



Pearl Meyer

2017 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

- 271 Positions
- 4,600 Employees
- **Exclusive Insight** into Peer Policies & Practices



CREDIBLE

- 37 Institutions
- \$110M – \$7B 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 (\$775 vs. \$1,375)



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

New in 2017

- 23 new jobs including:
 - Information Technology – Information Security & Application Development
 - Human Resources – Compensation, Employee Relations
 - Head of Cash Management
- Additional leveling for certain key jobs, including:
 - Commercial Credit Analyst (junior level)
 - Mortgage/Consumer Credit Analyst (junior level)
 - Personal Banking
 - Commercial Loan Processing



Policies and Practices





Access to Detailed Data

37

Participating
Institutions



271

Positions



4,600

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

The positions highlighted in yellow are new to the 2017 report.

Executive Management

Chief Executive Officer
Chief Operating Officer
Chief Credit Officer
Chief Financial Officer
Chief Revenue 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

Staff / Administration

Administrative Officer
Assistant to President
Corporate Secretary
Executive Secretary
Administrative Assistant/Senior
Administrative Assistant
Recruiting Manager
General Clerk
Switchboard Operator/Receptionist
Human Resources Manager
Human Resources Generalist
Recruiter
Human Resources Assistant
HRIS Administrator
Benefits Manager
Benefits Specialist
Payroll Manager

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

Investment / Wealth Management

Top Wealth Management Executive
Personal Investment Sales Officer (commissioned)
Personal Investment Sales Officer (non-commissioned)
Private Banking Officer
Financial Planner
Portfolio Manager

Finance

Top Bank Investment Executive
Bank Investment Portfolio Manager
Treasurer
Treasury Operations Manager
Finance Manager
Tax Manager
Sr. Financial Analyst
Financial Analyst
Controller
Assistant Controller
Accounting Manager
Accounting Supervisor
Staff Accountant
Accounting/Bookkeeping Clerk II
Accounting/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
 Business Banking Officer
 Community Relations Officer
 SBA Loan Manager
 SBA Loan Officer
 SBA Loan Processor I/Closer
 SBA Loan Processor II/Closer
 SBA Credit Analyst
 SBA Underwriter

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
 Operations/Services Manager – Centralized
 Group Operations Manager
 Operations Officer
 Security Officer
 Fraud Specialist
 Cash Management Officer
 Cash Management Officer/Manager
 Cash Management Representative
 Retirement Plans Manager

IRA Specialist
 Retirement Plans Coordinator/Clerk
 Electronic Banking Officer
 Electronic Banking Specialist
 ATM Supervisor
 ATM Coordinator/Clerk
 Operations Supervisor
 Utility Representative
 Sr. Operations Clerk
 Operations Clerk
 Image Processor
 Proof Operator
 Wire Transfer Clerk
 Mail Clerk/Courier
 Courier

Retail

Top Retail Banking Officer/Manager
 Sr. Branch Administrator
 Regional Branch Manager
 Universal Banker – 4 Levels
Senior Teller/Customer Service Representative
 Personal Banker
Senior Personal Banker
 Retail Sales Manager
 Top eCommerce

Branch Manager/Retail

Branch Manager (Lending/Bus. Dev't) – 3 Levels
 Branch Manager (Non-Lending/Bus. Dev't) – 3 Levels
 High School Branch Manager
 Assistant Branch Manager
 Senior Vault Teller

Vault Teller
 Head Teller
 Senior Teller
 Teller – Standard
 Teller/Customer Service Representative
 Senior Teller/Premium Pay (no benefits)
 Teller/Premium Pay (no benefits)
 Retail Manager/Customer Service Mngr – 3 Levels
 Operations Officer/Supervisor – 3 Levels
 Customer Service Representative/Branch
 Customer Service Representative II
 Customer Service Representative I
 Assistant Operations Officer/Supervisor
 Call Center Manager
 Call Center Specialist
 Call Center CSR
 Supermarket Banking Manager
 Supermarket Banking Sales Representative
 Safe Deposit Attendant

Lending

Chief Loan Officer
 Lending Sales Manager (Business Development/Non-commissioned)
 Business Development Officer
 Top Residential Mortgage Lending Executive
 Residential Mortgage Loan Officer (non-commissioned) – 2 levels
 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)
 Sr. Underwriter (commercial/industrial lending)
 Sr. Underwriter (commercial real estate lending)
 Sr. Underwriter Default
 Underwriter (residential lending)
 Underwriter (commercial/industrial lending)
 Underwriter (commercial real estate lending)
 Underwriter Default
 Secondary Market Officer
 Secondary Market Specialist/Coordinator
 Investor Reporting Specialist
 Indirect Lending Officer
 Trade Finance Manager
 Trade Finance Assistant
 Top Consumer Lending Executive
 Sr. Consumer Loan Officer
 Consumer Loan Officer
 Consumer Loan Administrator/Processor
 Top Commercial Lending Executive
 Group/Region Commercial Team Leader
 Sr. Commercial Loan Officer (commercial/industrial)
 Sr. Commercial Loan Officer (commercial real estate)
 Sr. Commercial Loan Officer Default
 Commercial Loan Officer (commercial/industrial)

Commercial Loan Officer (commercial real estate)
 Commercial Loan Officer Default
 Jr. Commercial Loan Officer (commercial/industrial)
 Jr. Commercial Loan Officer (commercial real estate)
 Jr. Commercial Loan Officer Default
 Sr. Commercial Credit Analyst
 Commercial Credit Analyst
 Commercial/Construction Loan Officer
 Commercial Loan Administrator
 Loan Processor
 Senior Loan Processor
 Note/Loan Service Department Manager
 Note/Loan Documentation Officer/Supervisor
 Note/Documentation Specialist
 Note/Loan Servicing Clerk
Jr. Commercial Credit Analyst
Jr. Mortgage/Consumer Credit Analyst
Sr. Commercial Loan Processor
Commercial Underwriting Manager
 Commercial Loan Processor
 Commercial Loan Servicer
 Credit Officer
 Sr. Credit Analyst
 Mortgage/Consumer Credit Analyst
 Credit Operations Specialist
 Credit Operations Manager
 Commercial Loan Portfolio Manager
 Loan Review Officer
 Loan Review Administrator
 Loan Servicing Officer
 Loan Servicing Supervisor
 Loan Servicing Clerk

Loan Clerk
 Collections Officer/Manager
 Collector – 2 Levels
 Special Assets Manager
 Special Assets Officer
 Staff Appraiser
 Lending Generalist
 Top Asset-based Lending
 Appraisal Manager

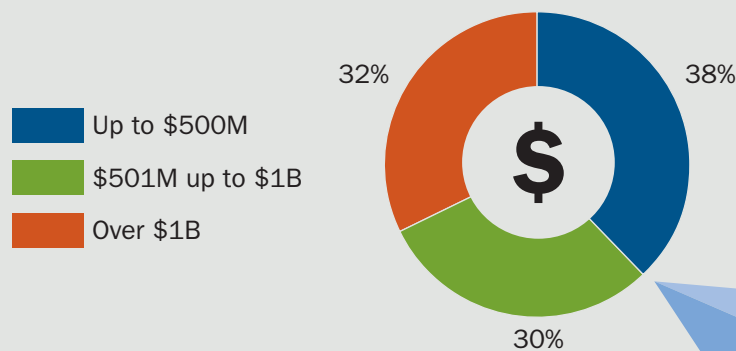
Technology

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



CREDIBLE

Participant Demographics by Asset Size



Who Participates?

Join over 35 institutions who rely on our in-depth data to make critical compensation decisions. Our participants represent both mutual and private banks and credit unions across Connecticut.

Participants ranged in asset size from \$110 million to over \$7 billion. The report isolates key metrics by size levels for easy analysis.

2016 List of Participants (alphabetical order)

- | | | |
|------------------------------------|-----------------------------------|-------------------------------------|
| Bankwell Bank | Fieldpoint Private Bank and Trust | Simsbury Bank |
| BBN | First County Bank | Stafford Savings Bank |
| Berkshire Bank | Ion Bank | Start Bank |
| Chelsea Groton Bank | Jewett City Savings Bank | The First Bank of Greenwich |
| Collinsville Savings Society | Liberty Bank | The First National Bank of Suffield |
| Connecticut Community Bank, N.A. | Litchfield Bancorp | The Guilford Savings Bank |
| Connecticut Mutual Holding Company | National Iron Bank | The Milford Bank |
| Darien Rowayton Bank | Newtown Savings Bank | The Washington Trust Company |
| Dime Bank | Northwest Community Bank | Thomaston Savings Bank |
| Easthampton Savings Bank | Patriot Bank, N.A. | Torrington Savings Bank |
| Essex Savings Bank | Salisbury Bank and Trust Company | Union Savings Bank |
| Fairfield County Bank | Savings Bank of Danbury | |
| Farmington Bank | Savings Institute Bank & Trust | |

If you are a community bank or credit union 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.



COST-EFFECTIVE

We offer an affordable solution to your banking compensation data needs for a competitive price of just **\$775**.

Connecticut Banking Survey Pricing

No Cost	Survey Submission
\$775	Participating Institutions
\$1,375	Non-Participating Institutions

Participating institutions receive over 40% off!

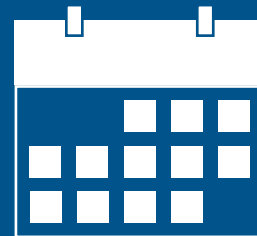


Survey Dates

Data Effective Date: April 1, 2017

Data Submission Due Date: May 26, 2017

Survey Results Published: August 14, 2017





Contact Us

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

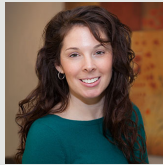
You will be assigned a dedicated account manager who will be available to walk you through the survey submission process, making it easy to integrate and match your information with our database. Our account managers have several years of survey experience, ensuring you the highest level of data quality 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 heather.vaillancourt@pearlmeyer.com
- **To contact us by phone:** ask for the survey group from our general number 508-460-9600 or call Heather Vaillancourt, Banking Survey Operations Manager, at 508-630-1497



Dedicated Team of Account Managers



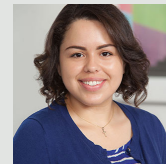
Heather Vaillancourt
Banking Survey Operations Manager



Sue Brown
Associate Survey Account Manager



Andrew Guigno
Survey Account Manager



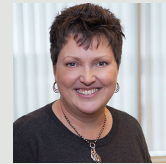
Itala Keller
Associate Survey Account Manager



Wyatt Allread
Associate Survey Account Manager



Jordan Gagnon
Associate Survey Account Manager



Mary Hutchings
Senior 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 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 Connecticut Banking Survey.

■ State Reports

- California
- New York
- Massachusetts



■ Regional reports

- Northeast (MA, RI, CT, ME, VT, NH, and NY)
- North Northeast (NH, ME, VT)

■ 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 the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Boston, Charlotte, Chicago, Houston, London, Los Angeles, and San Francisco.

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, New York, and Massachusetts
 - **Regional report** for the Northeast (that includes, MA, RI, CT, ME, VT, NH, and NY), and a regional report for the North Northeast (that includes NH, ME, VT)
 - **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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