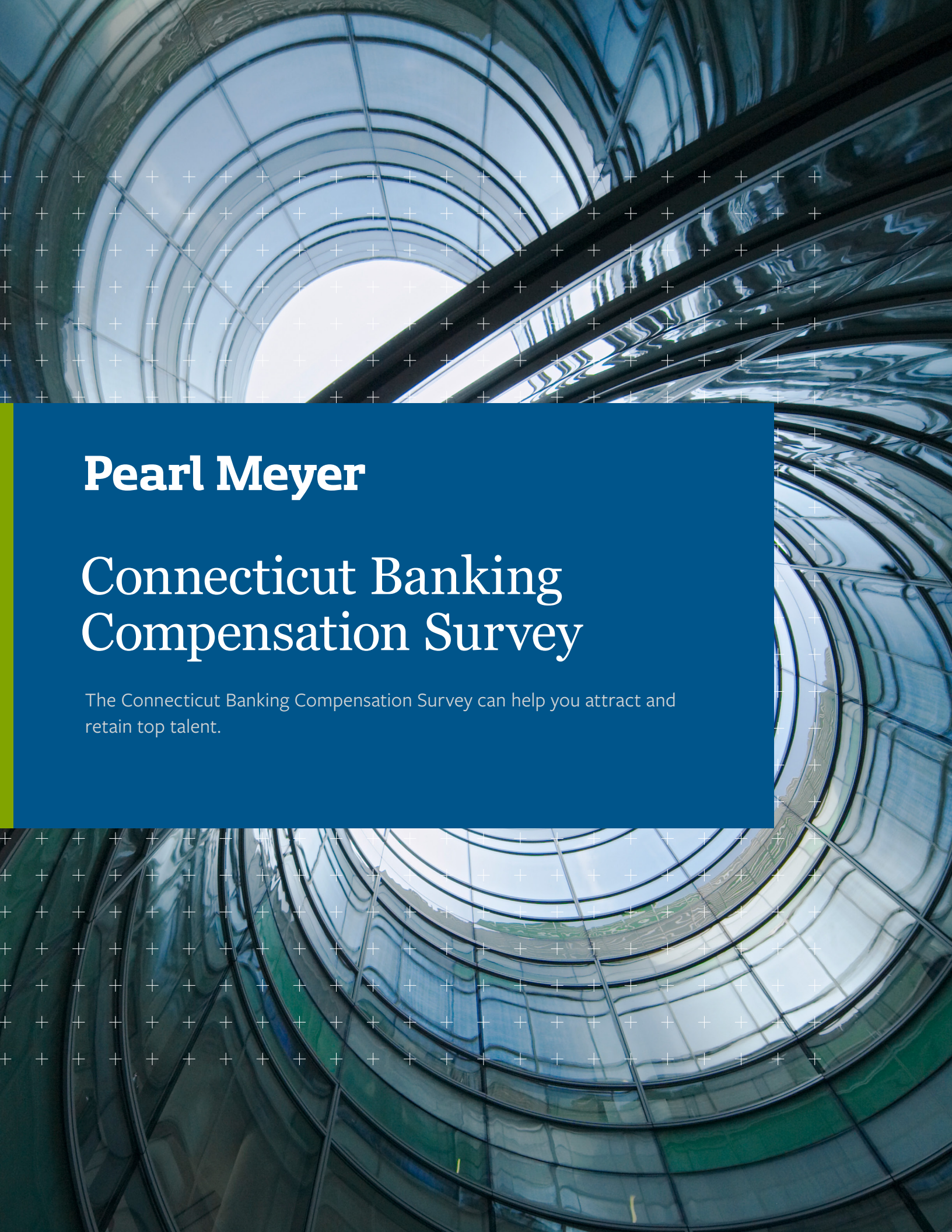




Pearl Meyer

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

- + 300+ Positions
- + 3,200 Incumbents
- + Exclusive Insight into Peer Policies & Practices



Credible

- + 26 Institutions
- + \$198M – \$6.6B 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

Base Salary Program

11. Salary Increases (the sum of all scheduled increases including merit, cost of living, promotion and market adjustments):

	Executive/Non-Officers	Officers	Non-Officers - Example	Non-Officers - Non-Example
2016 Actual (%)				
2017 Budgeted (%)				
2017 Actual (%)				
2018 Projected (%)				

12. For Officers, are compensation increases provided on:
☐ Anniversary Date
☒ Common Date

13. In what month will your 2017 Common Date increase for Officers be effective?
 Please select one:

14. For Non-Officers, are compensation increases provided on:
☐ Anniversary Date
☒ Common Date

15. In what month will your 2017 Common Date increase for Non-Officers be effective?
 Please select one:

Long Term Incentive Plan

Performance Based Equity (used for bonus LTIs)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Performance Based Equity (used for bonus LTIs)											

Access to Detailed Data

26

Participating
Institutions

300+

Positions

3.2K

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
 Chief Marketing Officer
 Chief Administrative Officer
 General Counsel
 Chief Risk Officer
 Chief Human Resources Officer
 Top Audit Officer
 Chief Customer Experience Officer
 Chief Information Systems Officer
 Chief Accounting Officer
 Chief Compliance Officer
 Top Analytics Officer

Staff / Administration

Administrative Officer
 Assistant to President
 Corporate Secretary
 Executive Secretary
 Sr. Administrative Assistant
 Administrative Assistant
 General Office Coordinator
 Receptionist
 Head of DE&I
 Human Resources Manager
 HR Business Partner
 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
 Training Officer

Training Specialist
 Marketing Manager
 Product Manager
 Digital Channels Product Manager
 Market Researcher
 Data Analyst/Specialist
 Business Intelligence Manager
 Business Intelligence Analyst
 Marketing Specialist/Coordinator
 Social Media Specialist
 Purchasing Manager
 Purchasing Assistant
 Head of Facilities
 Facilities Manager
 Facilities Supervisor
 Facilities Assistant/Custodian
 Sr. Risk Manager
 Risk Manager
 Sr. Risk Analyst
 Risk Analyst
 Sr. Compliance Officer
 Compliance Officer
 Sr. Compliance Specialist
 Compliance Specialist
 Staff Attorney
 Paralegal
 CRA Officer
 Management Trainee
 Quality Control Specialist
 Sr. Bank Secrecy Act (BSA) Officer
 Bank Secrecy Act (BSA) Officer
 Sr. Bank Secrecy Act (BSA) Analyst
 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
 Sr. Finance Manager
 Finance Manager
 Sr. Financial Analyst
 Financial Analyst
 Controller
 Assistant Controller
 Accounting Manager
 Accounting Supervisor
 Sr. Staff Accountant
 Staff Accountant
 Accounting Specialist II
 Accounting Specialist I

Audit

Sr. Audit Manager
 Audit Manager
 Sr. Staff Auditor
 Staff Auditor
 Audit Assistant

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



Job Positions (contd.)

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 Coordinator
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
Digital/Electronic Banking Officer
Digital/Electronic Banking Specialist
ATM Supervisor
ATM Coordinator
Document Imaging Coordinator
Image Processor
Proof Operator
Wire Transfer Coordinator
Mail Coordinator/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)
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
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 Coordinator
Loan Servicing Officer
Loan Servicing Supervisor
Loan Servicing Specialist
Lending Sales Manager (Business Development/non-commissioned)



Job Positions (contd.)

Lending (contd.)

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
Indirect Lending Officer

Investor Reporting Specialist
Trade Finance Manager
Trade Finance Assistant
Collateral Valuation Specialist

Technology

MIS Manager
Systems Officer
Sr. IT Manager
IT Manager
Information Security Administrator
Applications Programmer/Analyst
Database Analysis
Technical Program/Project Management
Core System Manager
Sr. Technology Generalist
Technology Generalist

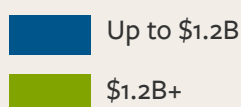
Network Manager
Network Specialist
Information Technology Security Officer
Systems Analyst
Business Systems Analyst
Information Technology Compliance Analyst
Online/Mobile Banking Manager
Digital Marketing Manager
Help Desk Specialist

Credible

Who Participates?

Join 26 institutions who rely on our in-depth data to make critical compensation decisions. Our participants represent both mutual and private banks across Connecticut.

Participant Demographics by Asset Size



Participants ranged in asset size from \$198 million to \$6.6 billion. The report isolates key metrics by size levels for easy analysis.



2025 List of Participants (alphabetical order)

Centreville Bank
 Chelsea Groton Bank
 Connecticut Community Bank, N.A.
 Dime Bank
 Essex Savings Bank
 Fairfield County Bank
 Fieldpoint Private
 First County Bank
 GSB

Hometown Bank
 Ion Bank
 Ives Bank
 Jewett City Savings Bank
 National Iron Bank
 New Haven Bank
 Newtown Savings Bank
 Northwest Community Bank
 Patriot Bank, N.A.

PeoplesBank
 Stafford Savings Bank
 The First Bank of Greenwich
 The Washington Trust Company
 Thomaston Savings Bank
 Torrington Savings Bank
 Union Savings Bank
 Westfield Bank (MA)

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		✓ (% ^{file} in Excel)
Total Number of Incumbents		✓	Average STI Excl \$0 Awards as % of Base		✓ (% ^{file} in Excel)
Average Asset Size		✓	Target Bonus Award, % Base		✓ (% ^{file} 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	✓ (% ^{file} 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	✓ (% ^{file} in Excel)	
Average Base Salary Private Institutions		✓	Total Direct Compensation	✓ (% ^{file} 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: 4/1/2026

Submission Due Date: 5/22/2026

Survey Results Published: Week of 8/10/2026

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.

By email:

survey@pearlmeyer.com or
jordan.gagnon@pearlmeyer.com

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



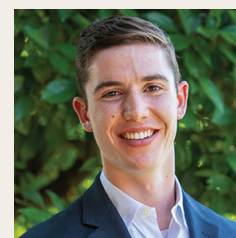
Nana Adu
Survey Account Manager



Dan Besser
Senior Survey
Account Manager



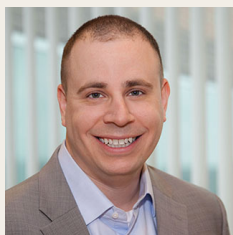
Jason Dionne
Associate Account
Manager



Matt Donahue
Survey Account Manager



Jordan Gagnon
Survey Project Manager



Andrew Guigno
Survey Operations
Manager



Benji Sheiffer
Survey Account Manager



Rhonda Snyder
Survey Project Manager



Veronika Valcheva
Survey 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 five 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 Connecticut Banking Survey.

State Reports

- + Alabama
- + California
- + Connecticut
- + Florida
- + Georgia
- + Massachusetts
- + New York
- + Ohio
- + Texas
- + Virginia

Regional reports

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

National Report (U.S. based)

Banking Board of Director Survey

Banking Benefits and Human Resources Policies Survey



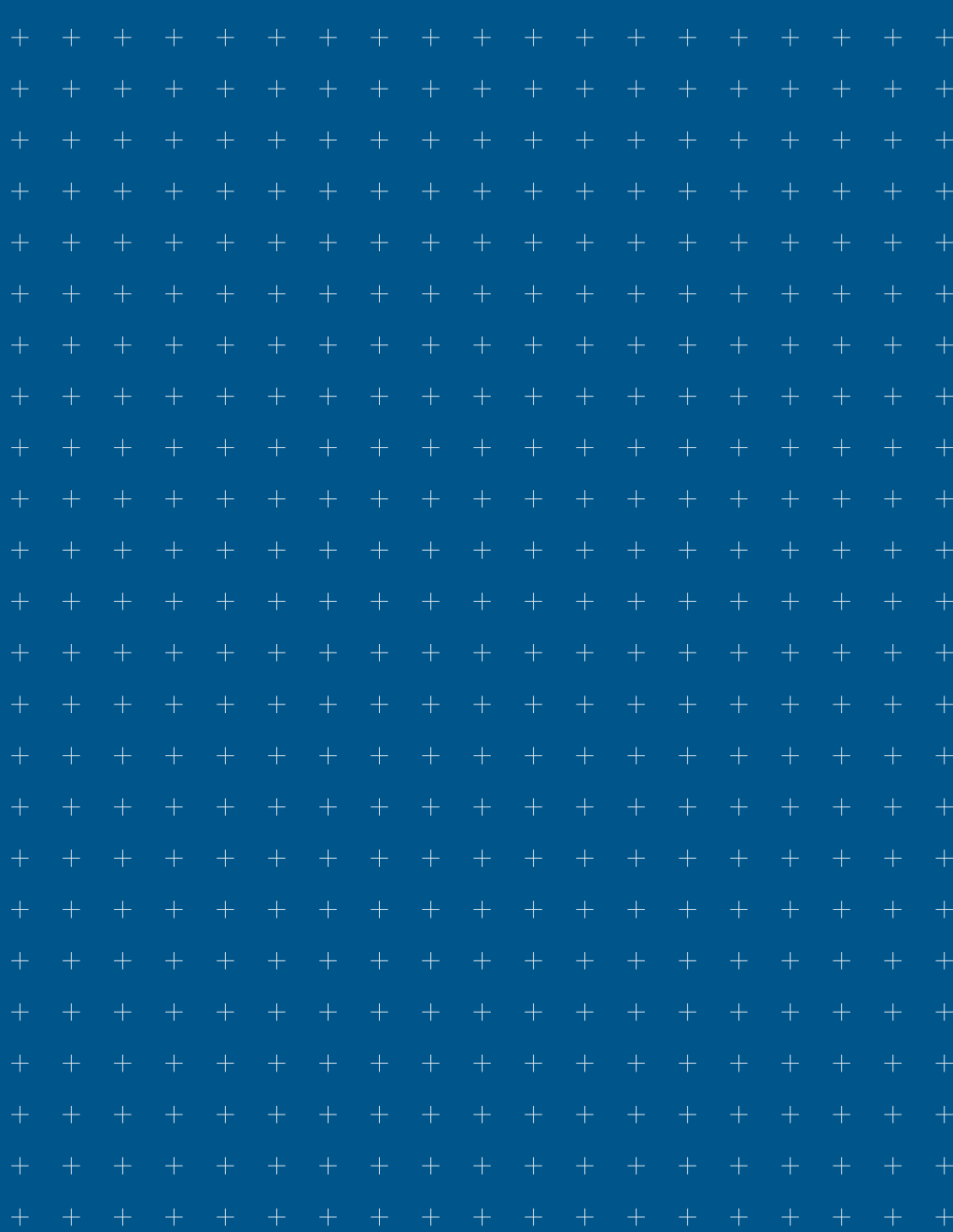
About Pearl Meyer

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.

Pearl Meyer's Banking Survey Suite

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, Massachusetts, New York, Ohio, Texas and Virginia.
 - + **Regional report for the Northeast** (that includes CT, MA, ME, NH, NY, RI, and VT), and a regional report for the Northern New England (that includes ME, NH, and VT), the Banks of the Carolinas, and the South Atlantic Region (that includes AL, FL, GA, NC, SC, and VA).
 - + **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.



For more information on Pearl Meyer,
visit us at www.pearlmeyer.com or
contact us at (212) 644-2300.

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