



Pearl Meyer

2023 Virginia Banking Compensation Survey

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



Pearl Meyer's Virginia Banking Compensation Survey

The Virginia Banking Compensation Survey, conducted in partnership with the Virginia 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
- 4,500 Employees
- **Exclusive Insight** into Peer Policies & Practices



CREDIBLE

- 45 Institutions
- \$146M - \$10.2B 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 50% off the survey report purchase price



The Virginia 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 Virginia 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

45

Participating
Institutions



280+
Positions



4,500
Employees



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

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 Information Systems Officer
Chief Customer Experience Officer

Staff / Administration

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

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



Job Positions (continued)

Business Banking

Top Business Banking Officer
Business Banking Business Development Officer
Sr. Business Banking Officer
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

Sr. Operations Officer/Manager
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 (Lending/Bus. Dev't) - 3 Levels
Branch Manager (Non-Lending/Bus. Dev't) - 3 Levels
Branch / Sales Center Manager - New Market
High School Branch Manager
Assistant Branch Manager - 3 Levels
Universal Banker - 4 Levels
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 - 3 Levels
Deposit Relationship Manager
Deposit Relationship Officer
Branch Operations Officer/Supervisor - 3 Levels
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)
Mortgage Operations Manager
Mortgage Underwriter/Processor
Mortgage Loan Processor
Mortgage Closing Coordinator



Job Positions (continued)

Lending (cont'd)

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/Relation-

ship 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

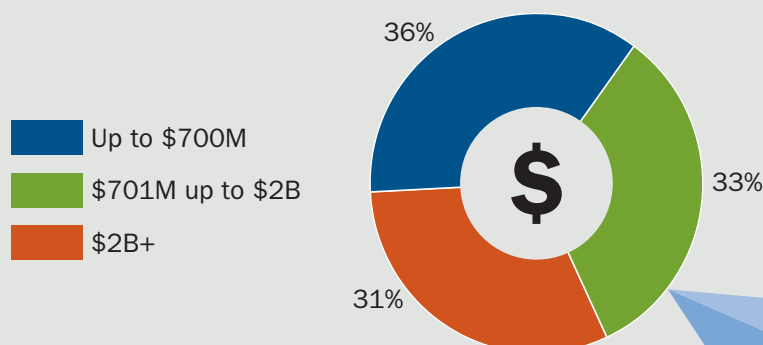
Technology

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 45 institutions who rely on our in-depth data to make critical compensation decisions. Change sentence to: Our participants represent financial institutions across Virginia.

Participants ranged in asset size from \$146 million to over \$10.2 billion. The report isolates key metrics by size levels for easy analysis.

2022 List of Participants (alphabetical order)

American National Bank & Trust Company
Bank of Botetourt
Bank of Charlotte County
Bank of Clarke County
Bank of the James
BCT-Bank of Charles Town
Benchmark Community Bank
Blue Ridge Bank
Burke & Herbert Bank and Trust Company
Calvin B. Taylor Bank
Carter Bank & Trust
Chain Bridge Bank, NA
Chesapeake Bank
Citizens and Farmers Bank

Citizens Bank and Trust Company (VA)
Community Bank of the Chesapeake
Dollar Bank
Farmers Bank, Windsor Virginia
Fidelity Bank (NC)
First Bank (VA)
First Community Bank (VA)
First National Bank (VA)
Forbright Bank
Frontier Community Bank
HomeTrust Bank
Legacy Bank
MainStreet Bank (VA)
Metro City Bank
New Peoples Bank
Oak View National Bank

Pendleton Community Bank
Powell Valley National Bank
Primis Bank
Select Bank (VA)
Skyline National Bank
Surrey Bank & Trust
The Bank of Marion
The Bank of Southside Virginia
The Farmers Bank of Appomattox
The First Bank and Trust Company
The National Bank of Blacksburg
TruPoint Bank
Virginia Community Capital
Virginia National Bank
Virginia Partners Bank

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 Virginia 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		✓ (% ^{ble} in Excel)
Total Number of Incumbents		✓	Average STI Excl \$0 Awards as % of Base		✓ (% ^{ble} in Excel)
Average Asset Size		✓	Target Bonus Award, % Base		✓ (% ^{ble} 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	✓ (% ^{ble} 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	✓ (% ^{ble} in Excel)	
Average Base Salary Private Institutions		✓	Total Direct Compensation	✓ (% ^{ble} 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.

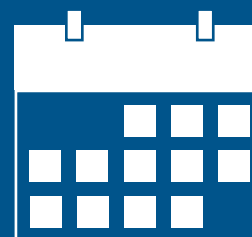


Survey Dates

Data Effective Date: April 1, 2023

Data Submission Due Date: May 26, 2023

Published: Week of August 14, 2023



Contact Us

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

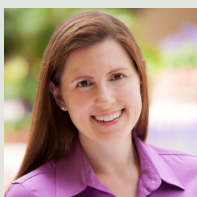
You will be assigned a dedicated account manager who will be available to walk you through the survey submission process, making it easy to integrate and match your information with our database. Our account managers have several years of survey experience, ensuring you the highest level of data quality 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 rhonda.snyder@pearlmeyer.com
- **To contact us by phone:** ask for the survey group from our general number 508-460-9600 or call Rhonda Snyder, Survey Account Manager, at 984-258-2409.



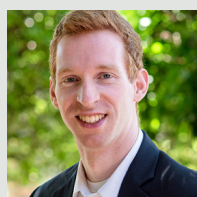
Dedicated Team of Account Managers



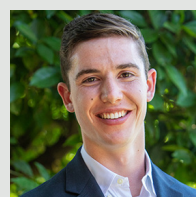
Rebecca Toman
Vice President, Survey
Business Unit



Nana Adu
Associate Account
Manager



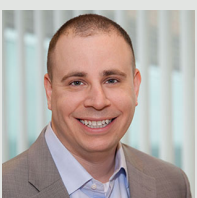
Dan Besser
Survey Account
Manager



Matt Donahue
Associate Account
Manager



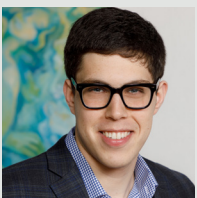
Jordan Gagnon
Survey Project
Manager



Andrew Guigno
Survey Operations
Manager



Alexander Pasternack
Associate Account
Manager



Benji Sheiffer
Associate Account
Manager



Rhonda Snyder
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

- 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 (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.pearlmeyer.com)

Pearl Meyer is the leading advisor to boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to Fortune 500. The firm has offices in Atlanta, Boston, Charlotte, Chicago, Houston, Los Angeles, New York, and San Jose.

About Pearl Meyer's Banking Compensation Consulting

(www.pearlmeyer.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

(www.pearlmeyer.com/banking-salary-surveys)

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 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 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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