



**Pearl Meyer**

**2025**  
**Banks of the Carolinas**  
**Compensation Survey**

The Banks of the Carolinas Compensation Survey can help you attract and retain top talent.



## Pearl Meyer's Banks of the Carolinas Compensation Survey

The Banks of the Carolinas Banking Compensation Survey, was created exclusively for banks in North Carolina and South Carolina who were looking for the most up-to-date and accurate compensation data for this specific region. The report provides you with the most relevant benchmarking data to ensure your compensation mix is competitive enough to attract and retain the best talent.



### Comprehensive

- + 300+ Positions
- + 4,400+ Employees
- + Exclusive Insight into Peer Policies & Practices



### Credible

- + 36 Institutions
- + \$157M – \$55.8B 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 Banks of the Carolinas 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:

- + 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

The screenshot displays the Pearl Meyer Banking Compensation Survey interface. It includes sections for:
 

- Base Salary Programs:** Questions 11-15 regarding salary increases for Officers and Non-Officers, including fields for 2016 Actual, 2017 Budgeted, 2017 Actual, and 2018 Projected percentages.
- Long Term Incentive Plan:** A table with columns for Program Characteristics (e.g., Strategy, Entry to Exit, Other) and rows for various metrics like Starting Bonuses, Cash/Target/Direct Compensation, and Loan Production.

## Access to Detailed Data

36

Participating Institutions

300+

Positions

4.4K+

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

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 Clerk  
 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/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  
 Sr. Risk Manager  
 Risk Manager  
 Sr. Risk Analyst  
 Risk Analyst  
 Sr. Compliance Officer  
 Compliance Officer  
 Compliance Specialist  
 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  
 Acctg/Bookkeeping Clerk II  
 Acctg/Bookkeeping Clerk I  
 Bookkeeping Generalist

### 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

### Operations

Head of Operations  
 Head of Cash Management / Treasury Management  
 Head of Digital/Electronic Banking  
 Operations/Services Manager - Centralized  
 Group Operations Manager



## Job Positions (contd.)

### Operations (contd.)

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/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)  
 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



## Job Positions (contd.)

### Lending (cont'd)

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  
 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  
 Computer Operator

## Credible

### Who Participates?

Join 36 institutions who rely on our in-depth data to make critical compensation decisions. Our participants represent financial institutions in North Carolina and South Carolina.

### Participant Demographics by Asset Size



### 2024 List of Participants (alphabetical order)

1st Federal Savings Bank of SC  
 AgFirst Farm Credit Bank  
 American Bank (NC)  
 Bank of Clarendon  
 Bank of Oak Ridge  
 Bank of the Lowcountry  
 Bank of Travelers Rest  
 Carolinas Telco Federal Credit Union  
 Carter Bank & Trust  
 First Bancorp (NC)  
 First Carolina Bank  
 First Community Bank (SC)

First Federal Bank (FL)  
 First National Bank of South Carolina  
 Founders Credit Union  
 HomeTrust Bank  
 KS Bank, Inc.  
 LifeStore Bank  
 Local Government Federal Credit Union  
 M&F Bank  
 New Peoples Bank  
 Palmetto State Bank  
 Peoples Bank (NC)  
 Primis Bank

Security Federal Bank  
 Skyline National Bank  
 Southern Bank  
 State Employees' Credit Union  
 The Bank of South Carolina  
 The Citizens Bank (SC)  
 The Conway National Bank  
 The Fidelity Bank (NC)  
 TowneBank  
 Triad Business Bank  
 Truiliant Federal Credit Union  
 Uwharrie Bank

**If you are a community bank or credit union we strongly encourage your participation to increase the depth of the survey data while providing you with key insights into compensation trends in your 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		✓ (% <sup>ble</sup> in Excel)
Total Number of Incumbents		✓	Average STI Excl \$0 Awards as % of Base		✓ (% <sup>ble</sup> in Excel)
Average Asset Size		✓	Target Bonus Award, % Base		✓ (% <sup>ble</sup> in Excel)
Median Asset Size		✓	Number of Incumbents Reporting Target		✓
Closeness of Match		✓	Average Total Target Cash Compensation	✓	
<b>Base Salary:</b>			<b>Total Cash Compensation:</b>		✓ (90 <sup>th</sup> is in Excel only)
Average Salary Range Min/Mid/Max		✓	Average Total Cash Compensation (25 <sup>th</sup> , 50 <sup>th</sup> , 75 <sup>th</sup> , and 90 <sup>th</sup> Percentiles)		
Hourly Average Salary Range Min/Mid/Max	✓		<b>Long-Term Incentives:</b>		
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	✓ (% <sup>ble</sup> 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	✓		<b>Total Compensation:</b>		
Number of Incumbents Private Institutions		✓	Total Target Compensation	✓ (% <sup>ble</sup> in Excel)	
Average Base Salary Private Institutions		✓	Total Direct Compensation	✓ (% <sup>ble</sup> in Excel)	
Hourly Average Base Salary Private Institutions	✓		<b>Rewards:</b>		
Average Base Salary All Incumbents (25 <sup>th</sup> , 50 <sup>th</sup> , 75 <sup>th</sup> , and 90 <sup>th</sup> Percentiles)		✓ (90 <sup>th</sup> is in Excel only)	Stock Options (ISO and NQSO)	✓	
Hourly Average Base Salary All Incumbents (25 <sup>th</sup> , 50 <sup>th</sup> , 75 <sup>th</sup> , and 90 <sup>th</sup> Percentiles)	✓		Stock Appreciation Rights (SARS)	✓	
<b>Short-Term Incentives:</b>			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: 4/1/2025

Submission Due Date: 5/23/2025

Survey Results Published: Week of 8/11/2025



## Contact Us

To learn more about our Banks of the Carolinas Banking Compensation Survey or to participate, please contact the survey group at [survey@pearlmeyer.com](mailto: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](mailto:survey@pearlmeyer.com) or  
[rhonda.snyder@pearlmeyer.com](mailto:rhonda.snyder@pearlmeyer.com).

**By phone:**

ask for the survey group from our general number 508-460-9600 or Rhonda Snyder, Senior Survey Account Manager at 984-258-2409.



**Rebecca Toman**  
Vice President,  
Survey Business Unit



**Nana Adu**  
Associate Account  
Manager



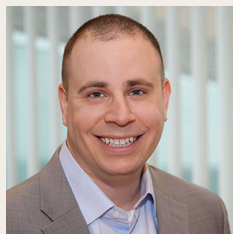
**Dan Besser**  
Senior Survey  
Account Manager



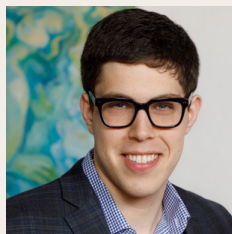
**Matt Donahue**  
Survey Account Manager



**Jordan Gagnon**  
Survey Project Manager



**Andrew Guigno**  
Survey Operations  
Manager



**Benji Sheiffer**  
Survey Account Manager



**Rhonda Snyder**  
Senior Survey  
Account 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 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 Banks of the Carolinas Survey.

### State Reports

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

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

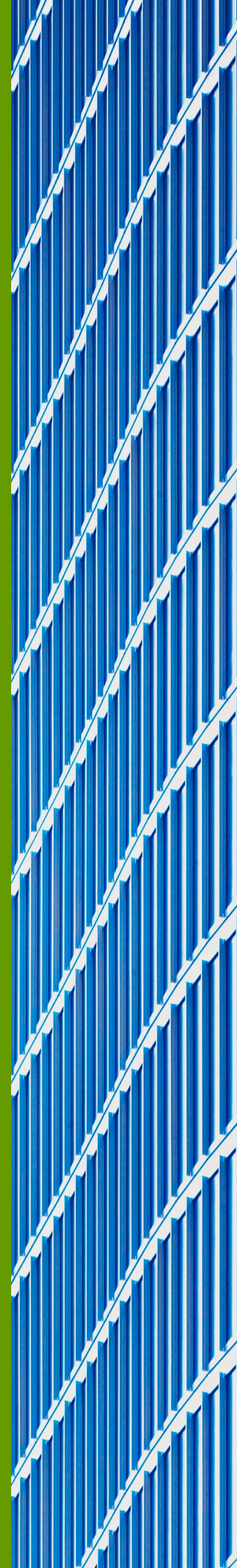
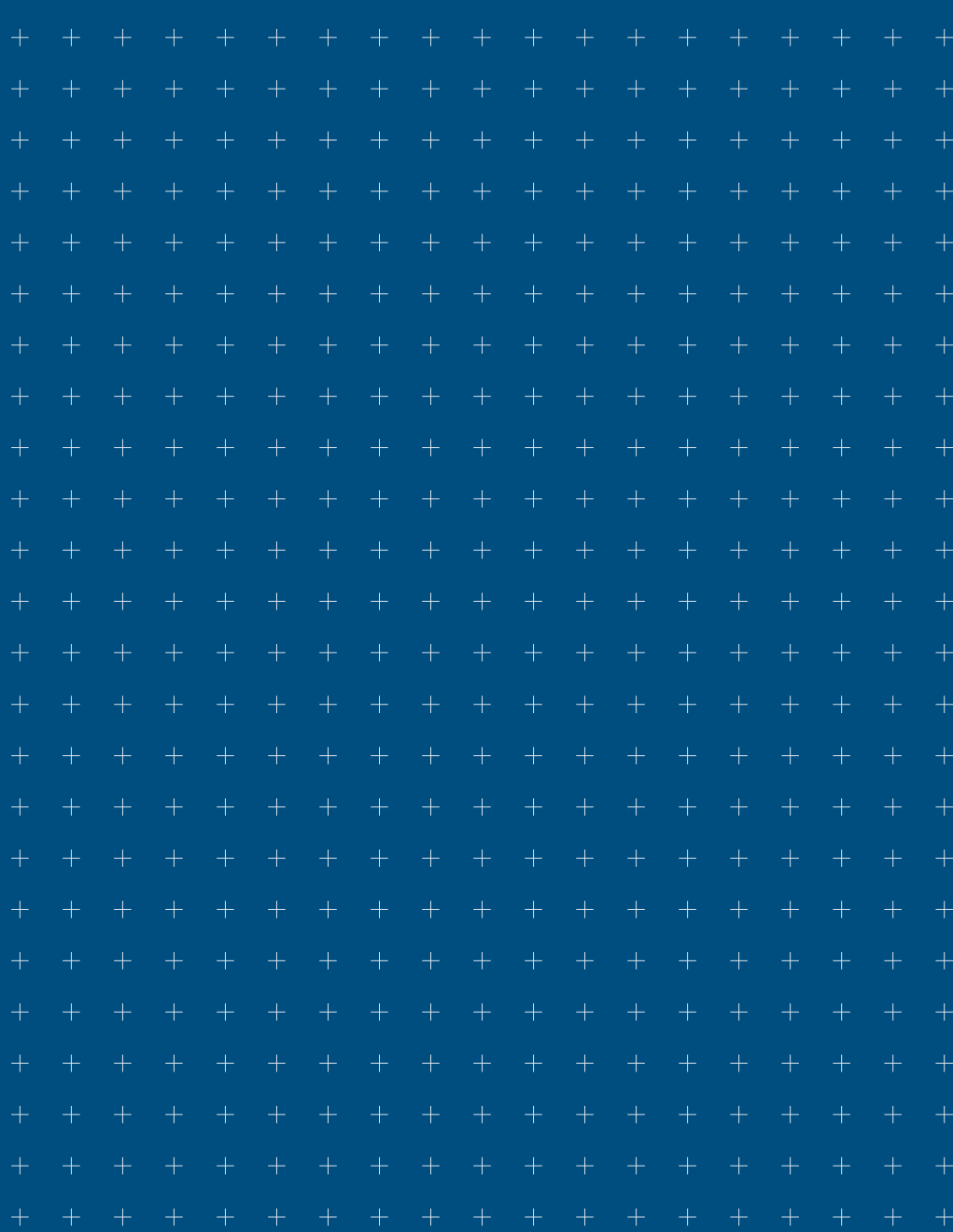
Pearl Meyer's National Banking Team has in-depth and diverse experience, based on long-term client relationships. We understand the business, regulatory and talent challenges of the industry and the ways in which compensation can play a role.

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

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, 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.



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

# Pearl Meyer

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