and retain your most important, and often most expensive, asset.

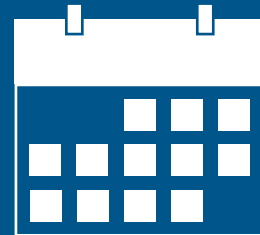


Survey Dates

Data Effective Date: April 1, 2024

Data Submission Due Date: May 24, 2024

Survey Results Published: Week of August 12, 2024



Contact Us

To learn more about our Connecticut Banking Compensation Survey or to participate, please contact the survey group at **survey@pearlmeyer.com**.

You will be assigned a dedicated account manager who will be available to walk you through the survey submission process, making it easy to integrate and match your information with our database. Our account managers have several years of survey experience, ensuring you the highest level of data quality and integrity.

Your account manager will email you a link to the submission materials, your log-in credentials, and instructions on how to complete and return your survey data.

- **To contact us by email:** survey@pearlmeyer.com or jordan.gagnon@pearlmeyer.com
- **To contact us by phone:** ask for the survey group from our general number 508-460-9600 or call Jordan Gagnon, Banking Survey Project Manager, at 508-630-1501



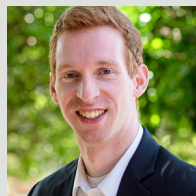
Dedicated Team of Account Managers



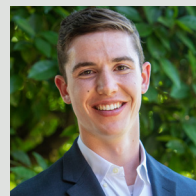
Rebecca Toman
Vice President, Survey
Business Unit



Nana Adu
Associate Account
Manager



Dan Besser
Senior Survey
Account Manager



Matt Donahue
Associate Account
Manager



Jordan Gagnon
Survey Project
Manager



Andrew Guigno
Survey Operations
Manager



Alexander Pasternack
Associate Account
Manager



Benji Sheiffer
Associate Account
Manager



Rhonda Snyder
Senior Survey
Account Manager



Veronika Valcheva
Associate Account
Manager



Why Pearl Meyer Surveys?

Our Commitment to Quality

We are committed to providing you the highest standard of quality reporting. Our rigorous quality assurance process includes:

- Review of quality assurance reports to help clarify input and identify discrepancies.
- Thorough cross check of data; comparison to previous years' data; and identification of data outliers.

Secure Data Submission and Confidentiality

The survey is administered using an excel template for the collection of incumbent job data and a secure online questionnaire for policies and practices data. Cyber security is a top priority for all banks, and you can have peace of mind knowing that our secure system ensures that your data will be uploaded into a safe environment and remain confidential.

Concerned about the confidentiality of your data and how it's shared in the survey results report?

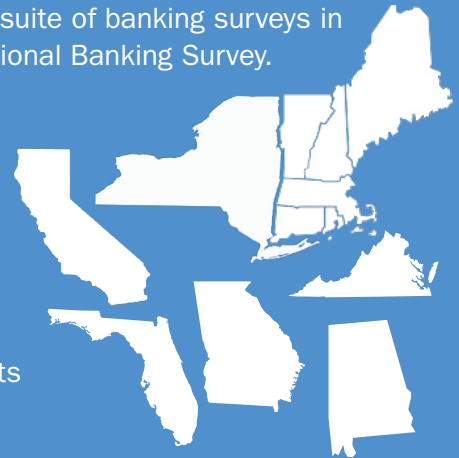
- All data is reported in summary form only.
- No data is reported for any job at any level where there are less than four institutions matching.
- No institutions' data will represent more than a 25% weighting for any job.

You May Also Be Interested In

Pearl Meyer has a suite of banking surveys in addition to our National Banking Survey.

■ State Reports

- Alabama
- California
- Florida
- Georgia
- New York
- Massachusetts
- Virginia



■ Regional reports

- Northeast (MA, RI, CT, ME, VT, NH, and NY)
- Northern New England (NH, ME, VT)
- Banks of the Carolinas
- South Atlantic (AL, VA, NC, SC, GA, and FL)

■ National Report (U.S. based)

■ Banking Board of Director Survey

■ Banking Benefits and Human Resources Policies Survey





About Pearl Meyer (www.pearlmeier.com)

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.

About Pearl Meyer's Banking Compensation Consulting (www.pearlmeier.com/banking)

Pearl Meyer's National Banking Team has in-depth and diverse experience, based on long-term client relationships. We understand the business, regulatory and talent challenges of the industry and the ways in which compensation can play a role.

Our work starts by studying your institution's business strategy, leadership approach, and ownership structure. We take the time to listen to your compensation objectives and desired outcomes. Risk mitigation, regulatory compliance and governance are built into the design process. We use this process with the intent of developing compensation plans that achieve results and create a competitive advantage for your business.

Pearl Meyer's Banking Survey Suite (<https://pearlmeier.com/salary-surveys/salary-survey-portfolio/banking>)

Pearl Meyer has been managing surveys specific to the banking industry for 25 years. Using the most advanced programming and algorithms to ensure confidentiality and accuracy, the banking survey suite includes the Banking Compensation Survey, the Banking Benefits and Human Resources Policies Survey, and the Banking Board of Directors' Survey.

- **Banking Compensation Survey** data can be obtained in the following ways to offer you the most relevant targeted and industry-wide data:
 - **Single state reports** for Alabama, California, Connecticut, Florida, Georgia, New York, Massachusetts, and Virginia.
 - **Regional report** for the Northeast (that includes, MA, RI, CT, ME, VT, NH, and NY), and a regional report for the Northern New England (that includes NH, ME, VT), the Banks of the Carolinas, and the South Atlantic Region (that includes AL, VA, NC, SC, GA, and FL).
 - **National banking report** that offers compensation information from banks throughout the country.
- **Banking Board of Director Survey** provides the most relevant information available on board of directors' compensation and governance practices.
- **Banking Benefits and Human Resources Policies Survey** is the definitive source for the most current information on benefits programs and human resources policies including PTO programs, health and dental insurance, flexible spending accounts, and short- and long-term disability plans.



Locations

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BOSTON

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