



Mass Bankers

ASSOCIATION

Survey Results

2025

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January

2025

Survey Results

Who do you use for your EAP? What are your thoughts and what is the utilization? If you're able to share, what is the cost per employee for your EAP?

TELUS Health

Cost is approx \$20/pp annually

All One Health. Utilization is minimal despite abundant communication. Cost is \$3.01 pepm

ESI Employee Assistance Group/ The EAP. It costs approximately \$20/year per employee. While it's a little utilized benefit, when we had an incident happen in one of our branches a couple of years ago they were a help to us. And, when an employee is in some type of crisis, it is an important option. They currently meet our needs.

We use All One Health. They have good information and discounts but not a lot of reporting tools to verify usage. The cost is \$2.41 per employee.

We use the free plan through the Hartford Insurance.

AllOne Health - utilization is usually low but a good resource for those in needs for a reasonable cost

We use ADP's EAP service. It is included in our Comprehensive Services package, so there is no direct cost. I'm not sure of the utilization; we don't have a view into that. We were very happy with their response to a crisis situation where we requested on-site support for employees to help deal with death of a colleague.

Who do you use for your EAP? What are your thoughts and what is the utilization? If you're able to share, what is the cost per employee for your EAP?

The Hartford - it free with our other coverage (STD, LTD, Life etc.)

Allone Health

We use ADP for our EAP program, it's included in our contract pricing.

We have had AllOne for several years. The monthly rate is around \$3.50 per/ee. We use their monthly topics to supplement our wellness program, use some of their pre-recorded sessions for training and have them to "live" /zoom training session once a year.

ACI Specialty Benefits and it is through our disability provider, so we are not billed separately for it.

ESI Employee Assistance Group
Approx. \$4,500 per year

AllOne Health 2.52/pp/pm
Usage is extremely low

ComPsych Guidance Resources. We do not receive utilization reports, however, I would say our overall utilization is low.

ADP LifeCare. It's free with our ADP Workforce bundle. Utilization rate across the bank is at 25%.

Who do you use for your EAP? What are your thoughts and what is the utilization? If you're able to share, what is the cost per employee for your EAP?

ESI

We use AllOne for our EAP and the cost is \$2.51 per employee. AllOne has come on-site to speak to our employees about the services they provide. Additionally, when we need them on-site for serious issues, they are typically available within a reasonable timeframe.

CompEAP - they are fantastic. Our utilization rate is usually somewhere between 5 and 8%. Our annual cost is \$5,500 and we have approximately 80 employees.

We use it through our payroll provider Paychex, it comes with our package. very little use we have had an employee use it here and there.

ESI Total Care EAP. They are very good, and we've had positive feedback from employees who utilized their services.

We have an EAP. Utilization is limited

AllOne EAP. Responsive when we've reached out, has provided some helpful trainings, however typically we have low utilization.

We currently do not utilize one.

AllOne Health

Have you increased your teller starting rates for 2025? If yes, please provide additional context.

no

Not specifically. We routinely monitor these rates to ensure we are competitive.

Yes

No, we raised them two years ago. We start at 19.00 per hour with no experience and go up from there.

We don't have tellers. We have banking specialists. We hire above the range so there was really no need to increase the starting rate. Although our ranges did increase by 3%

No planned increase for 2025.

No.

We plan to make adjustments based on the recent market survey with March annual performance increases.

No

\$19.00/pp with no experience

Have you increased your teller starting rates for 2025? If yes, please provide additional context.

Yes we have to meet market demand and COLA.

No, not as of yet.

Our starting rate for 2025 has increased. Our compensation structure is based on salary quartiles, which are reviewed and updated annually to remain competitive with market standards.

No

No we raised it in 2024 from \$16 an hour to \$17 with no experience and \$18 to \$20 with experience.

Yes, we just increased by \$1.00 per hour

no

We have not increased it. Our starting range is \$19-\$22.

We do not use the traditional Teller position. Our closest equivalent, Relationship Banker I, did not require an increase to the rate.

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

not at this time

MA Pay Transparency

New MA Pay Transparency reporting.

Always interested in a speaker on MA Pay Transparency

Legal and Compliance topics are always appreciated. A 2025 Legal Update would be helpful.

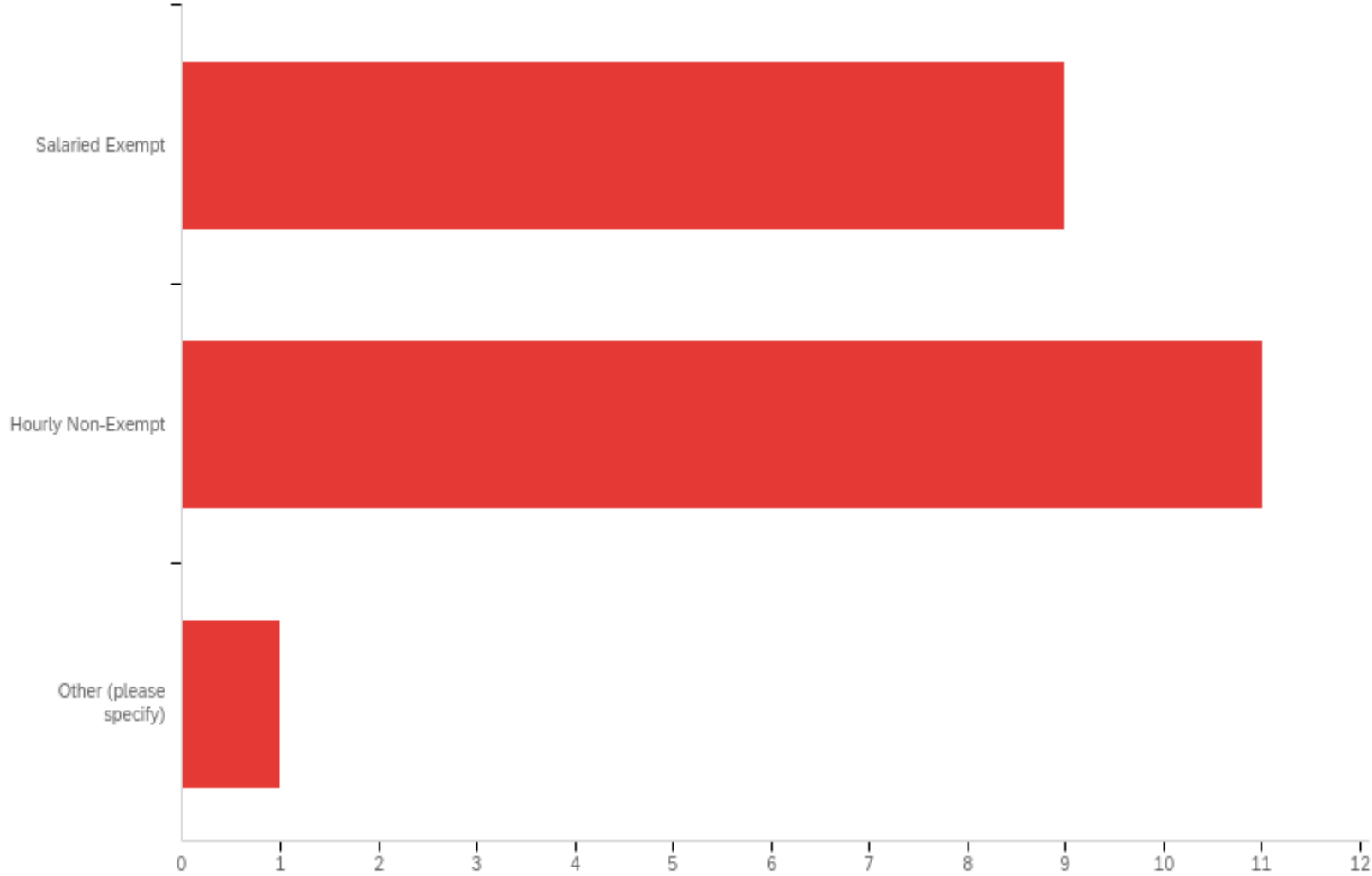
I would love to know who people are using for Affirmative Action and what that process looks like.

Does anyone have job grades to tie in with salary ranges?

MA Pay Transparency Law

February
2025
Survey Results

Does your bank classify the BSA Analyst position as:



Does your bank classify the BSA Analyst position as:

#	Answer	%	Count
1	Salaried Exempt	42.86%	9
2	Hourly Non-Exempt	52.38%	11
3	Other (please specify)	4.76%	1
	Total	100%	21

Does your bank classify the BSA Analyst position as:

Other (please specify) - Text

we do not have the position BSA analyst, however we have a position BSA & Fraud Specialist that is non-exempt

Do any banks offer incentives for retail staff to work Saturday hours? If so, what is offered? Does it vary by level (Branch Manager vs Teller)?

Over time if they work over 40 hours otherwise there is no incentive.

OT for retail staff
Day off during the week for the Manager or Assistant Branch Manager

Non-exempt retail staff earn time and half on Saturdays, even if their weekly hours do not exceed 40.

Branch Managers earn a stipend of \$175 for working a Saturday.

Hourly employees get their hourly wage, managers receive a stipend if they work Saturday.

Retail staff will have a day off during the week to compensate for working on Saturday.

No

There is not incentives, it is part of their schedule.

No

No incentive granted.

Saturday is in incorporated as part of their 40 hour a work week.

Branch Managers are either Stipend or Flex: If a Manager wants to change their status from Flex to Stipend (or vice versa), it's required to get Division Head and Human Resources approval.

Stipend Branch Manager gets a stipend of \$250 for working 4.5 hours on Saturday.

Flex Branch Manager can take a day off during the week for working 4.5 hours on Saturday.

Hourly employees that work a Saturday can take a day off during the week or get paid 6 days, which ever they choose.

Do any banks offer incentives for retail staff to work Saturday hours? If so, what is offered? Does it vary by level (Branch Manager vs Teller)?

No, hours worked are part of their weekly schedule and they try to assign no more than 2 Saturdays per month. Managers and Asst. Branch Managers get a stipend ONLY if they end up having to work SIX days in a row in a given week.

No, we have a two-week rotation schedule so if a retail employee is scheduled for a Friday night and Saturday, they receive a day off during the week.

They get a weekday off if they work Saturday and staff rotates them so one person isn't working every Saturday

No

No, Saturday schedules rotate for our retail staff and are included in the work week.

No

We pay time and a half including managers.

No. We have set the schedule up to allow for an A/B team that alternates. Whichever team is scheduled to work the Saturday, those employees have a day off during the week but are scheduled to work 40 hours that include the Saturday.

How do others handle lunch breaks in the retail branches? Do you require a certain number of staff to stay in the branch? If so, how do you handle required meal breaks? Do you close the branches if understaffed that day?

We do require a certain number of people to be in the lobby. May ask (not require) the employees if they would take a reduced break and have them sign off on a meal waiver form. We have never had to close a branch for being understaffed. We would ask our floater(s) to go to the branch needing help or ask other employees from branches that were sufficiently staffed to go there.

We have a preferred # of staff in the branch, however it is not a required # and on occasion we operate below our preference. On days we are operating below our preference, management is expected to pull a drawer and cover as needed. We will also allow a paid 'on-call/on-site' break for staff if necessary but only on a voluntary basis.

breaks are staggered to ensure adequate staffing levels. We can manage a slower branch with 3 people. If understaffed, we'll shuffle staff throughout the branches to ensure everyone gets their break.

Lunch breaks are scheduled in a staggered manner and are limited to 30 minutes. A minimum of two employees must be present in the branch at all times. In cases where a branch is understaffed, a designated floater will be assigned to provide coverage for the day.

this has never been an issue, but we always require at least 2 people behind the Tellerline at all times.

How do others handle lunch breaks in the retail branches? Do you require a certain number of staff to stay in the branch? If so, how do you handle required meal breaks? Do you close the branches if understaffed that day?

We only have two branches, but they make sure each branch is fully staffed. If someone calls out, they will pull from the other location. We would never close a branch due to being understaffed.

We find it easier and more convenient to give the staff a 45-minute lunch break which incorporates their 15-minute break.

Anyone who works more than six hours a day is required to take a lunch break. If the branch is understaffed we try and move a teller from another branch.

We strive to allow for staff to leave the premises for lunch break (30 mins). If that's not possible (we need at least 2 people onsite; one can watch via security monitor in break room), we offer to buy lunch and have it delivered or they can elect to be paid for the break.

Most times there is enough staff for lunch breaks.

Stagger meal breaks so we stay open.

Branch Manager oversees the scheduling of lunch breaks. All non-exempt employees are to take their lunch break. We do not close the branch if understaffed for that day.

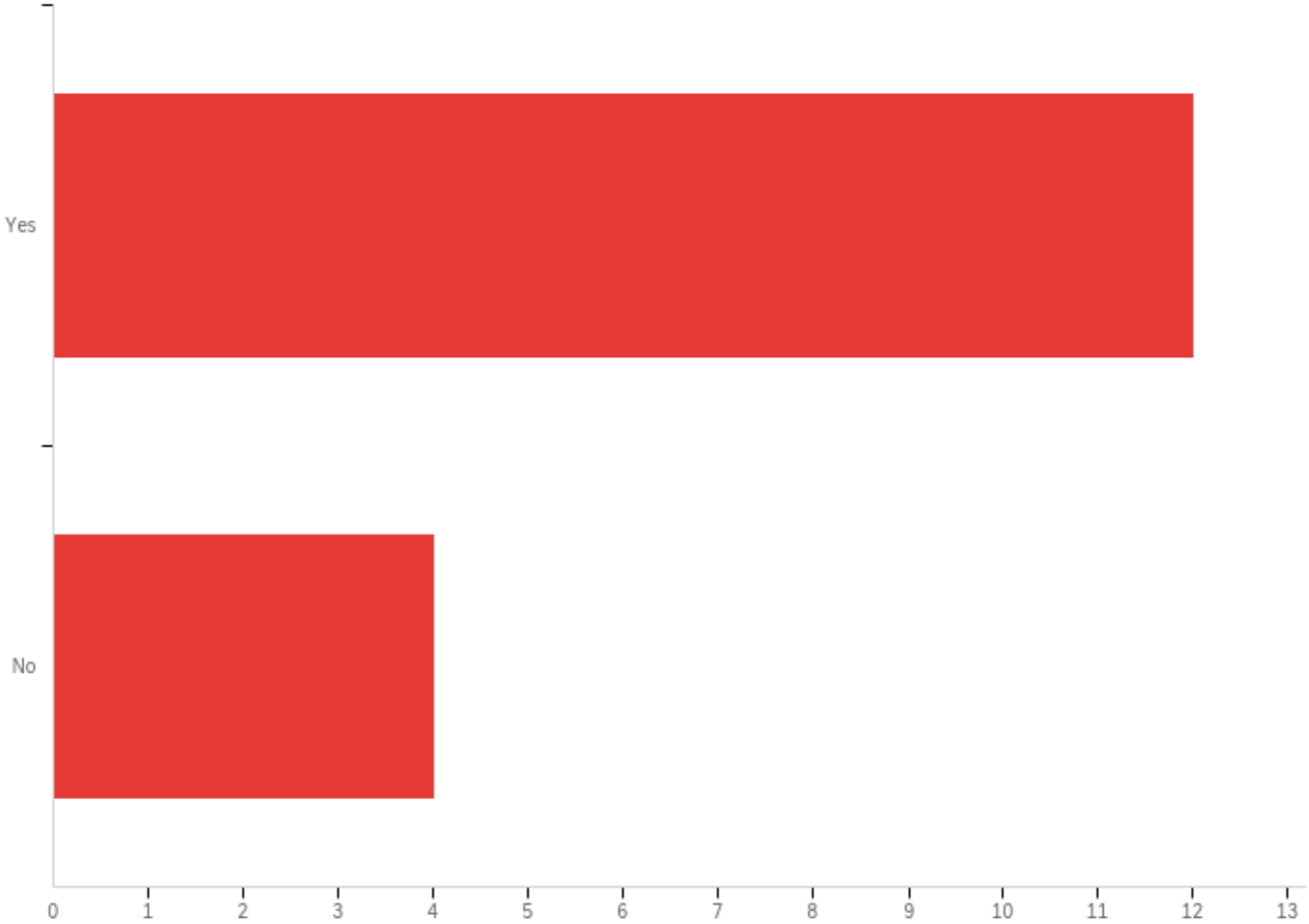
If an employee is unable to leave the branch for their break they are not required to punch out for their lunch break.

How do others handle lunch breaks in the retail branches? Do you require a certain number of staff to stay in the branch? If so, how do you handle required meal breaks? Do you close the branches if understaffed that day?

We usually require 1 hour lunches, but if they are short-staffed then 1/2 hour lunches. Sometimes staff from other locations cover.

Lunches are scheduled for retail staff based on attendance that day. If understaffed, a manager/person from another branch is sent there for the lunch hour or retail managers will fill in for the hour period.

For banks with call centers and Saturday branch hours, is your call center also open on Saturdays?



For banks with call centers and Saturday branch hours, is your call center also open on Saturdays?

#	Answer	%	Count
1	Yes	75.00%	12
2	No	25.00%	4
	Total	100%	16

What incentive programs (e.g., bonuses, performance rewards) have been successful at your institution?

Quarterly incentive plans (partnered with annual incentive plan) for retail and customer assistance center has been successful

bonuses, consistent increases.

We offer a Short-Term Incentive Plan that aligns with the Bank's overall performance. This program has been highly effective, as employee bonuses increase in correlation with the Bank's success. Additionally, we provide discretionary bonuses to employees who exceed their standard responsibilities or successfully complete special projects that require significant time and effort.

Our Performance Incentive Plan is based on bank metrics. Retail incorporates deposits.

We give cash awards for years of service and we have an employee referral program.

We also have an emergency loan program for our employees that they can utilize if need be.

Retail has sales incentives. Mortgage originators have commissions and volume incentives. There are some cross-sales incentives available to all employees as well as customer and employee referral awards. We do bonuses for everyone annually (based on bank and employee performance).

We are considering removing employees that get other incentives from the overall bonus program (example: Retail).

What incentive programs (e.g., bonuses, performance rewards) have been successful at your institution?

quarterly bonus

Branch employee referrals

- Bonuses
- Swag awards

What morale-boosting programs or events (e.g., team-building activities, wellness initiatives) have been effective in improving employee engagement?

Our recent snowperson building contest had much participation and employee engagement. Every department and branch participated except for two. Our upcoming team spelling bee is also getting much team engagement and enthusiasm.

employee events, even if casual, are appreciated) i.e. cornhole tournaments, Halloween costume competitions, food trucks, ice cream trucks, random pizza luncheons, wellness room, schedule flexibility for necessary family accommodations, employee appreciation day, etc.

We host a monthly Collaboration Day, providing employees with the opportunity to engage in various activities such as crafts, educational workshops, and games. Breakfast and lunch are provided as part of this initiative to foster engagement and teamwork.

Additionally, each branch and department organizes morale-boosting events several times a year, with employees contributing to the planning to encourage participation. Past team-building activities have included escape rooms, pool tables, and axe throwing.

We also prioritize employee wellness through initiatives such as on-site massage sessions, where professional massage therapists provide 15-minute chair massages a few times a year.

Employee bowling event, holiday party, office olympics, employee and family outing at local amusement venue, Friday fun days with themes (tropical shirts, football jerseys etc) , halloween decorating and costumes, ice cream sundae day in the summer

What morale-boosting programs or events (e.g., team-building activities, wellness initiatives) have been effective in improving employee engagement?

If the employees complete their annual physical and accumulate 150 points from January 2025 until December 2025 they receive a day off. This also helps with the utilization for a healthyme, so we are more apt to receive the bonus at the end of the year from MassBankers.

There are just too many to list them all but they include:

Volunteer opportunities (paid volunteering). Examples included My Brother's Keeper, Smart With Money Fair at local schools, Credit for Life at local schools.

Branch competitions/events - Office Olympics, food events, voting on the best decorated branch

Employee Appreciation Social - we close the branches early this year we went to I-golf, last year Ryan's Amusements. Step challenges with bank sponsored prizes like 8 hours floating holiday for 1st place.

Ice cream truck visits
golf league

Summer all-employee outing, holiday party. Food trucks every few months. Small themed celebrations every other month or so. We participate in all of the BCBS/Mass Bankers aHealthyMe activities and challenges.

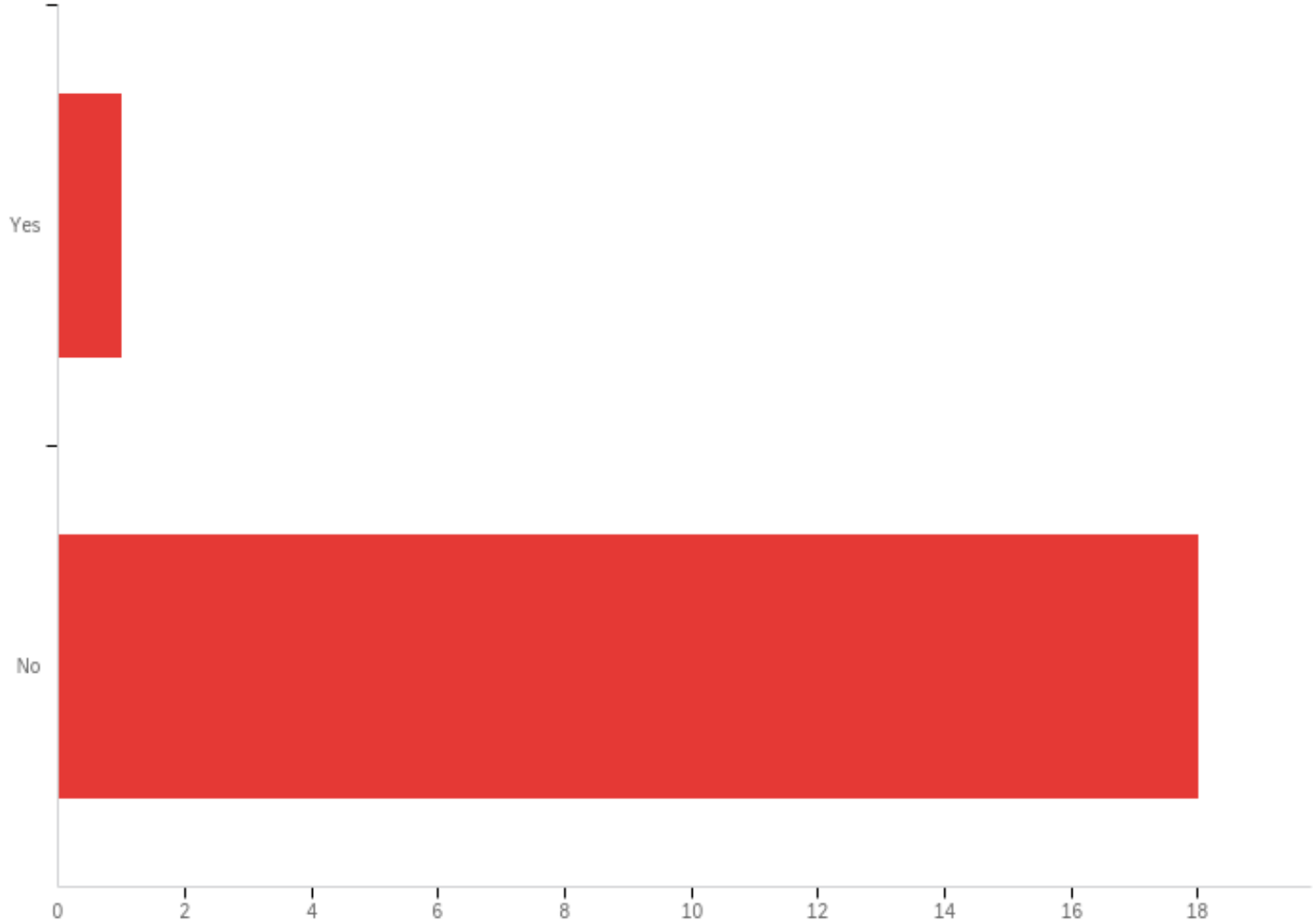
A wellness initiative with a prize involved.

Informal activities in the office. Well attended, not costly.

- Employee engagement committee (planned theme days, trivia, newsletter)
- Volunteer opportunities
- Company wide events
- Department events

We do quarterly events (family feud, paint night, music trivia) that are voluntary but offer food and fun. People seem to have a great time and all levels (Senior Managers - Tellers) get involved so it boosts morale.

Does your bank offer a standalone childcare benefit?



Does your bank offer a standalone childcare benefit?

#	Answer	%	Count
1	Yes	5.26%	1
2	No	94.74%	18
	Total	100%	19

If yes, what is the weekly reimbursement amount for: One child,
Multiple children

If yes, what is the weekly reimbursement amount for:	
One child	Multiple children
30% of weekly cost, up to \$25 per week per child. 2 child maximum.	
N/A	

What vendor does your bank currently use to conduct customer experience surveys?

Customer Service Profiles (CSP)

Avantis

N/A

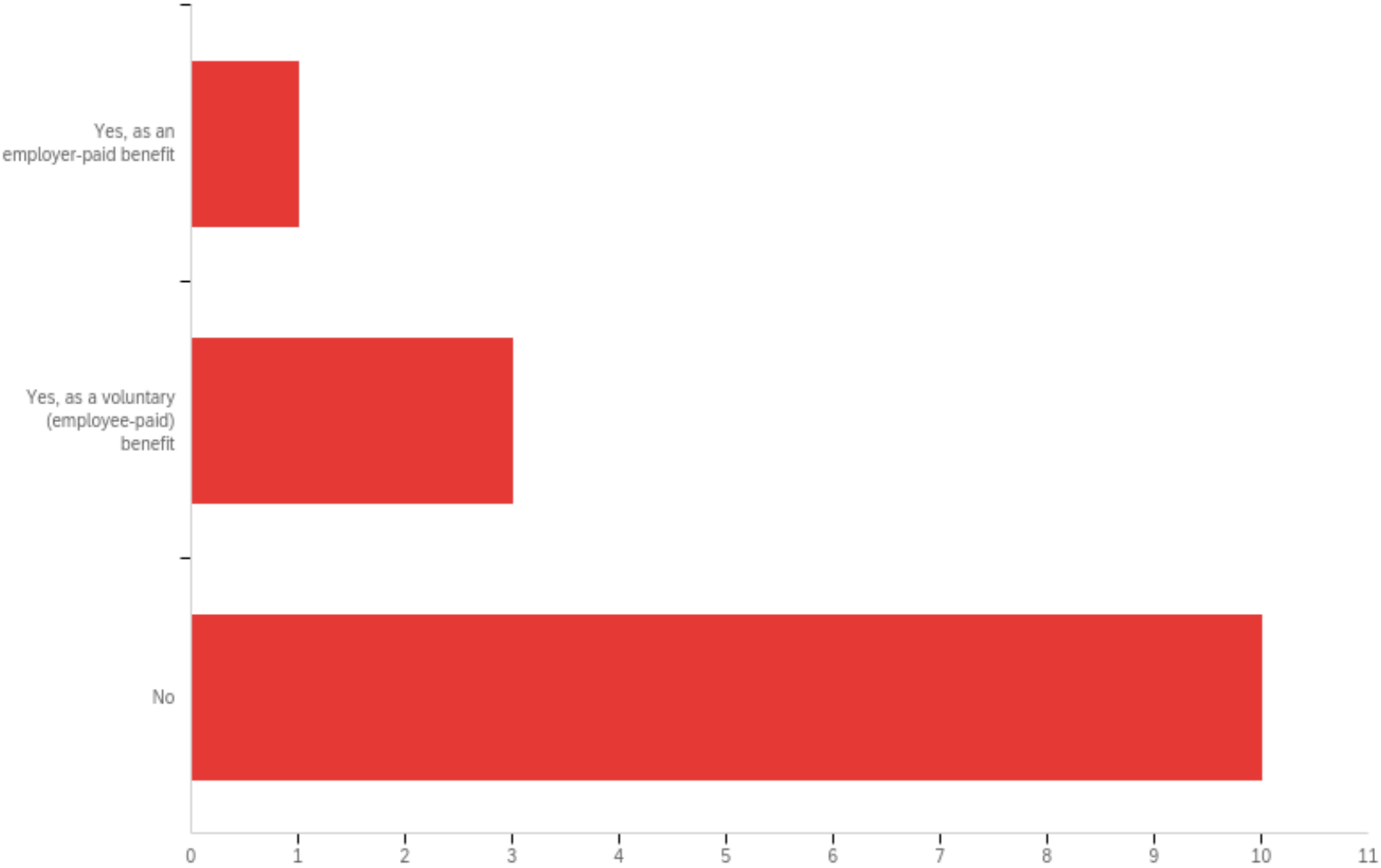
Survey Monkey

N/a

We don't do them often, but we have used Austin Williams in the past.

Does your bank offer Employee Resource Groups (ERGs)? If yes, please list some examples.
Employee Engagement Committee Health/Wellness Committee
Book club, walking/hiking club, golf, pickleball.
No
<p>Yes, our bank offers Employee Resource Groups (ERGs) to foster an inclusive and supportive workplace culture. These groups meet monthly to discuss activities, educational opportunities, and ways to celebrate diversity, such as Black History Month and other cultural observances.</p> <p>Additionally, ERGs provide employees with access to educational materials and resources, which are regularly shared on our intranet. This platform allows employees to engage with informative content, broaden their perspectives, and participate in meaningful discussions. Through these initiatives, we aim to create a more connected and informed workplace community.</p>
no
not sure what that is but we have an employee assistance program.
no
Not currently.
Not at this time.
no

Does your bank offer long-term care (LTC) insurance to employees?



Does your bank offer long-term care (LTC) insurance to employees?

#	Answer	%	Count
1	Yes, as an employer-paid benefit	7.14%	1
2	Yes, as a voluntary (employee-paid) benefit	21.43%	3
4	No	71.43%	10
	Total	100%	14

If yes, which carrier(s) do you use for LTC coverage?

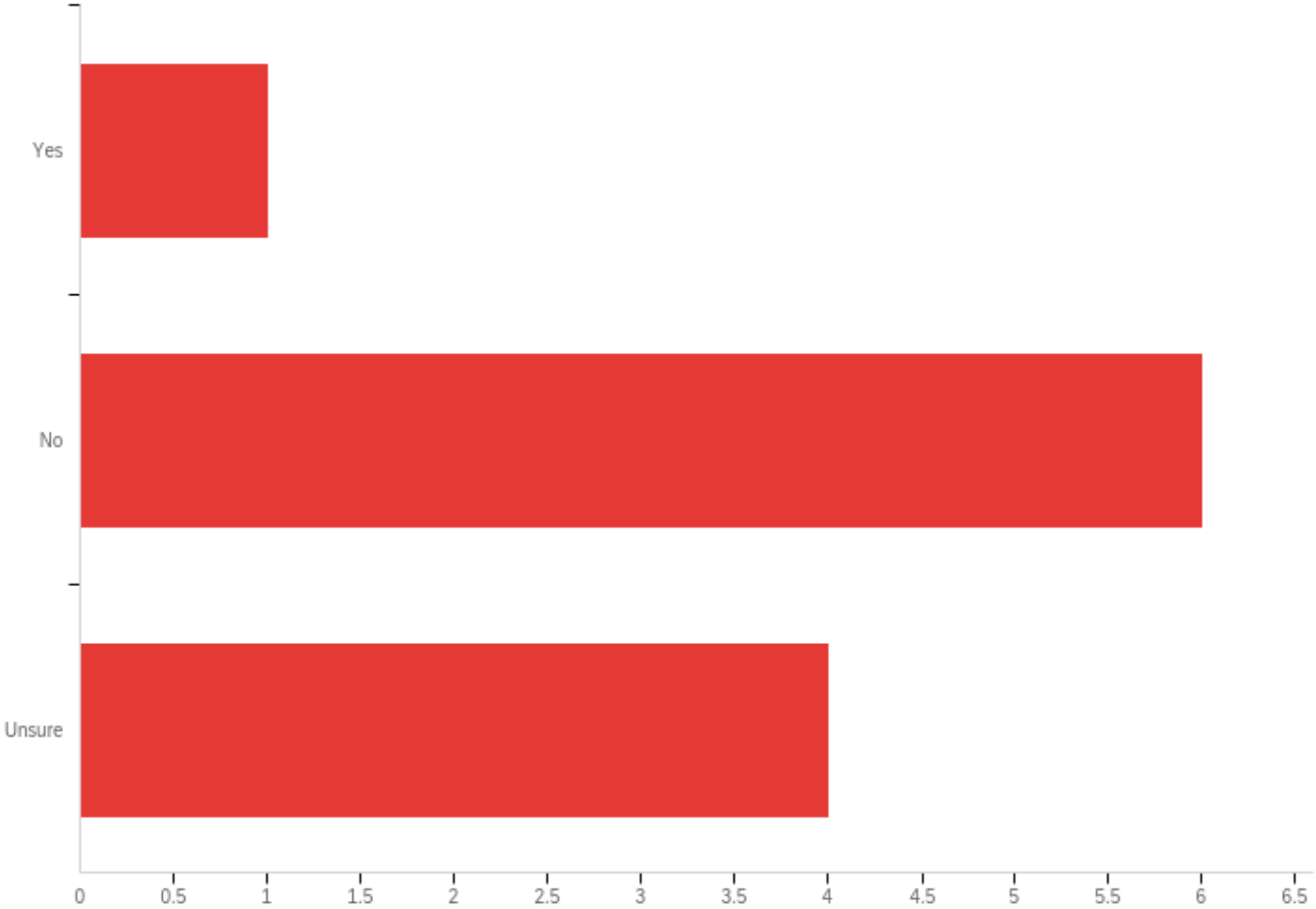
LTC is only offered to SVP's and the Bank pays for it.

We began partnering with Trustmark in 2025.

The Principal

Reliance Standard

If no, has your bank considered offering LTC coverage in the future?



If no, has your bank considered offering LTC coverage in the future?

#	Answer	%	Count
1	Yes	9.09%	1
2	No	54.55%	6
4	Unsure	36.36%	4
	Total	100%	11

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

use of AI in recruiting efforts

Pay Transparency

Affirmative Action and DE&I changes under the new Administration

Any other changes (HR related) that are foreseen to take effect under the new Administration

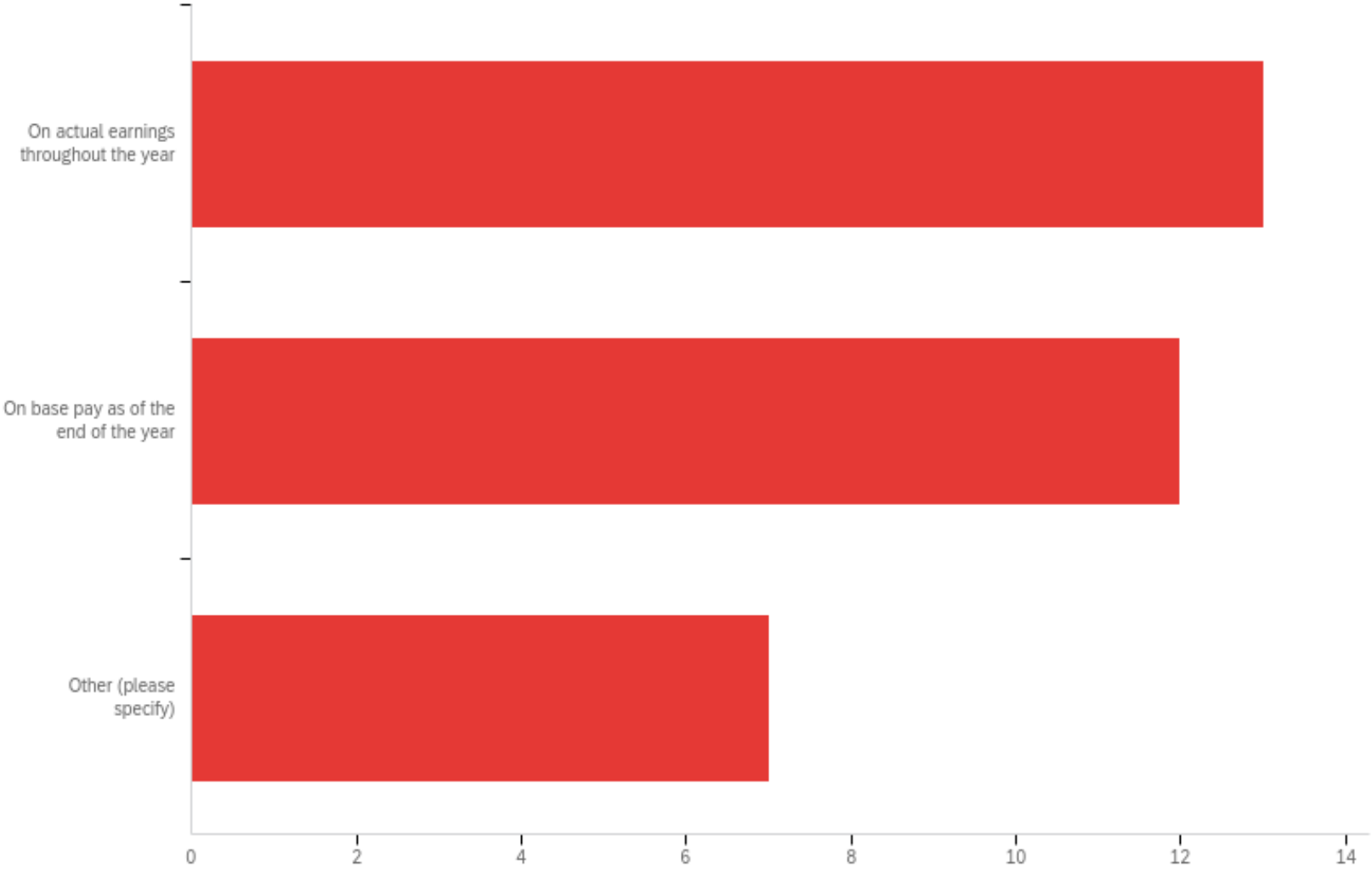
Volunteer engagement - how do banks manage it, get people involved, is it required it for certain positions, do you penalize those that don't participate, etc.

March

2025

Survey Results

How is the bonus calculated at your organization?



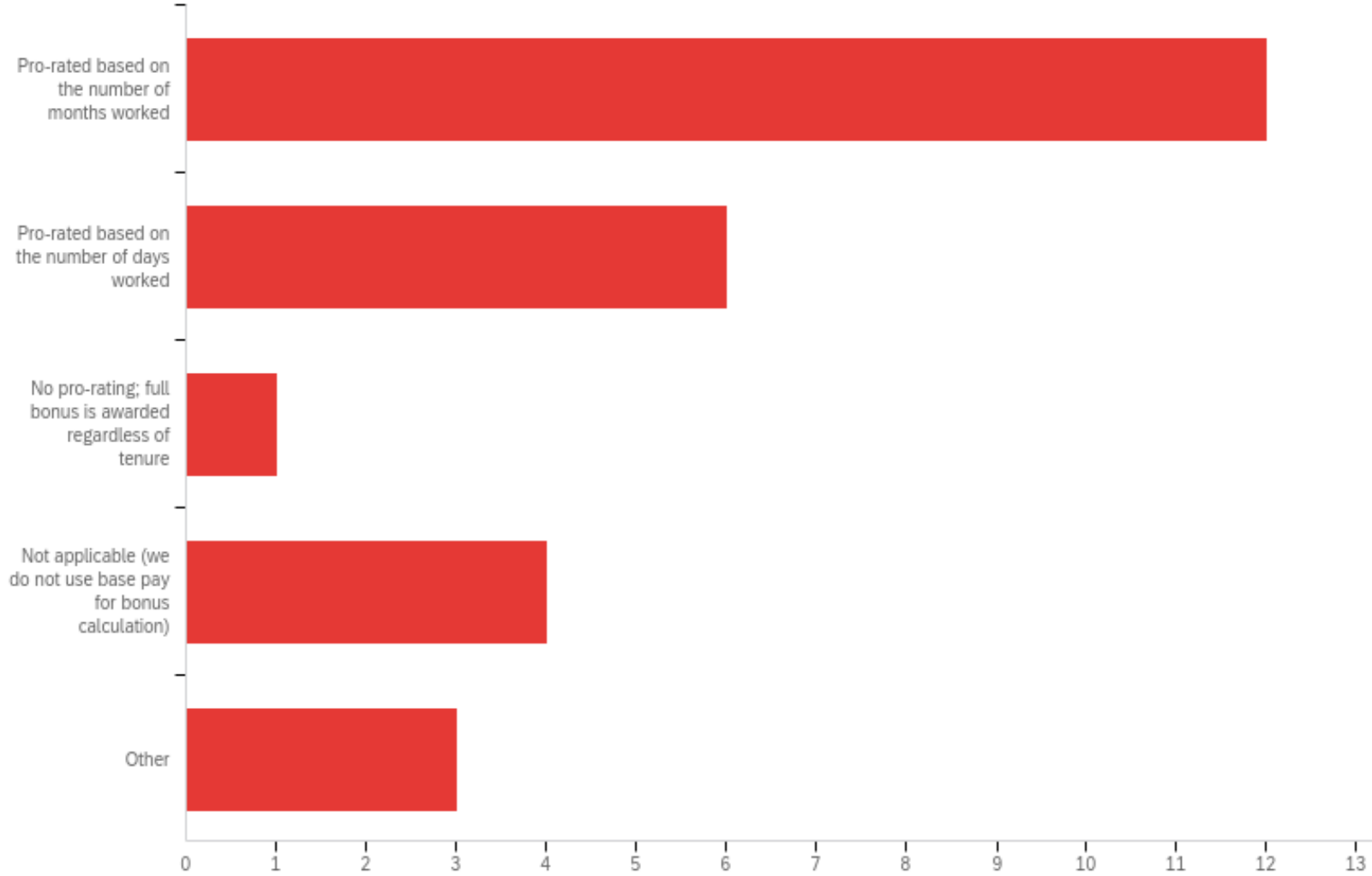
How is the bonus calculated at your organization?

#	Answer	%	Count
1	On actual earnings throughout the year	40.63%	13
2	On base pay as of the end of the year	37.50%	12
3	Other (please specify)	21.88%	7
	Total	100%	32

How is the bonus calculated at your organization?

Other (please specify) - Text
Based on performance % of base pay
On how well the bank did for the year and then based on employee's performance
Chosen by Bank President, not given to officers
The Bank has an incentive plan and a profit sharing plan for those who are not eligible for the incentive plan. The profit sharing is based on actual base pay earnings for the year and to be eligible, must be employed as of 10/01 of the year. The incentive plan is based on annual salary as of merit increase - otherwise, it is prorated if there is a promotion or pay adjustment later in the year.
Exempt - base Non-Exempt W-2 earnings
Both methods are used. The majority of calculations are on base pay as of year end; a small handful of commissioned employees have calcs based on actual earnings.
Discretionary

If the bonus is calculated on base pay as of the end of the year, how is it pro-rated for employees who did not work the full year?



If the bonus is calculated on base pay as of the end of the year, how is it pro-rated for employees who did not work the full year?

#	Answer	%	Count
1	Pro-rated based on the number of months worked	46.15%	12
2	Pro-rated based on the number of days worked	23.08%	6
3	No pro-rating; full bonus is awarded regardless of tenure	3.85%	1
4	Not applicable (we do not use base pay for bonus calculation)	15.38%	4
5	Other	11.54%	3
	Total	100%	26

If the bonus is calculated on base pay as of the end of the year, how is it pro-rated for employees who did not work the full year?

Other - Text

Both plans are pro-rated based on hire date even though base pay at year end is not the basis for calculation.

pro-rated based on base earning YTD

Currently, Mgmt/officers are calculated by # days worked and non-officer incentives are rounded to a quarterly pro-ratio.

April

2025

Survey Results

Do you have any resources or guidance on board structure, including the `number and types of director committees?

HR doesn't have a view into the committees, but there are the usual ones (i.e., Compensation, Audit, Loan, etc.)

As of now we have 11 board members. Committees consist of board of investment including one or two compensation meetings annually, audit committee, long range planning, quarterly trustee meetings, ALCO, advertising and nominating.

No we don't

no

Our board is comprised of 12 Directors and they hold 9 meeting per year. The Board has 5 committees each with the following composition and meeting frequency :

Executive Committee: 5 members; meets 24 times per year

Audit Committee: 4 members; meets 4 times per year

Compensation Committee: 5 members; meets 4 times per year

ALCO Committee: 3 members; meets 4 times per year

Foundation Committee: 3 members; meets 4 times per year

N/A

Have you worked with a grant writer to obtain a general Workforce Training Grant? If so, would you recommend them?

We have only used the Express Grants through the WT Grant program, which doesn't require any heavy lifting. For a full-fledged grant, I'd have to see what's involved. To answer the question, NO we haven't used a grant writer.

No

I used one in my previous job located in New Jersey but had local trainers in Massachusetts to conduct training once grant was approved. Sorry do not recall the name of the company.

not sure

We have not worked with a grant writer.

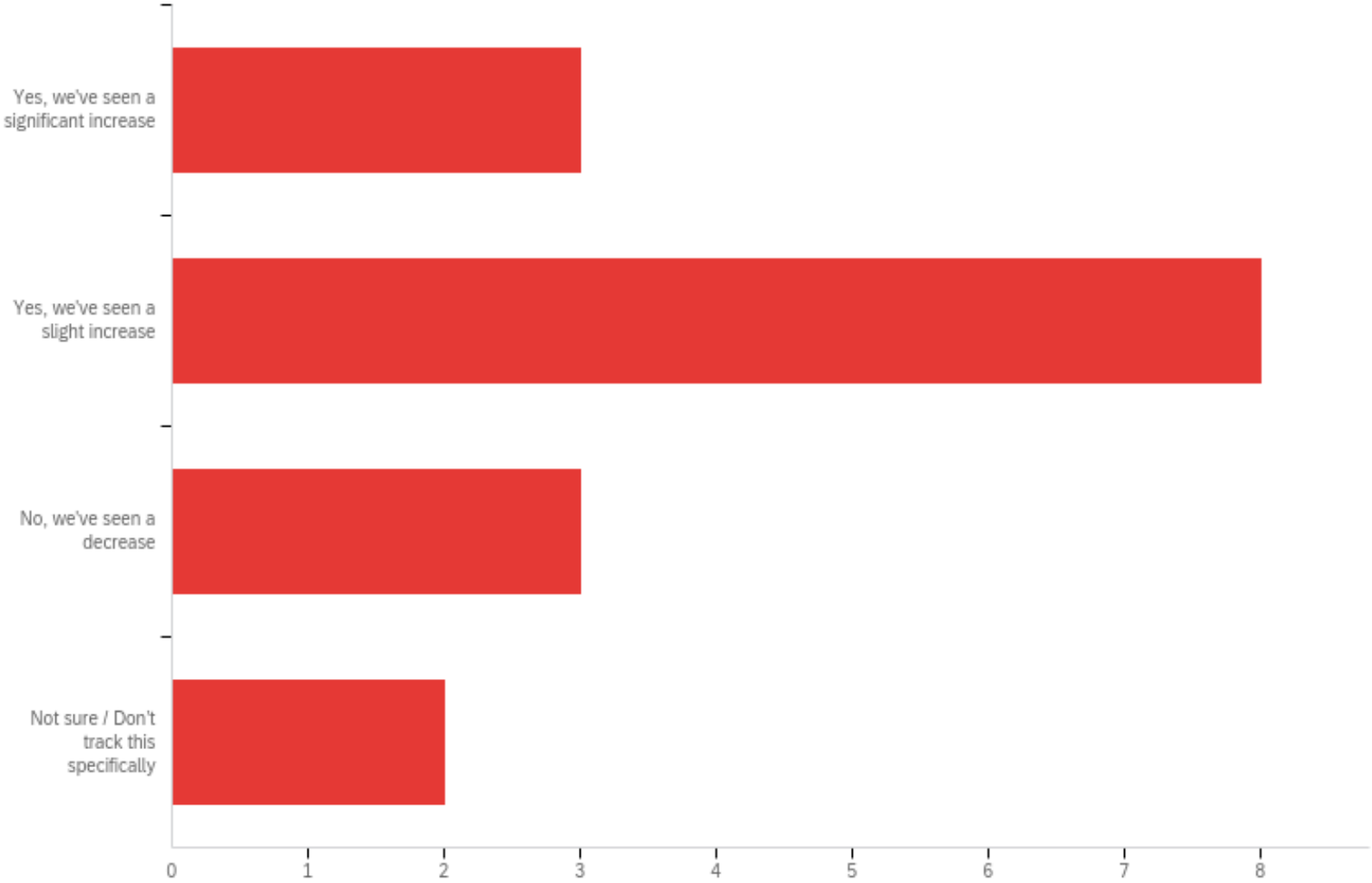
No

No, I have not.

The Training Associates, based in Marlborough, MA (Web Link: <https://thetrainingassociates.com>) helped me partner with Human Power Solutions. Human Power Solutions (HPS) helped me write our grant proposal in 2020. We were awarded a 2 year Workforce Training Grant to conduct training for our employees.

The training provider we selected offered to write the grant and help manage the tracking needed to submit for reimbursement

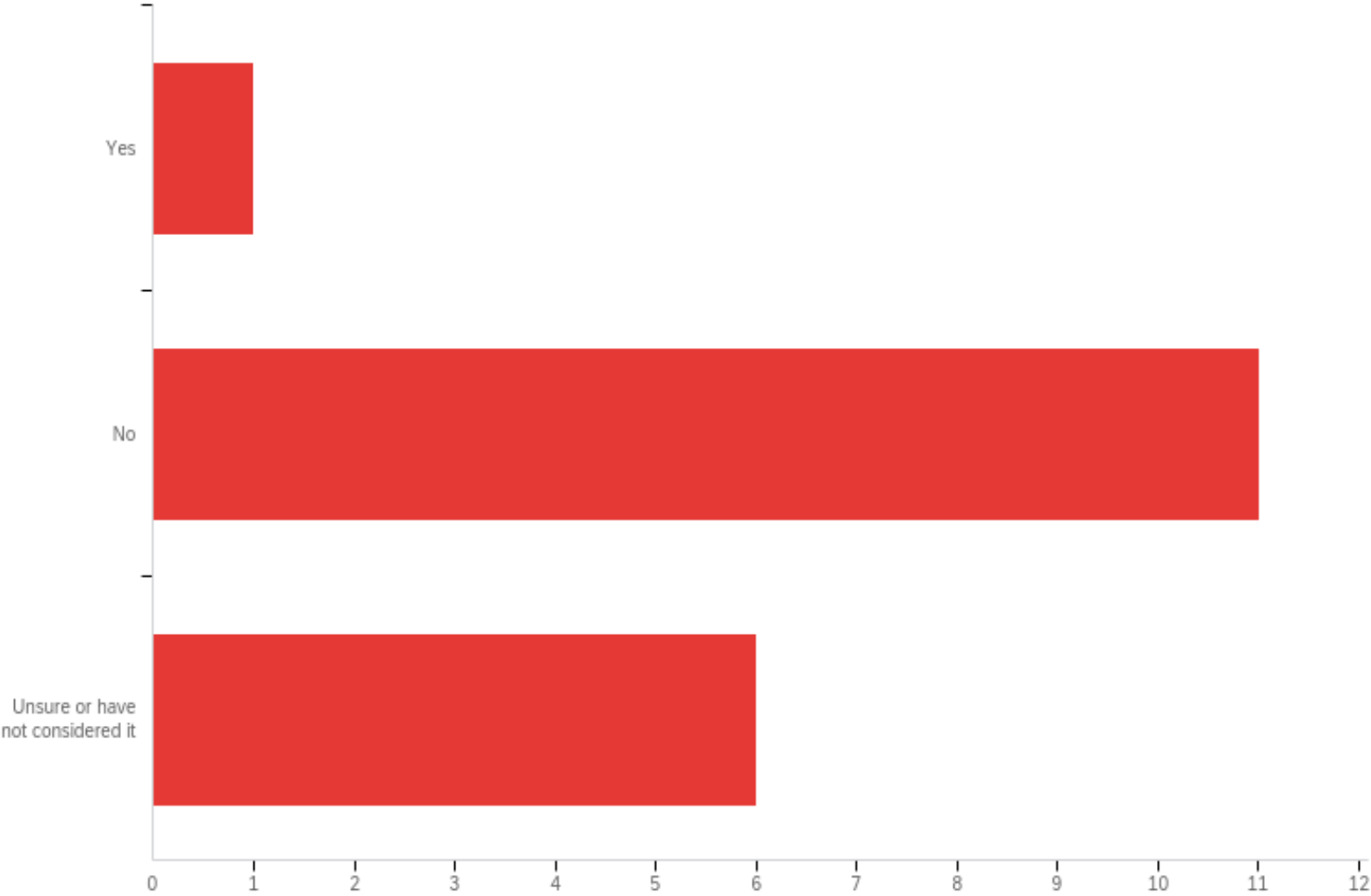
Has your organization seen an increase in PFML usage, specifically for employees taking leave to care for ill or aging parents?



Has your organization seen an increase in PFML usage, specifically for employees taking leave to care for ill or aging parents?

#	Answer	%	Count
4	Yes, we've seen a significant increase	18.75%	3
5	Yes, we've seen a slight increase	50.00%	8
6	No, we've seen a decrease	18.75%	3
7	Not sure / Don't track this specifically	12.50%	2
	Total	100%	16

Are you considering adding any type of caregiver benefits services to their 2026 benefit offerings?



Are you considering adding any type of caregiver benefits services to their 2026 benefit offerings?

#	Answer	%	Count
4	Yes	5.56%	1
5	No	61.11%	11
6	Unsure or have not considered it	33.33%	6
	Total	100%	18

Do you have any comments, insights, or experiences to share related to caregiving benefits?

the only care giver coverage we have is the Mass PFML paid leave to care for a family member

Would be interested in learning about caregiving benefits.

our MAPFML usage is down for 2025

We looked at CariLoop as a potential partner , but deferred offering it at this time

Have you worked with any firms to conduct compensation reviews or analyses for specific positions (e.g., C-suite roles such as CEO, CFO, etc.)? If so, please list the firms you've used. (Looking for recommendations beyond Pearl Meyer.)

One Digital

Not that I know of....

Just Pearl Meyer

No

We use Pearl Meyer and AON/McLagen

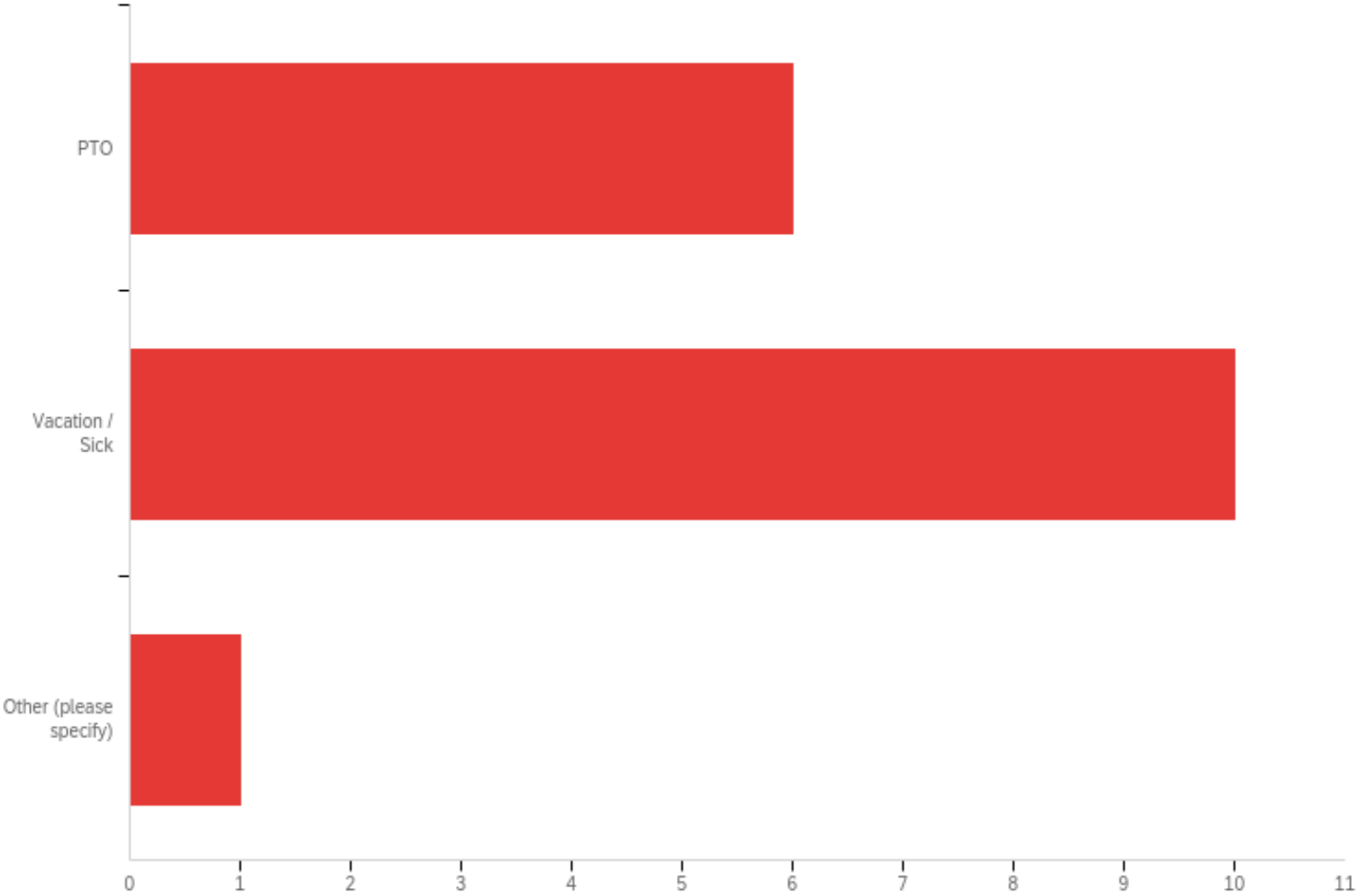
No

We use Pearl Meyer.

Primarily use Pearl Meyer for Executive group. Have done a larger compensation review for the entire organization with The Wilson Group.

Balanced Comp: <https://balancedcomp.com/>

How many of you have PTO vs Vacation/Sick?



How many of you have PTO vs Vacation/Sick?

#	Answer	%	Count
4	PTO	35.29%	6
5	Vacation / Sick	58.82%	10
6	Other (please specify)	5.88%	1
	Total	100%	17

How many of you have PTO vs Vacation/Sick?

Other (please specify) - Text

PTO and Sick Policies

When transitioning to a PTO policy, did you combine existing sick and vacation time into a single PTO bank?

For example, if employees previously received 40 hours of sick time and 2 weeks of vacation, did that convert to 3 weeks of PTO, or did you structure it differently?

We combined all previous eligible days into one PTO bucket

This transition to all PTO happened before the current HR team was here, so I don't have an answer.

We still offer PTO and vacation

Not combined here.

We did not combine. We essentially converted vacation to PTO, with a separate APTO (annual PTO). APTO time is only used when PTO is depleted and should be used for unplanned time. It is treated like sick/personal time and has no cash value at separation. All FT employees receive 7 days of APTO per annum and can carryover up to 7 from year to year to build somewhat of a sick Bank. PTO is use it or lose it and does not carryover.

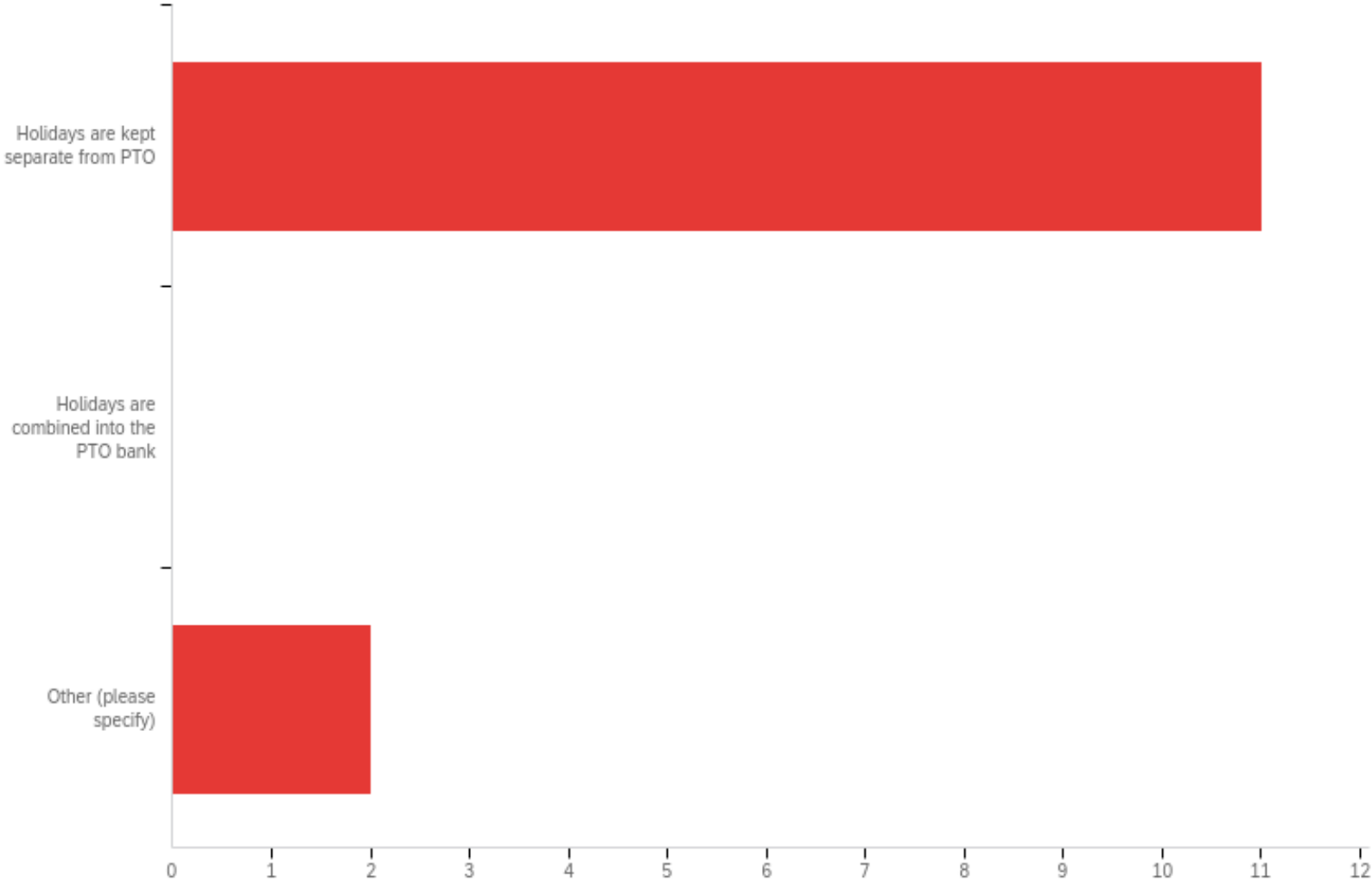
Yes, we combined vacation, sick and personal, did not add or take away the number of days.

PTO and Sick policies are separate. The PTO policy combined the existing Vacation and Personal Day policies.

Yes.

Not sure changes were made before I was hired at TCB. However I was told when time off was broken out, vacation, sick and personal were generous. Looks like combining to PTO reduced some days overall.

How does your organization handle holidays under your PTO policy?



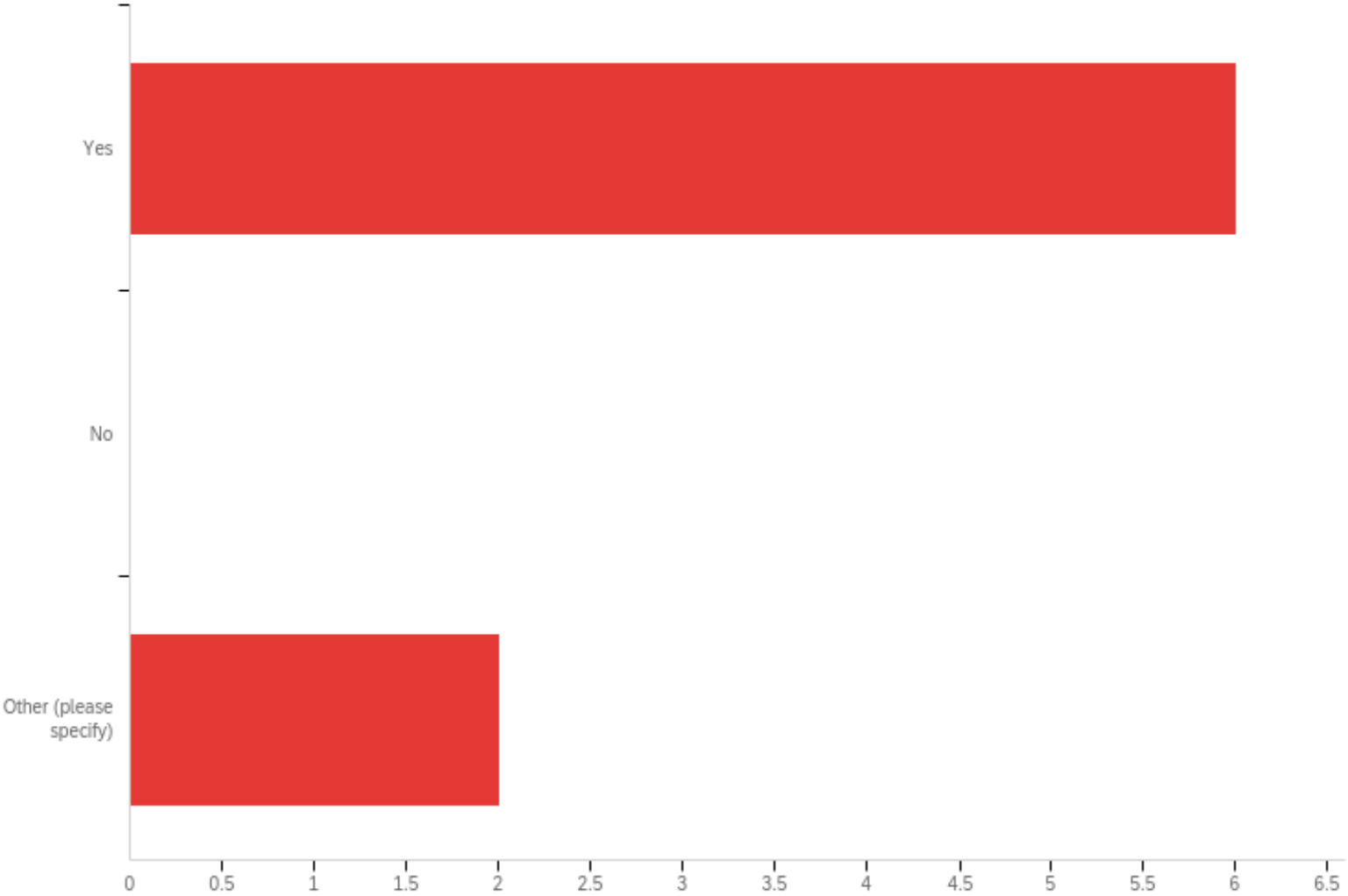
How does your organization handle holidays under your PTO policy?

#	Answer	%	Count
4	Holidays are kept separate from PTO	84.62%	11
5	Holidays are combined into the PTO bank	0.00%	0
6	Other (please specify)	15.38%	2
	Total	100%	13

How does your organization handle holidays under your PTO policy?

Other (please specify) - Text
N/a
Vacation/Sick with separate Holidays

Are employees happy with shift in policy?



Are employees happy with shift in policy?

#	Answer	%	Count
4	Yes	75.00%	6
5	No	0.00%	0
6	Other (please specify)	25.00%	2
	Total	100%	8

Are employees happy with shift in policy?

Other (please specify) - Text

unsure-it happened before my time.

n/a

What aspects of the program/process are working well?

Easier to track

We don't feel we need to know why someone is out, just that they are on PTO

I think employees are satisfied with the combined PTO bank. They get to use the time for whatever they want.

Easy to administer and works well for us overall. Employees have some to expect the flexibility of PTO.

In conjunction with the transition to PTO from the Vacation and Personal Day policies, we also changed how we award additional PTO. Prior to the transition, employees (Officer level and below) earned an additional week of PTO when they began their fifth year of service, and then again when at the tenth year of service. Employees now earn an additional day of PTO each year until their tenth year of service, at which point they will have received the maximum PTO bank of twenty-four (24) days.

In addition, keeping the Sick policy separate means that we do not have to pay out as much accrued PTO should an employee terminate or retire.

All aspects work well.

What were your pain points?

Difficult to manage employees who abuse/overuse their time off with call outs. While APTO is supposed to be "banked" in a sense to cover employees in the event of an extended absence, some employees use it like PTO and do not reserve enough time to manage unforeseen absences.

Pain points were minor as we kept sick policy separate. There was some initial administrative set up in HRIS as well as some education but all in all it has been a win/win.

N/A

Tapping out of PTO to early in the year

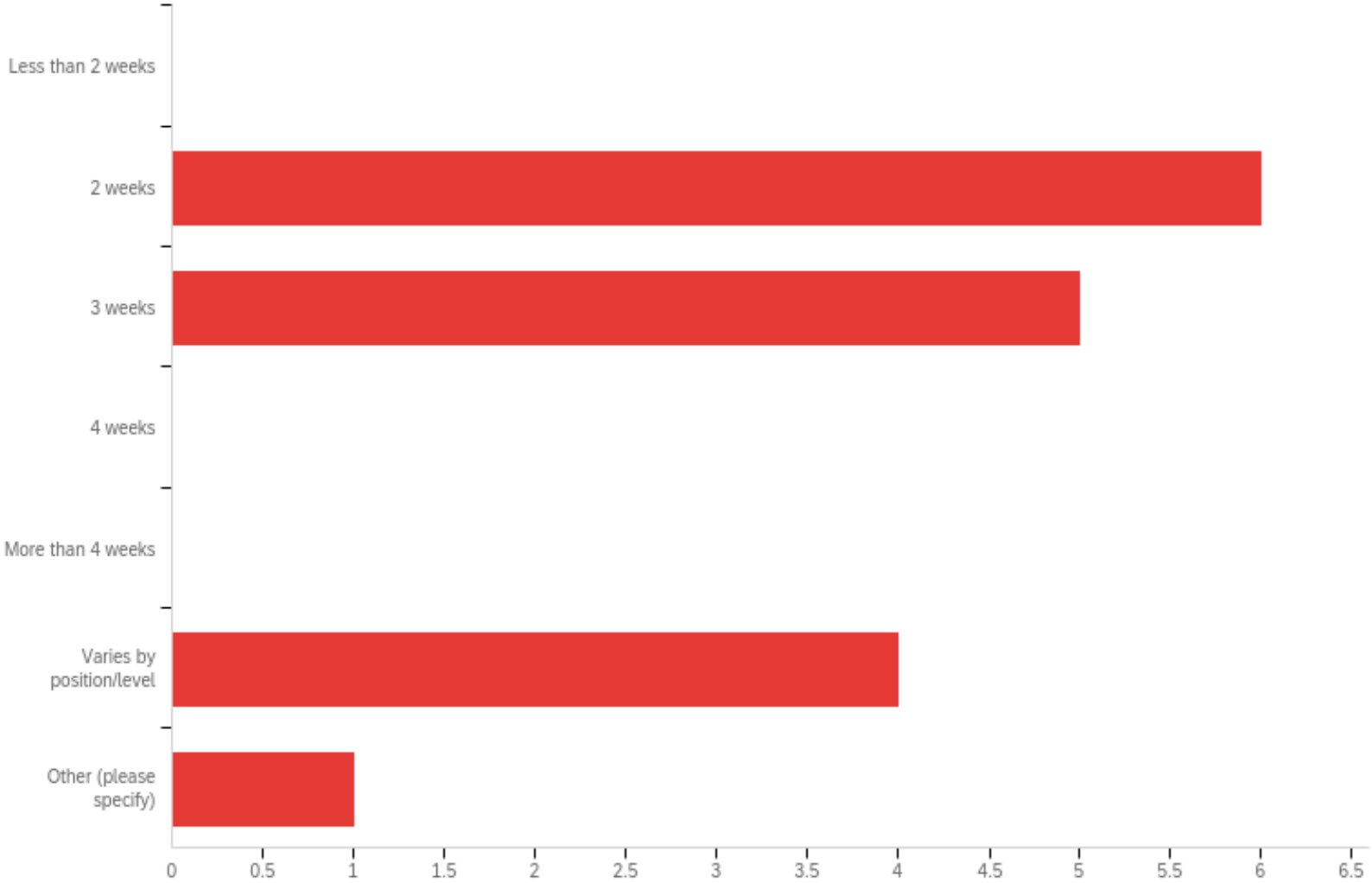
What would you have done differently?

I think what we are doing work well, but communication and oversight by managers is important.

N/A

Add wellness days

How many weeks of vacation are new hires offered?



How many weeks of vacation are new hires offered?

#	Answer	%	Count
4	Less than 2 weeks	0.00%	0
5	2 weeks	37.50%	6
6	3 weeks	31.25%	5
7	4 weeks	0.00%	0
8	More than 4 weeks	0.00%	0
9	Varies by position/level	25.00%	4
10	Other (please specify)	6.25%	1
	Total	100%	16

How many weeks of vacation are new hires offered?

Other (please specify) - Text

2 weeks for non exempt, 3 weeks for exempt

After how long with the company does an employee become eligible for 4 weeks of vacation?

5 - 13 years depending on level
level 1 - 5, 13 years
level 6, 10 years
officers, 5 years

At 3 years, they get 4 weeks.

10 years

For hourly: 15 years
For Exempt, Supervisor/Manager: 15 years
For VP and above: immediately

8 years

15 years

10 years

7-19 years

10 years

10 year

After how long with the company does an employee become eligible for 4 weeks of vacation?

Varies by level

VP and above earn 4.8 weeks of PTO at hire

Officers earn 4.8 weeks of PTO at 5 years of service

Staff earn 4.8 weeks of PTO at 10 years of service

7 years.

Increases to 17 days at four years, 19 days at six years, and four weeks at 10 years.
However, all VP level gets 4 weeks.

Year 2 to 5

How long does someone need to be with the company to get 5 weeks vacation?

25 years

10 years.

4 weeks is the max. All employees receive 7 PTO days.

20+ years

N/A

Only VP and above get 5 weeks meeting certain criteria the cap is 4 weeks for everyone else.

15

20+ years

n/a

25 years

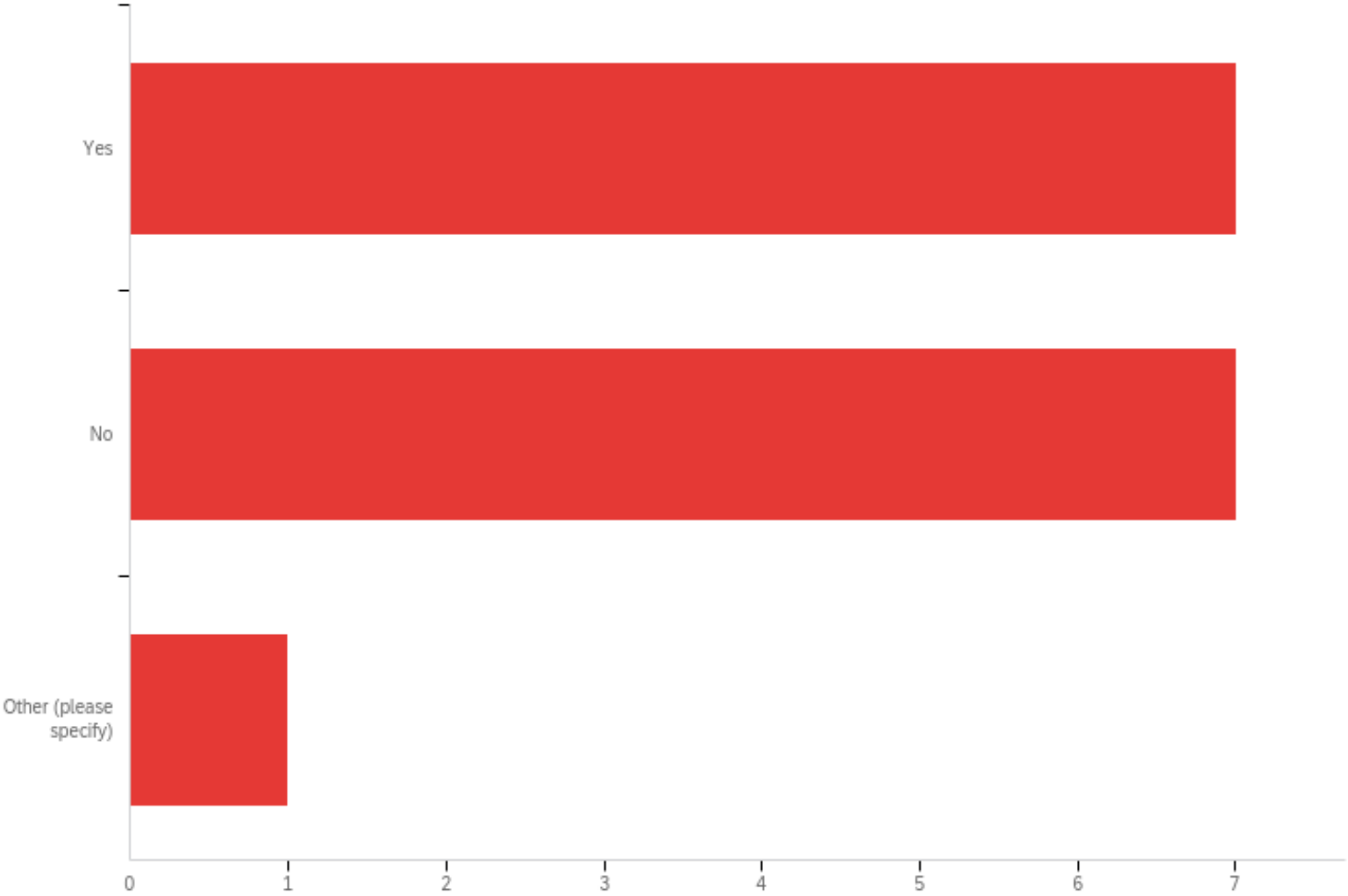
Our PTO policy is capped at 4.8 weeks (24 days)

10 years.

Twenty years, but all SVP level and up gets five weeks.

10 plus years

Does Senior Leadership and above receive 5 weeks of vacation?



Does Senior Leadership and above receive 5 weeks of vacation?

#	Answer	%	Count
4	Yes	46.67%	7
5	No	46.67%	7
6	Other (please specify)	6.67%	1
	Total	100%	15

Does Senior Leadership and above receive 5 weeks of vacation?

Other (please specify) - Text

Sometimes. Usually it is 4 weeks.

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

has anyone worked with Doctor's Choice (medicare purchase assistance)?

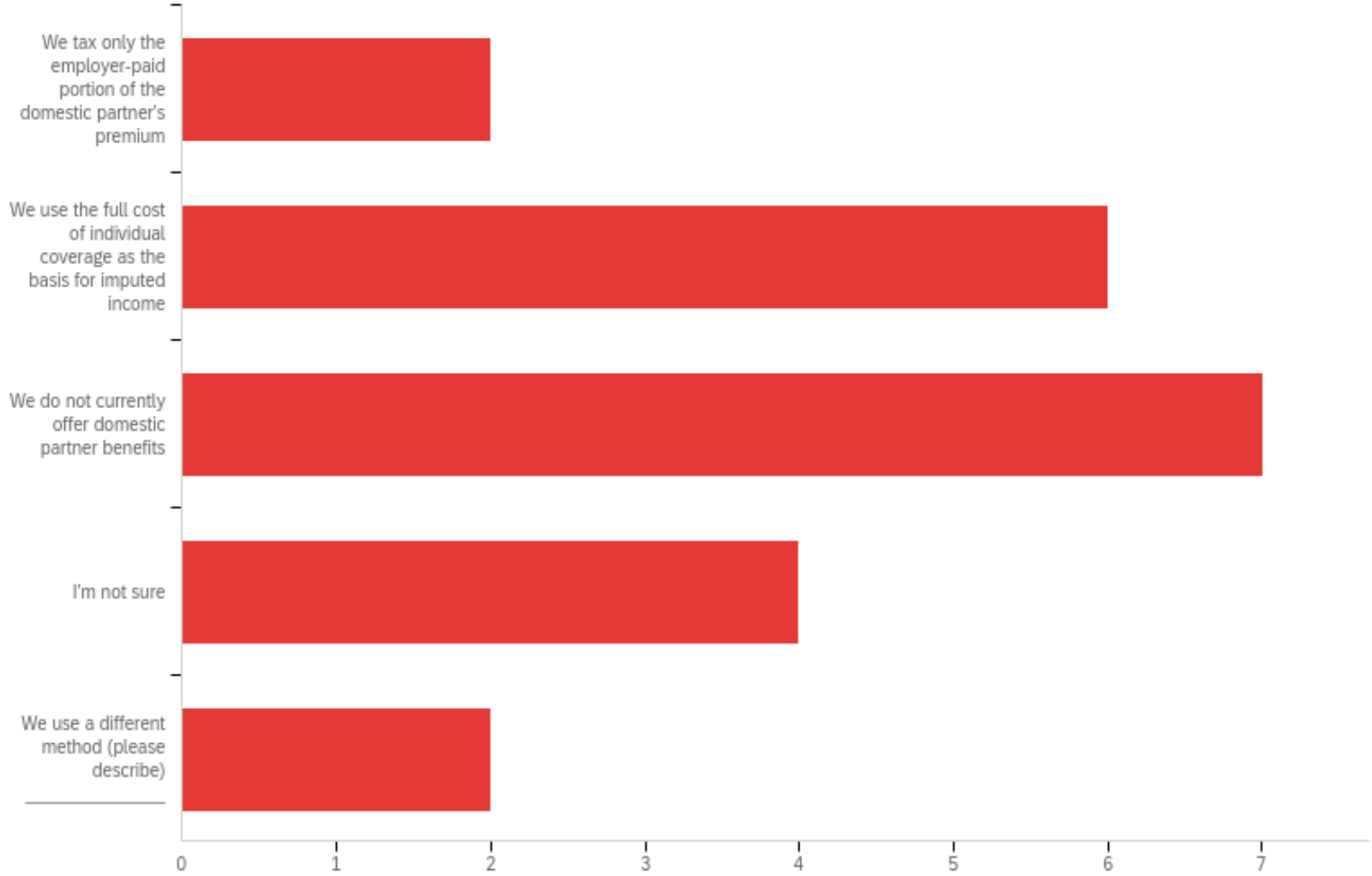
Given the determination by MA SJC last fall, where it was determined that companies do not have to accrue PTO for employees while they are on leave (PFML), did everyone stop accruing or is it being considered?

May

2025

Survey Results

How does your organization calculate imputed income for employees covering a domestic partner under your benefits plan?



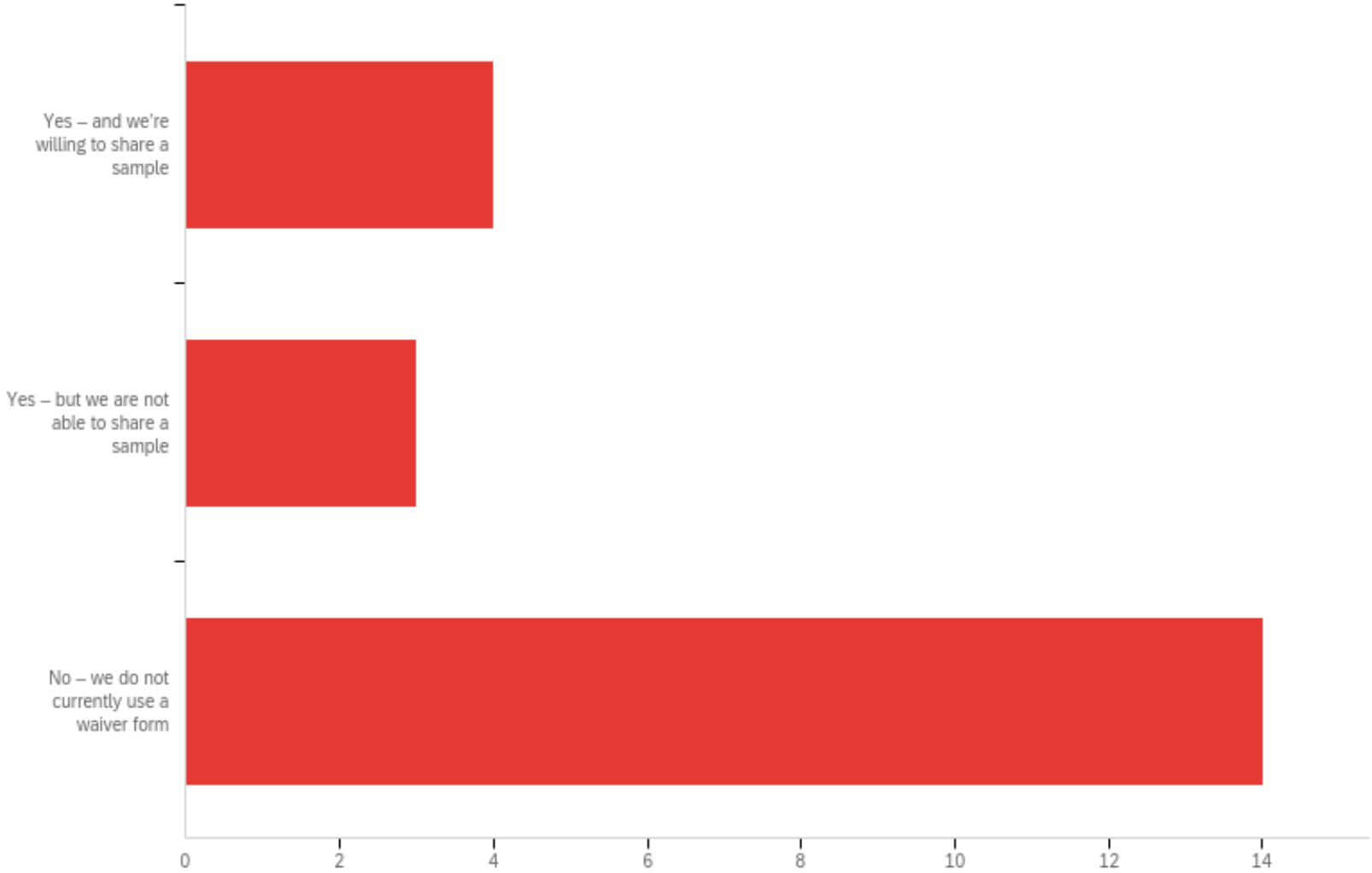
How does your organization calculate imputed income for employees covering a domestic partner under your benefits plan?

We use a different method (please describe) _____ - Text

we tax the ER portion, then take EE deductions post tax

We dont currently have any domestic partners but in the past we had an employee who was required to cover their X-Spouse and we placed the full individual premium as imputed income on the employees W-2

Does your organization use a meal break waiver form (e.g., for employees who voluntarily waive a meal period under applicable law)?



Please upload the form you'd like to share.

Please upload the form you'd like to share. - Name	Name
Meal Break Waiver Form.docx	Meal Break Waiver Form.docx
waiver of meal break form.doc	waiver of meal break form.doc

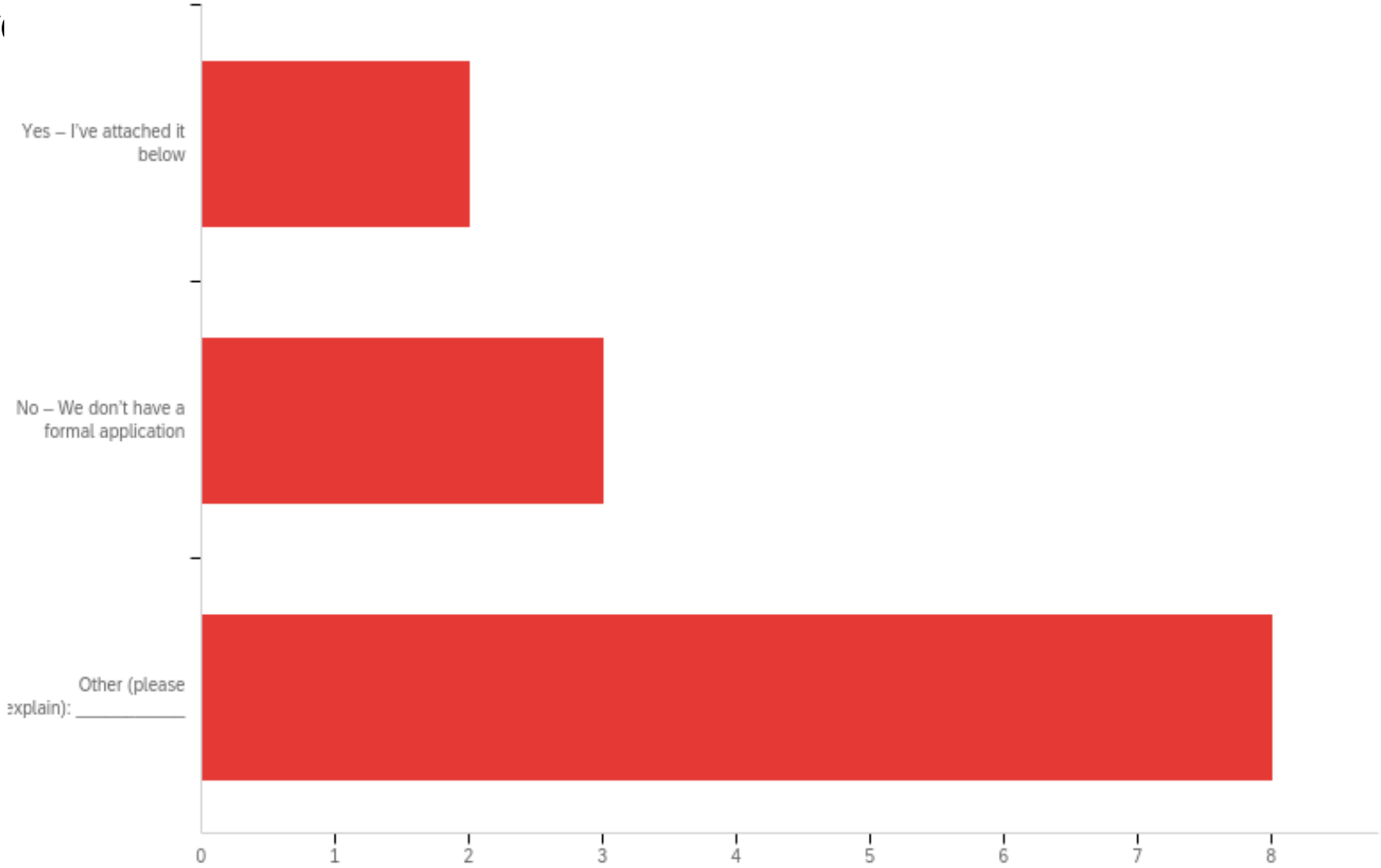


Microsoft Word
Document



Microsoft Word
07 - 2003 Documen

We're planning to revise our employment application and are looking for examples to guide our update. Does your bank have a current employment application you'd be willing to share with the group?



We're planning to revise our employment application and are looking for examples to guide our update. Does your bank have a current employment application you'd be willing to share with the group?

Other (please explain): _____ - Text
it's completely system driven and not something I could download to share :(
Applications are electronic
Applications are submitted online through payroll provider
Our current application was obtained from Mass Bankers.
We have a generic one, but I don't have the file on-hand.
Ours is built into our ATS

Please upload the form you'd like to share.

Please upload the form you'd like to share. - Name	Name
Application.docx	Application.docx
APPLICATION FOR EMPLOYMENT.docx	APPLICATION FOR EMPLOYMENT.docx

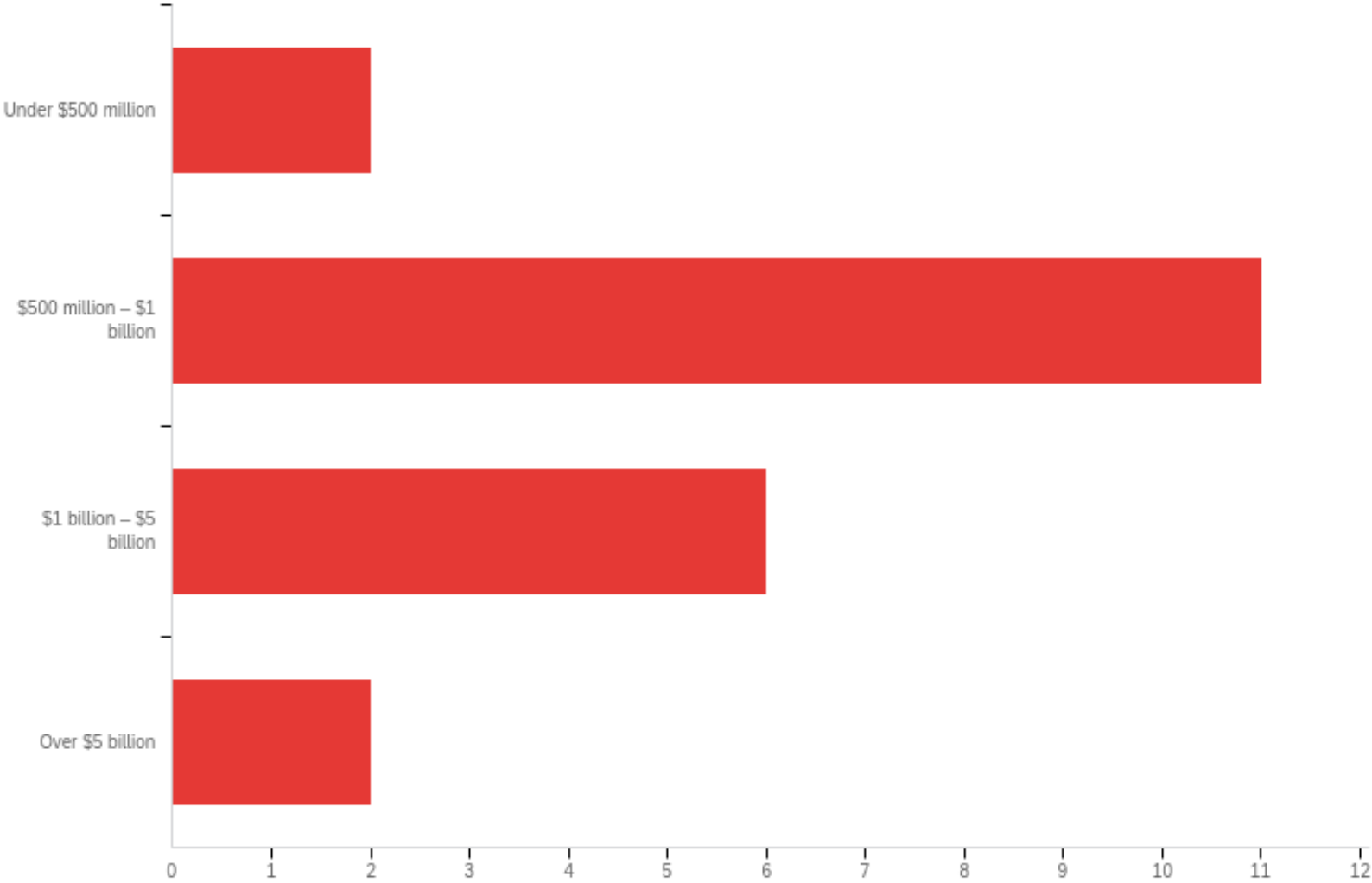


Microsoft Word
Document



Microsoft Word
Document

Asset size of your bank:



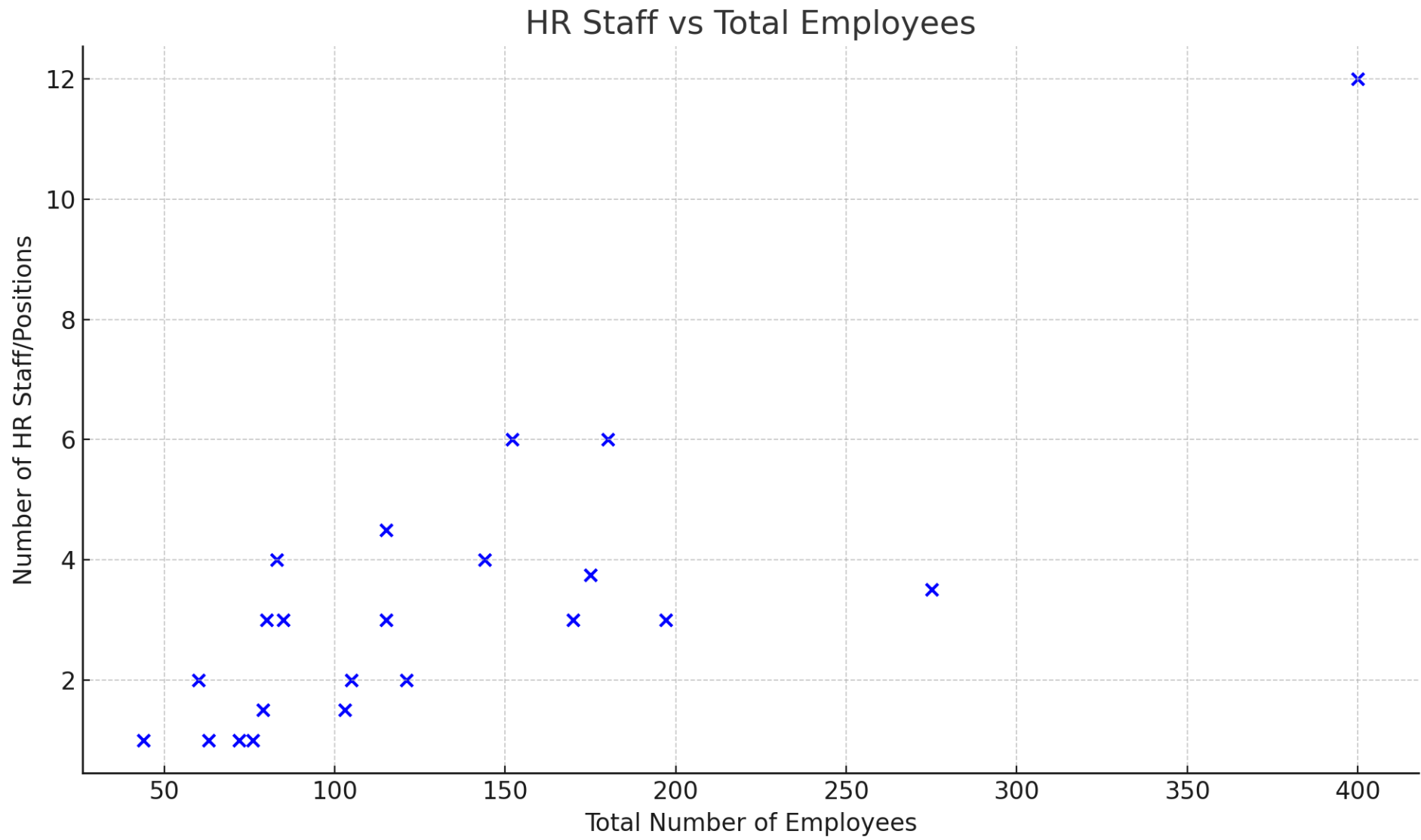
Total number of employees (approximate):
79
400
197
83
144
80
105
63
180
72
44

Total number of employees (approximate):
121
60
85
103
152
115
76
115
275
175

Number of HR staff/positions:
1.5
12
3 Full-time - SVP, AVP and HR Assistant
4
4
3
2
1
6
1
1

Number of HR staff/positions:
2
2
3
1.5
6
Head of HR HR Generalist Training Manager Part time assistant Also reporting to HR - Community Engagement Director and Facilities Manager
1 FTE
3
3.5
3.75

Total Employees	HR Staff
44	1
60	2
63	1
72	1
76	1
79	1.5
80	3
83	4
85	3
103	1.5
105	2
115	3
115	4.5
121	2
144	4
152	6
170	3
175	3.75
180	6
197	3
275	3.5
400	12



Titles or brief descriptions of HR roles

VP - Oversees HR, Facilities and Project Mgmt. 50% of time spent on HR.
Generalist - 100% day-to-day HR operations

CHRO
AVP People Ops
VP EE Experience and Training
FVP Total Rewards
Admin Assist
AVP Skills and Business Learning
AVP Senior Comp Analyst
HR Analyst
Benefits Analyst
Payroll Specialist
Talent Acquisition Specialist
EE Experience and Learning Specialist

SVP Human Resources - oversee the department, budgeting, compensation, recruiting, benefits, onboarding, employee related concerns, audits.

AVP Human Resources - processes payroll, assists with scheduling, leave management, benefits, invoices, completes daily, monthly and quarterly reporting.

HR Assistant - assists with onboarding, oversee the wellness program, processes invoices, review timecards for accuracy, track time process leave paperwork.

Titles or brief descriptions of HR roles

1 Senior HR Generalist - also assists the President & CEO

1 HR Manager

1 VP Human Resources & Talent Management Officer

1 Learning and Deveopment Officer

Chief Human Resource Officer/Chief Diversity, Equity & Inclusion Officer

Learning Development HR Compliance Specialist

People Experience Manager

People Operations Manager

SVP Human Resources

HR Administrative Assistant

Payroll & Benefits Administrator

CHRO

Director or HR and L&D

HR Generalist

Payroll & Benefits Administrator

HR Admin - this position also supports other areas such as Marketing, L&D, Compliance as needed

Learning & Development Specialist

Titles or brief descriptions of HR roles

SVP Human Resources
H.R. Specialist

Responsible for managing payroll and employee benefits, conducting audits, ensuring all job descriptions remain current, posting job openings, reviewing applicant credits, and meeting with new hires, among other essential tasks.

SVP, HR
HR Manager
Benefits and Compensation Manager
Recruiting Manager
Payroll Analyst
HR Associate

Sr. Vice President Human Resources

HR Generalist

HR Manager and Payroll Specialist

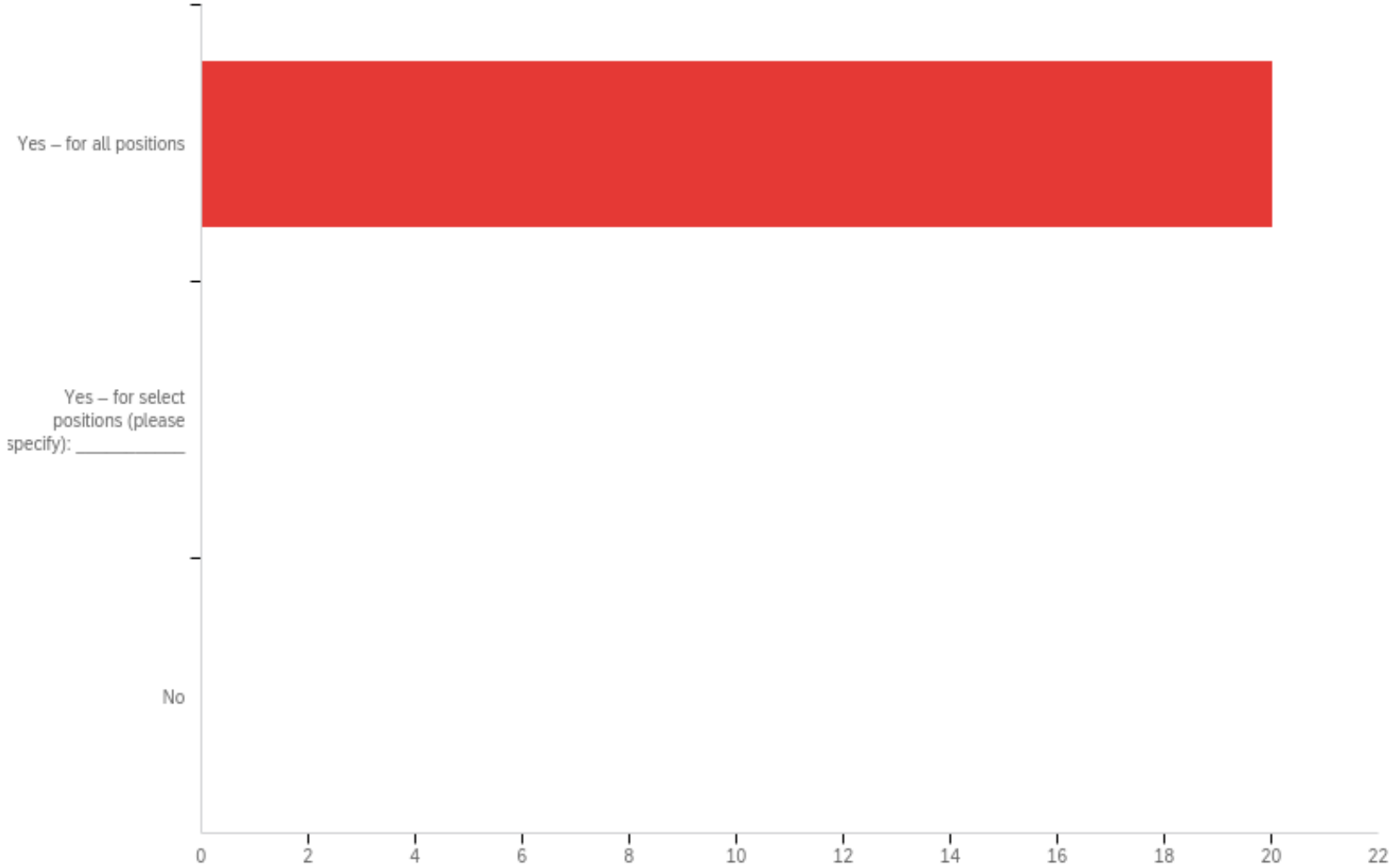
Human Resources Officer
Human Resources Coordinator

Director of Human Resources
Benefits and Payroll Manager
Sr. HR Specialist

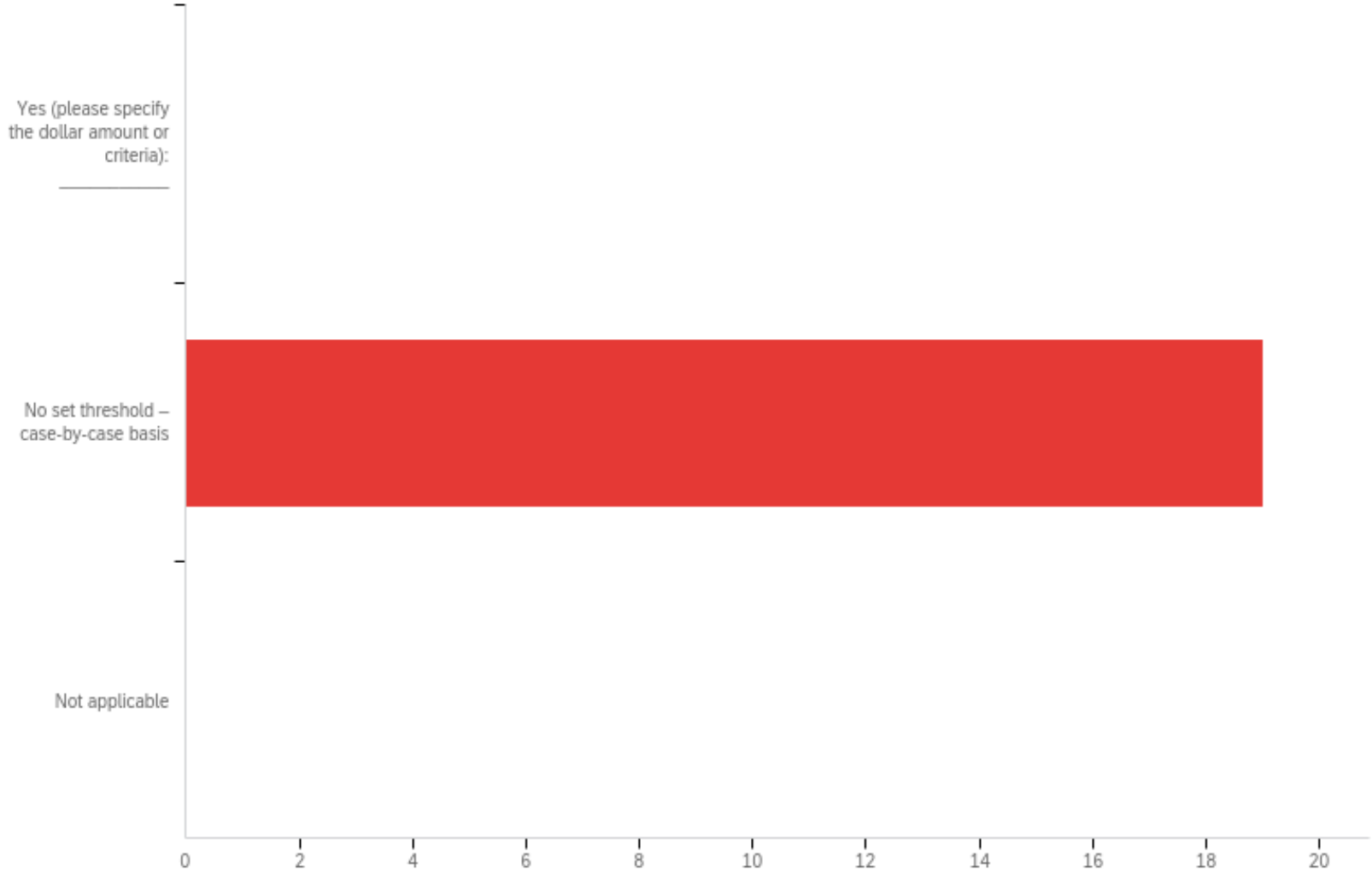
AVP, HR manages the day-to-day HR function.

SVP HR, HR Manager, HR Generalist

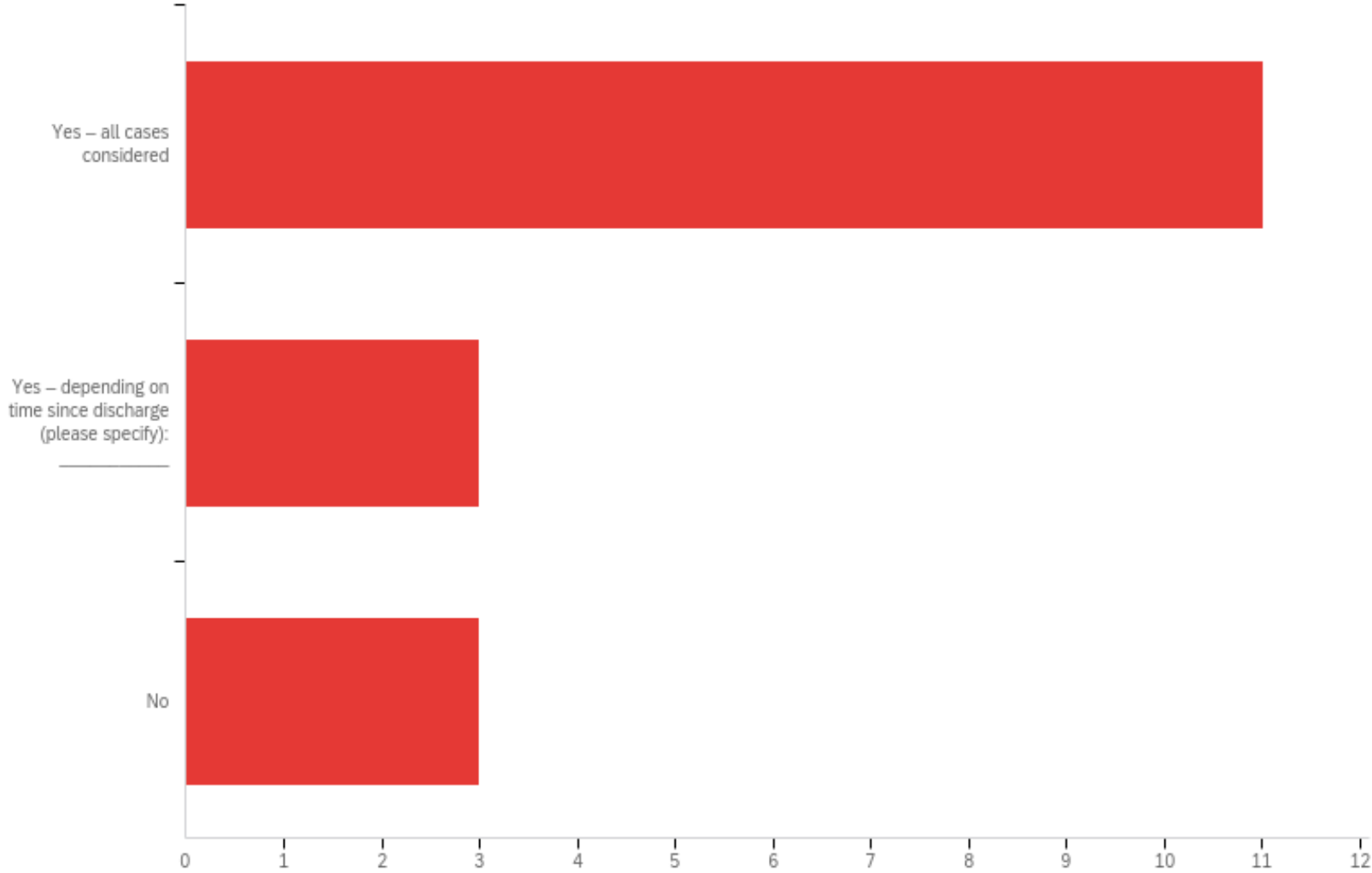
Do you conduct credit checks as part of your hiring process?



Do you have a threshold for collections or charge-offs that would disqualify an applicant?



Do you allow applicants with a past bankruptcy to be considered for employment?

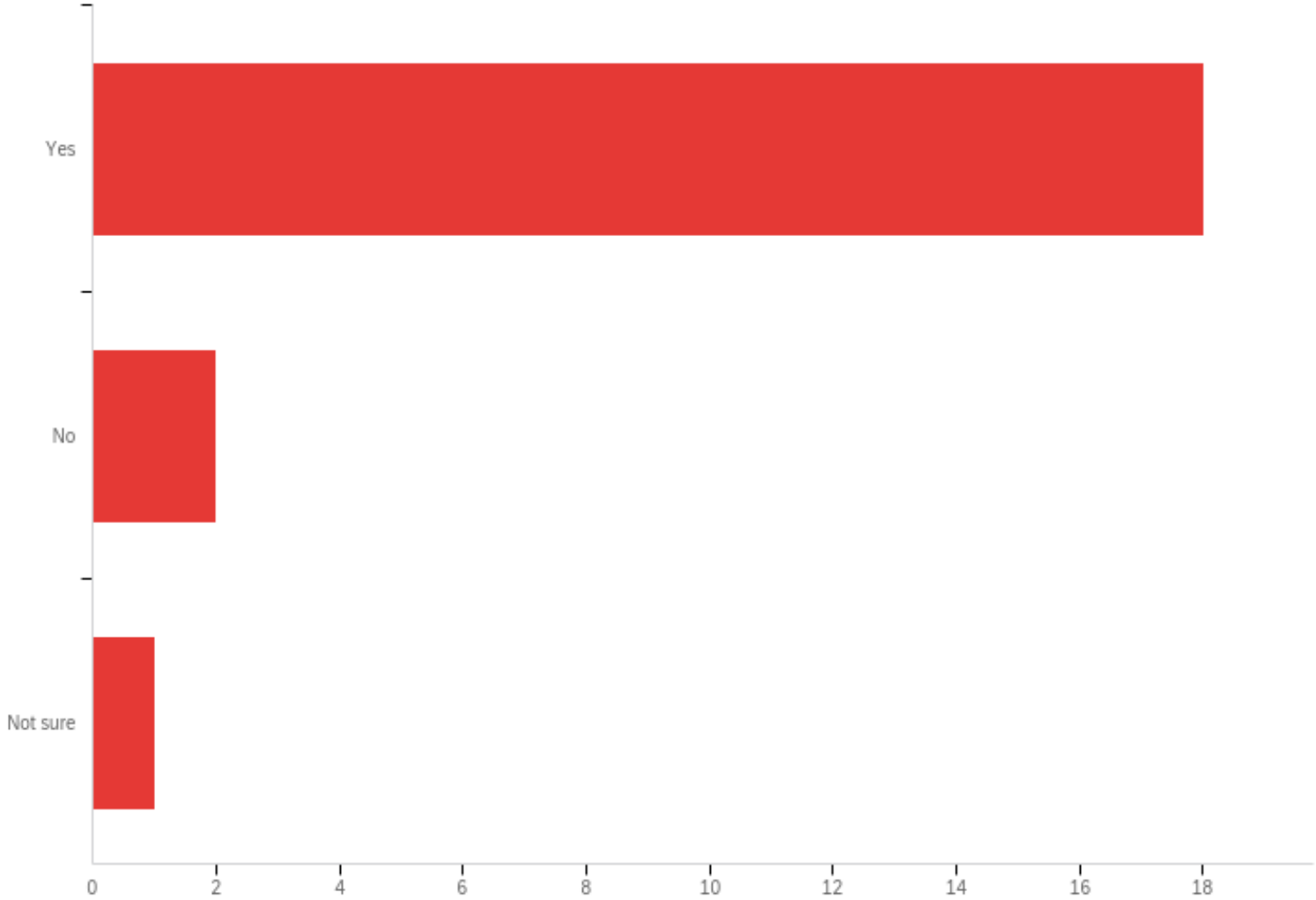


Do you allow applicants with a past bankruptcy to be considered for employment?

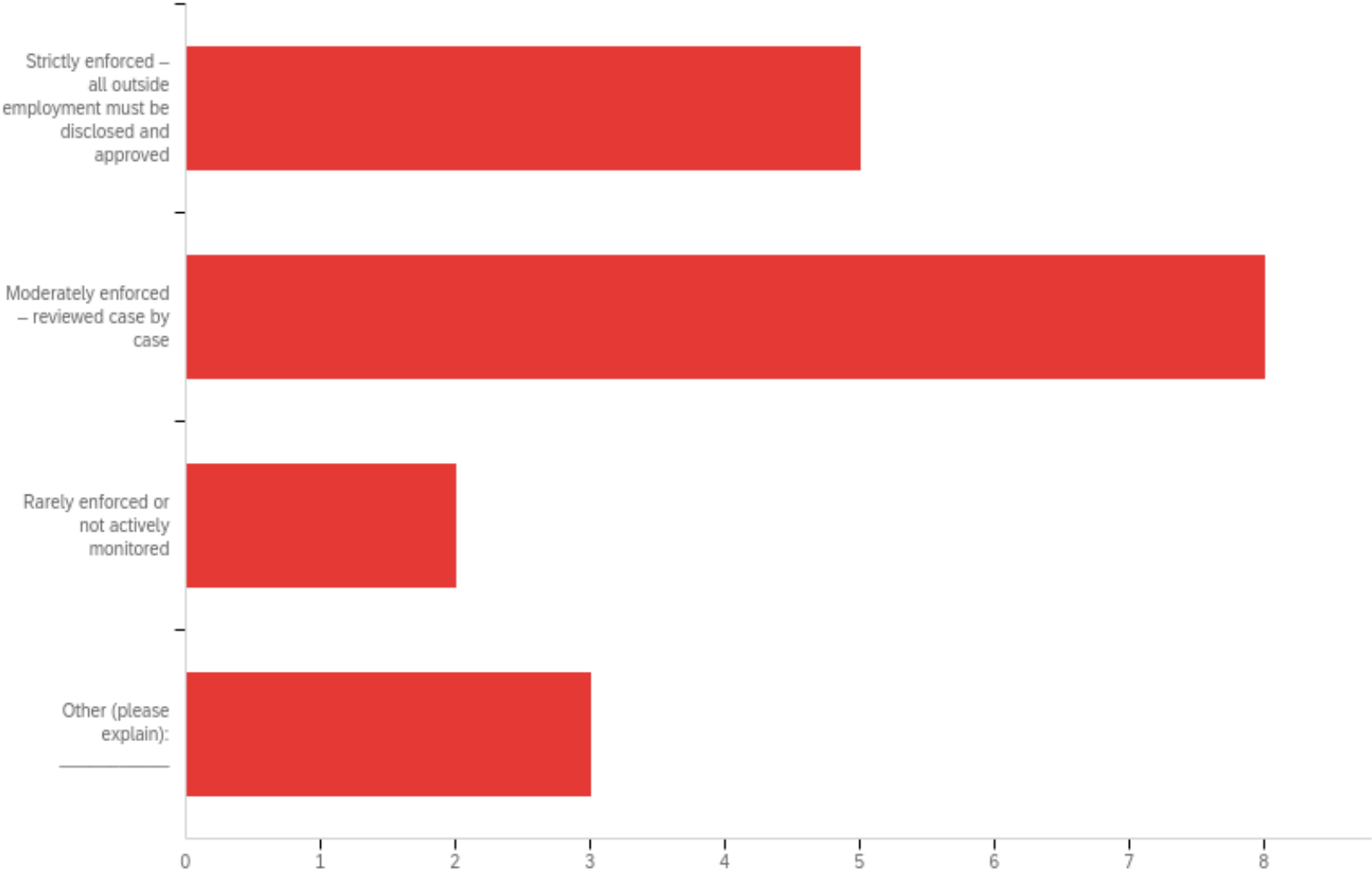
Yes – depending on time since discharge (please specify): _____ - Text

Case by Case

Does your employee handbook include an outside employment policy?



If yes, how strictly is the policy enforced?



If yes, how strictly is the policy enforced?

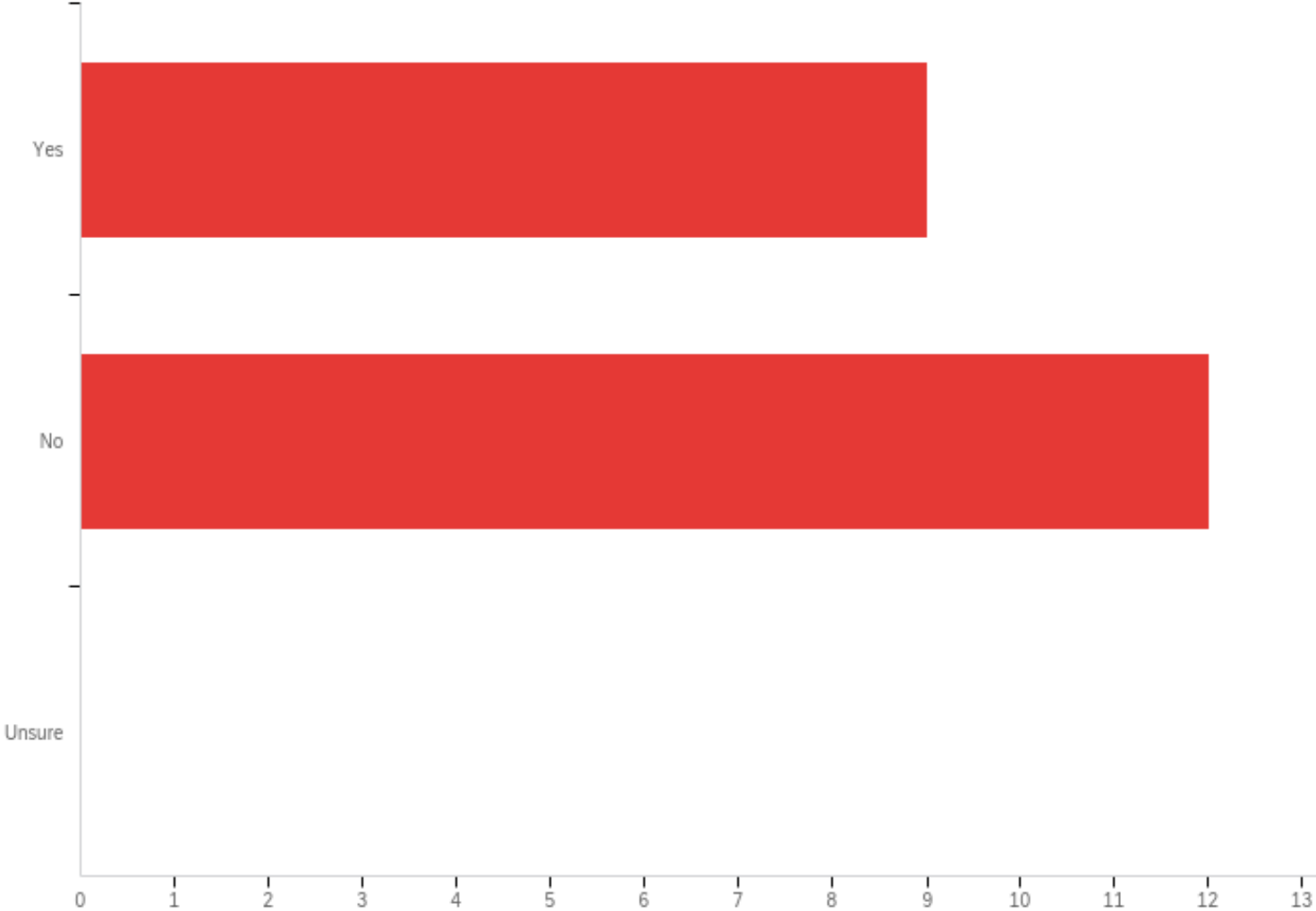
Other (please explain): _____ - Text

Forbidden without prior Bank approval, but we don't know what we don't know. I'm not aware of any known exceptions to the policy.

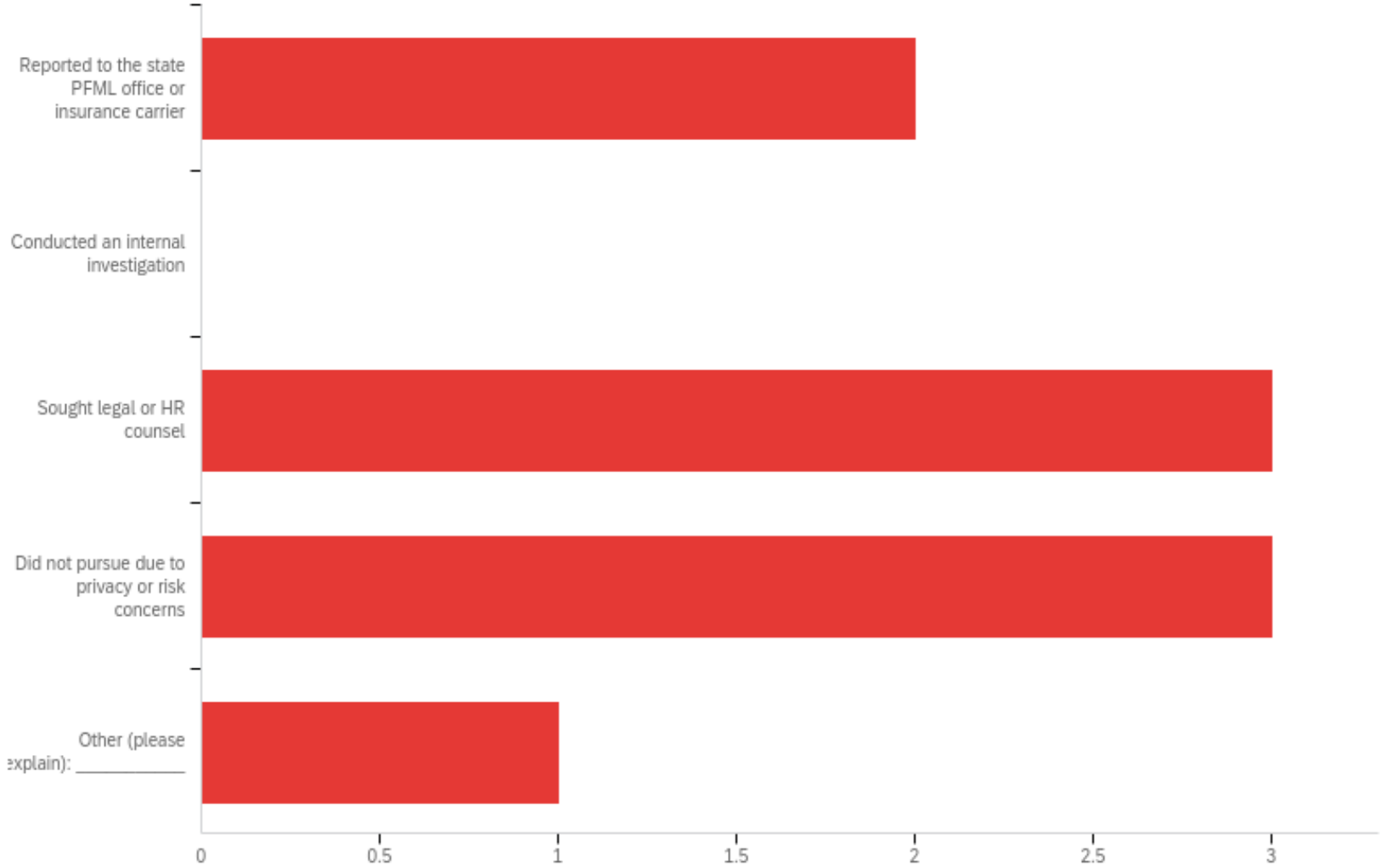
its not part of our HR handbook but rather our code of ethics, that is signed off on annually. Sometimes i think they forget to notify us if they ahve a second job.

We expect all outside employment to be disclosed - It is more to validate that there isn't a conflict of interest and to be able to establish the expectation for performance.We

Have you ever suspected that an employee on PFMLA may be misusing their leave (e.g., working another job, misrepresenting their condition)?



If yes, what steps did you take to address the concern?

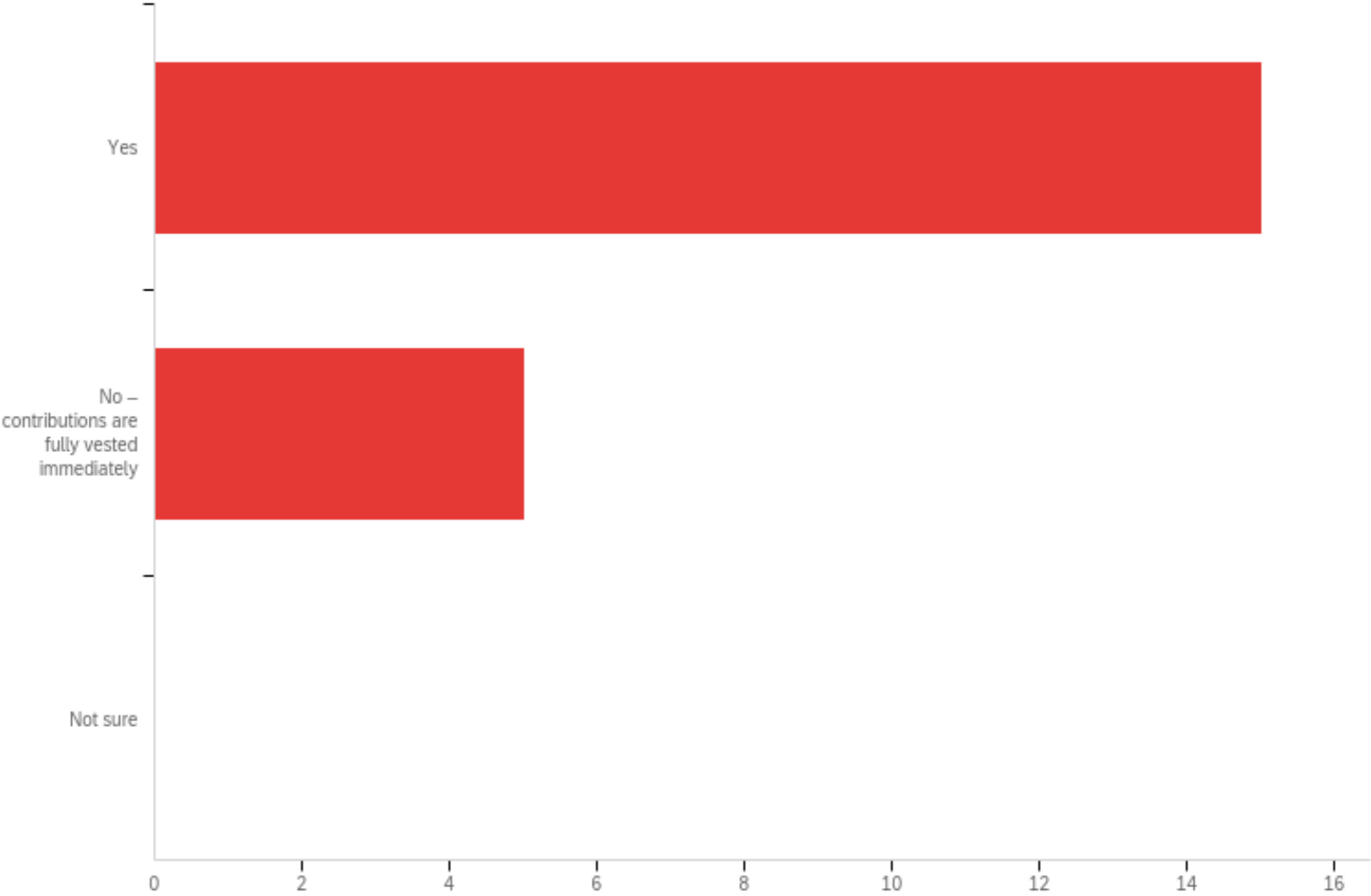


If yes, what steps did you take to address the concern?

Other (please explain): _____ - Text

We consulted our legal counsel, but as long as the medical provider certified to our insurance carrier, there's not much to be done.

Does your bank have a vesting schedule for employer contributions to the 401(k) plan?



If yes, what is your current vesting schedule:

**Employer matching contributions
Profit sharing contributions**

20% a year for 6 years

It is 6 years--2 years 20%, 3 Years 40%, 4 years 60%, 5 years 80%, 6 years 100%

21 years of age, 1 year of service. We match 100% up to 8%.

Vesting is 20% each year so they have to be here 6 years to be 100% vested.

Matching- 100% of the first 3% of eligible compensation, and 50% of the next 2% of eligible compensation. Max is 4%

Profit Sharing vesting schedule

less than 2 years 0%

2 years 20%

3 years 40%

4 years 60%

5 years 80%

6 years 100%

If yes, what is your current vesting schedule:

Employer matching contributions Profit sharing contributions

We \currently do not over employer contributions, but if we did, the vesting schedule would be the first day of the month coinciding with or next following the date you reach age 21 and complete one year of service.

After 5 years you are fully vested

Years of Service	Vesting Percentage
0-2	0%
2	20%
3	40%
4	60%
5	80%
6	100%

We use CBERA and it is as follows:

Years of Service	% Vested
2	20%
3	40%
4	60%
5	80%
6	100%

If yes, what is your current vesting schedule:

Employer matching contributions Profit sharing contributions

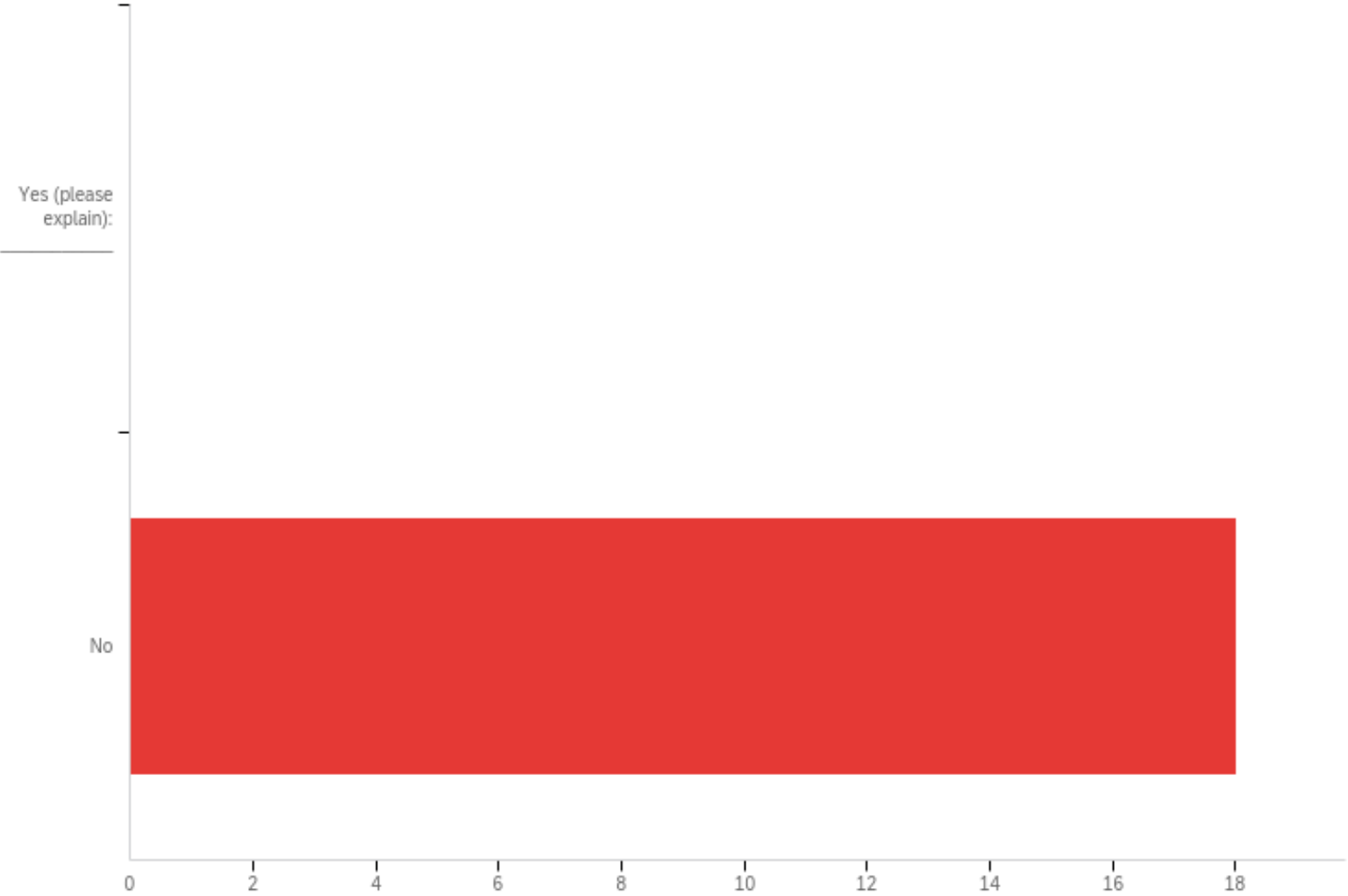
- 401K Safe Harbor Plan: The Bank offers a 401K Safe Harbor Plan – Employees regularly scheduled to work 20 hours per week and that are at least 18 years of age are automatically enrolled on the first of the month following 30 days of employment.
 - o Automatically enrolled to contribute 3% of compensation with an annual 1% automatic increase capped at 6% (opt-out option available) – 100% vested.
 - o Eligible to make additional personal contributions up to 75% – 100% vested.
 - o Receive the 3% Safe Harbor Bank Contribution – 100% vested
 - o Receive a Bank “Match” of 50% on deferrals up to 6% of your pay, for a maximum match contribution equal to 3% of your compensation.
 - o NOTE: To achieve 100% vesting of matched funds an employee must work a minimum of 1,000 hours for two consecutive years.

3 year cliff vesting

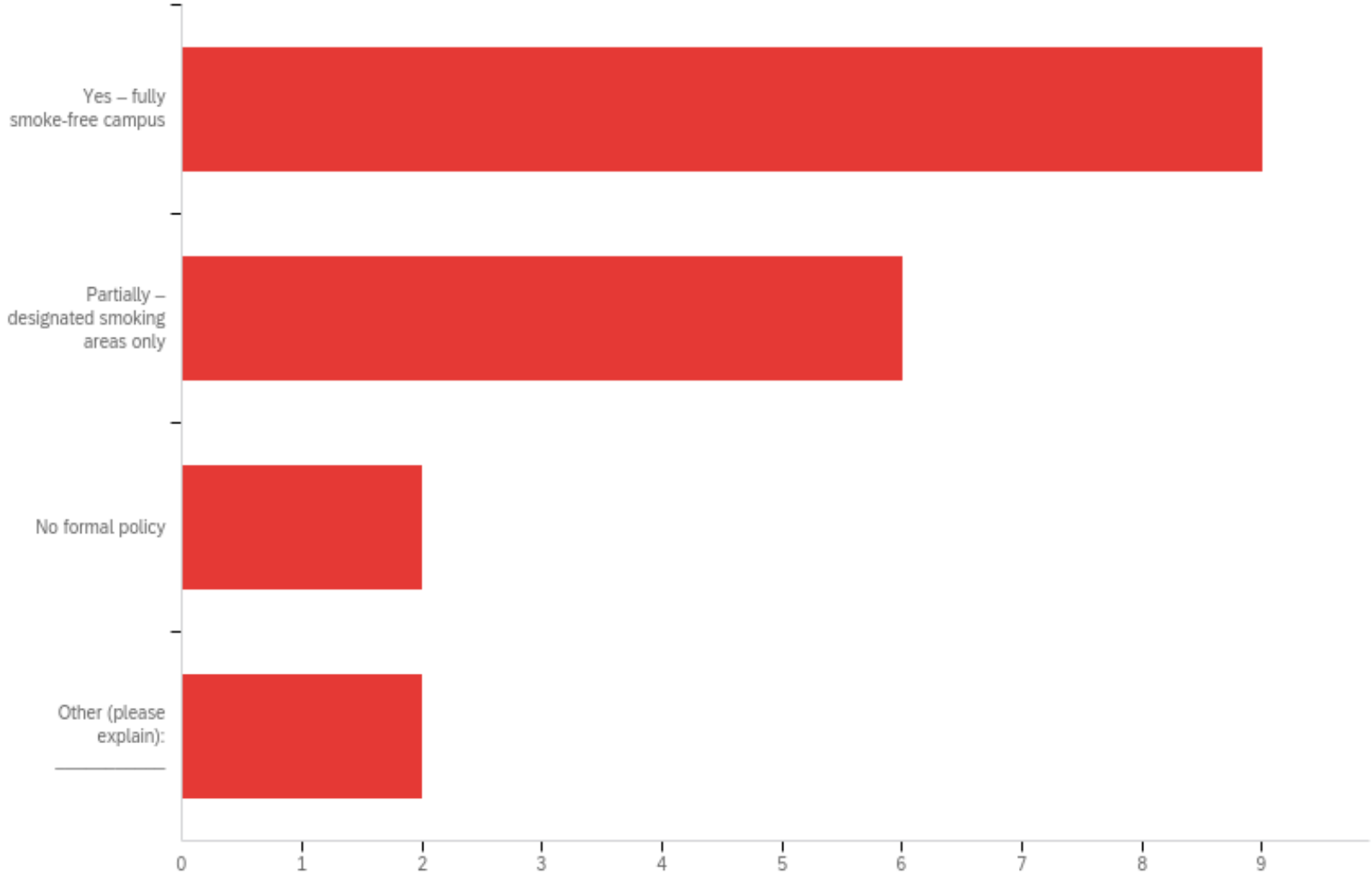
5 years graded schedule

Employer matching contribution - fully vested after 2 years

Have you made any recent changes to your vesting schedule?



Does your bank have a smoke-free campus policy (e.g., no smoking anywhere on property, including parking lots)?



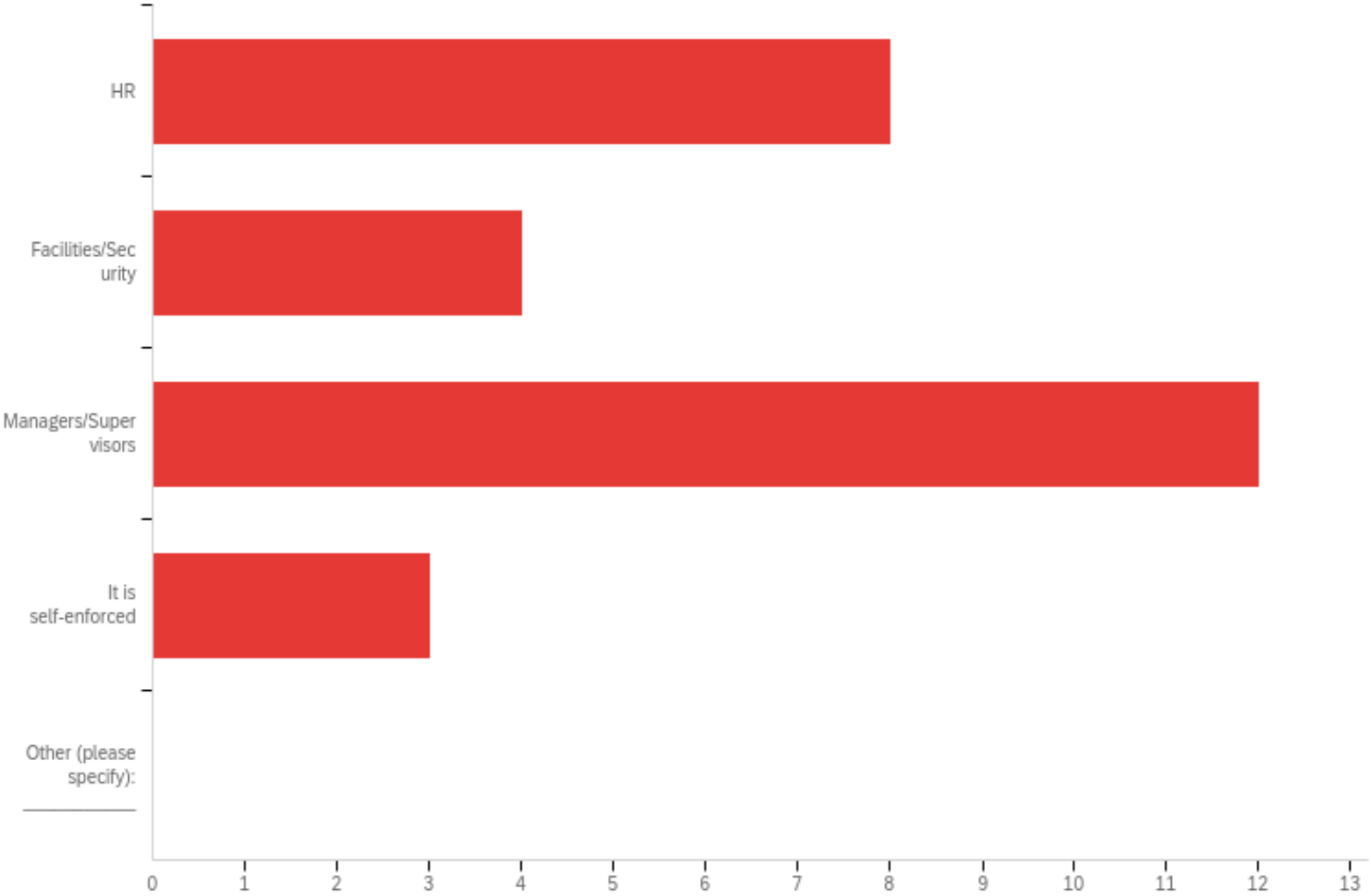
Does your bank have a smoke-free campus policy (e.g., no smoking anywhere on property, including parking lots)?

Other (please explain): _____ - Text

Smoking is prohibited within 25 feet of the entrance or any air intake duct or window, at any Bank location

just not the front of the building

Who is responsible for enforcing the policy? (Select all that apply)



Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

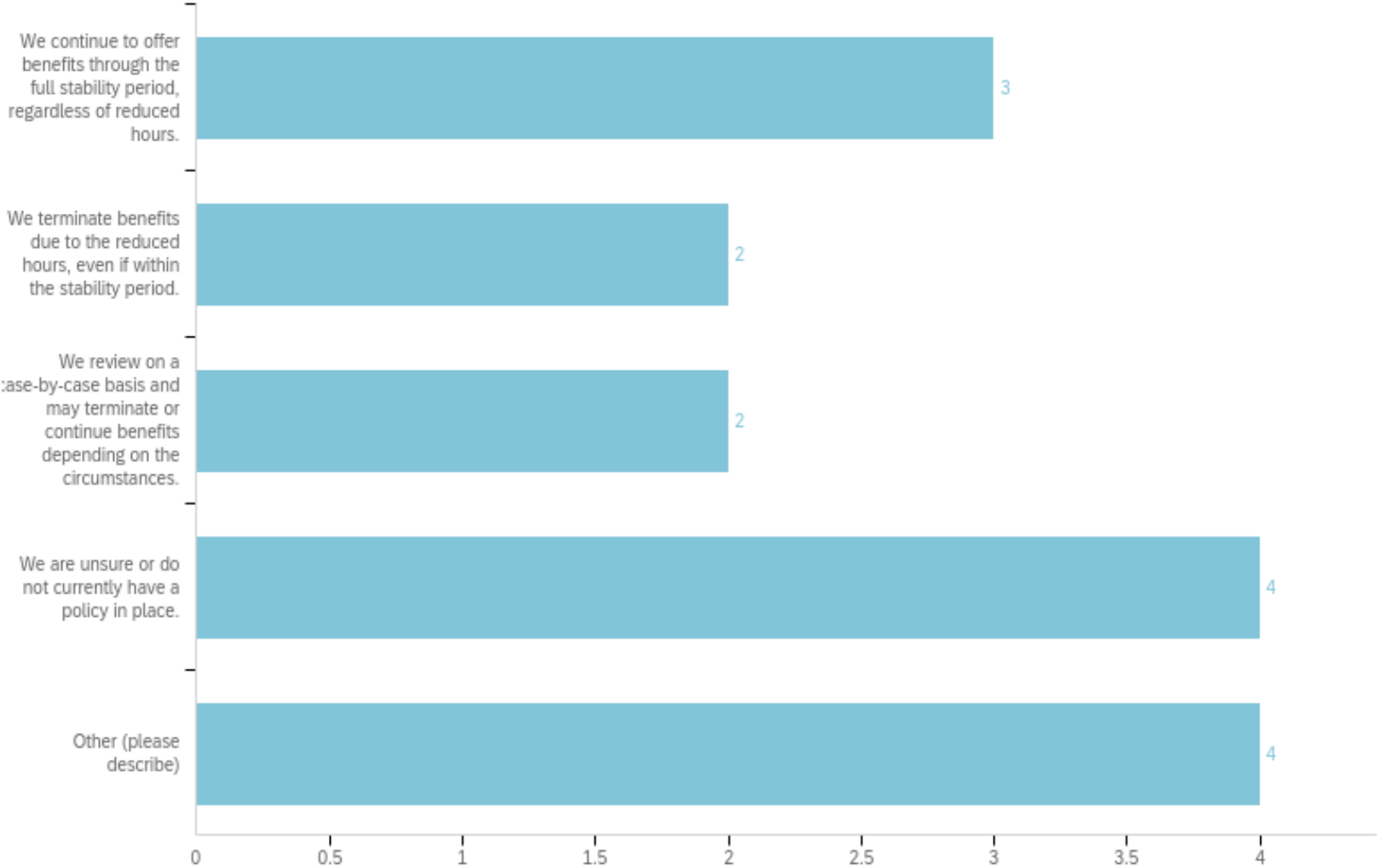
Are there any institutions that have eliminated part-time positions, with full-time staff now working on a rotating weekend schedule?

June

2025

Survey Results

How does your organization handle situations where an employee qualifies for benefits based on hours worked during the measurement period, but then significantly reduces their hours during the stability period?



How does your organization handle situations where an employee qualifies for benefits based on hours worked during the measurement period, but then significantly reduces their hours during the stability period?

Other (please describe) - Text

This has not been an issue for us as schedules have been generally consistent

Have not had this experience.

They have to work a minimum of 20 hrs to qualify for benefits so if their hours drop but are still at 20 or over, we don't reduce them.

If you selected "case-by-case," "other," or have a specific approach, please describe how your organization handles situations where an employee becomes eligible for benefits based on the measurement period but experiences a significant reduction in hours during the stability period.

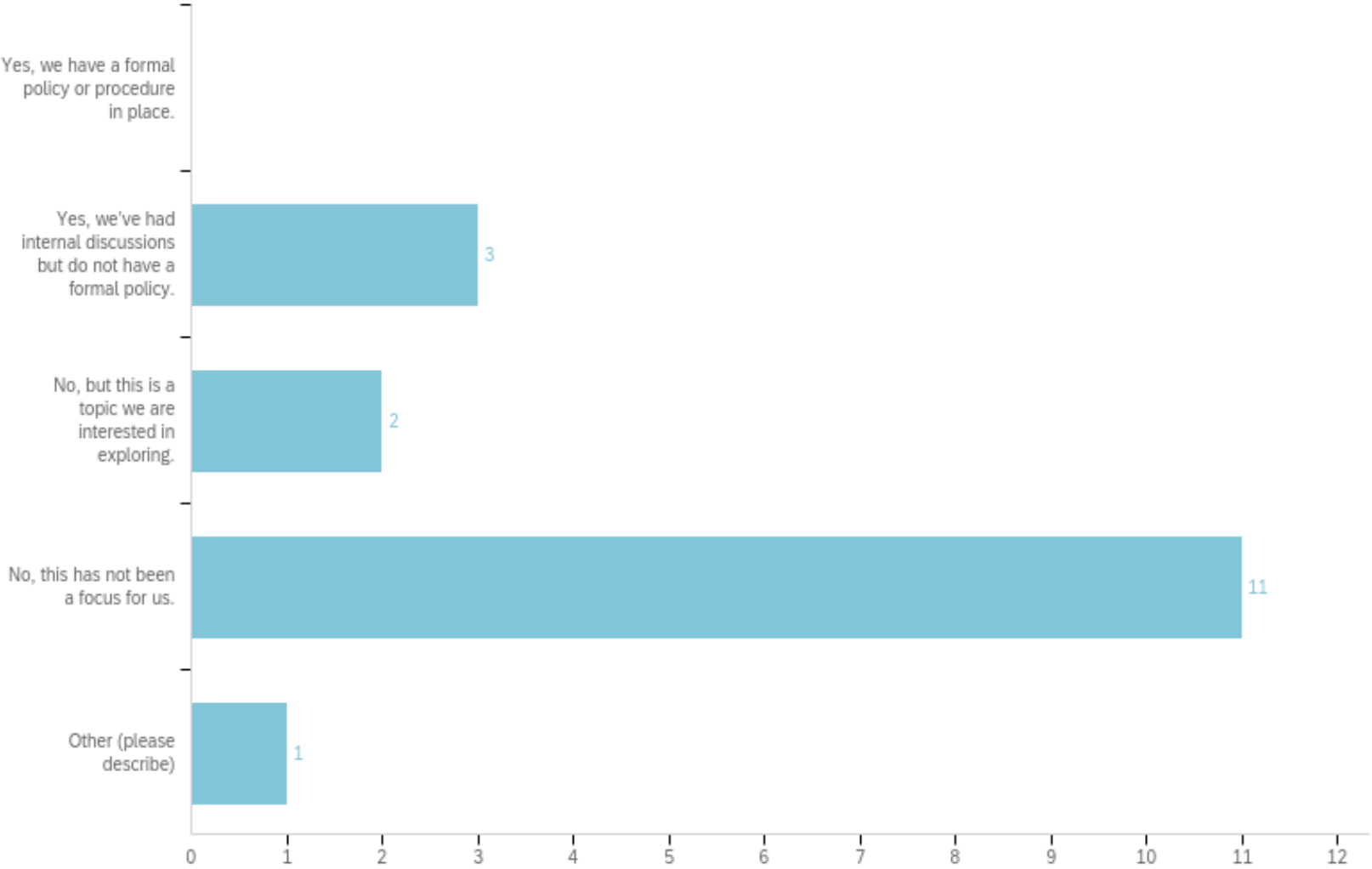
This has not been an issue for us. We offer medical benefits to anyone who works at least 20 hours per week. There are relatively few employees who drop their hours below 30 for any prolonged period and would consider a policy if it became something that routinely occurred.

We terminate their benefits as of the date they decreased their hours.

We reduce the benefits with the exception of medical. Their medical coverage continues for the year at lower rate.

We offer benefits to all employees who work 20 hours+ per week and do not have any positions that are below that threshold. Speaking strictly for medical benefits, employees who work 20-30 hours per week are eligible but at a part time rate. That part time rate would be effective when their status changed.

Has your organization discussed how to prepare for a potential visit from U.S. Immigration and Customs Enforcement (ICE)?

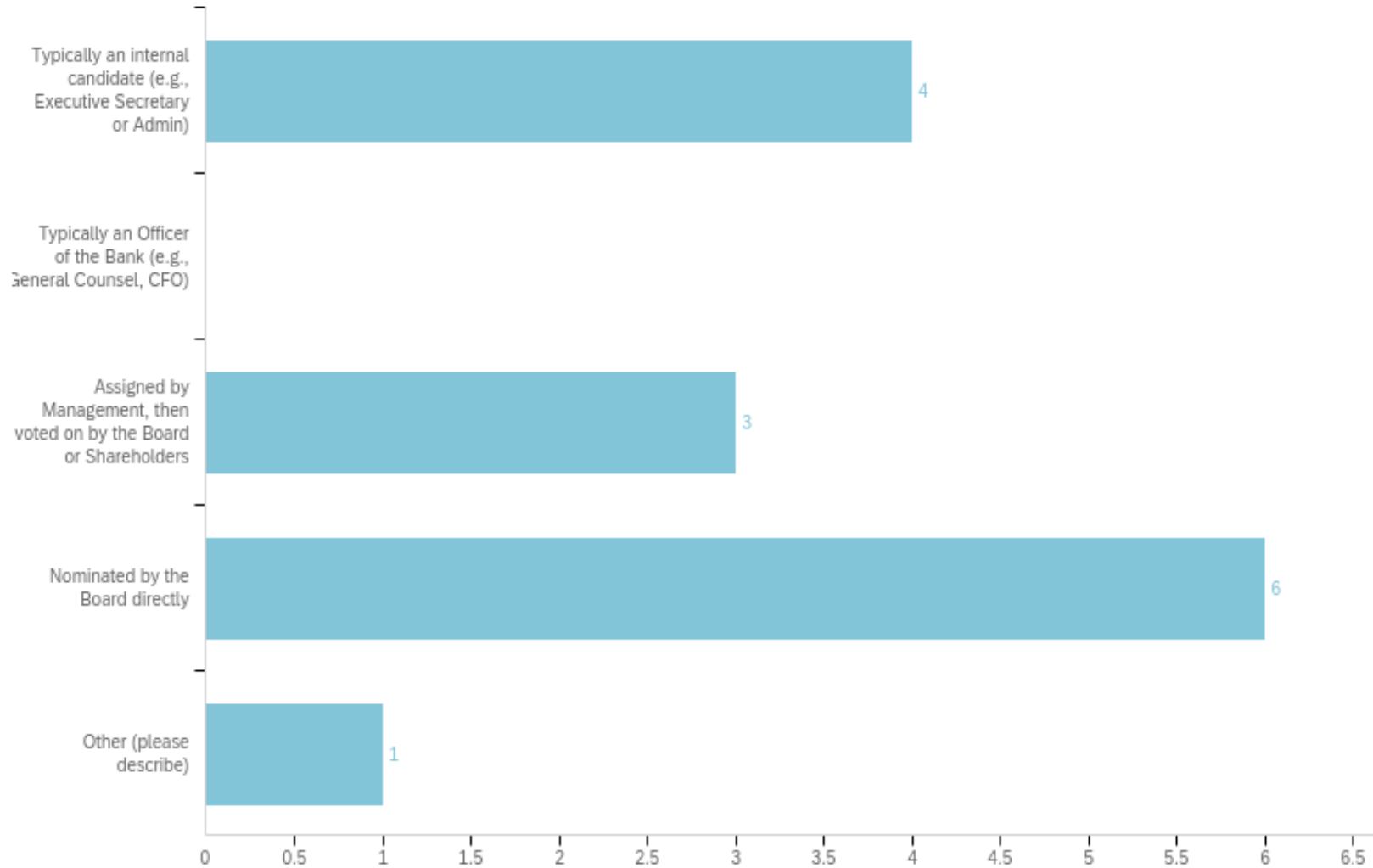


What steps, if any, has your organization already taken to prepare for a potential ICE visit?

We have been doing I9's electronically for several years but do still have a handful of paper ones. As part of our SOP's, we do a quarterly review of new hire and separated employee I9s.all finding are documented...As a matter of due diligence, we have done a cursory review of all I9 documents.

We feel confident if we had a visit we would be in good shape. All employees fill out I-9 forms.

How does your Bank assign the role of Clerk of the Corporation?

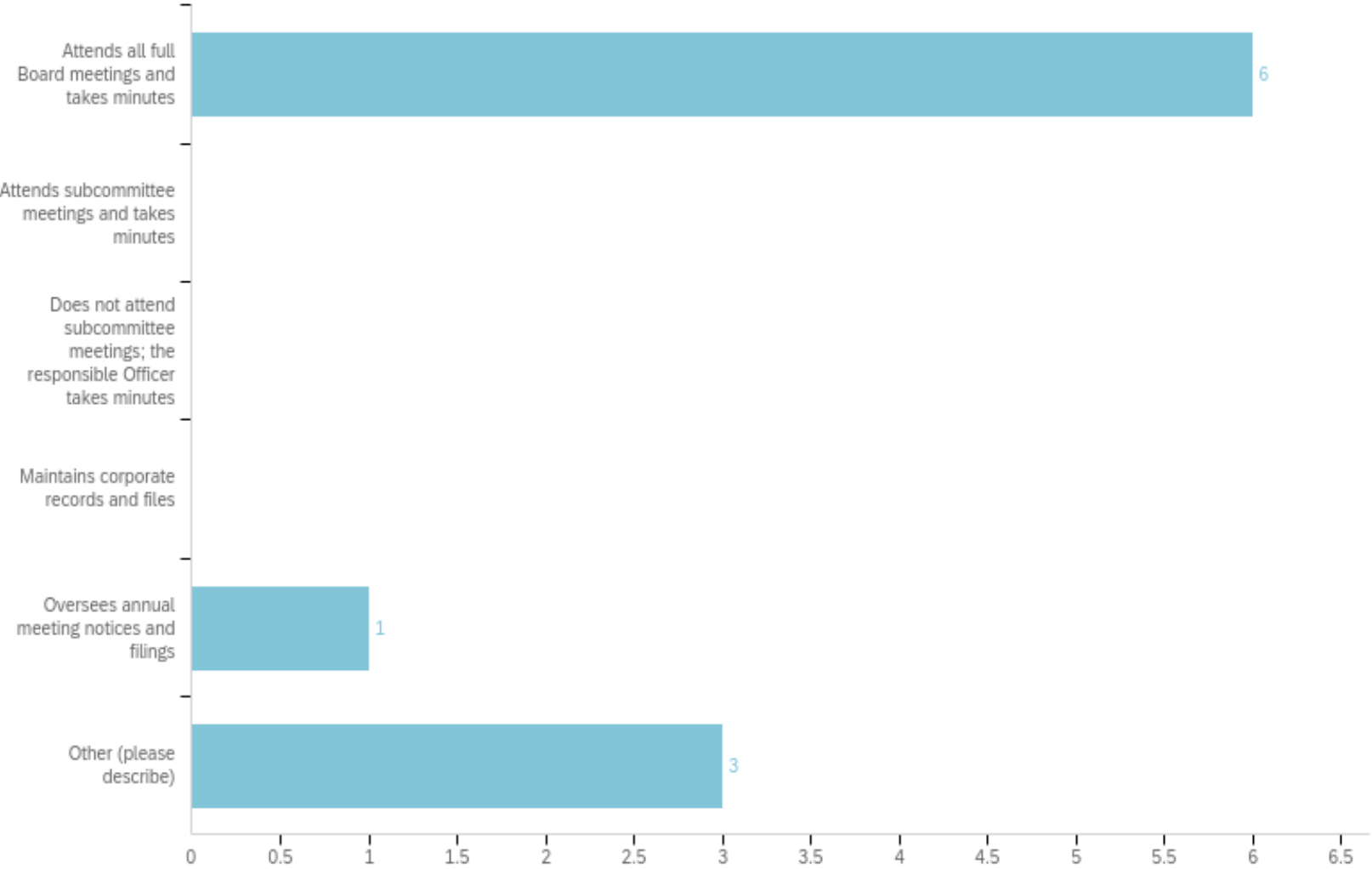


How does your Bank assign the role of Clerk of the Corporation?

Other (please describe) - Text

This is a member of the Board of Trustees

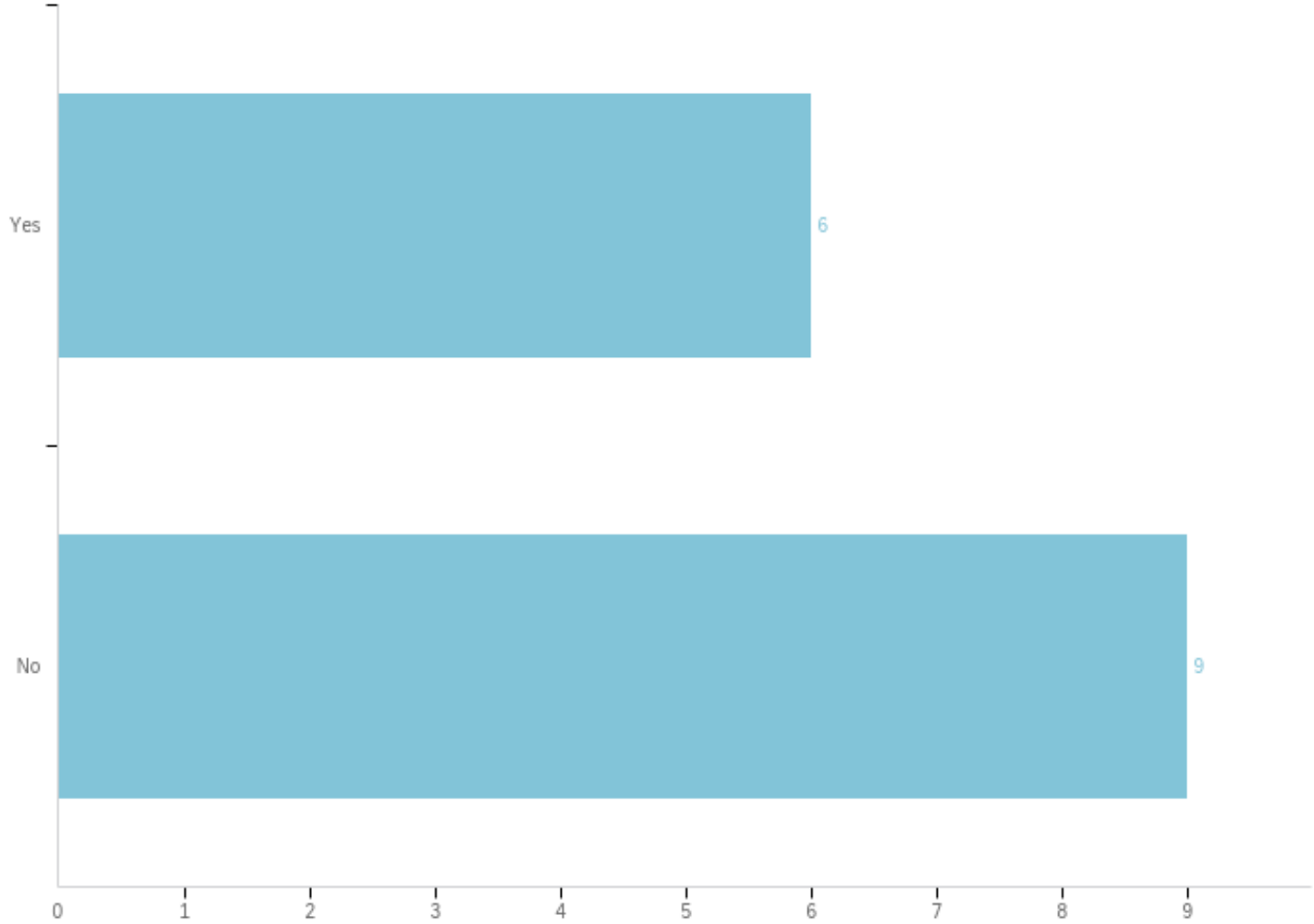
Follow-up: What are the Clerk's responsibilities at your institution?



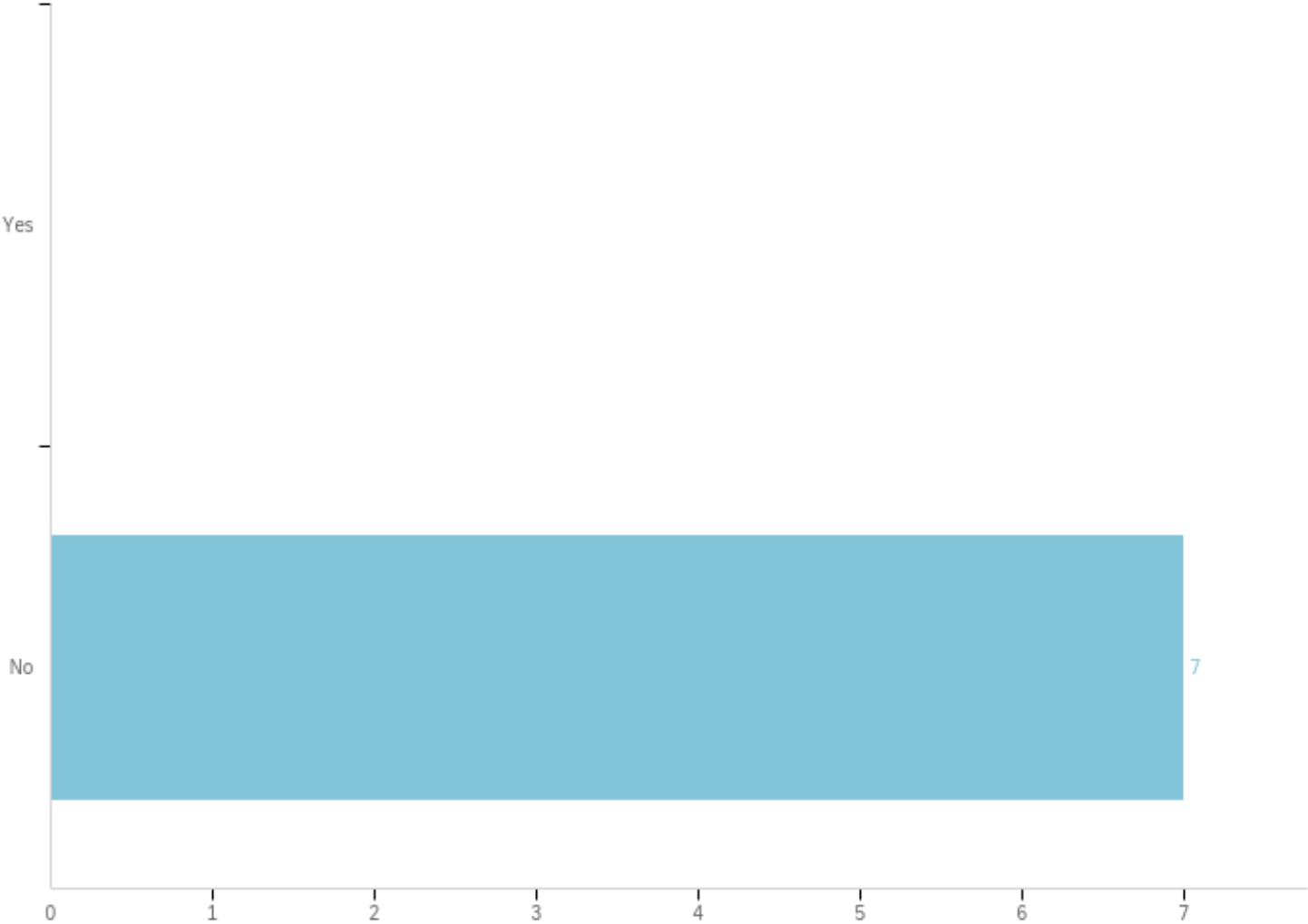
Follow-up: What are the Clerk's responsibilities at your institution?

Other (please describe) - Text
All of the above
1,4, and 5 above
All of the above duties

Does your Bank have Business Development Officer(s)?



Does your Business Development Officer have any direct reports?



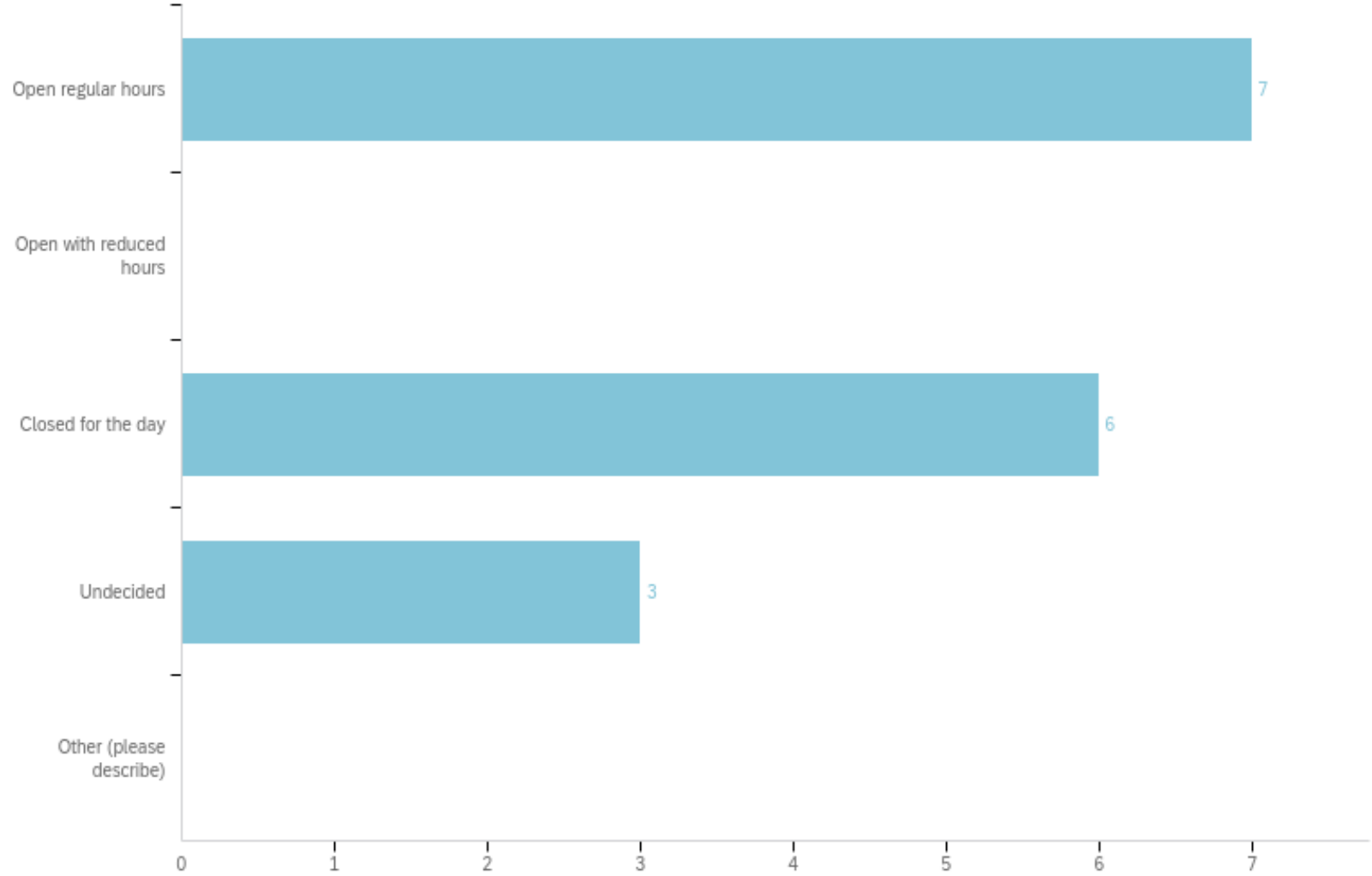
What is the salary structure of your Business Development Officer(s)? Base salary only? Base plus commission?

Base plus incentives (quarterly and annual)

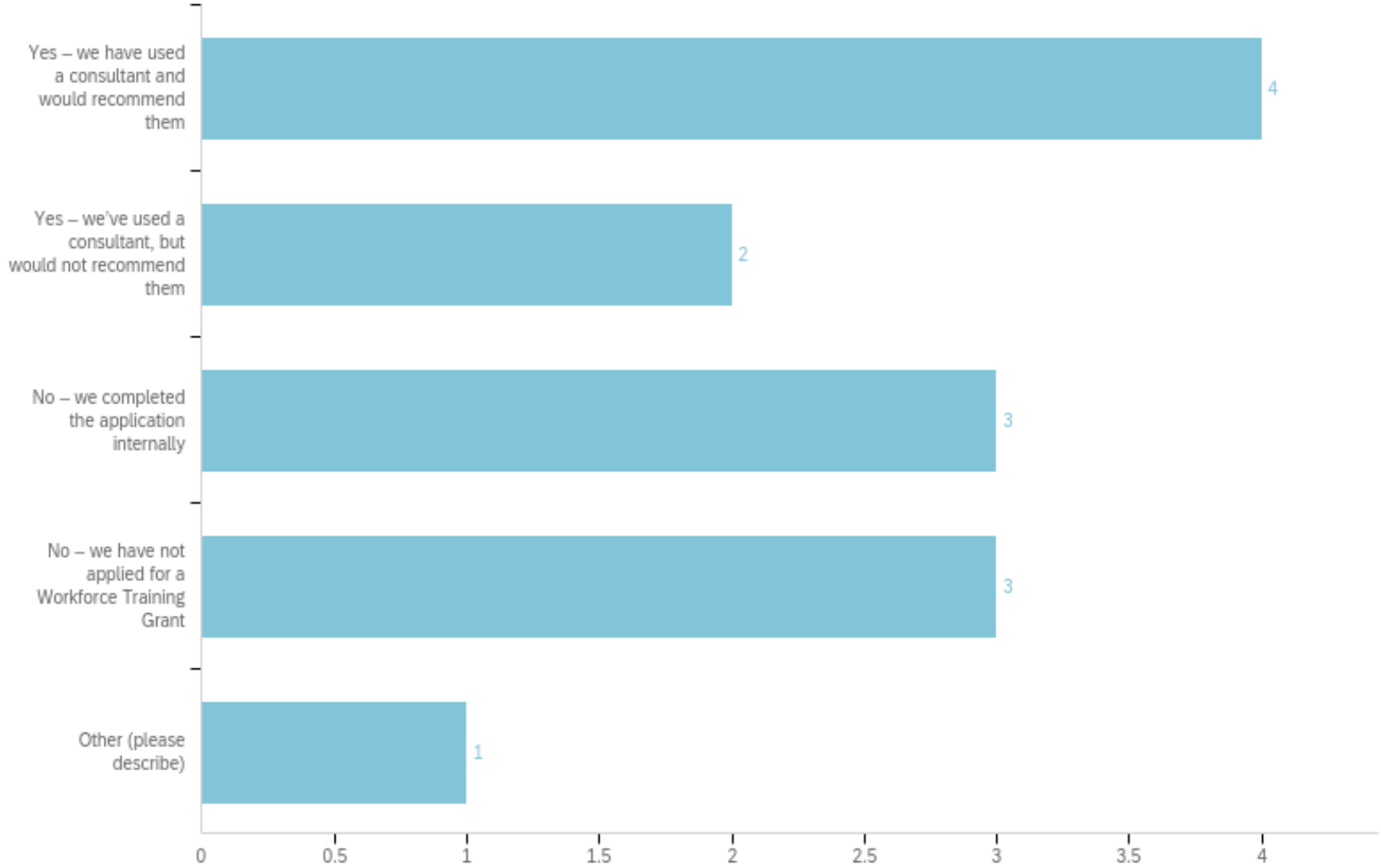
base salary only but they do have a Performance Incentive Plan and will receive a bonus at the end of the year if certain metrics are met.

base salary only

Is your bank planning to be open or closed on July 5th (the day after the Independence Day holiday)?



Has your bank worked with an external consultant or resource to help write a Workforce Training Grant application?



Has your bank worked with an external consultant or resource to help write a Workforce Training Grant application?

Other (please describe) - Text

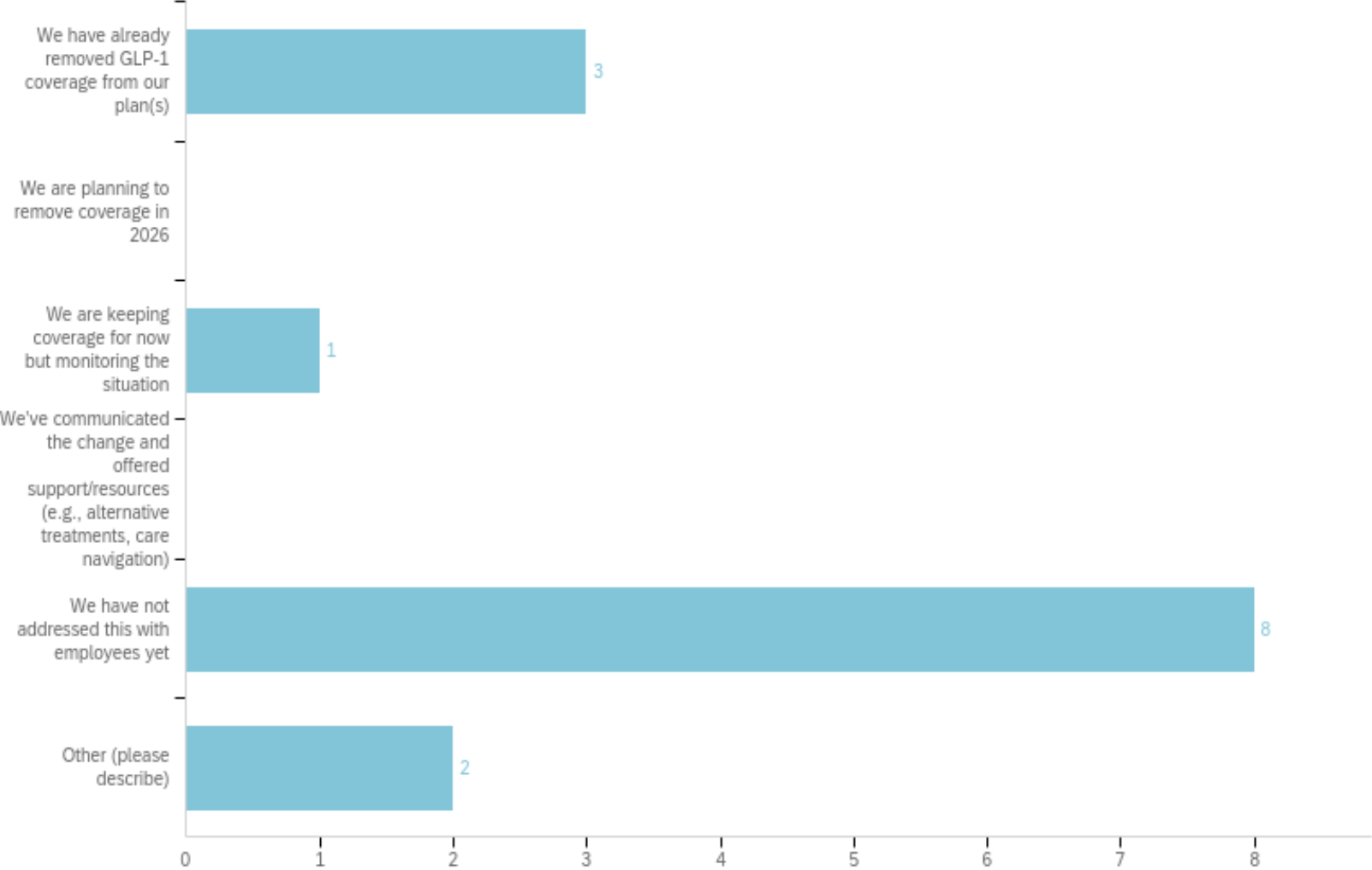
It has been several years and we are currently interviewing potential partners.

Follow-up: If you would recommend someone, please share their name and contact information (if available).

Ath power they were ok

Employers Association of the Northeast helped us write our grant. They were excellent to work with.

With GLP-1 medications (e.g., Ozempic, Wegovy) being removed from coverage under some health plans, how is your organization addressing this change with employees who have been using them successfully?



With GLP-1 medications (e.g., Ozempic, Wegovy) being removed from coverage under some health plans, how is your organization addressing this change with employees who have been using them successfully?

Other (please describe) - Text

Employees that are on it, the insurance company provided communication.

We are in the MBA GIT medical plans.

Follow-up: Have you received significant pushback or concerns from employees regarding GLP-1 coverage being reduced or removed?

Not yet, although I do anticipate that we may.

No

We shared the communication from BCBS - We have not had anyone contact us with concerns.

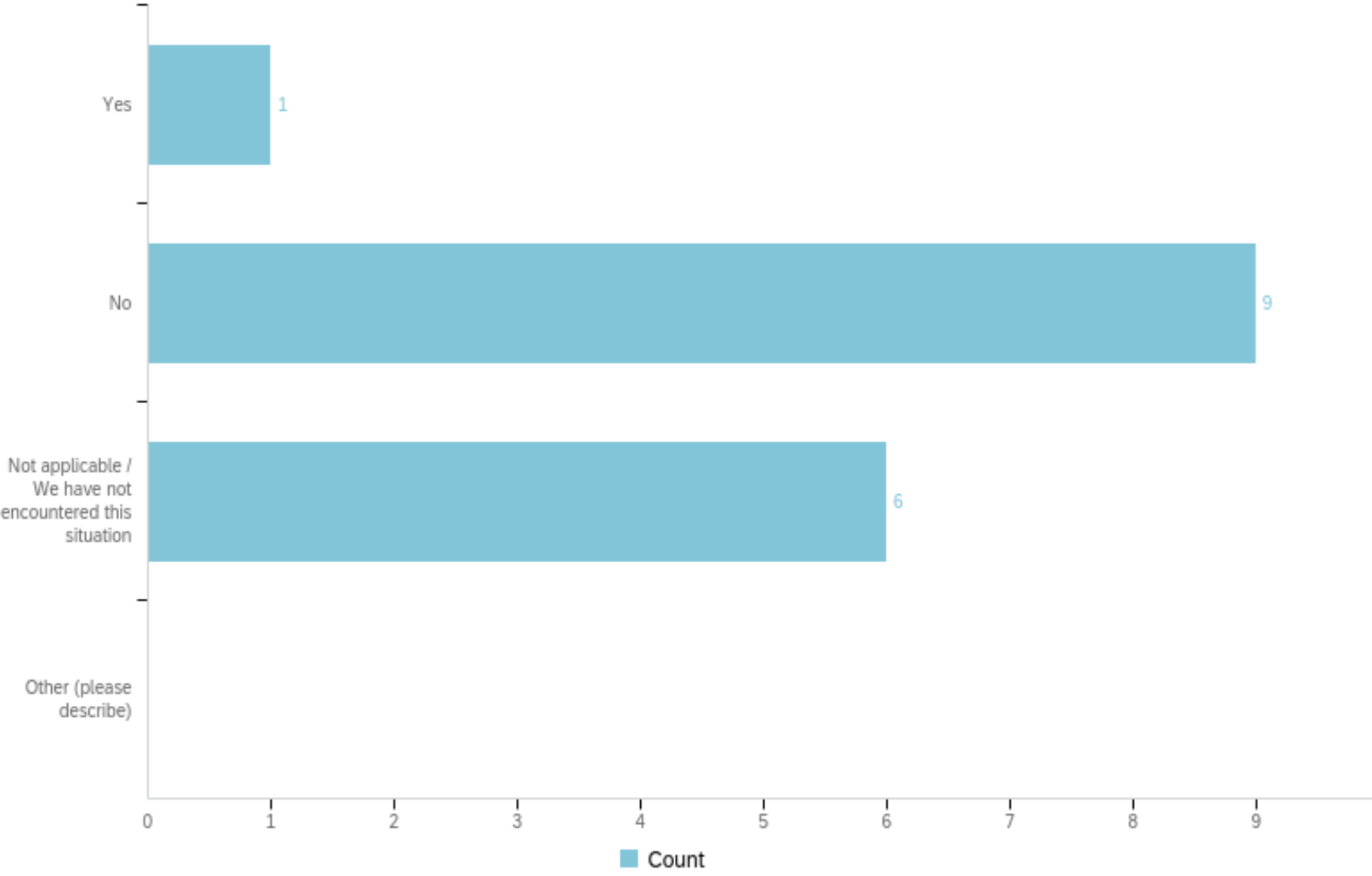
We really have no choice. We are less than 100 employees, so no rider is available. One employee reached out to us, but perhaps once BC/BS notifies the members we may get more phone calls.

Not at this time.

Yes, we have a few employees currently on the drugs for weight loss. They have seen great success and are very disappointed that it will no longer be covered. Although they know they the cost is high, they are questioning the results that could come back if they can no longer be on the medicine due to the cost and then the insurance company will need to pick up the cost of being overweight/obesity. Asking if the co pay could be higher, they are willing to pay more than \$25 per month to stay on the medicine.

Not yet but in 2026, our healthcare plan will be eliminating them entirely and we expect there to be some serious pushback. If we want to add GLP1's to our pharmacy plan it will cost us around \$200k more.

Have you ever required a second medical opinion for an employee who has been on PFML for more than one year, due to concerns about the legitimacy of the leave?

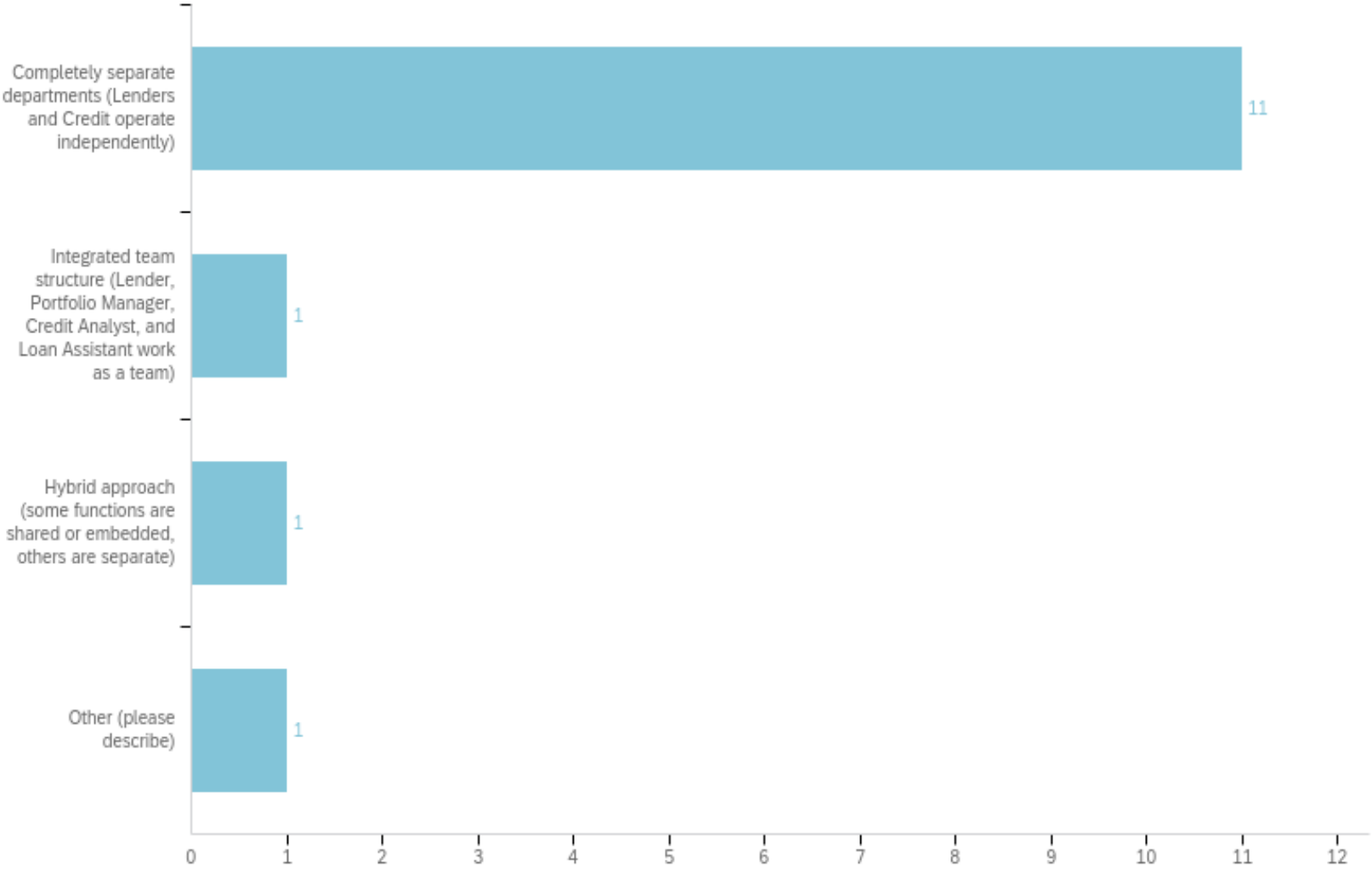


If yes, please describe the circumstances and how your organization handled the situation (e.g., process for requesting the second opinion, legal review, employee response).

We give the forms to the employee/medical provider and follow the instructions as noted on the form.

We are experiencing this issue currently.

How are your Commercial Lending and Credit teams structured?



How are your Commercial Lending and Credit teams structured?

Other (please describe) - Text

4 person loan department; completely integrated

Optional: Please describe your team structure in more detail, including any benefits or challenges you've experienced with this model.

These are separate departments, however, both department heads report to the Chief Lending Officer. It has kept the teams aligned and working together effectively, as well as oversight of loan quality, without creating a conflict of interest.

July

2025

Survey Results

For banks that offer tuition reimbursement, what is your policy on paying the bank back if the employee leaves following completion of the course/program? (i.e., if they leave within 6 months of completion, etc

Pay back 100%

If they leave within a year then they have to pay back the tuition reimbursement

Any funds distributed are considered a loan to be repaid if the employee leaves the Bank's employ within 2 years.

We reimburse as long as they are still employed with us, but we do not require that they pay us back if they leave within some certain timeframe after completing the course.

The policy does not mention if they leave.

No policy on payback, we do have a waiting period before the benefit starts.

They have to reimburse us 100% if they leave within 6 months of completing the course.

Employees who voluntarily leave the Bank within one (1) year of receiving tuition reimbursement agree to reimburse the Bank for any payments received under the program within the twelve (12) month period prior to their departure from the Bank.

Our policy states that if an employee voluntarily resigns from employment within one year of completing any banking school or college course, the employee is required to reimburse the Bank for the full amount paid by the Bank toward tuition, books, and fees associated with that course or program.

For banks that offer tuition reimbursement, what is your policy on paying the bank back if the employee leaves following completion of the course/program? (i.e., if they leave within 6 months of completion, etc

We have a 12 month clawback provision.

TUITION REIMBURSEMENT

Full-time employees who have successfully completed one year of service are eligible for tuition reimbursement. The Bank will reimburse employees for the cost of tuition for any job or Bank related courses. A copy of the grades indicating a "C" or better must accompany the request for payment. The Bank shall have sole discretion to decide if a course is considered job or Bank related.

The Bank will reimburse the cost of up to two (2) courses per semester with a limit of five (5) courses per calendar year, including books, with a maximum annual reimbursement of \$4,000.00. All classes must be pre- approved by the Department Head and Human Resources. The employee must be actively employed by the Bank at the time of completion and must have completed all course requirements in order to receive reimbursement.

We may pay up to 50% of associated tuition and materials fees up to a maximum of \$1,500.00 per calendar year. Courses must be relevant and grades must be submitted to HR. To be eligible for this benefit, an employee must be full-time and have completed at least twelve consecutive months of employment. Approval by the President must be obtained in advance of attending the class or course.

Our policy does not address this

We ask that they pay back anything paid to them in the previous 12 mos of employment

Does your organization have a recommendation for an independent Workforce Training Grant Writer you've had success with?

We've traditionally used vendor-specific grant writers, but that is not an option with our current partner.

We have not

No

No - we have not used a grant writer.

no recommendations, we used Ath Power but we weren't thrilled with the sales training that they provided.

We do not have any recommendations.

We don't have a recommendation.

No, but interested in hearing if you do

Is anyone willing to share their bereavement policy? Specifically, how you handle bereavement for non-spousal relationships (companion, fiancée, live-in boyfriend/girlfriend).

All employees receive 7 PTO days for bereavement, sick time, etc.

Bereavement

Full-time employees who have a death in their immediate family will be entitled to up to three scheduled work days with pay for purposes of attending the funeral and to take care of related matters.

“Immediate family” includes the employee’s spouse, parents, children, and siblings.

For a family member other than those outlined as immediate family in the above paragraph, (step-mother or father, grandparents, aunts, uncles, nieces, nephews, and in-laws), you will be entitled to one scheduled work day with pay for the purpose of attending the funeral.

If bereavement falls during vacation or any other scheduled time off, there is no entitlement to additional paid time off.

If special circumstances require additional time off it may be granted, with the approval of the Supervisor/Department Head and Human Resources Officer. The Department Head must be notified immediately. Additional time off will be charged to available time.

For other relations or close friends, you may attend the funeral or wake without pay.

Regular part-time employees are eligible for pay for the days and hours they are scheduled to work according to entitlement set forth for full-time employees.

Is anyone willing to share their bereavement policy? Specifically, how you handle bereavement for non-spousal relationships (companion, fiancée, live-in boyfriend/girlfriend).

We do not currently have those relationships specifically noted but would consider these in the category of "spouse" which provides for five (5) days of bereavement pay.

We consider them domestic partners and give them the same 3 days of bereavement

non-spousal relationships are not specifically addressed in our policy, luckily it has not come up in my memory.

Up to three days of paid bereavement leave may be granted to employees who suffer the death in the immediate family. Immediate family is defined as the employee's spouse, parent, child, sibling, grandparent, or others residing with the employee. Up to two days paid leave may be granted for other terms of bereavement.

Is anyone willing to share their bereavement policy? Specifically, how you handle bereavement for non-spousal relationships (companion, fiancée, live-in boyfriend/girlfriend).

Bereavement Time

In the event of a death in the immediate family (outlined below), employees will be provided up to three (3) consecutive days of paid time off.

- Mother
- Father
- Stepparent
- Brother
- Sister
- Husband
- Wife
- Son
- Daughter
- Stepchildren
- Stepsiblings
- Grandchild
- Mother-in-law
- Father-in-law
- Daughter-in-law
- Son-in-law
- Brother-in-law
- Sister-in-law
- Grandparent

Full time and part time employees will be paid during their absence for one day upon the death of a relative in their extended family including aunt, uncle, cousin, grandparent-in-law, Part time employees will only be paid for the absence if it falls on a day that they are regularly scheduled to work. To be paid for bereavement leave, the employee must generally attend the funeral of the deceased relative. Documentation may be required.

An employee's manager or the VP Human Resources & Talent Management, depending on individual circumstances, may approve unpaid time off beyond three days.

We don't ask the employees for documentation so if the manager used the bereavement code in ADP for something that fell out of the list above, we probably wouldn't question it. We have also granted exceptions to be paid as well. We just try to keep it consistent.

Is anyone willing to share their bereavement policy? Specifically, how you handle bereavement for non-spousal relationships (companion, fiancée, live-in boyfriend/girlfriend).

Death in an Employee's Immediate Family or Household

- Up to three days (3) are granted with pay in the event of a death in the immediate family or household:
 - o Immediate family includes: mother, father, husband, wife, son, daughter, sister, brother, mother-in-law, father-in-law, grandparent, grandchild and step-child.
 - o Immediate household includes individuals not in the immediate family but regularly sharing the staff member's residence.

Our bereavement policy includes coverage for domestic partners. In the event of a domestic partner's passing, the employee is eligible for up to 5 days of bereavement leave, based on their regularly scheduled hours.

Additionally, if a close relative of the domestic partner—specifically the domestic partner's mother or father—passes away, the employee is eligible for up to 3 days of bereavement leave, also based on their regularly scheduled hours.

BEREAVEMENT LEAVE

Regular, full-time and part-time employees are eligible for up to five days paid Bereavement Leave when there is a death in their immediate family. Eligible days are: five days for parents, spouse, and children; three days for spouse's siblings, mother-in-law, father-in-law, brother, sister, brother's/sister's spouse, grandparent, grandchild, stepmother, stepfather, half-sister, half-brother, stepchild, and any family member that resides with the employee. Additional days for long distance travel may be granted upon request, as PTO.

Is anyone willing to share their bereavement policy? Specifically, how you handle bereavement for non-spousal relationships (companion, fiancée, live-in boyfriend/girlfriend).

BEREAVEMENT LEAVE

In the event of the death of a member of the immediate family, up to five (5) days of leave with pay will be granted to regular full-time and part-time employees. The immediate family includes the employee's father, mother, spouse, children, brother, sister, grandparents or grandchild, spouse's parents or other members of the employee's household. Part-time employees will be paid a pro rata amount, based on the amount of hours they would usually work on the days they take as bereavement leave.

In the event of the death of an employee's aunt, uncle, cousin, nieces, nephews or brother in law or sister in law, two paid days will be granted.

In the event of the death of other than those listed above, paid time off for the funeral may be granted for non-exempt employees at the discretion of the supervisor. (For exempt employees paid on a salaried basis, we will follow the special compensation rules applicable for them, as set forth in policy on payment of exempt employees.)

Bereavement leave will not be paid during a leave of absence or during a period for which an employee is otherwise being compensated, such as holidays or paid sick leave. However, employees who are on vacation will receive additional vacation time according to the above bereavement policy.

Our bereavement policy does not include non-spousal relationships like a companion, fiancée, or live-in boyfriend/girlfriend). It would be either two or three days of paid bereavement, determined on a case-by-case basis.

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

nothing that i can think of right now, but i think of something i will be sure to let you know.

Thank you for all you do!

One topic I'd like to suggest for a future meeting is a presentation on Artificial Intelligence (AI) and how this technology is transforming the banking industry. It would be valuable to explore how AI is being used in areas such as fraud detection, customer service, credit decisioning, and operational efficiency. Bringing in a knowledgeable speaker or vendor specializing in AI applications within financial services could offer great insights and spark meaningful discussion.

Employer credit for paid family and medical leave. The OBBB Act makes the I.R.C. § 45S employer credit for providing paid FMLA leave permanent, with three expansions of the prior law:

- (1) Eligible employers may claim the credit for a percentage of premiums paid or incurred for insurance policies that provide paid leave, or for wages paid during employees' leave, but not both;
- (2) The credit is available in all states, including those with paid leave programs or paid leave requirements; and
- (3) The minimum employee work requirement is lowered from one year to six months and eligible employees must work at least 20 hours per week.

The provision includes an aggregation rule requiring that employers within the same controlled group under the rules of I.R.C. § 414(b) and (c) are treated as a single employer. All members of the controlled group must have a written paid FMLA policy and meet all the requirements for the credit, unless the employer has a substantial and legitimate business reason (other than line of business, wage rate, or job category) for treating some employees differently. These amendments related to the employer credit apply to tax years beginning after December 31, 2025.

August

2025

Survey Results

With more vendor sites requiring multi-factor authentication (MFA), often beyond text or email and moving to authenticator apps, how is your bank handling situations where employees would need to use their personal phone for MFA?

Asking them to do so

Most employees who work remotely from time to time have a phone stipend because they are required to use their phone for work on a routine basis. It has not been an issue - yet - with anyone using their personal phone to authenticate only as these situations have been very limited if at all. We have not paid for phones for this purpose and have not yet discussed it.

Most of our employees are required to use an authenticator app to take advantage of our remote work benefit so we have not had any pushback when asked to use it for other applications for Bank business. In the event that an employee was not using their personal phone for any other forms of MFA, we would evaluate other options for MFA using Bank resources, and if necessary, pay a small stipend for use of their phone.

For the instances when a site requires an additional authentication (OTP), they just get that on their personal mobile device (sometimes there is an email option). This hasn't been an issue.

We include this requirement in all applicable job descriptions.

This has not come up as an issue yet. At this time we don't provide any kind of stipend or benefit solely for this usage of a personal cell phone.

With more vendor sites requiring multi-factor authentication (MFA), often beyond text or email and moving to authenticator apps, how is your bank handling situations where employees would need to use their personal phone for MFA?

We have been doing these for a few years now. We installed DUO Authenticator for network MFA and core MFA. It's a double-edge sword because they have their cellphones within reach and sometimes customers will comment but we assure them it's for login-security purposes. We also use RSA for those who have work email on their personal phones.

We offer a monthly cell phone reimbursement for those who regularly need their mobile device for work purposes.

We use MFA for logging onto the Bank network from all workstations. Employees use their personal phone for the token app and or text messages to log in. The bank does not reimburse for this use.

If the work phone is an option great, if not we don't have a problem having the code go to their personal phone. We haven't had any complaints from the employees so i'm assuming they are fine with it.

We require it for login to our system, so all employees are required to download an authenticator app upon hire.

When employees are required to use Multi-Factor Authentication (MFA), there are typically multiple options available for verification, such as receiving a phone call, using a work email, or receiving a text message. Since employees can choose to use a work phone or their work email for MFA, the company does not take any specific action if an employee chooses to use their personal phone for this purpose. The choice of method is left to the employee's preference.

With more vendor sites requiring multi-factor authentication (MFA), often beyond text or email and moving to authenticator apps, how is your bank handling situations where employees would need to use their personal phone for MFA?

We use single sign on with Okta. They get a push notification on their iphone to verify.

Employees use their personal phone for MFA with no issue.

We have them use their phones or a duo token.

We ask them to use their personal cell only if no other option is available.

We use MFA broadly across the Bank and require that employees who don't qualify for a Bank-owned cell phone, must use their personal phone. We've updated language in our Employee Handbook and technology policy.

Does your bank conduct regular manager training on HR topics? If so, what topics have you covered?

Yes we have covered EAP, workers comp, emotional intelligence, FMLA, performance reviews

Yes - performance appraisal, an "HR 101" class that addresses laws, policies, common issues that come up, etc.

We cover several HR-related topics in our internal management development program, including legal compliance in hiring, performance management, leave/accommodations, etc. These are offered annually, but experienced managers usually attend every few years as a refresher. We also host our employment attorney every other year for a session on hot legal topics impacting managers.

We share pertinent information when it's relevant. Not necessarily on a specific schedule.

Yes, we have an annual HR Law training for managers. Topics vary from year to year, but the training emphasize the manager's role in creating a positive and legally compliant work environment.

Not at this time, we take advantage of outside resources such as MBA, ABA, etc.

No, but we are open to it if there is a demand.

Does your bank conduct regular manager training on HR topics? If so, what topics have you covered?

We have a specific training program for newly promoted managers and once a quarter we offer training for existing managers. Topics have included Workplace injury, how to support an employee who you may suspect needs FMLA leave, disciplinary procedures, and "coach the coach" sessions on how to give effective feedback and make the most out of 1:1s with employees.

No

We have trained in Harassment and Security. We also send out the seminar link from MassBankers, so if one of the topics is HR related they can attend.

We have developed a HR 101 training for Managers, those newly promoted to manager or those working through a development Plan with leadership as the next step. Topics include:
Basic HR Law - PFML, Pay Transparency/Pay Equity, including how to recognize when you are being asked for an accommodation

Interviewing - Conducting Optimal Interviews

Performance Management & Development - This includes performance reviews

Additionally, we regularly communicate about our benefits.

The company does not conduct regular, recurring manager training on HR topics. However, training may be provided if a manager requests support on a specific topic. We do offer training for new managers that covers a range of HR-related areas, including company policies, timecard management, new hire onboarding, handling resignations, performance reviews, and disciplinary actions.

Does your bank conduct regular manager training on HR topics? If so, what topics have you covered?

yes. We have done topics such as goal setting, interviewing best practices and having difficult employee conversations.

We recently did a "HR 101" training for all managers - topics included: MA Earned Sick Time, PFML/FMLA/ADA, Religious Discrimination, Sexual Harassment, Timekeeping, Pregnant Workers Fairness Act, MA Pay Transparency.

no

Conducting a Fair and Effective Job Interview, Performance Management. We're due for Harassment & Discrimination as well.

We conduct meetings with managers related to the HR cycle throughout the year - including performance reviews, HR systems, and process changes.

Do you have Facilities employees (hourly and salary) that are on-call in the evening and on weekends? How do you compensate these employees when they are on-call?

No

The facilities officer is available if needed, however, does not receive additional compensation. Hourly employees are not on call.

If the Facilities person has to come in outside normal business hours, we just pay them the overtime.

They are exempt, so they are paid their biweekly salary regardless of evening/weekend calls.

We do not have an on-call rotation or system. Our Facilities Manager is the primary call resource, so no additional compensation is provided for that person. If an hourly person is called in the time is paid including travel.

Yes. One is salaried and one is part time so the hours are covered. However, if there is an unexpected facility or alarm issue, they are compensated at a flat dollar rate.

We do have one team member who is on call for emergencies and the alarm company. They are an hourly employee, so we just pay them.

Do you have Facilities employees (hourly and salary) that are on-call in the evening and on weekends? How do you compensate these employees when they are on-call?

We don't have anyone that is required to be on-call in our facilities department. If something happened and they needed to come in, I guess it would depend on the circumstances and how long they were here for but for the most part we would probably give them time off the following week.

We have a Facilities Manager and an Assistant. There is an on-call rotation and pay structure. I will be happy to share if asked.

We do not have Facilities employees who are designated as "on call." If a non-exempt Facilities employee needs to work during the evening or on weekends, they are compensated for the hours worked in accordance with their regular pay rate or applicable overtime rules. Exempt Facilities employees are paid a fixed salary based on a 40-hour workweek, regardless of additional hours worked.

We have a Facilities Manager who is exempt. He manages his schedule and will usually reduce his hours on another day when he has to work outside of regular business hours.

We pay the hourly employees for any hours that they are actually working at the bank.

With 100 employees, we don't have a Facilities department. Branch managers who get called for security alarm or ATM issues get \$100. Assistant Branch Managers are non-exempt and receive 3 hours of pay.

No

Does your bank have an incentive plan specifically for Call Center teams? If so, would you be willing to share details?

No

We do not have a plan for call center teams only at this time.

No, they are part of our Bank-wide Incentive Plan, with Division/Department goals specific to their function.

No call center.

We do not have an incentive plan specifically for our Call Center employees.

No separate incentive plan.

We do not have a call center ...yet.

No call center employees are on corporate short-term incentive plan.

we do not

we do not have a call center

The company does not currently have an incentive plan specifically for Call Center teams.

Nothing formal but we have given bonuses when they have consistently kept answered calls above a certain percentage.

We don't have a Call Center

No, they moved back into our Support Area Incentive Plan.

Does your bank have a role with management oversight of multiple branch locations (e.g., Senior Branch Manager)? If so, what title do you use?

VP Branch Administration

We have Retail Regional Managers, which oversee multiple locations.

We don't have that at this time.

No

We have (2) Area Managers that manage 2 branches.

Market Manager

No

Regional Branch Manager

Regional Branch Manager

The company does not have a role with management oversight of multiple branch locations. The title we use for a Senior Branch Manager is "Market Manager," and this role is responsible for only one branch location.

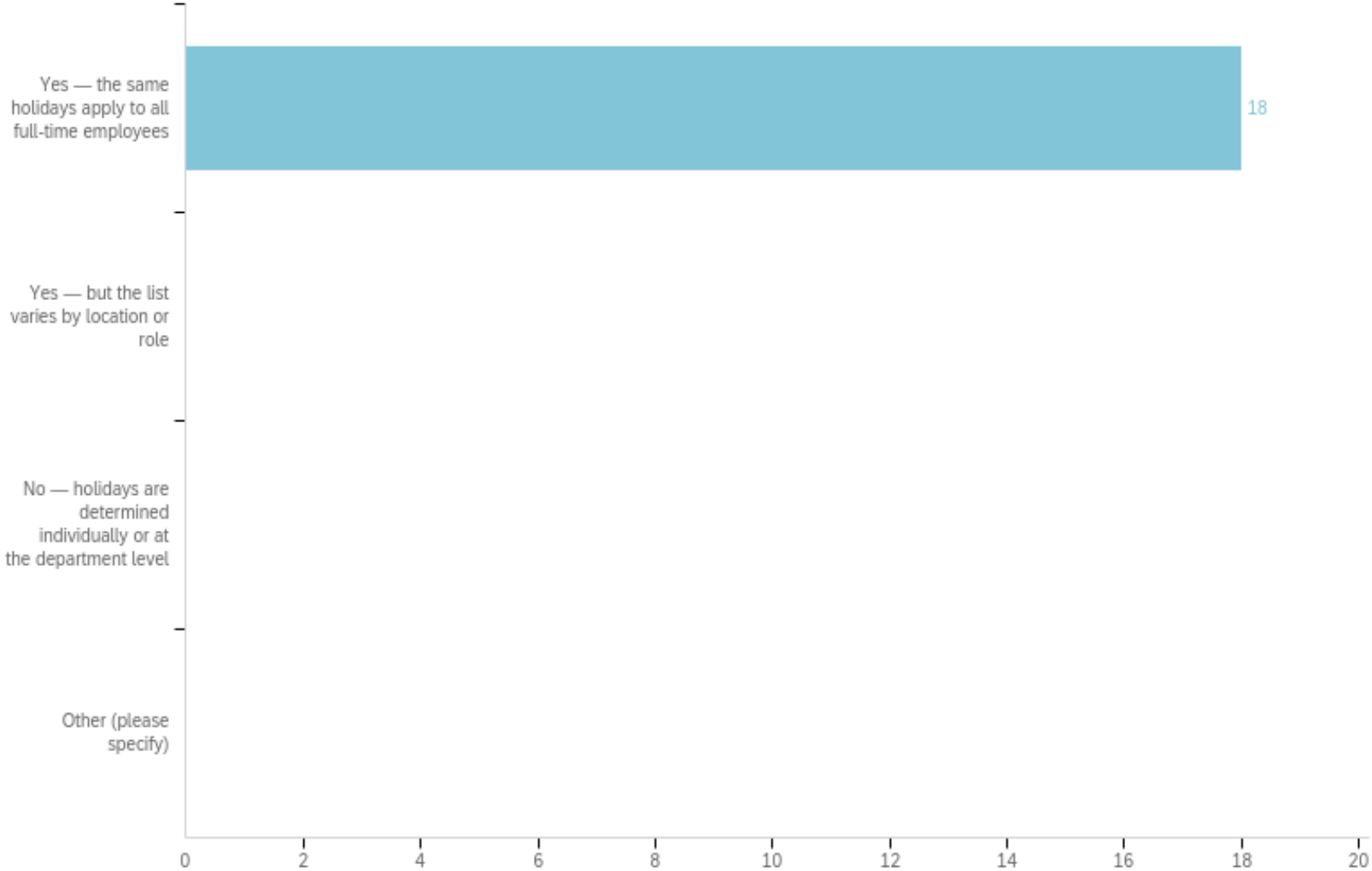
Regional Branch Manager
Optimization Leader

Same title - AVP, Branch Manager. We have 3 that are Multi-Site (2 location) managers.

VP Retail Branch Administration

Not currently, we're introducing the role in the near term and haven't settled on a title.

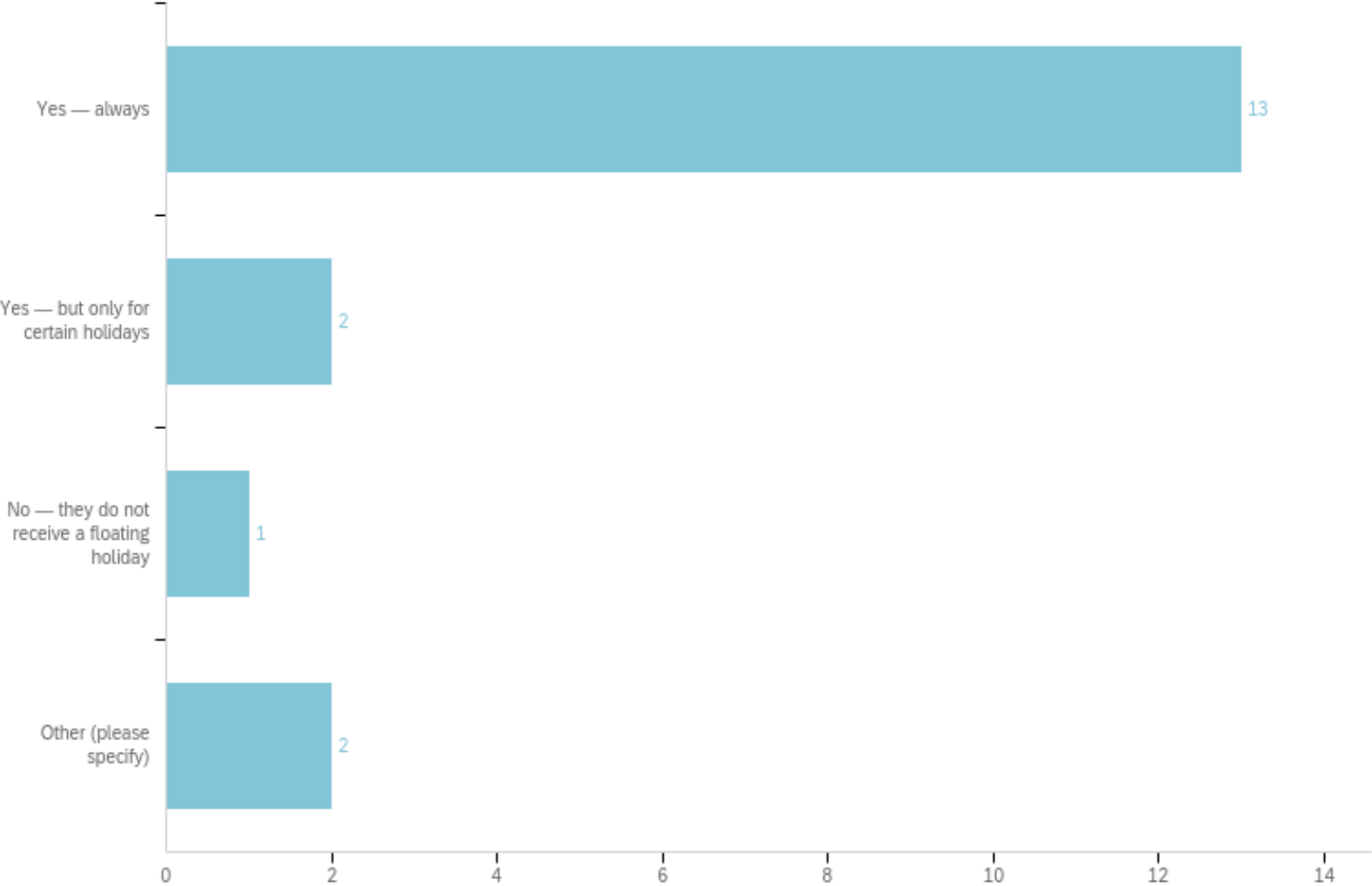
Does your bank provide a set list of paid holidays for all full-time employees?



Does your bank provide a set list of paid holidays for all full-time employees?

#	Answer	%	Count
1	Yes — the same holidays apply to all full-time employees	100.00%	18
2	Yes — but the list varies by location or role	0.00%	0
3	No — holidays are determined individually or at the department level	0.00%	0
4	Other (please specify)	0.00%	0
	Total	100%	18

If a full-time employee works a set Monday–Friday schedule and a holiday falls on a Saturday, do they receive a floating holiday?



If a full-time employee works a set Monday–Friday schedule and a holiday falls on a Saturday, do they receive a floating holiday?

#	Answer	%	Count
1	Yes — always	72.22%	13
2	Yes — but only for certain holidays	11.11%	2
3	No — they do not receive a floating holiday	5.56%	1
4	Other (please specify)	11.11%	2
	Total	100%	18

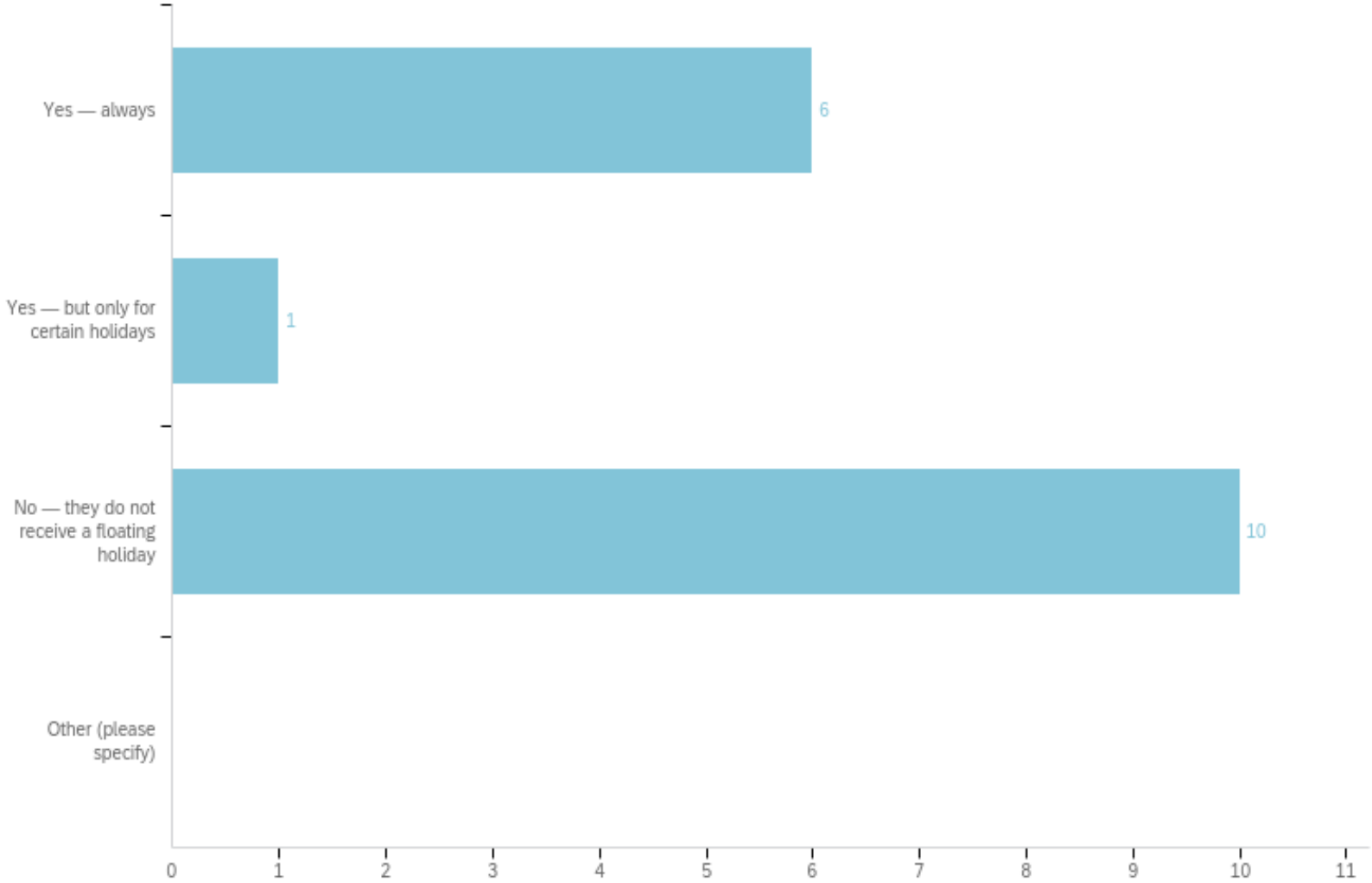
If a full-time employee works a set Monday–Friday schedule and a holiday falls on a Saturday, do they receive a floating holiday?

Other (please specify) - Text

Usually the holiday is observed on the Monday or Friday in this case.

We determine each year case by case. Typically a Float Holiday is provided

If a full-time employee works a set schedule other than Monday–Friday (e.g., Tuesday–Saturday) and a holiday falls on a day they do not work (such as Labor Day on a Monday), do they receive a flo



If a full-time employee works a set schedule other than Monday–Friday (e.g., Tuesday–Saturday) and a holiday falls on a day they do not work (such as Labor Day on a Monday), do they receive a floating holiday?

#	Answer	%	Count
1	Yes — always	35.29%	6
2	Yes — but only for certain holidays	5.88%	1
3	No — they do not receive a floating holiday	58.82%	10
4	Other (please specify)	0.00%	0
	Total	100%	17

Which vendor does your bank use for employee spending accounts (e.g., FSA, HSA, commuter benefits)?

HRC Total Solutions

Health Equity

Health Equity

HR Concepts Total Solutions

FSA and HRA - Health Equity
HSA - Avidia Bank

BCBS -- Health Equity

CGI for FSA and HealthEquity for HSA

We use Flores for HSA. We were using VOYA (formally Benefit Strategies) for FSA but they won't be carrying companies with less than 100 enrollees next year. I will likely move our FSA to Flores as well.

Health Equity

Health Equity

Which vendor does your bank use for employee spending accounts (e.g., FSA, HSA, commuter benefits)?

HRC Total Solutions

Health Equity

We use Fidelity as our Health Savings Account (HSA) vendor.

Sentinel Benefits

HealthEquity

Health Equity

HRC Total Solutions

Which attorney or law firm does your bank use for HR-related legal advice?

Jackson Lewis

Skoler, Abbott & Presser

Kilpatrick Townsend & Stockton LLP

Nutter Mclennan and Fish

A couple local attorneys depending on the scenario.

RS Law, LLP - Employment

RAS Law, P.C. - H&W/ERISA

Parker, Brown, Macaulay & Sheerin, P.C. - Retirement/ERISA

Seder & Chandler

Goodwin Proctor

Morgan, Brown & Joy

Mirick O'Connell

Mirick O'Connell

Morgan, Brown and Joy (Catherine Scott)

Jonathan Siegel

Skoler, Abbott & Pressor, Springfield MA

Bowditch & Dewey

Is there a resource you use to reference Massachusetts law regarding overuse of sick time for exempt employees?

mass.gov

We have a combined time office policy.

Employment attorney

No.

no, we don't have an issue with overuse of sick time for exempt employees

To reference Massachusetts law regarding the overuse of sick time for exempt employees, we rely on the official Massachusetts state law website or consult resources from the Society for Human Resource Management (SHRM). Depending on the specific circumstances, we may also seek legal advice to ensure compliance and proper handling.

Employers Association of the Northeast

No, This hasn't been an issue

No

What resources do you rely on most for HR information and guidance?

Mass Bankers and Jackson Lewis updates

SHRM, NEHRA, ADP

Our HRIS provider.

SHRM, MBA, Payroll Provider webinars, etc.

MassBankers for one! Depends on the issue..

SHRM, Payroll.org, IFEBP, DOL and IRS websites

Our insurance company, Travelers has a great site for commonly asked questions. I also use SHRM to keep on top of upcoming legal changes and have used AIM in the past. When in doubt I ask our legal support.

We use several including SHRM, AIM, BrightMine to name a few.

varies, but, if need be, we could always reach out to our employment attorneys

AIM, SHRM & our Law Firm updates

What resources do you rely on most for HR information and guidance?

We rely on the Society for Human Resource Management (SHRM) for guidance and best practices. In addition, we seek input and share ideas by participating in roundtables through the professional groups in which we are members.

Employers Association of the Northeast
My networking groups
SHRM

employer's associations, SHRM, our attorney's law office

Employers Association of The Northeast (EANE)

Mutiple resources - SRHM, i4cp, OneDigital

Does your bank have a project plan or checklist for opening a new branch? If so, would you be willing to share it?

No

No

I do not

I am sure that there is a project plan in place for opening a new branch; however, I am not aware of who currently has the plan or where it is located.

Yes, we have a robust project plan. I'm unable to share at this time as we'll need to redact confidential information, however we're happy to share at a later date.

What recruitment strategies is your bank using for retail banking positions (e.g., Universal Banker, Banking Specialist)?

Indeed, Military Job Fair, Mass Hire

Post on website, Indeed and ZipRecruiter

BerkshireJobs.com, word of mouth, current employees as referral sources has been a success as of late. It's a battle and the applicant pool is getting smaller.

We primarily use Indeed.

We have a Personal Banker in Training program, so we primarily look to hire at entry level.

For retail banking positions, the bank uses a variety of recruitment strategies, including social media, LinkedIn, Indeed, and postings on both our internal and external websites.

Referral bonuses, college job fairs (BSU's is great!), programmatic job campaigns (we use JobTarget through Paylocity).

Internal recruiting incentive, advertisements on our website, MassHire, Indeed and other job boards.

Indeed, LinkedIn, Year Up, and Asian American Civic Association (AACA)

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

Anything HR Compliance Related

N/A

I would love to learn more about executive benefit offerings. I think this will be "thing" in years to come as we attempt to attract and retain top talent.

September
2025
Survey Results

What training resources or consultants have you found effective for helping managers navigate the performance and disciplinary process?

We encourage working with HR Team and sometimes HR consults with legal prior to confirm action plan

We manage this internally and train managers in small groups or one-on-one to ensure we align our practices bank-wide.

In our organization, new managers receive training on our performance management and disciplinary processes as part of their development. This provides them with a clear understanding of expectations, procedures, and best practices for addressing performance or conduct concerns.

If a manager encounters a situation and needs additional guidance, they are encouraged to reach out to HR directly for support. HR partners closely with managers to ensure the process is handled appropriately, fairly, and in alignment with policy.

In cases where the disciplinary matter is complex or questionable, HR will also consult with our legal team to confirm the appropriate course of action and to mitigate potential risks.

We have inhouse materials that we created to assist with this process. We also use Performance Pro's collateral.

I have used our Paychex HR Rep to do training on these subjects

We really don't have any training materials, if we have a manager that is dealing with an employee's performance issues, we encourage the managers to reach out to HR for guidance.

Internal employment law training (conducted annually)

What budget is your bank allocating for 2026 merit/salary increases?

We are just in the beginning stages of planning so I don't have anything official, but currently we are planning for 3%

3.5%

unknown

Increases are based on the social security cost of living. Which is forecasted to be 2.5% in 2026.

Not determined yet. We have not started the discussions.

The budget for 2026 merit increases has not yet been finalized, as it will need to be formally reviewed and voted on by our compensation committee. At this time, we are recommending a merit increase range of 3.75% to 4.00%. This recommendation reflects current market considerations and our commitment to remain competitive while supporting employee retention and engagement.

It hasn't been officially settled, but it's looking like around 3%.

4%

Working on that know don't know yet

unknown at this time

3.5%

TBD

Beyond the Employee Assistance Program (EAP), are there any external vendors, organizations, or support groups that you engage with to assist employees experiencing mental health challenges?

LYRA

If it came up, I would remind employee on BCBS support

No

No.

We only use EAP, but would be interested in what other Banks use for mental health support.

There are resources through BCBS for members, but nothing beyond that and EAP.

No

no, not really. Our EAP vendor is really good about sending over information all the time. We forward it over to the employees.

We had a rep from Rula health (covered by BCBS) meet virtually with employees and a recording was sent to the bank. We also showed employees where to find mental health care options within the myblue portal.

No

For banks with a Customer Contact Center, do you use any tools to assess aptitude and service skills?

We still use mystery shop on occasion

N/A

No. We do have a customer survey that we use to assess calls and managers coach and provide feedback. There are also call guidelines and managers listen to calls to ensure they are met.

No

We have reports that measure time, # calls etc. We also monitor calls for service levels.

N/A

no, we do not.

No tools, employees are only added to our call center if they have a history of exceptional customer service and have the necessary knowledge and training.

N/A

What roles or job categories are proving most challenging to recruit or retain at your bank?

Call Center
Any part time roles

The officer level positions when hired externally.

We have been fortunate over the last year to have a relatively low turnover rate and no major issues when we do need to recruit. Often highly specialized employees are challenging and they may take some extra time.

At this time, the roles that are proving most challenging to recruit and retain are accounting and retail banking positions, particularly teller roles. Retail Banking positions experience higher turnover compared to other areas, and the competitive labor market continues to make recruitment more difficult.

Retail / Branch roles have historically high turnover. We also find it hard to find candidates for mid-level operational roles.

Teller and Branch Supervisor roles are very challenging.

Teller positions it has been a challenge to retain

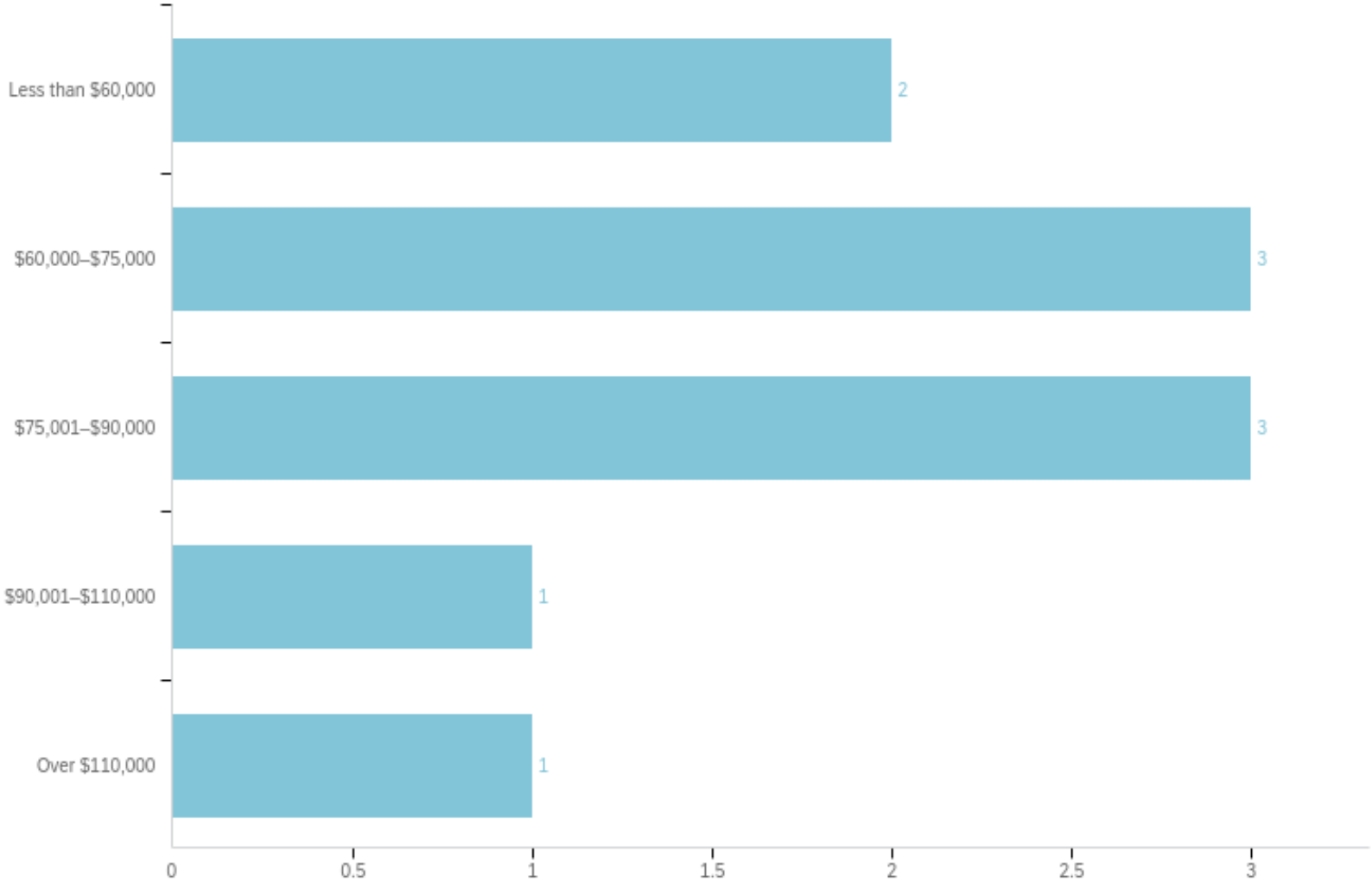
Banking Specialists

Commercial lenders have a been challenging to recruit for lately.

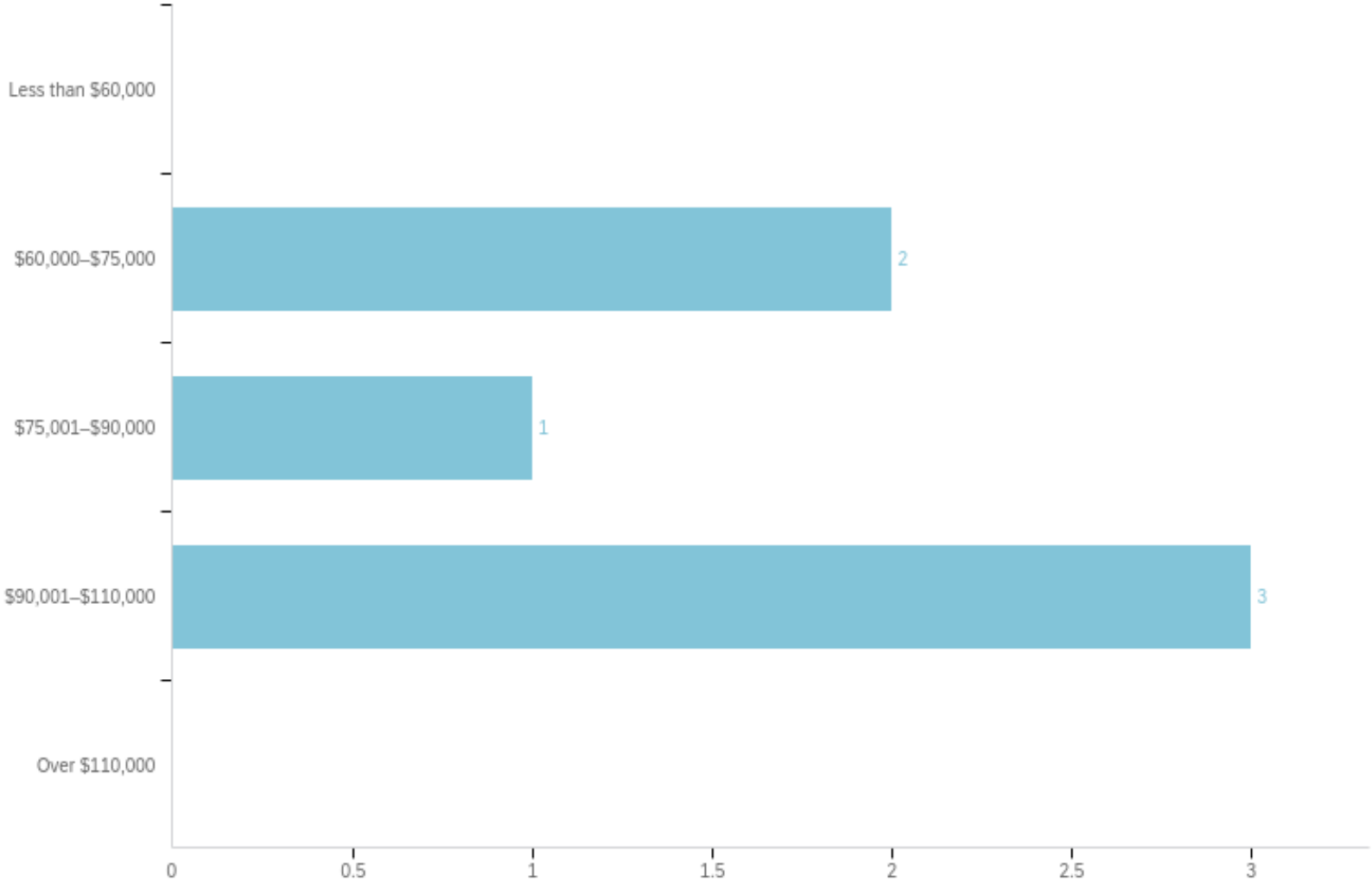
Lately, we've had challenges on the teller line with regards to recruitment and retention. We're getting a lot of candidates that don't take the job seriously or have red flags that result in us not offering them the position. The teller line is definitely where our highest turnover rates are too, due to the entry-level nature of the job.

supervisory retail roles

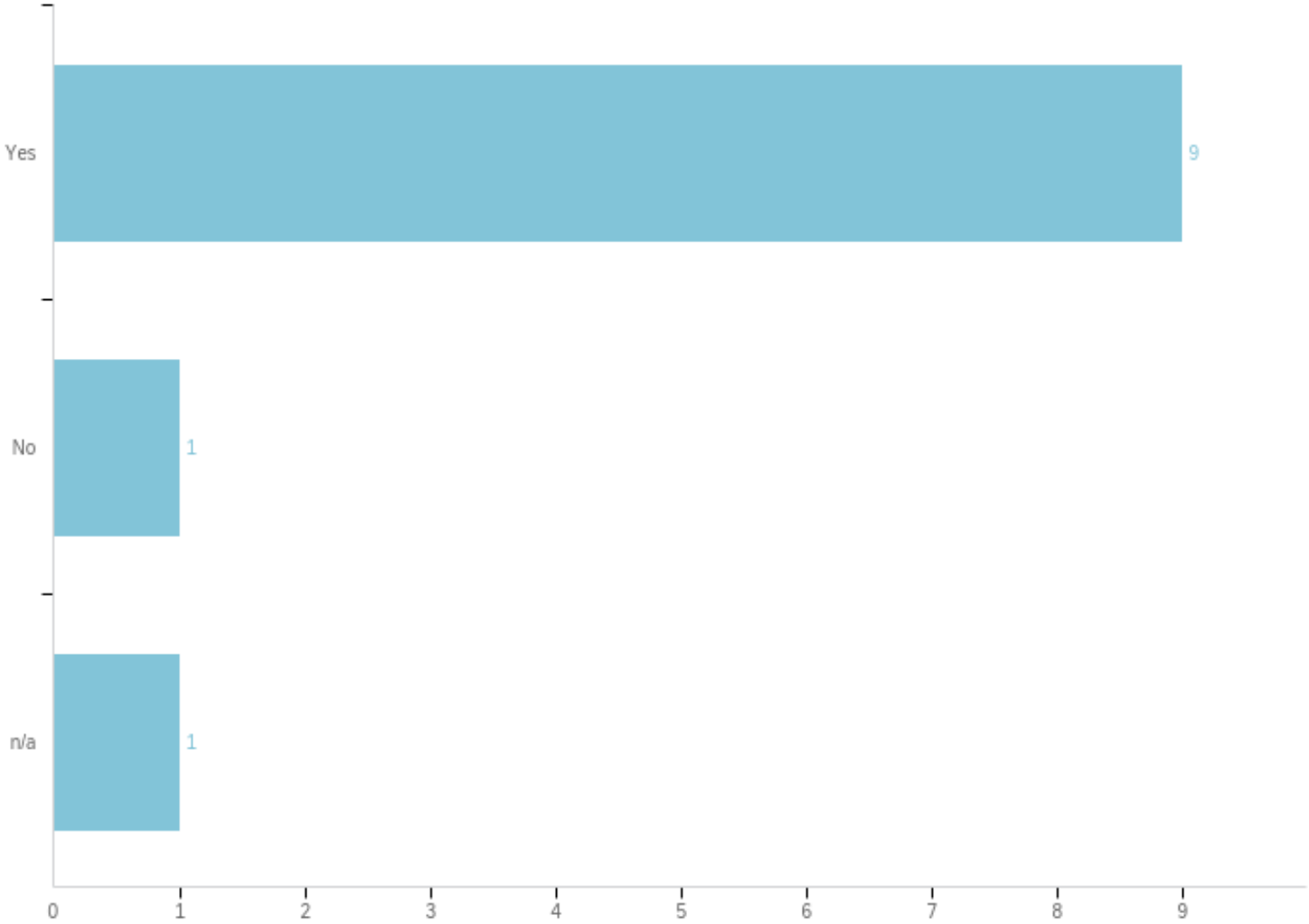
What is the current salary range your bank offers for AML/BSA positions?



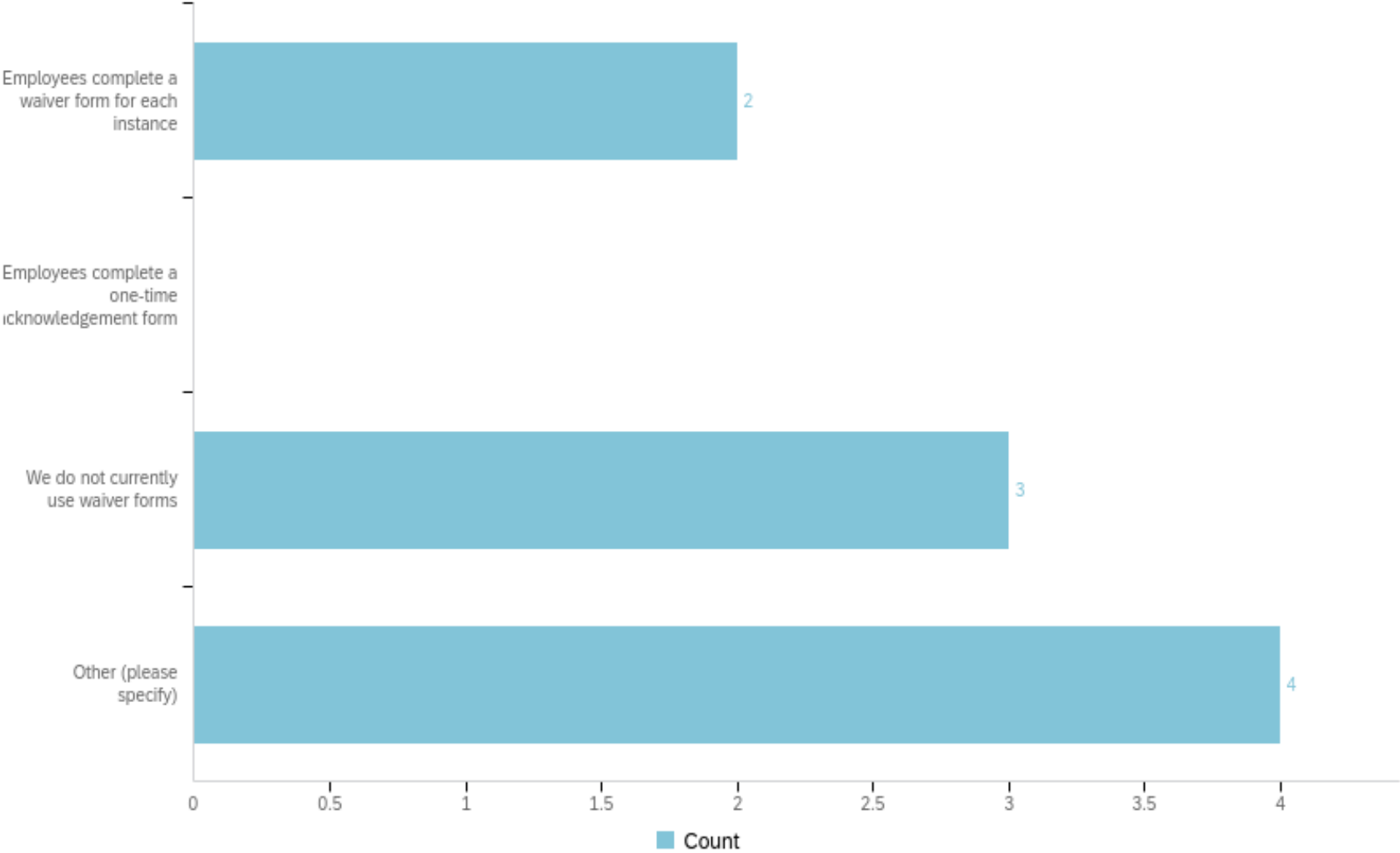
What is the current salary range your bank offers for Data Analyst positions?



Are you aware of the Q3 Banking on Wellness 'Get Moving!' challenge?



How does your bank handle employee meal break waivers when staff work through lunch?



How does your bank handle employee meal break waivers when staff work through lunch?

Other (please specify) - Text

We allow for at least half an hour

Staff are not allowed to skip lunch unless due to a rare business need (retail only-short staffed) in which case the bank buys them lunch to have at their branch.

We do not allow meal break waivers

Please share any constructive feedback on the sample meal waiver form (linked here).

We ask employees to write a note in their timecard when the "opt out of lunch".

We very rarely have that problem, but we would just pay them for their 30 minute lunch period and note it on their timecard.

We are about to enter year 3 of having employees on a HDHP and therefore an HSA. For an employee's 1st year with an HSA we add 75% of the deductible to their HSA and for their 2nd year we add 50%. We're wondering if we should continue to add 50% or change it. What are other banks doing?

We do not offer HSA but a HRA

N/A

We are using only BlueFit with the HSA at this time and currently contribute 10% of the deductible through the HSA. We will review it again this upcoming year.

When we first established the HSA, the bank contributed 100% of the PPO deductible. In the second year, the contribution was adjusted to 75% of the PPO deductible. Since then, we have contributed 50% of the PPO deductible on an ongoing basis. Contributions are processed in quarterly payments.

N/A

We had a similar arrangement when we first introduced Blue Saver Plan many years ago. Now, many years later, we do not contribute to employees' HSA accounts. However, we introduced the BlueFit plan that requires an ER contribution. That plan has experienced increase participation of the last 2 years.

We don't have HDHP

We don't have an HSA but rather an HRA. We have always paid the back 75% of the HRA

We are expecting a large increase to medical premiums in 2026. Are any Banks doing anything to assist with the premium increase?

We need confirmed rates prior to strategy

We plan to continue paying 100% of benefits.

We have not discussed this yet.

We recognize that medical premiums are expected to increase in 2026. Once we receive the updated rates, the bank will conduct a thorough analysis and determine what percentage of the premiums we will contribute to help offset the cost for employees. Currently, the bank pays 80% of the premiums for the lowest-cost plan.

Nothing planned at this time.

Promoting Wellness plan

We increased in 2025 from 75% to 80% covered by the bank

We aren't sure of the rates at this time. I guess we will make a decision once the rates are release, but historically we have kept the 25/75 split.

TBD

Do any banks offer incentives for an employee to take their spouse's insurance and not the banks?

No

No

No

No

Not at this time.

No

No

no, we do not

Would probably be hard the first year as you would probably have to pay the incentive to employees who never would have taken the bank's insurance to begin with.

No

How many medical plans do other banks offer and have you had positive feedback on any specific plans?

3, most employees are on HMO N England Deductible \$2000/\$4000

We offer 3 plans

We utilize MA Bankers HMO \$2000 and \$1250 Plans as well as the PPO and a BlueFit Plan. (4 plans). We intend to eliminate the \$1250 Plan this year and drop to 3.

There has been no specific positive feedback - but no complaints. The bank picks up 75% of the deductible which we know is a generous benefit.

We have three plans and they are high deductible plans. Have not received feedback from employees on the plans.

2 medical plans. No complaints.

3 plans: HMO Blue NE 2000, PPO Saver and BlueFit PPO. EEs have been satisfied with their choices.

we only offer one, but we have the HRA so it keeps the cost down.

2

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

Pay transparency

How to handle reviews when Bank changes all employees to same review date

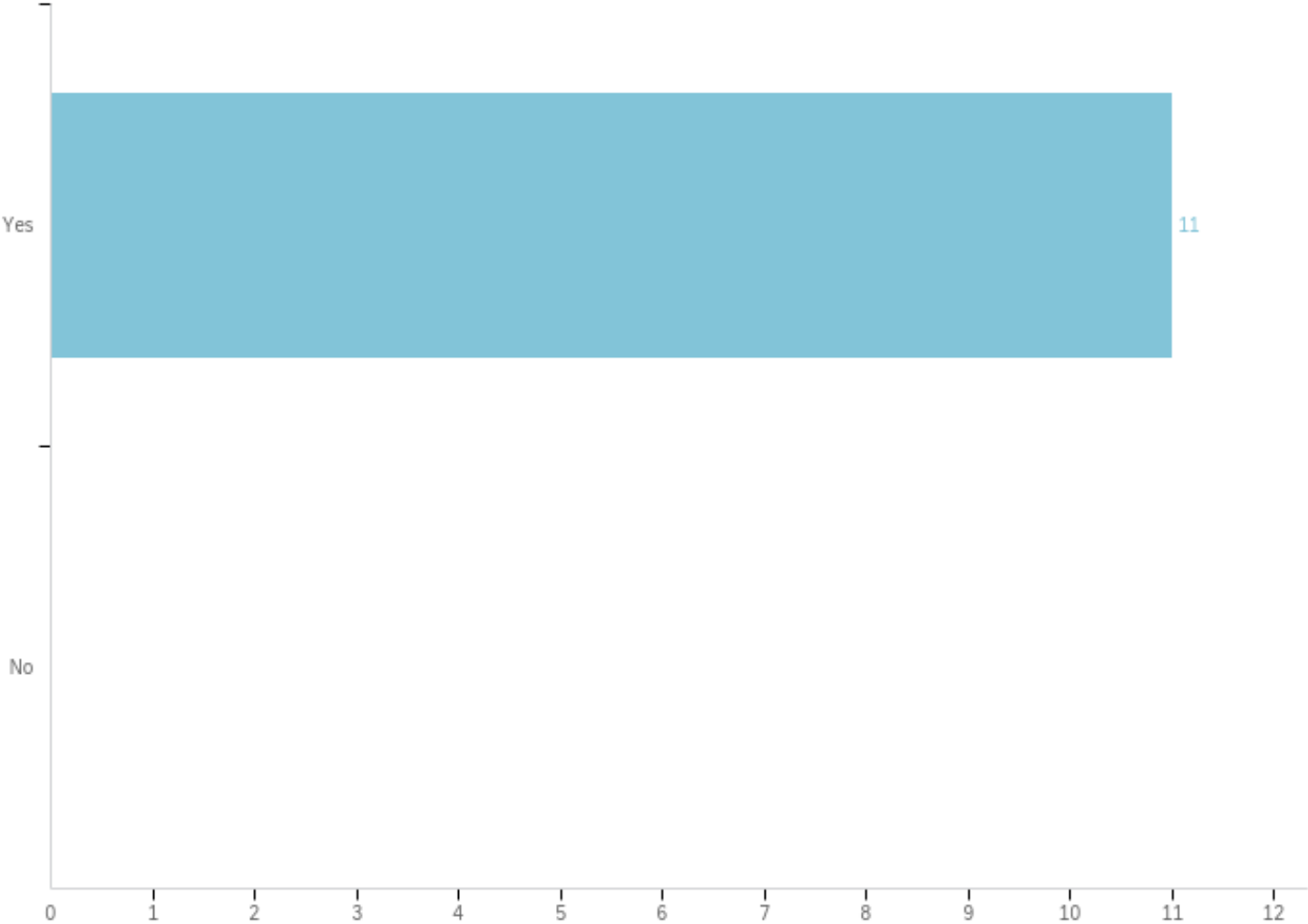
compliance type speaker to go over yearly compliance deliverables.

October

2025

Survey Results

Does your bank currently offer an employer match for your 401(k) or retirement plan?



If Yes, please specify:

We are actively working to improve ours. We currently match 50% of the first 5%. We are looking to add a safe harbor.

100% up to the first 4%

Up to 7% after one year of service. Vesting starts at 0% and goes up 20% every year after that until it's 100% on the employee's 6th anniversary.

5% up to a maximum of 10% contributions

100% of the first 5% contributed

4%

8%

max of 4% when an employee contributes 5%

After 6 months of service, we match 100% of the first 2% contributed, then 75% of the next 4% contributed.

We match 50% of the first 10% of deferred contribution (regular). We do not match any catch-up contributions for over age 50 contributors.

10% match after one year of employment.

What's the biggest barrier you see to managers holding consistent 1:1's with their employees?

Time - We hear a fair amount that they have them "booked" regularly but they don't actually get to meet because things come up that are time sensitive. We encourage our teams to consider monthly one-on-ones a top priority.

Not giving their employees honest feedback

Time and staffing issues making it hard to pull people from their work

Managers need to view coaching as one of their primary responsibilities. Many managers have a full-time role -- tasks on which they need to execute. As a result, managing people can be an after thought, viewed as unproductive and not a priority.

Time commitments

Balancing time to provide team support and manage their own workload

Time however, they should create a recurring time on their outlook calendar. Today, employees really want to know where they stand.

The biggest barrier to managers holding consistent 1:1s is calendar overload and shifting priorities—especially as projects accelerate and deadlines stack up. Early in the year, 1:1s tend to be more frequent, but they often diminish toward year-end as competing demands increase and meetings get deprioritized.

Workload and lack of ownership

Managers that do not hold consistent 1:1's would say it's lack of time.

On a scale of 1-5, how confident are you that your managers are using 1:1's to develop their people (not just check in on tasks)?

#	Answer	%	Count
1	1	9.09%	1
2	2	27.27%	3
3	3	63.64%	7
4	4	0.00%	0
5	5	0.00%	0
	Total	100%	11

If you could give your managers one tool or question to make their 1:1's more impactful, what would it be?

Set an agenda.

What can I as your manager do for you to help you succeed?

Managers and employees should have a shared agenda for a 1:1. Employees can be expected to bring an agenda and topics they would like to discuss. Manager can ask employees questions around obstacles they are facing, what is going well, skills they want to build upon.

Template or structure to follow, guide for effective 1:1's

How about asking the employee this question? Reverse it.

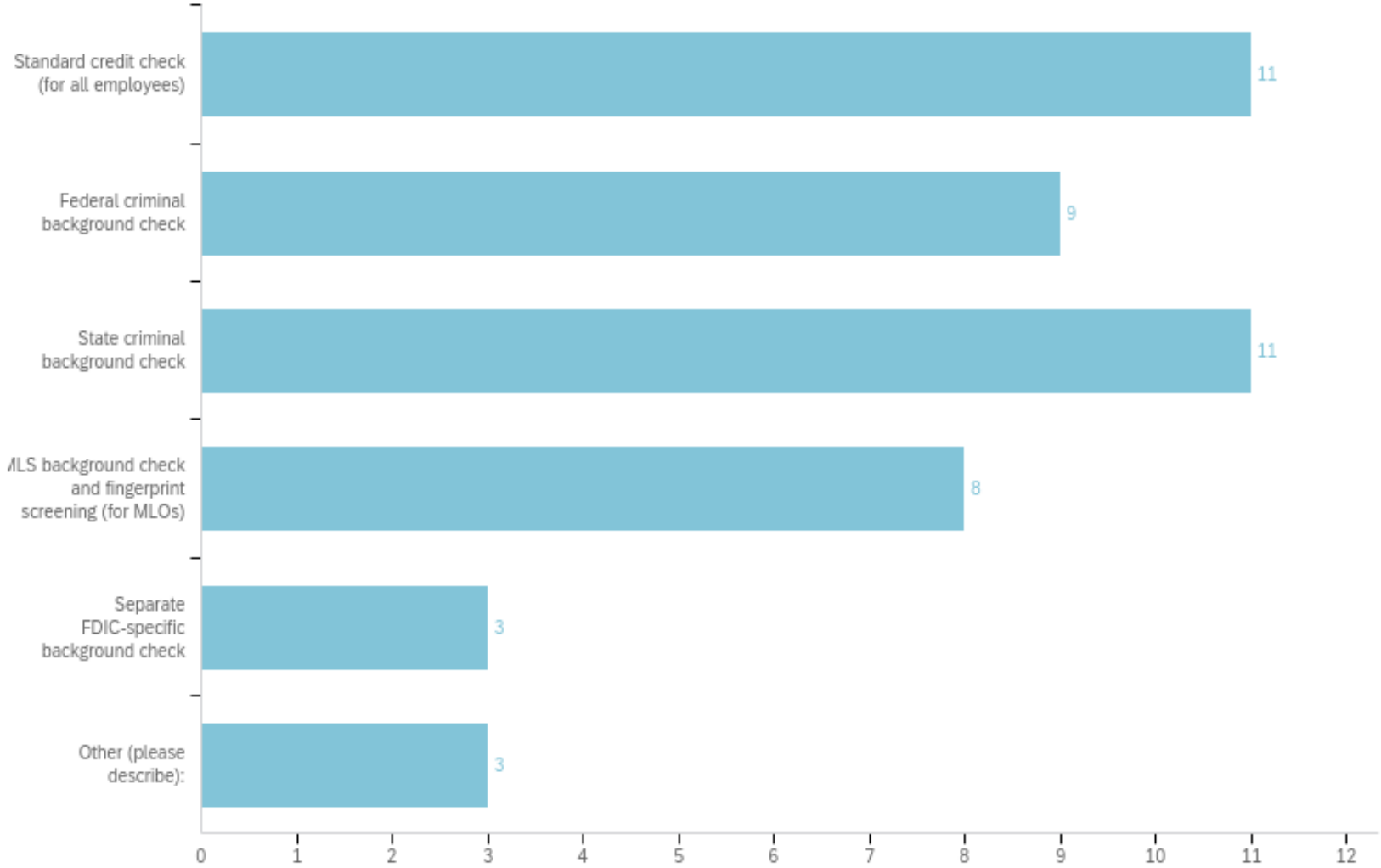
What's one thing I can do to better support you right now?

If I could give managers one tool to make their 1:1s more impactful, it would be a simple 1:1 agenda template with a standing SMART goal tracker. And the one question to anchor each conversation would be:

“What's the single highest-impact outcome you want to achieve before our next 1:1—and how can we frame it as a SMART goal?”

Some kind of template for appropriate conversation topics.

What background check procedures does your bank use to ensure compliance with FDIC requirements? (Select all that apply)



What background check procedures does your bank use to ensure compliance with FDIC requirements? (Select all that apply)

Other (please describe): - Text
CORI
OFAC/SDN; Database search of banking regulator administrative actions
check government sanction websites

Bank Asset Size:
\$585M
900M
\$8billion
\$2.7 Billion
\$2B
855 Million
1,299,292
\$900MM

Commercial Portfolio Size:

\$200M

\$1.6 Billion

\$1B

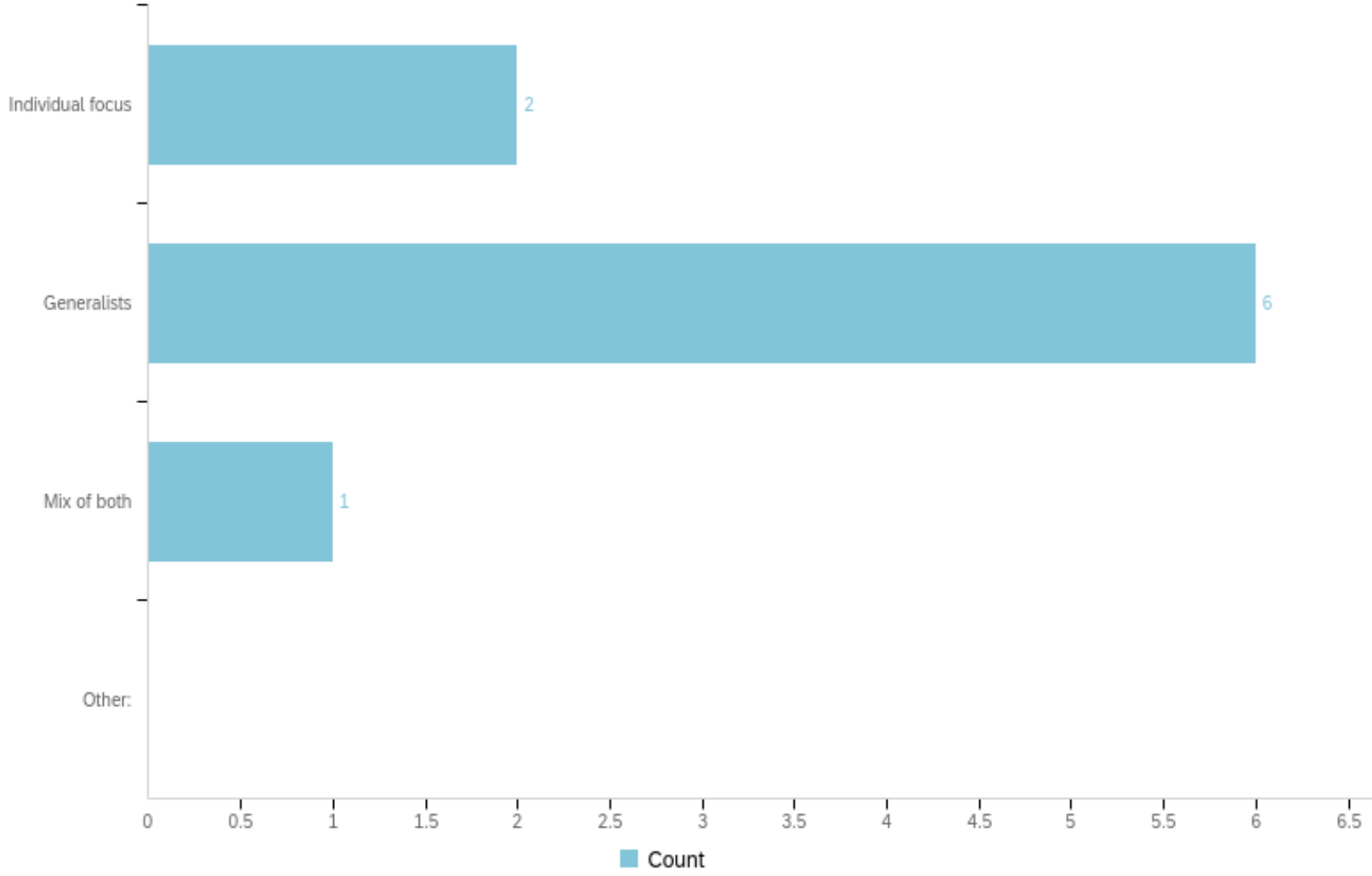
432M

808,055,000

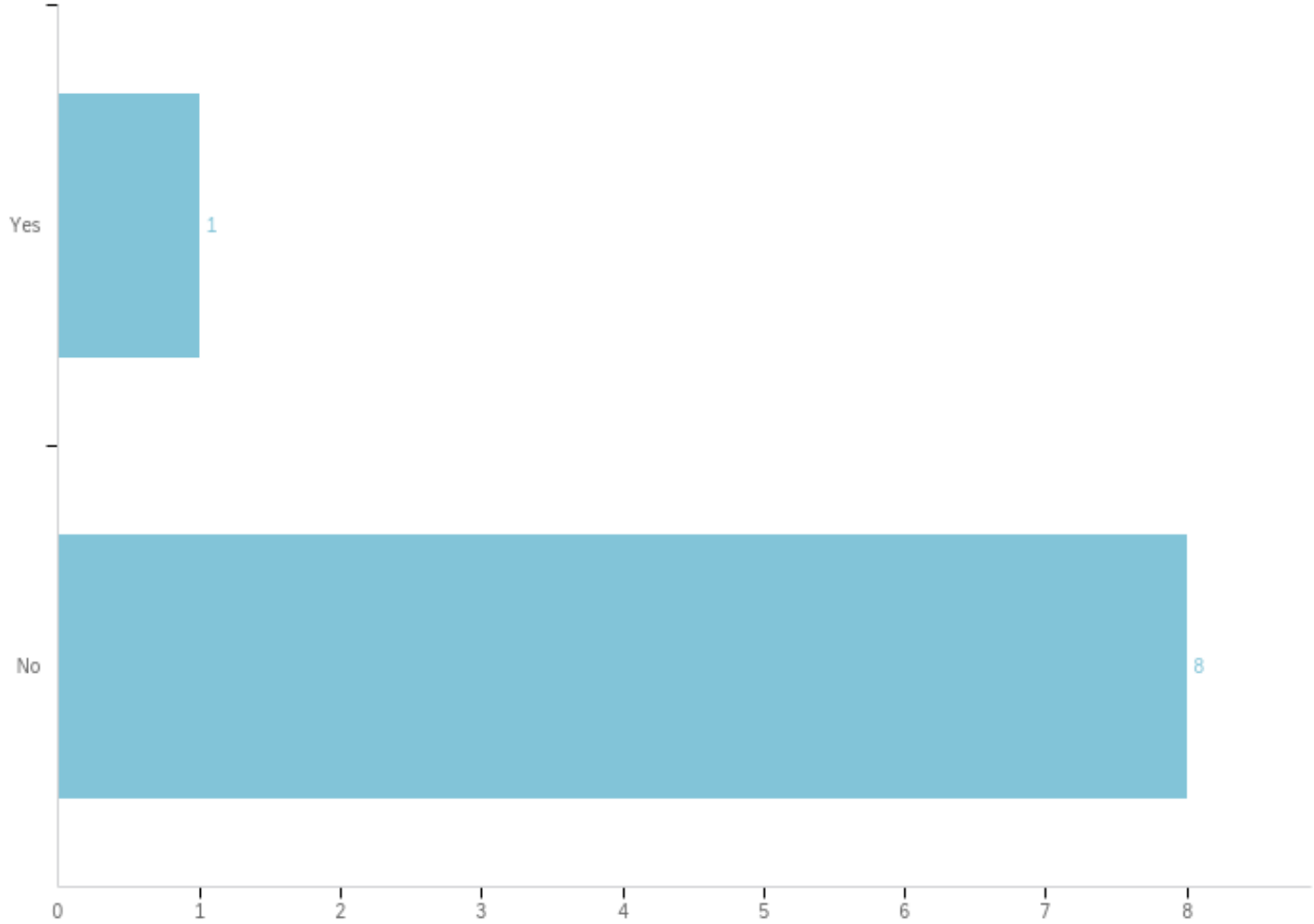
\$500MM

Number of Commercial Lenders:
5
4
11
8
4
8
5
3

Do your lenders have individual focus areas (e.g., C&I, CRE, Construction), or are they generalists?



Do you have anyone specifically focused on Sponsored Finance?



Number of Portfolio Managers:
0
2
1
0
0
0
1
1

Number of Senior Analysts:
3
2
2
4
2
2
1

Number of Staff Analysts:
2
1
5
1
2
1

Number of Commercial Credit Administrators:
3
2
2
4
3
4
3
1

What hourly rate of pay are you paying interns?

Minimum wage

\$17.00

\$17-\$20 depending on the workload and department. Higher end if they're actually doing work and lower if it's a less-hands on, more shadowing-based internship.

\$18. However we have ended our intern program.

18/hour

Minimum wage to \$21 depending on role

\$25.00/hr.

\$20

Starting at \$17.5

Depends on the department and level of skill/education required. Generally, between \$18.50-\$23.00

\$20.

Does your bank currently offer an Employee Hardship Loan Program (separate from 401(k) loans or external financial assistance)? If yes, please describe.

No, but I would be interested in learning more.

n/a

No

No

No

No

We have an emergency loan of up to \$1,000 interest free.

No

We do not advertise this however on seldom occasion we have offered this type of loan.

No

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

I would love to learn more about LSA and HRAs.

I saw this program offered with another HR Group. Interesting.....

Barnowl Advisory Group's Learning Experience Team shares their latest L&D tool : The Dragons are Coming, an exciting real-time simulation game that tests participants' abilities to achieve a collective goal whilst simultaneously pursuing their own local goals. The game addresses organizational challenges such as : building connections and communication across the organization, external and internal pressures, driving more effective behaviors, and balancing competing priorities. L&D programs have consistently proved to lead to higher employee retention, higher productivity, improved job performance, and a collective positive impact on overall company profitability.

These are a few top HR Topics for 2026. Curious if banks are thinking of the following:

AI Integration in HR

HR is becoming a key player in AI strategy, not just implementation.
Generative AI is being used for recruiting, onboarding, and employee communication.

Skills-Based Hiring & Internal Mobility

A shift from degree-based to skills-first hiring.
Emphasis on reskilling and upskilling to close talent gaps.

Predictive People Analytics

Use of advanced analytics to forecast turnover, engagement, and performance.
Data-driven decision-making is becoming standard.

Employee Well-Being 3.0

Focus on mental health, financial wellness, and work-life integration.
Well-being is now seen as a strategic business driver.

November
2025
Survey Results

What is your bank's current approach or discussion status for 2026 merit increases and salary structure adjustments, and will these vary by level?

Increases will not vary by level. Right now we are looking at a 3% increase.

We are planning to present the proposal for the 2026 merit increases and salary structure adjustments to the Compensation Board next week. Merit increases are proposed to range from 3.5% to 3.65%, and the salary adjustments will be budgeted for a 2% increase. This is the same for all levels.

We are currently considering a 3.5% merit increase, with a pool for any market adjustments that may come up during the year.

Structure adjustment of 3%.

No variation by level expected.

3.5%

4% salary increase based on performance and a 3% salary structure adjustment, consistent across all levels.

Basing overall budget on market budget projections, there will be some variability based on merit.

Nothing official so far, but 3-4% has been thrown around for a potential target increase for 2026. Our increases are across the board; no differences based on level.

What is your bank's current approach or discussion status for 2026 merit increases and salary structure adjustments, and will these vary by level?

Salary Structure was adjusted 2.2% across the board
Currently we are looking at 3 - 3.5% increases

salary structure change 2.9%; salary increases 3% for NE but not sure about exempt/officer folks

We are currently undergoing a benchmarking exercise with our compensation consultant.

Given how well the bank has done this year, we decided to have a 3% across the board. It will fluctuate depending on performance.

4%, can vary by position

3% Cost of Living

Unknown at this time.

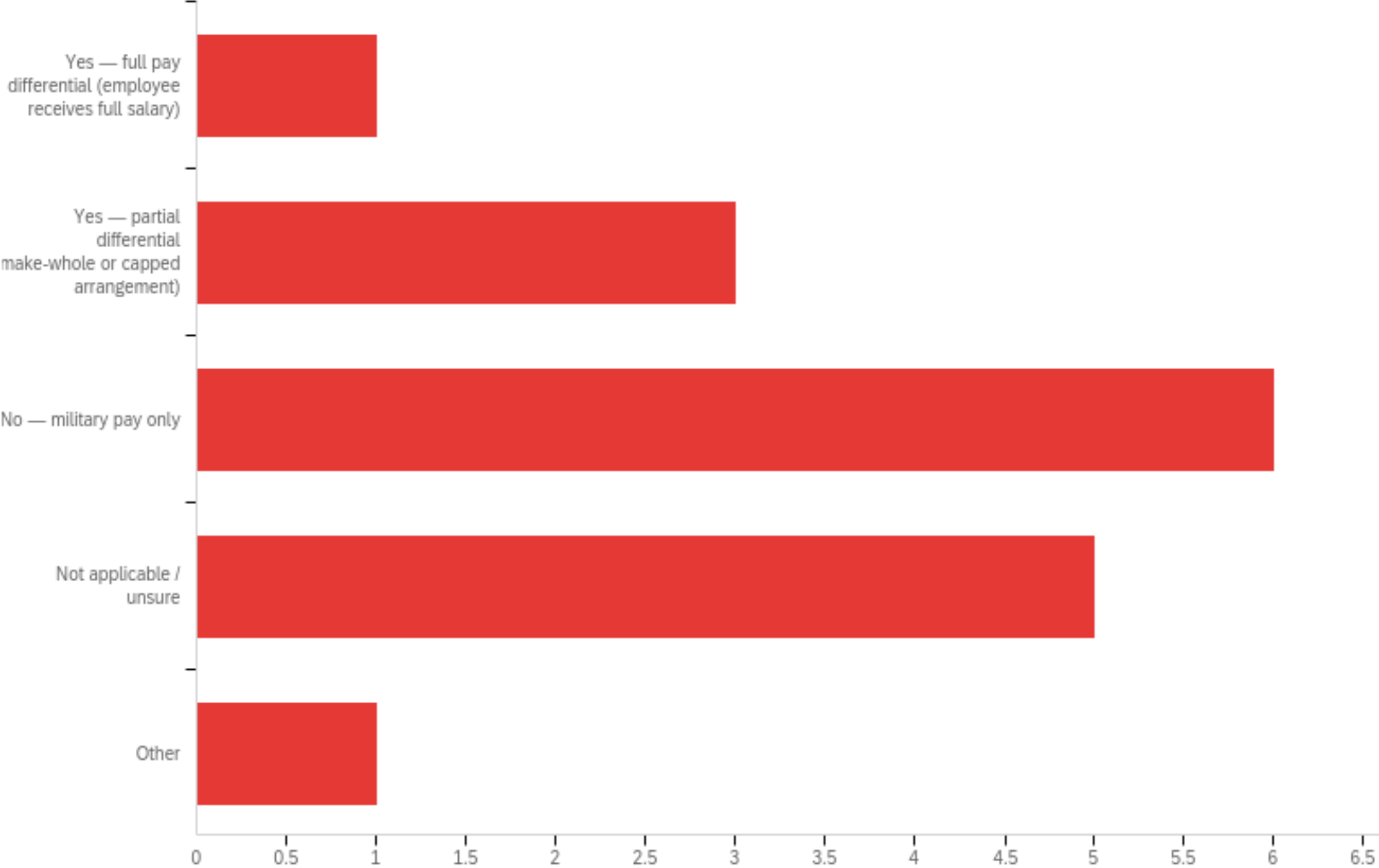
Does your organization offer bereavement leave for the loss of a pet?

If yes, please describe the amount of time provided and any guidelines or limitations.

While pets are not explicitly listed, we have a generous policy that includes all terms of bereavement.

Employee's receive 7 PTO days for sick time, bereavement, doctor appointments, etc.

Does your organization offer a pay differential for employees on active military leave or deployment (i.e., you “make them whole” between their military pay and their regular bank salary)?

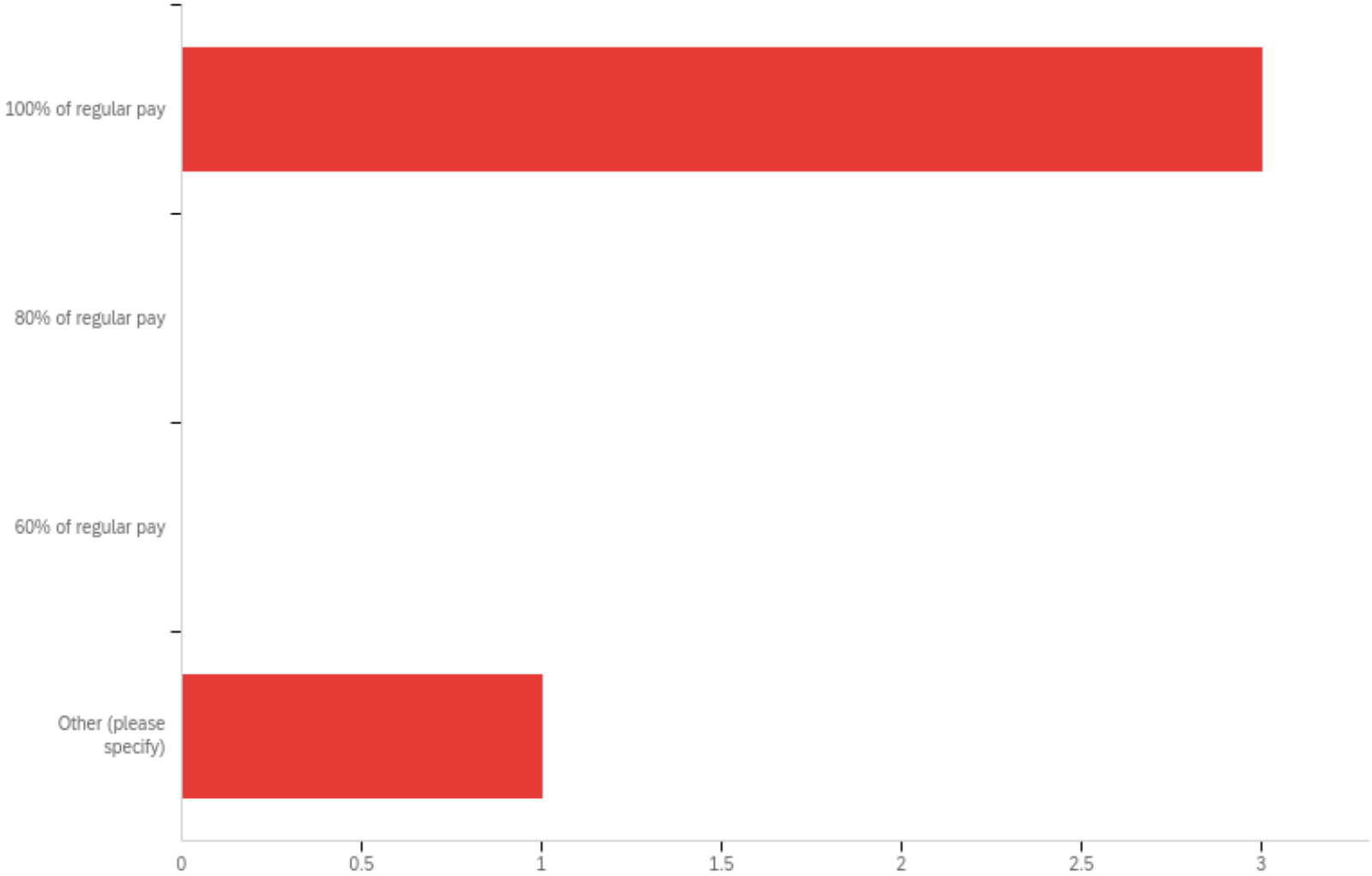


Does your organization offer a pay differential for employees on active military leave or deployment (i.e., you “make them whole” between their military pay and their regular bank salary)?

Other - Text

Employees could use accrued PTO to make up the difference is applicable.

If you offer a pay differential, at what percentage of regular pay is it provided?

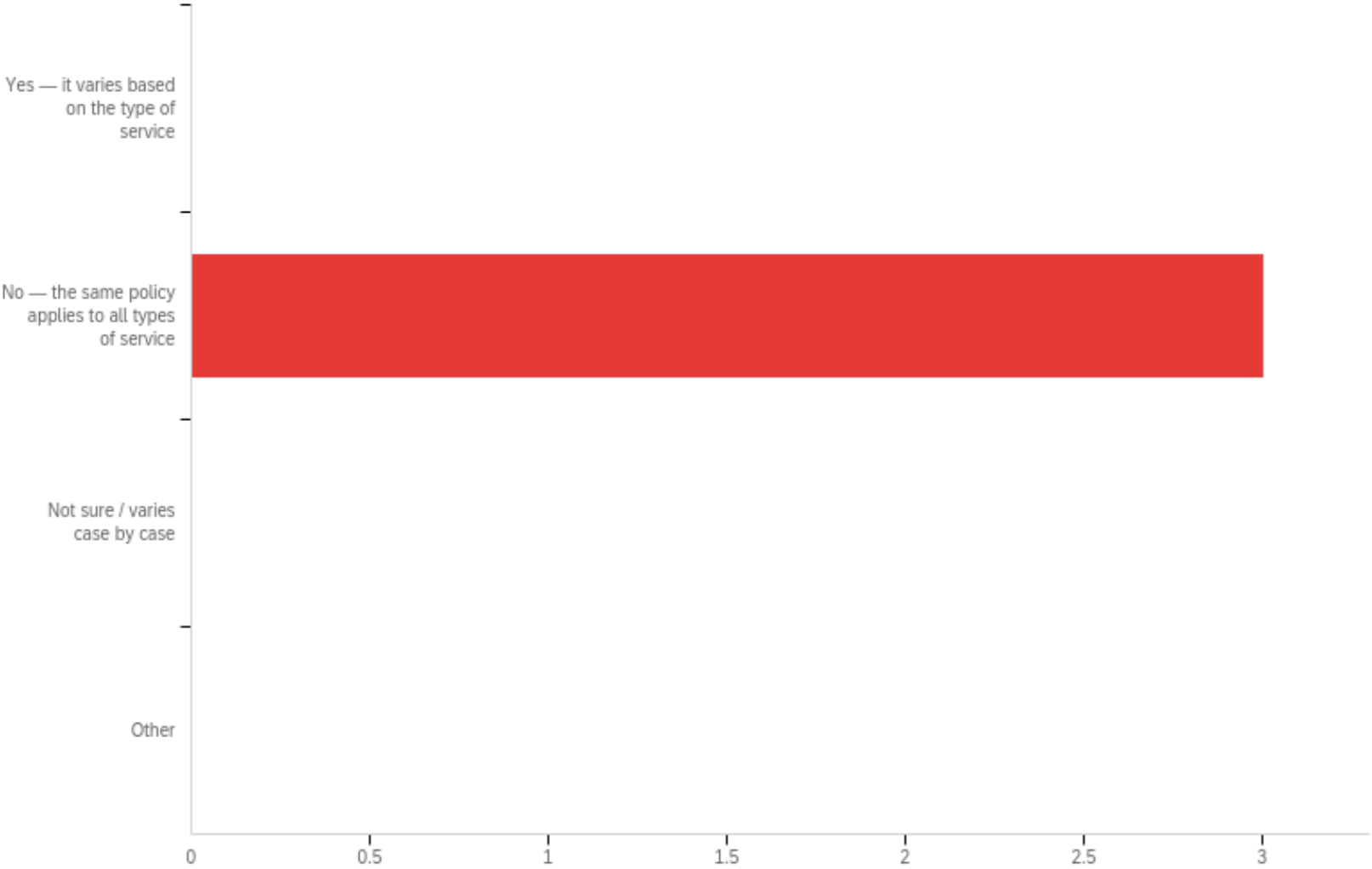


If you offer a pay differential, at what percentage of regular pay is it provided?

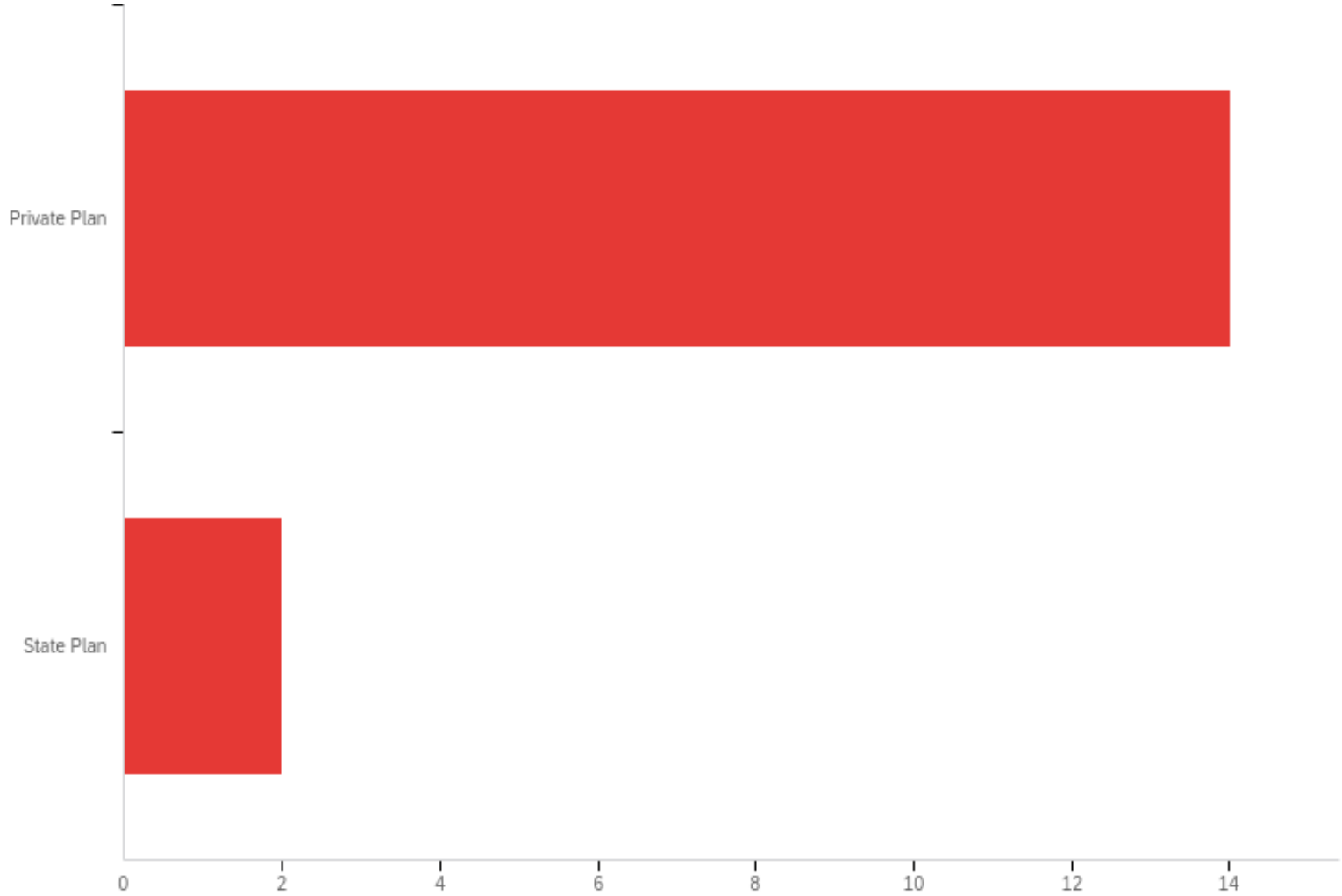
Other (please specify) - Text

The Bank will make up the difference between Military pay and regular salary during two-week annual training periods for Reserve or National Guard Duty, upon presentation of an official statement of military earnings.

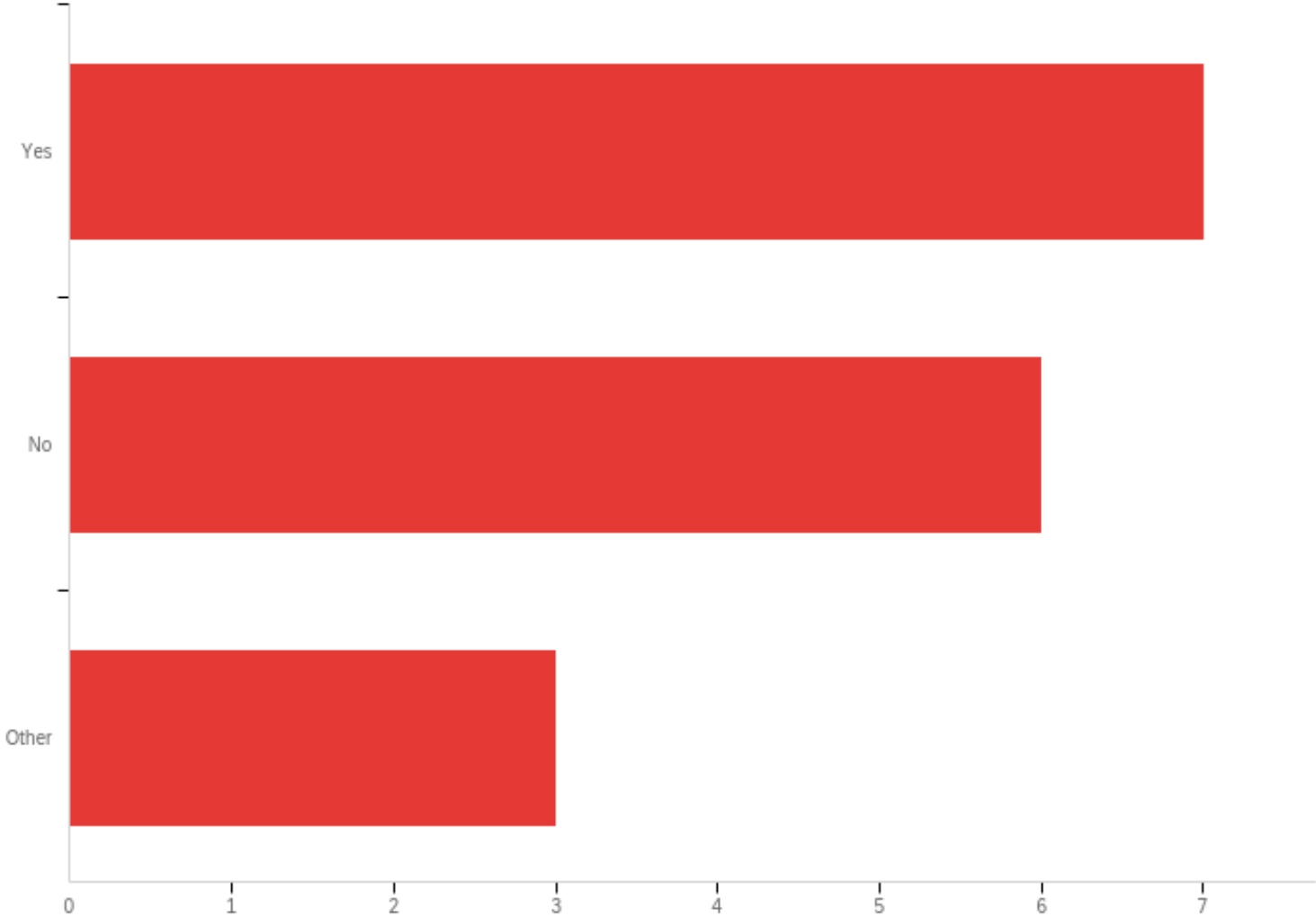
Is the pay differential amount or eligibility based on the type of military service (e.g., National Guard training, National Guard deployment, reservist annual military obligation, etc.)?



Do you have a private MA Paid FMLA plan or go through the state?



Do you offer salary continuation/pay differential for those on Leave?



Do you offer salary continuation/pay differential for those on Leave?

Other - Text

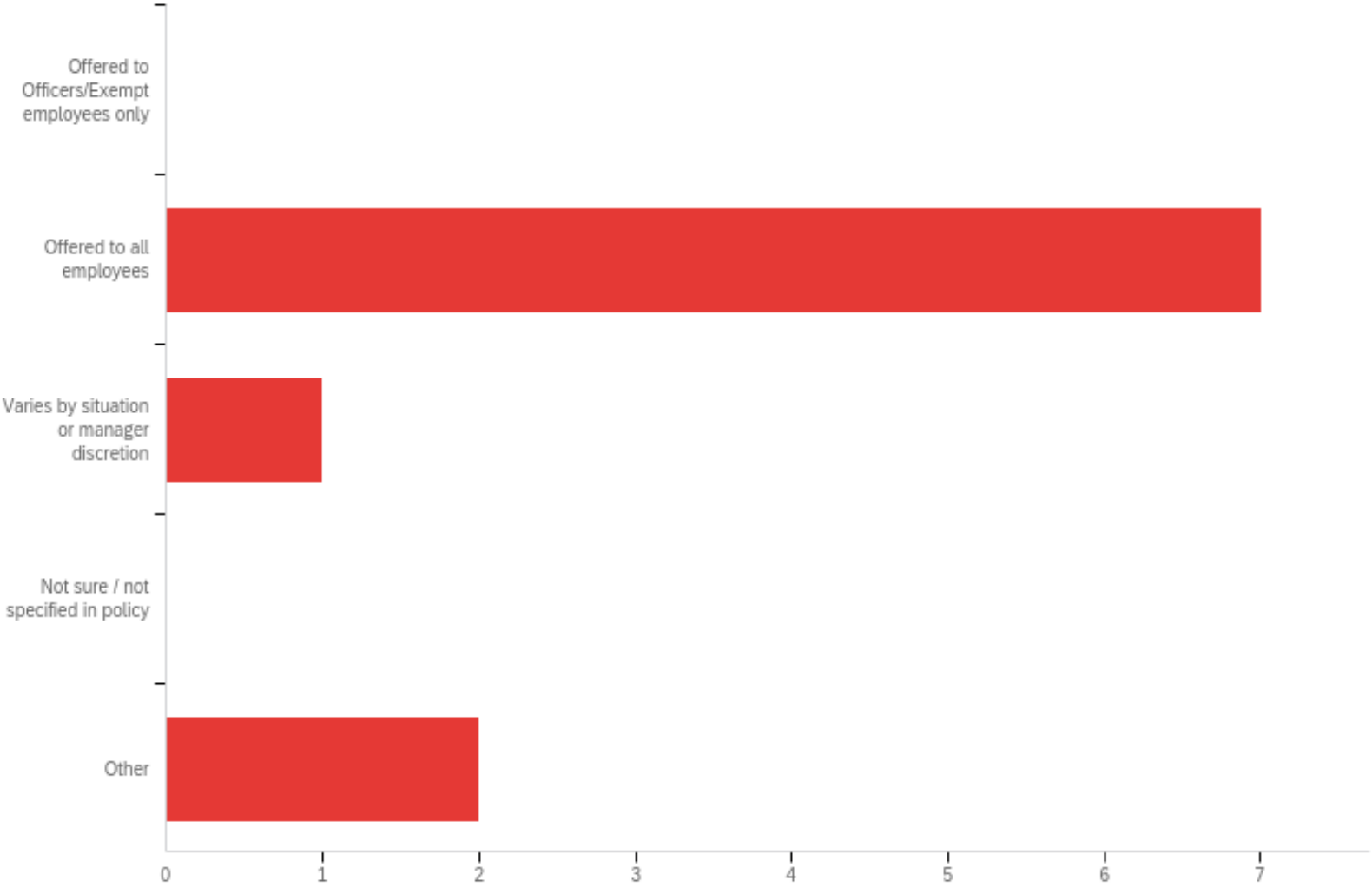
We offer Short-Term Disability that helps to make an employee whole when on leave for their own illness. The amount and length of STD benefit payments is based on tenure. Other than that, they top off their leave benefits with their own PTO most of the time (their choice).

Employees can choose to use their available and accrued PTO to make up the difference while on LOA.

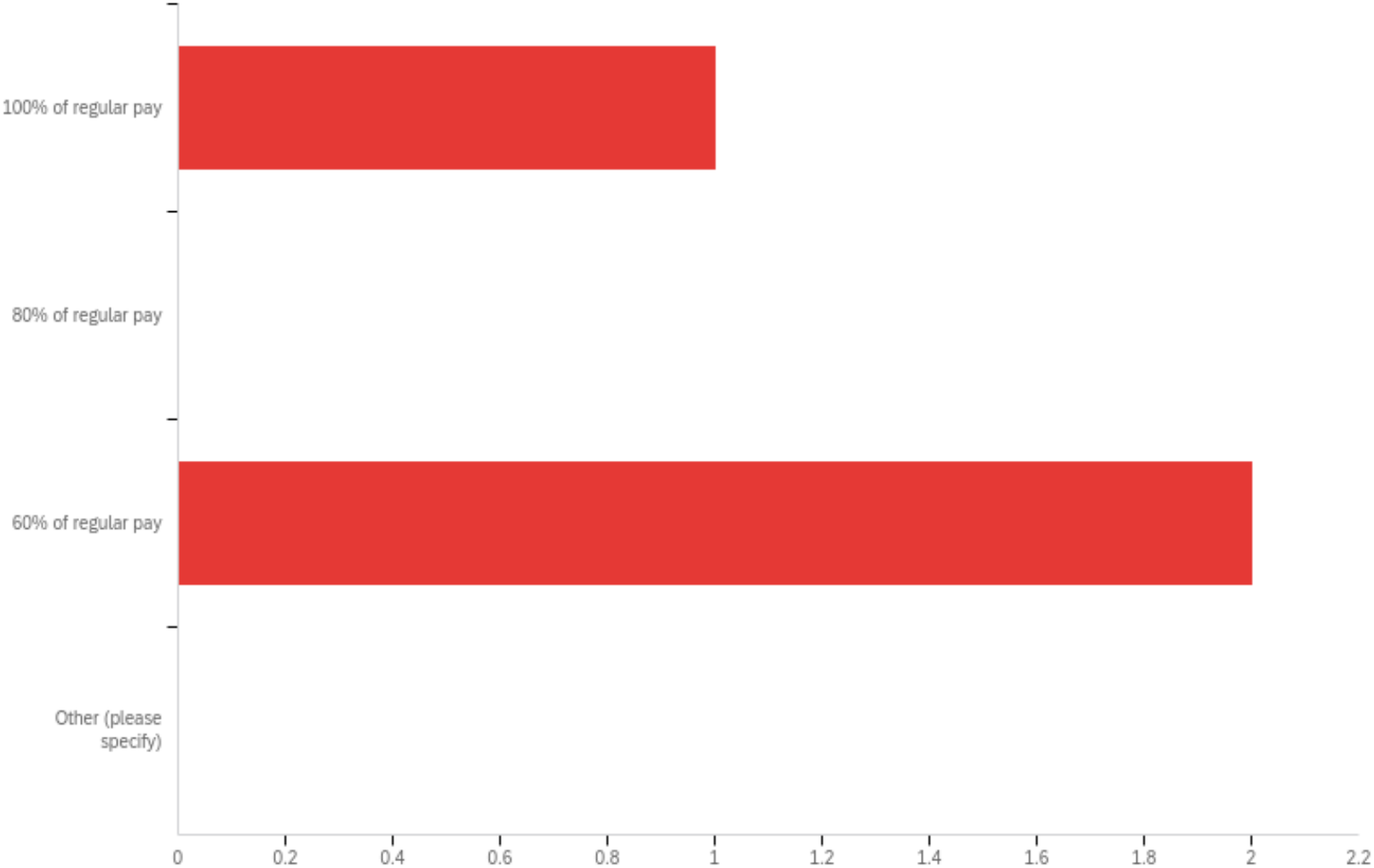
PTO or Vacation pay

If a pay differential/salary continuation is offered: Is the pay differential offered to a specific group of employees (e.g., Officers or Exempt staff), or is it available to the entire employee

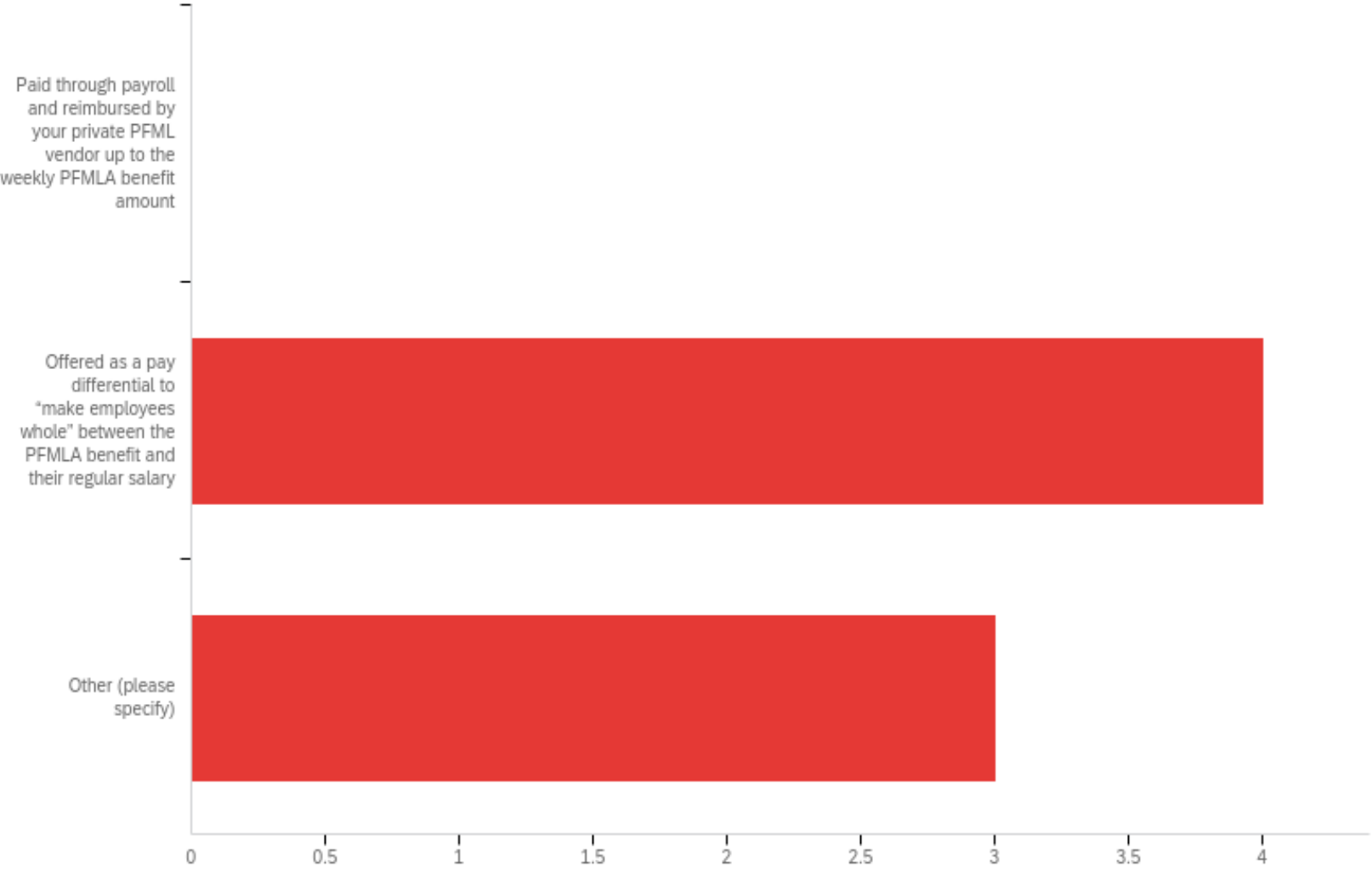
pc



If you offer a pay differential or salary continuation for employees on military leave or deployment, at what percentage of regular pay is it provided?



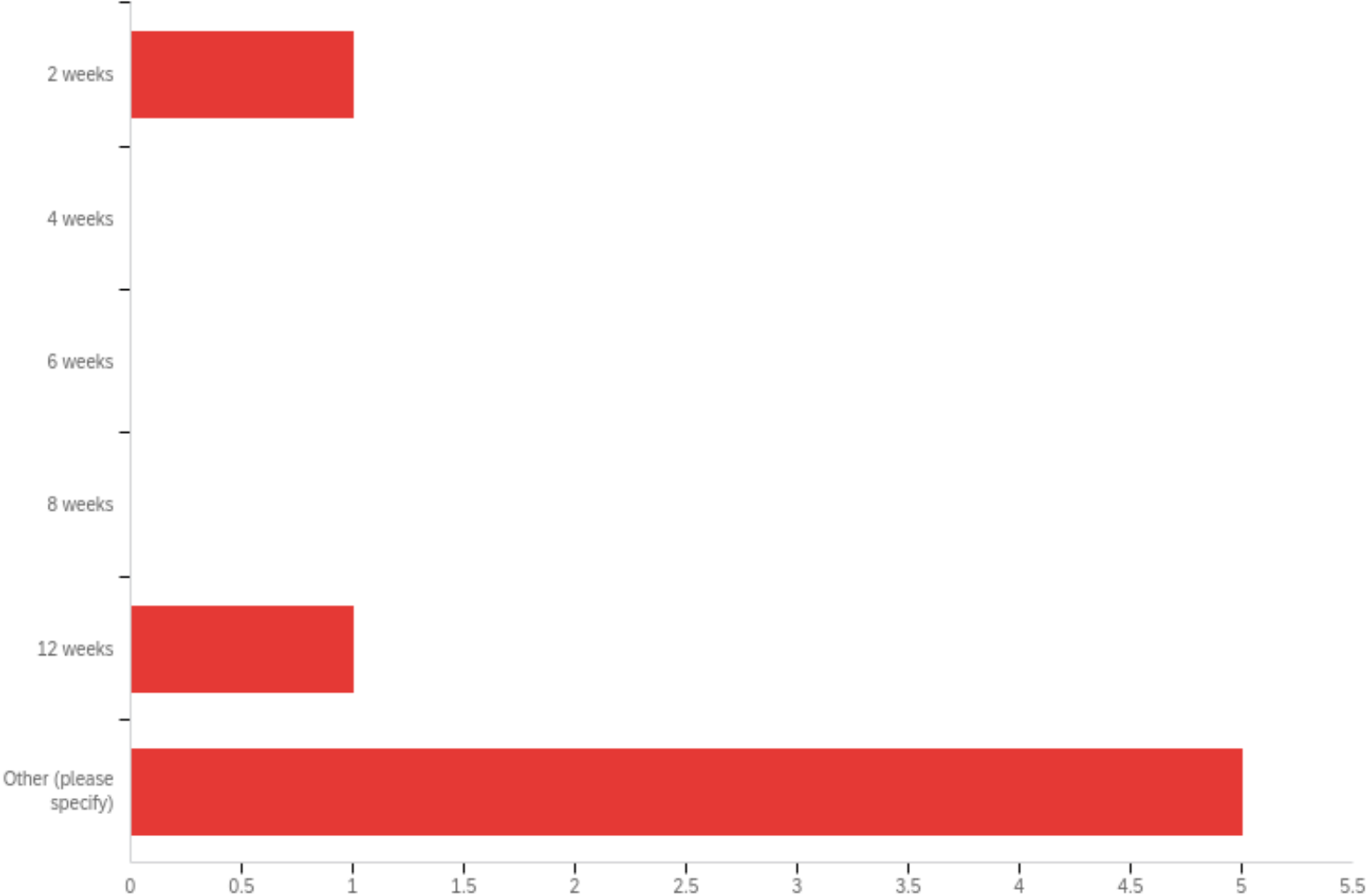
If you offer a pay differential or salary continuation, how is it administered?



If you offer a pay differential or salary continuation, how is it administered?

Other (please specify) - Text
None
PFML vendor pays state mandated PFML benefit. If leave is medical leave, we guarantee a benefit of 60% of regular pay with differential.
The Hartford administers our plan and makes the medical determination. We pay our employees.

How long do you provide the pay differential or salary continuation for employees on leave? (For example: 2 weeks, 6 weeks, 8 weeks, etc.)



How long do you provide the pay differential or salary continuation for employees on leave? (For example: 2 weeks, 6 weeks, 8 weeks, etc.)

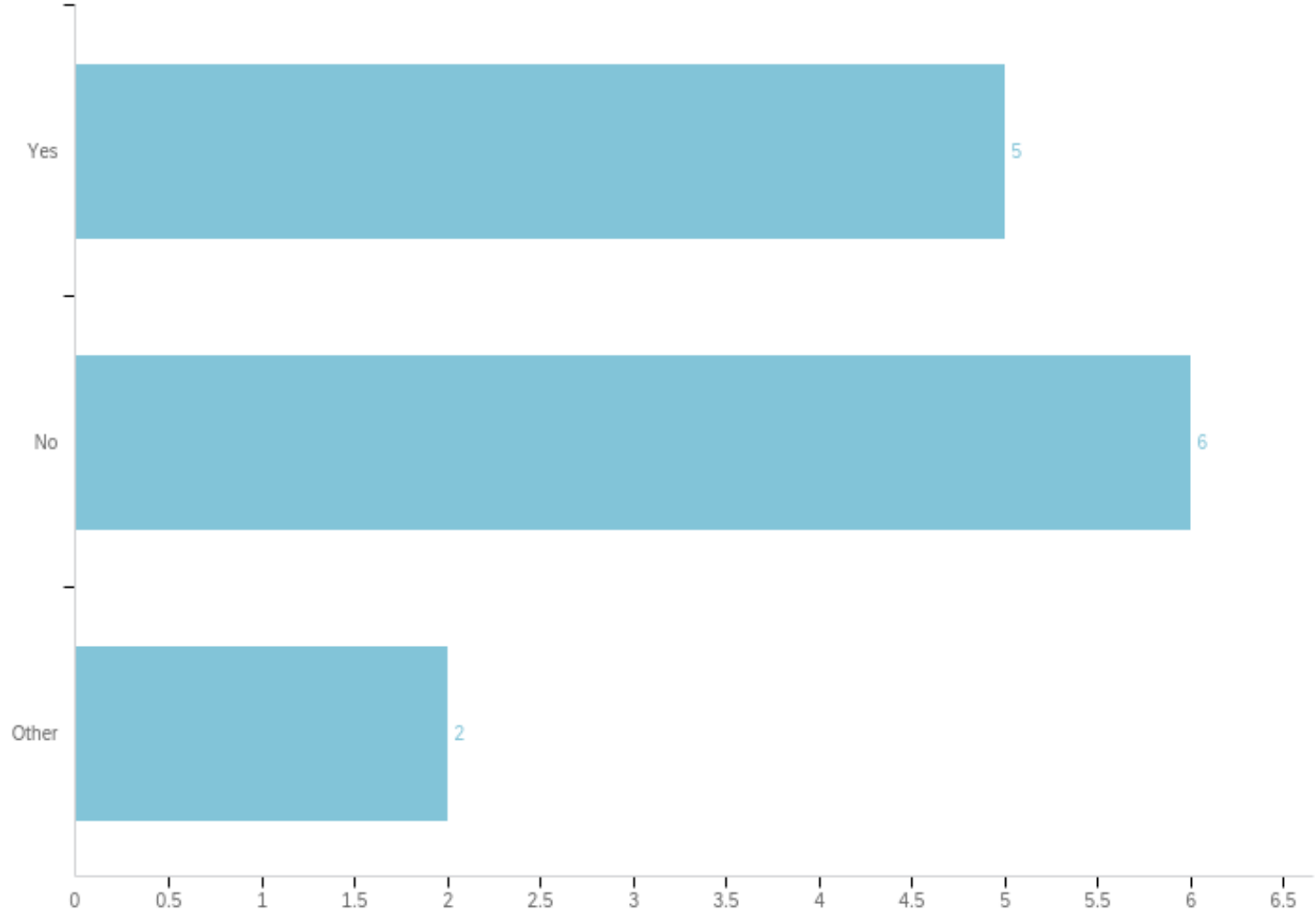
Other (please specify) - Text
depends /STD/Parental
1 week
For duration of approved medical leave.
dependent on YOS
Based on available time

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

Time management

December
2025
Survey Results

Does your bank award merit increases at the beginning of the year (January 1st)?



Does your bank award merit increases at the beginning of the year (January 1st)?

Other - Text
March 1st
April 1 (Start of fiscal year)

If yes:

Please describe the circumstances, the type of compensation provided (e.g., stipend, hourly rate), and how the process works.

paid for min of 3 hours

On call pay for IT employees

Compensate hourly employee if they need to respond to weekend emergencies.

Our facilities person is an exempt employee. If they needed to come in over the weekend, they might give them time off during the week.

Currently the manager is available. We are considering adding an hourly person to this rotation. They do not need to stay home or wait for a call. They just need to be able to get to a branch within an hour if there is an emergency. We are trying to understand whether other banks compensate hourly staff for this or just ask the manager to be available to manage the situation on the rare occasion that there is a need.

If it ever happens, which is very rare, they are paid their regular rate for the hours they work.

Alarm calls - Manager receives a flat fee

If so, how does your bank handle the timing of merit increases for the first of the year. Do you process the increases during the actual pay period that January 1st falls within, or do you include the merit increase in the first payroll of the year?

It really depends on the date that the 1st falls on. In 2025 we processed our salary increases on the 2nd payroll (January 16th) as we are paid for the past two weeks, and the 1st was within that time frame. In 2026 the 1st falls within the 1st payroll of the year (January 15th).

We moved the effective date for all employees to the first payroll in April

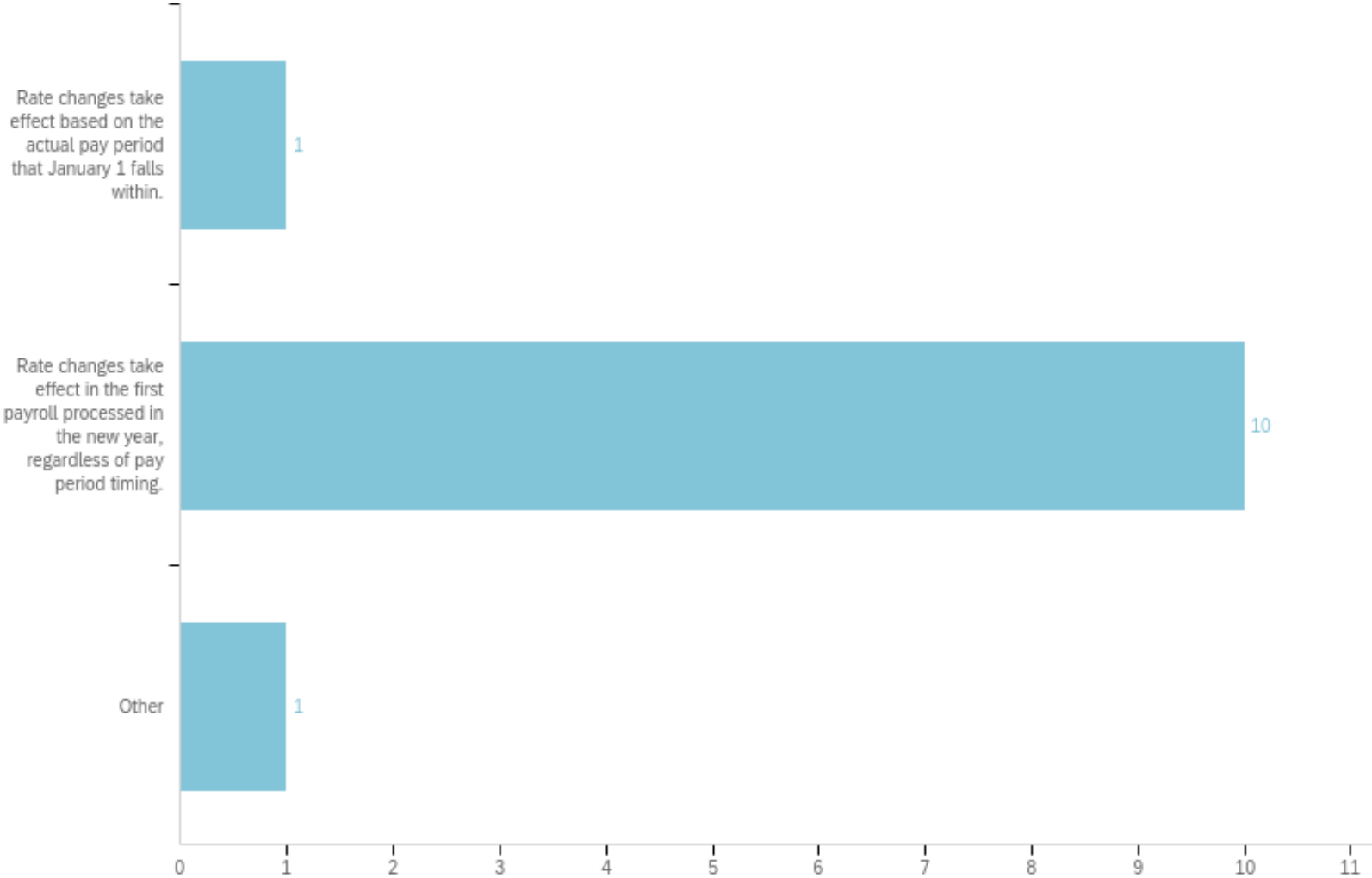
The merit increases are only for officers and branch managers during the first payroll of the year. Every other employee it is on their anniversary date.

First payroll of the year

Always the first payroll of the year, no matter what date January 1st falls on.

We retro the merit increase back to 1/1 as they are done after year end reviews which can run into late January.

How do you handle benefit rate changes in the new year? Do you process the rate change during the actual pay period that January 1st falls within, or do you include the rate change in the first payroll of the year?



How do you handle benefit rate changes in the new year? Do you process the rate change during the actual pay period that January 1st falls within, or do you include the rate change in the first payroll of the year?

Other - Text

Medical and dental are pre-pay and effective 12/1 - Vision, life Ins and spending accounts are effective 1/1

What is your bank's bereavement leave policy?

In the event of the death of a member of the immediate family, up to five (5) days of leave with pay will be granted to regular full time and part time employees. The immediate family includes the employee's father, mother, spouse, children, brother, sister, grandparents or grandchild, spouse's parents or other members of the employee's household. Part time employees will be paid a pro rata amount, based on the amount of hours they would usually work on the days they take as bereavement leave.

In the event of the death of an employee's aunt, uncle, cousin, nieces, nephews or brother in law or sister in law, two paid days will be granted.

It is manager discretion outside of the above relationships.

- Up to three days (3) are granted with pay in the event of a death in the immediate family or household:
 - o Immediate family includes: mother, father, husband, wife, son, daughter, sister, brother, mother-in-law, father-in-law, grandparent, grandchild and step-child.
 - o Immediate household includes individuals not in the immediate family but regularly sharing the staff member's residence.
 - o For immediate family members, Human Resources may approve two (2) additional days with pay if significant out-of-state travel is required or due to unusual circumstances.
- One (1) day may be granted with pay in the case of the employee's non-immediate family deaths, i.e., aunt, uncle, niece, nephew, brother-in-law, sister-in-law, and first-cousin.
- If the relationship with the deceased is a person outside the employee's immediate family who was responsible for the staff member's upbringing, or another special circumstance, Human Resources and the supervisor or manager could grant bereavement leave to the employee based on the situation. This decision is at the discretion of Human Resources and the supervisor or manager.

What is your bank's bereavement leave policy?

Bereavement Time

In the event of a death in the immediate family (outlined below), employees will be provided up to three (3) consecutive days of paid time off.

- Mother
- Father
- Stepparent
- Brother
- Sister
- Husband
- Wife
- Son
- Daughter
- Stepchildren
- Stepsiblings
- Grandchild
- Mother-in-law
- Father-in-law
- Daughter-in-law
- Son-in-law
- Brother-in-law
- Sister-in-law
- Grandparent

Full time and part time employees will be paid during their absence for one day upon the death of a relative in their extended family including aunt, uncle, cousin, grandparent-in-law, Part time employees will only be paid for the absence if it falls on a day that they are regularly scheduled to work. To be paid for bereavement leave, the employee must generally attend the funeral of the deceased relative. Documentation may be required.

What is your bank's bereavement leave policy?

Paid leave to all employees during a 2 week period immediately following the death:

5 days for compassion leave

5 days for immediate relative (spouse, domestic partner, parents, siblings, and children)

3 days for close relative (grandparent, grandchildren, in-laws including mother/father, daughter/son, sister/brother, domestic partner's mother or father, and step relatives including stepchild, stepmother/father, stepsister/brother

1 day for aunt, uncle, first cousin, niece or nephew.

The time is paid. Four days for immediate family - spouse, child, brother, sister, mother, father, mother in law, father in law. One day for other relatives - aunt, uncle, cousin, grandparents, spouse's grandparents, brother or sister in law. Funeral pay for close friend or extended family. Employees can use additional time from their vacation or personal balance if they choose. And, we review unusual circumstances on a case by case basis.

What is your bank's bereavement leave policy?

Up to three (3) days absence with pay may be allowed when there is a death in the immediate family of an employee including death of a father, mother, husband, wife, child, brother or sister. Two

(2) days absence with pay may be allowed in the event of the death of an employee's grandparent, father-in-law, mother-in-law, brother-in-law, sister-in-law, aunt or uncle. In the event of an employee being raised by a legal guardian, said guardian shall be considered a parent.

Policy Reads as follows:

Bereavement Leave

Full-time employees who have completed their introductory period are eligible for three paid days for the death of an immediate family member. Eligible full-time employees may take up to two additional days from their sick time, if available, for the death of an immediate family member. Members of the immediate family include spouses, domestic partners, parents, brothers, sisters, children, children of domestic partners, grandchildren, grandparents, parents-in-law and parents of domestic partners, daughters-in-law and sons-in-law. Full-time employees who have completed their introductory period are eligible for one paid day of bereavement leave of aunts, uncles, nieces and nephews,

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brother-in-law and sister-in-law. Part-time employees who have completed 90 days of service are eligible for one paid day of bereavement leave for the death of an immediate family member. Part-time employees who have five years or more employment are eligible for three paid days for the death of an immediate family member. These days must be taken consecutively. Part-time employees are eligible for bereavement pay in proportion to the number of hours they normally are scheduled to work. Requests for bereavement leave should be made to your immediate supervisor as soon as possible.

What is your bank's bereavement leave policy?

5 days for immediate family
3 days for specific extended family

Employees may be granted paid time off from work to attend the services of a family member, for days an employee is scheduled to work.

The Bank may provide up to:

Five (5) consecutive working days with pay for the death of a spouse, child or parent;

Three (3) consecutive working days with pay for the death of a sister or brother;

One (1) working day with pay for the death of a grandparent, grandchild, mother-in-law, father-in-law, son-in-law, daughter-in-law, sister-in-law or brother-in-law;

Up to a maximum of four (4) paid hours to attend funeral services of a relative other than those listed may be granted by Management.

The Bank will provide a paid leave based on the following schedule:

- 5 days: parent or stepparent, child or stepchild, spouse, brother, or sister.
- 3 days: grandparent, mother- or father-in-law, sister-in-law, or brother-in-law.
- 1 day: aunt or uncle, first cousin, niece, or nephew. This includes great aunts or uncles.

3 days but may pay more if spouse or child. Eligible family members include: Parents, spouse, children, brothers, sisters, mother-in-law, father-in-law; grandparents, grandchildren, son and daughters-in-law, sister and brothers-in-law, step-parents; step-brothers, step-sisters, domestic partner, and/or member of employee's immediate household, aunts, uncles, nieces, and nephews.

What is your bank's bereavement leave policy?

Please describe the number of days offered, eligible family members, employee eligibility groups, and whether leave is paid or unpaid.

(You may upload your written policy, if available.)

3-5 paid days depending on the relation. Relatives included - spouse/parents/grandparents/siblings/children. All employees are eligible.

Without providing legal advice, have you experienced situations where an employee began PFML or extended leave shortly after performance concerns were documented? If so, what approaches or best practices helped your team manage the situation?

Yes and we must follow PFML and not terminate until at least 6 mos post PFML

N/A

No

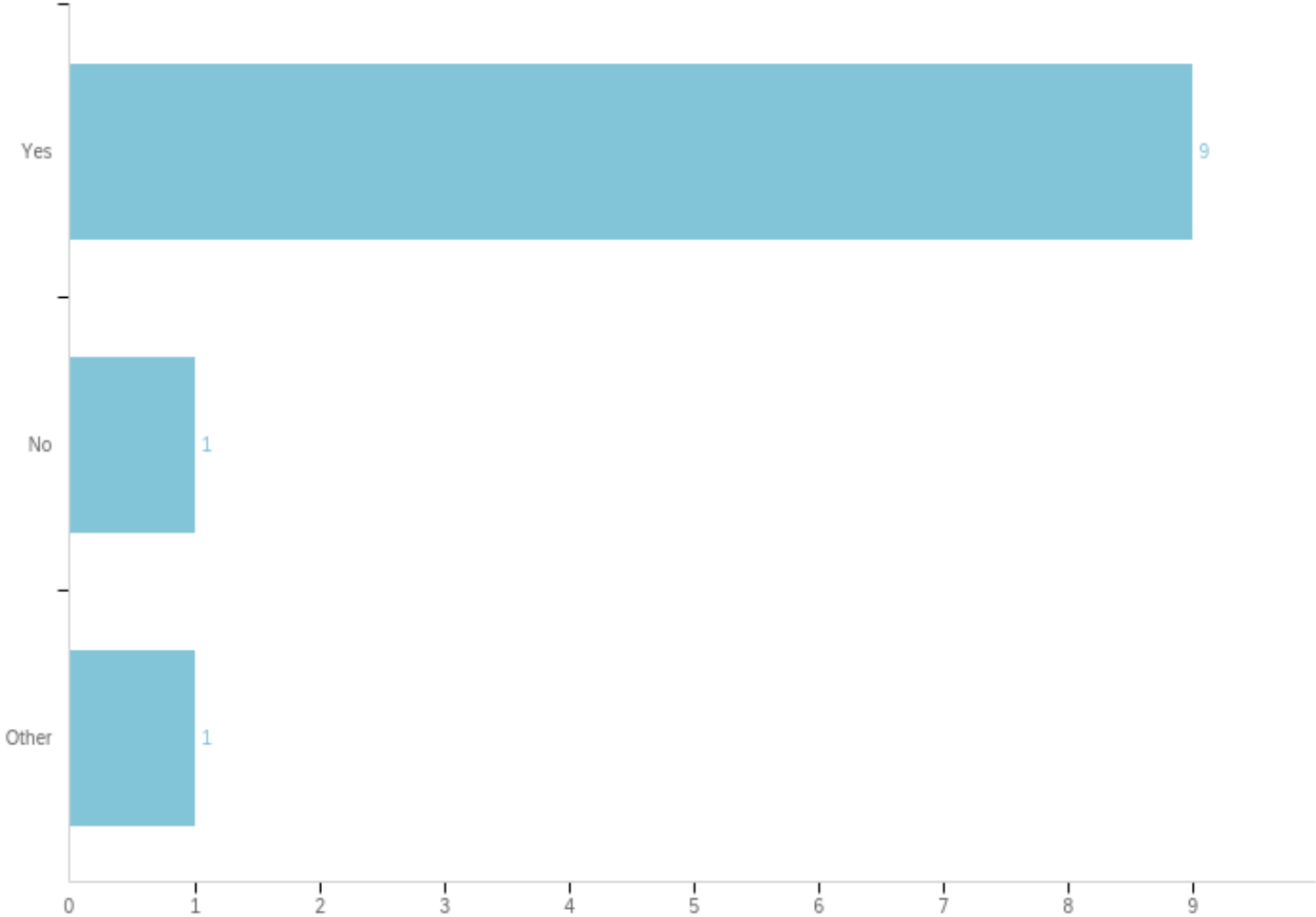
yes - Upon return we reviewed the documentation to set expectations and ensure everyone was on the same page

Yes. We shared the information with the insurance company that manages the leave. While it doesn't help with PFML eligibility, it can if the individual requires short term disability review/approval. The situations where we had documented performance issues were continued when they returned from leave. However, if they are not documented and addressed in advance of the individual going on leave there is risk based on PFML guidelines.

No

Yes. There isn't much you can do. When they returned we basically started over with documenting the performance issues. This person resigned within a few months of returning so it worked out for us.

We haven't seen much benefit from Short Term Disability (STD) this year since it runs concurrently with MAPFML. I understand STD can sometimes extend coverage beyond PFML, but in our experience the only time it's been useful is when an employee's 60% wage replacement exceeds the weekly MAPFML maximum. In practice, that means only employees earning over ~\$100k annually see any advantage. Do you offer Short Term Disability to all employees regardless of salary?



If so, have you found any meaningful benefit in maintaining STD coverage alongside PFML for employees earning less than \$100k?

Yes in case it's a busy year and PFML is exhausted it could still be useful

No

At this time, we have not identified a meaningful benefit to maintaining STD coverage alongside PFML for employees earning under \$100,000. PFML generally provides adequate wage replacement for this group, so the additional STD coverage does not materially increase their income while out on leave. However, for employees earning above \$100,000, STD continues to play an important role. Because PFML wage replacement is capped, higher-earning employees experience a larger gap between their regular earnings and PFML benefits. STD coverage helps bridge that gap and provides additional income protection during their time away from work.

We have had the same experience

We self fund the STD plan for those who need extra coverage to reach the 60% threshold.

We haven't had any real-life examples recently, but I agree with your assessment. I don't know that our company is ready and willing to dispense with the STD coverage, though.

No, employee's are only collecting PFML because of limits

Does your bank have an Immigration and Customs Enforcement (ICE) Protocol? If so, would you be willing to share it?

No

We are in the process of creating protocols.

we are working on it and would appreciate anything others are willing to share

We do not at this time.

We do not have one.

No

We do not have one.

Does your bank have a severance policy If so, would you be willing to share it?

No

We do not have a severance policy.

While we do not have a formal policy, when we did a RIF we broke it out into groups, officers/non-officers providing different levels of severance i.e. 2 weeks for every year max 10/16 weeks, COBRA at the current employee rate for 1/3 months.

We do not have a policy.

We don't have a formal severance policy.

No we don't

We do not have one.

What criteria does your bank use to determine whether part-time employees are eligible for benefits?

Examples may include: minimum scheduled weekly hours, average hours over a lookback period, or job classification.

minimum scheduled

Employees working a minimum of 20 hours per week on a regular basis are eligible for benefits.

We don't have very many but if a part time employee works more than 20 hours per week they are eligible for only Dental and Vision insurance. They get sick time and vacation as well.

Minimum scheduled weekly hours.

Regularly scheduled to work 20 hours per week

Those regularly scheduled to work 20 or more hours per week are eligible for medical, dental, and vision only. Full benefits are for those scheduled for 37.5 hours or more per week.

Minimum of 30 hours/week.

Part-time employees do not receive benefits

Minimum average of 20 hours per week.

What criteria does your bank use to determine whether part-time employees are eligible for benefits?

Examples may include: minimum scheduled weekly hours, average hours over a lookback period, or job classification.

Average hours worked per week (20) to be eligible for benefits is the standard for all employees.

Employees who are scheduled and work 20 hours a week qualify for bank sponsored benefits. We monitor hours worked to ensure that they have at least 20 hours a week otherwise they need to use PTO. Vacation time is prorated based on hours worked.

minimum weekly 20 hours worked to qualify for medical benefits, life insurance and PTO. Working 30+ hours per week adds LTD.

How does your bank address cases where a part-time employee is determined not to have met the previous year's minimum hours requirement after benefit coverage for the new plan year has already started?

N/A

We don't go by the previous year's hours, if an employee works 20 or more each week, they are eligible for Dental and Vision. If the employee consistently drops their hours below the 20, they we would remove them from Dental and Vision and offer them COBRA.

We would have a conversation with the employee letting them know that they are no longer eligible for benefit coverage due to their hours worked.

We open an event through our HRIS and allow them to either enroll or decline the benefits.

We have not had this occur, although we do review hours and address any unusual issues.

We haven't encountered this.

If a pattern emerges where someone is consistently working UNDER the 20-hour threshold, then we would evaluate at that time. We are small enough to be able to monitor this and haven't had a situation where we've had to remove benefits from anyone.

If the employee is currently working the required 20 hours per week, they qualify for the bank sponsored medical benefits. We don't base it on the previous years work schedule.

Are there any vendors, speakers, or topics you would like to suggest for discussion this month or in future meetings?

Any HR compliance topics always appreciated