



2025 Human Capital Report



Human Capital Report—2025

OceanFirst team members are vital to the work that we do for our customers and surrounding communities. Together, branch and corporate team members demonstrate our mission and core values to achieve both the individual and organizational goals that drive our success. We are proud of a work culture that fosters relationships and financial solutions that empower our clients to achieve their goals.



OCEANFIRST HISTORY

Since 1902, OceanFirst Bank N.A. has helped neighbors in local communities realize their financial dreams.

OceanFirst was formed as Point Pleasant Building and Loan Association by a small group of business people interested in providing financing to their neighbors so they could build homes. We initially offered traditional savings deposit and mortgage loan products to members of the local community; however, this has grown to include commercial lending, deposit services, treasury management, as well as trust and asset management. OceanFirst is very proud of our history of over 120-years of long standing commitment to the communities we serve. Although our name has changed several times throughout our history to reflect our growth and mission, one thing remains the same – OceanFirst’s commitment to helping our neighbors. We do this by providing competitive products and services to meet our customers’ ever-changing financial needs and delivering these products with unparalleled personalized service.

OCEANFIRST MISSION

Our mission is to build relationships and financial solutions that empower clients to achieve their goals. By providing innovative products backed by outstanding service, we will achieve our vision of enhancing our commitment and responsiveness to the markets, customers, and team members we serve.

COMMITMENT



“**Commitment** means being willing to do whatever it takes to better the company. Whether that’s putting in extra time when needed, learning new things, taking on new different roles.”

Ashley Navin
Director of Data & Engineering

PERFORMANCE



“It’s a growing Bank, with new opportunities to learn, evolve and **perform** individually and as a group. And the people at OceanFirst Bank make this journey a joyful one.”

Devi Ramachandran
Manager of Technical Accounting & Financial Reporting

INTEGRITY



“**Integrity** is about being honest and consistent, holding ourselves and our team members to open, fair, accountable standards.”

Joseph Lebel III
President and Chief Operating Officer

TEAMWORK



“**Teamwork**—We have a camaraderie, and we work together using our collective experience to grow and expand the Bank.”

Daniel Harris
Chief Commercial Real Estate Credit Officer

CUSTOMER-FOCUSED



“Being a **customer-focused** organization, we work hard every day to exceed expectations. Much of our planning and product design, particularly on the digital front, is based on the customer experience.”

Anthony Giordano
Chief of Staff to CEO

LEADERSHIP



“**Leadership** is making a way for our employees and customers when it seems like there is no way and giving them the resources they need to be successful in their day-to-day life and in the future.”

Issan Acosta
TCS Ops & Analytics Manager

Human Capital at a Glance

1,400+

EMPLOYEES

300+

BRANCH EMPLOYEES

650+

CORPORATE EMPLOYEES

375+

OFFICERS

8.66

YEARS

AVERAGE EMPLOYEE TENURE

10.75

YEARS

AVERAGE BRANCH EMPLOYEE TENURE

9.15

YEARS

AVERAGE OFFICER TENURE



Awarded US News and World’s Best Companies to Work For



Named by Newsweek as one of the Best Regional Banks in America

2 OceanFirst Bank

3

A Message From Our CEO and President



Many aspects of our industry, the global economy, and the needs of our customers and communities have changed in the century-plus since our founding. That said, at OceanFirst, we will continue to be guided by a consistent and strategic vision to lead in innovation, service, growth and value, with an emphasis on the following elements:

- Continuing to manage our capital, liquidity, credit quality and expenses in a manner that will enhance OceanFirst’s ability to deliver sustainable growth and increase shareholder value
 - Further developing and scaling our internal control and risk management systems and processes to support OceanFirst’s aspirations as a successful regional banking institution
 - Pursuing expansion opportunities, through organic means and targeted acquisitions, to drive high quality, profitable growth
 - Continuing to invest in the technologies, systems, and capabilities that will support innovation, quality service, and operating efficiency
- Expanding our talent pool and geography, especially in commercial banking, to support organic growth while maintaining our exceptional service and strong financial performance

Christopher D. Maher
Chairman of the Board and Chief Executive Officer

Joseph J. Lebel III
President and Chief Operating Officer

“At OceanFirst, we have an extraordinary group of people who demonstrate remarkable spirit, ingenuity and dedication, and for that we are deeply grateful.”

Christopher D. Maher
Chairman and CEO

INTRODUCING EXECUTIVE LEADERSHIP

OceanFirst Bank creates an environment immersed in culture and leadership. Our core values are exemplified from the top down, beginning with the Executive and Leadership Team and Board of Directors, who embody the leadership and standards of conduct necessary to drive both employee and customer success.

EXECUTIVE TEAM

- Christopher D. Maher**
Chairman and Chief Executive Officer, Board Member

Joseph J. Lebel III
President and Chief Operating Officer, Board Member

Patrick Barrett
Senior Executive Vice President and Chief Financial Officer

David Berninger
Senior Executive Vice President and Chief Risk Officer

Michele B. Estep
Senior Executive Vice President and Chief Administrative Officer

Brian Schaeffer
Senior Executive Vice President and Chief Information Officer

Steven J. Tsimbinos
Senior Executive Vice President, General Counsel and Corporate Secretary

Stephen Adamo
Executive Vice President and President of Consumer Banking

Anthony Giordano
Executive Vice President and Chief of Staff to CEO

BOARD OF DIRECTORS

- Christopher D. Maher**
Chairman

John F. Barros

Anthony R. Coscia, Esq.

Jack M. Farris

Robert C. Garrett

Kimberly M. Guadagno, Esq.

Nicos Katsoulis

Joseph J. Lebel III

Joseph M. Murphy, Jr.

Steven M. Scopellite

Grace C. Torres

Patricia L. Turner, MD

Dalila Wilson-Scott

LEADERSHIP TEAM

- George Destafney**
Executive Vice President and Chief Commercial Real Estate Banking Officer

Daniel Harris
Executive Vice President and Chief Commercial Real Estate Credit Officer

Neena Miller
Executive Vice President and Chief C&I Credit Officer

Susanne Svizeny
Executive Vice President and Chief C&I Banking Officer

Catherine Donald Grove
Senior Vice President and Executive Director Treasury Managemnt

Nicholas Scarabino
Senior Vice President and Director of Escrow & Special Account Services

Brian Wyremski
Senior Vice President and Executive Director Premier Banking

Jay Goldstein
Executive Vice President and Chief Executive Officer - Spring Garden

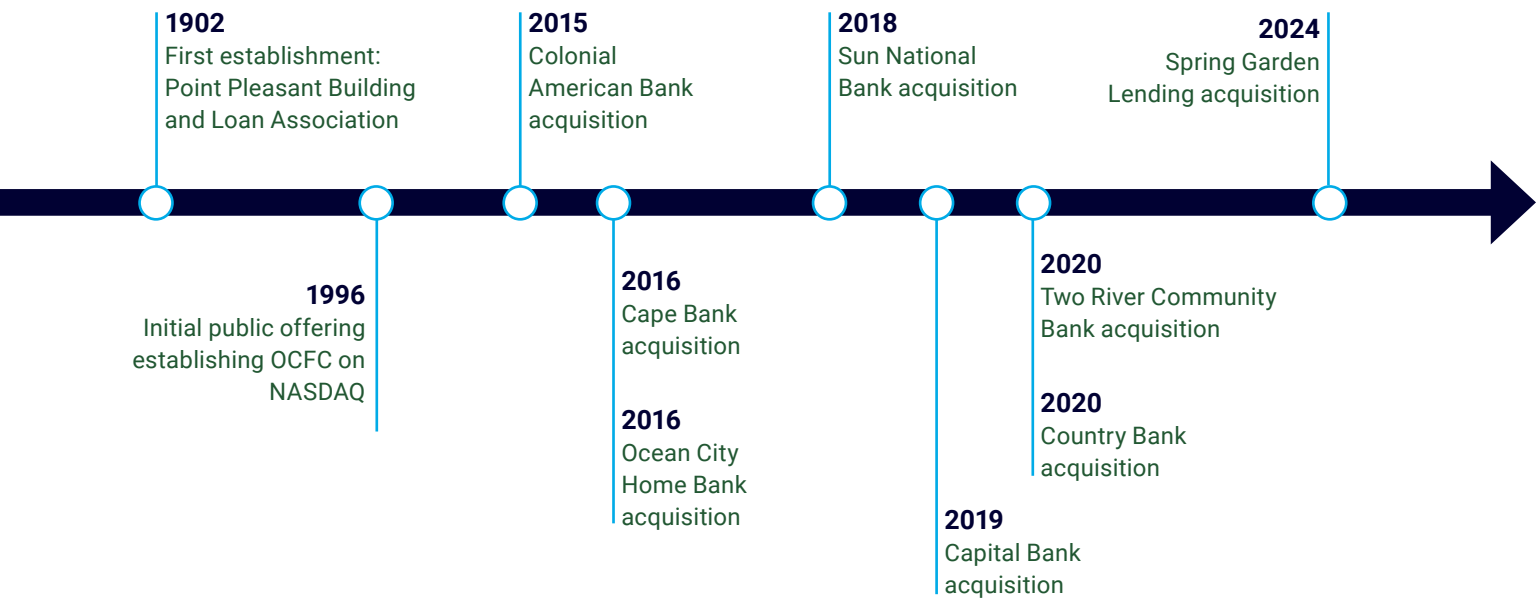
10.2 Years
AVERAGE EXECUTIVE TENURE

\$14.5+ Billion
TOTAL ASSETS

GROWING OUR COMPANY

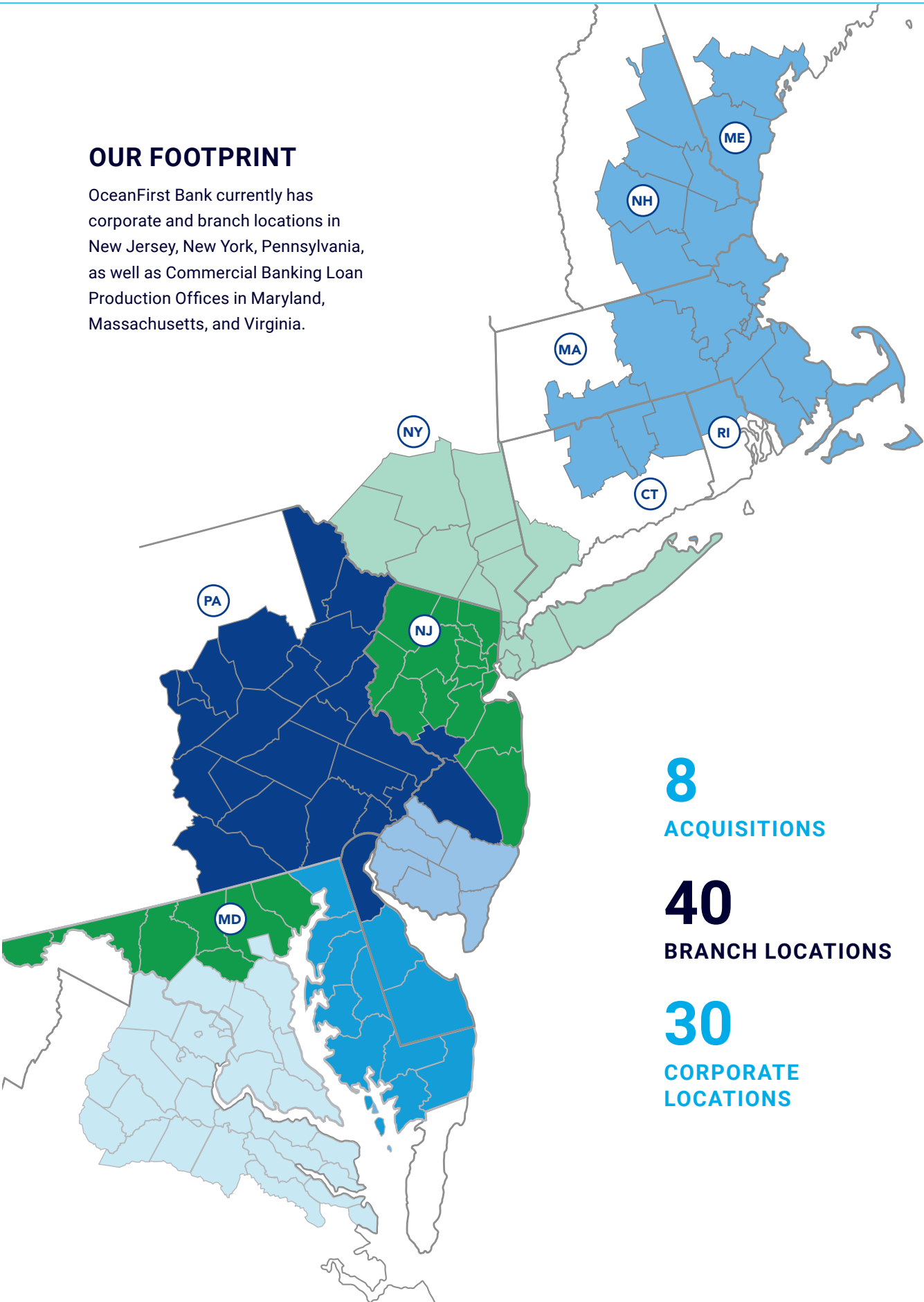
OceanFirst is committed to investing substantial capital to prepare for continued growth and expansion. More importantly, we continue to provide a work environment that promotes collaboration, productivity, and employee engagement. Over a period of nine years, OceanFirst Bank has acquired seven whole banks and a capital group. OceanFirst has also expanded its services to offer Premier Banking in 2025. Through these acquisitions, OceanFirst has successfully integrated the cultures of these organizations while preserving our core values and culture of respect, collaboration, and approachability.

In addition to growth by acquisitions OceanFirst has expanded into markets including New York, Pennsylvania, Baltimore, Boston, and DC/Virginia and broadened our branch footprint in 2023 with a de novo branch in New Brunswick, NJ and Perth Amboy, NJ in 2025. OceanFirst remains dedicated to helping our customers find the best financial solutions to achieve their goals.



OUR FOOTPRINT

OceanFirst Bank currently has corporate and branch locations in New Jersey, New York, Pennsylvania, as well as Commercial Banking Loan Production Offices in Maryland, Massachusetts, and Virginia.



MAKING A DIFFERENCE IN OUR COMMUNITIES

OCEANFIRST FOUNDATION

OceanFirst Foundation was established in 1996 and was the first organization of its kind ever created as part of a mutual-to-stock conversion. Since then, the Foundation has built a solid reputation – providing grants that assist families, organizations, schools and communities in New Jersey. In 2025, the Foundation made grants totaling \$1.5 million, including ones for a special category of grants to organizations focused on affordable housing, financial empowerment and literacy, small business technical assistance and access to capital, workforce readiness, and youth leadership and career development and other much-needed community services. Since inception, the Foundation has contributed over \$51 million in grants to organizations that promote health and wellness, access to housing, youth development and education, the arts, and the overall quality of life in our communities.

400+
GRANTS AWARDS BY OCEANFIRST FOUNDATION IN 2025

\$1.5+ Million
GRANTS IN 2025

\$51.1+ Million
GRANTS SINCE INCEPTION



CRA & COMMUNITY

OceanFirst Bank has received an “Outstanding” CRA Rating across all categories of lending, investment and service rated by the OCC.



WAVEMAKERS

OceanFirst employees are called WaveMakers to symbolize their efforts to make a difference in the lives of our neighbors. Our WaveMakers program promotes internal and external volunteer opportunities throughout the Company’s footprint. Every employee receives up to eight hours a year of paid volunteer time off to volunteer with local non-profit organizations. Charitable donations by Bank employees are also eligible for an aggregate annual \$50,000 matching gift program administered by the Foundation.



9,000+
HOURS WAVEMAKERS VOLUNTEERED IN 2025

COMMUNITYFIRST DAY

OceanFirst has held a Company-wide CommUNITYFirst Day annually since 2022, which encourages our team members to work side-by-side with local organizations on service projects. On CommUNITYFirst Day, the Company closes at noon which allows staff the ability to volunteer across New Jersey, New York City, Philadelphia, Baltimore, and Boston. Some examples of projects WaveMakers worked on are compiling food collection kits for Move For Hunger in Neptune Township, NJ, building homes for neighbors with multiple Habitat for Humanity chapters; and decorating for the holidays at Anchor House in Trenton, NJ.



20+
NONPROFIT ORGANIZATIONS ASSITED IN 2025 COMMUNITYFIRST DAY

2,900+
VOLUNTEER HOURS FOR COMMUNITYFIRST DAY

700+
EMPLOYEES PARTICIPATED IN 2025 COMMUNITYFIRST DAY

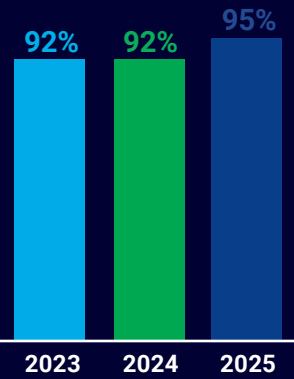
EMPLOYEE ENGAGEMENT

Engagement creates a work environment that enables employees to thrive and drives the Company’s success. Engaged employees are more productive, more likely to contribute ideas and innovations, and often provide better customer service. The goal of employee engagement initiatives at OceanFirst is to foster a sense of connection and purpose that motivates employees to do their best work and align with the Company’s goals and values.

ENGAGEMENT SURVEY

OceanFirst is committed to gaining valuable insight from employee feedback through annual engagement surveys. The purpose of the engagement survey is to gather feedback and opinions from employees about working at OceanFirst and offer the opportunity to provide suggestions for improvement. The survey allows OceanFirst to identify trends, share results, make data-driven decisions, and elevate the culture as a competitive advantage with benchmarks. The Company creates an annual action plan based on the survey results to help drive change throughout the organization.

ENGAGED-HIGHLY ENGAGED
EMPLOYEE LEVELS



EMPLOYEE RECOGNITION

OceanFirst’s culture of respect encourages employee appreciation and recognition for contributing to positive results and acknowledges internal customer service and collaboration to meet client needs. Recognition programs provide a consistent opportunity to highlight employee accomplishments and motivate employees to sustain high performance.



MILESTONE AWARDS

To recognize employees’ dedication to the Company’s success, OceanFirst celebrates employees’ milestone service anniversaries by awarding employees points in our recognition platform, BRAVO, to pick out a gift of their choosing.



BRAVO & SHINING STAR

The BRAVO program provides a platform to recognize performance and nominate peers for a quarterly Shining Star Award, for a Wavemaker of the Month who performs inspiring work in the community, and to appreciate everyday exhibits of OceanFirst’s core values with BRAVO eCards.



SPOT AWARDS

The Spot Award Program provides employee recognition in the form of a financial award for a significant achievement that produces an outstanding contribution beyond the scope of an employee’s position.



225+

NEW HIRES ONBOARDED
IN 2025

93.55%

NEW HIRES WHO FOUND THEIR
ORIENTATION WELCOMING,
INFORMATIVE, AND USEFUL
FOR TRANSITIONING TO OFB

ATTRACTING & ONBOARDING TALENT

RECRUITMENT PHILOSOPHY

A core tenet of OceanFirst’s talent philosophy is to develop talent from within and supplement with external hires. Whenever possible, we seek to fill positions by promotion and transfer from within the organization.

ATTRACTING TALENT

A strong external employment brand helps OceanFirst attract talent. OceanFirst continues to elevate brand awareness on social media platforms to promote our mission, culture, and core values. Our talent acquisition team uses internal and external resources to recruit highly skilled and talented candidates, and employee referrals for open positions are encouraged. Following a multi-pronged recruitment strategy, new hires participate in an onboarding program which provides an introduction to OceanFirst’s culture.

28%

OF POSITIONS IN 2025 FILLED
BY INTERNAL CANDIDATE

ONBOARDING EXPERIENCE

Employee engagement and retention begins with a comprehensive onboarding experience. Managers facilitate multiple touch points and frequent communication during the process, which greatly enhances the new hire experience and supports a smooth transition to the organization. Manager onboarding tools set forth performance expectations and sets new hires up for success.

OceanFirst welcomes new hires to the Company through an in-person orientation program. Orientation provides a complete overview of OceanFirst with specific conversations about elements of our culture and discussions with key business line partners. In addition to orientation, new hires are assigned an ambassador, who extends the integration process beyond the typical new hire orientation experience. This program focuses on integrating new hires into the organization by assigning them to an ambassador to ensure they feel welcomed, prepared, engaged, and are off to a good start.

TALENT RETENTION & DEVELOPMENT

Retention strategies include espousing a culture that inspires loyalty and trust through ongoing communication of strategic initiatives, investments in our staff’s development and success, and providing internal advancement opportunities. Employees each maintain a Professional Development Action Plan to support performance goal attainment and career development conversations with their managers.

COMMITMENT TO EARLY CAREER DEVELOPMENT

OceanFirst is dedicated to bringing young talent into the banking industry to promote fresh perspectives and opportunities for organizational growth. Through early career development programs such as our Internship and EDGE Program, OceanFirst is continuing our effort to introduce fresh talent into the industry and developing future banking leaders.

INTERNSHIP PROGRAM

OceanFirst Bank’s Internship Program provides opportunities to gain skills and experience that afford a career advantage for students. Experiential learning through professional development boot camps encourages developing critical business and interpersonal skills. A community service project and several intern activities support a relevant and meaningful corporate experience for building a solid foundation for a successful career.

EDGE PROGRAM

The EDGE Program is an 18-month early career development program started by OceanFirst in 2022. EDGE Program participants gain an understanding of bank operations and interdepartmental dependencies through rotations in several departments including the Customer Care Center and Branches. Through a mixture of instructor-led classroom training, self-study, and on-the-job experiences, EDGE participants will develop and refine technical, leadership, and business skills and be able to provide immediate value as an individual contributor within their departments.

“After completing my internship at OceanFirst Bank, I accepted a full-time role as part of the EDGE Development Program. This program provided unique growth opportunities through skill building and leadership challenges. The comprehensive learning experiences and supportive environment continues to shape my career.”

Erin Wren
Talent Acquisition Associate

PROFESSIONAL DEVELOPMENT PROGRAMS

Development programs are designed to enhance managerial and leadership capabilities; objectives include retaining and developing talent internally to build leadership strength across the organization. The overall approach to continuous learning combines instructor-led training, individual assignments, group activities and sustainment modules. Skills-based training is often combined with mentor relationships to further enhance leadership competencies.

Mentorship Program

OceanFirst’s Mentorship Program is designed to foster professional growth, knowledge sharing, and relationship building among employees. The program includes various aspects including career development, skill enhancement, and personal growth. It aims to create a supportive environment for mentees to learn from experienced mentors.

Career Development Program

The Career Development Program supports employees through the creation and implementation of their career development plan. Through this program, employees will be able to establish their careers goals, identify strategies to achieve those goals, define their professional brand, identify career advisors, and recognize strengths in their skills and areas of skill gaps.

New Leader/Leadership Development Programs

We maintain a Leadership Development program to build leadership bench strength across our organization, with specific modules for emerging talent, mid-level managers, and senior vice presidents. The series of trainings establishes a methodology for productive interactions between team members and leaders, helps leaders refocus on the skills required to manage individuals, and align these skills and techniques with organizational goals to drive business results.

Higher Education Programs

Employees have access to higher education opportunities through the Stonier Graduate School of Banking and Monmouth University Graduate MBA Program, as well as leadership training through the NJ Bankers Emerging Leaders Program. Eligible employees may receive tuition assistance towards an associate’s, bachelor’s or advanced degree for accredited business programs.

110+
INTERNS THAT
HAVE COMPLETED
THE PROGRAM
SINCE 2019

40+
EDGE
PARTICIPANTS
SINCE 2022

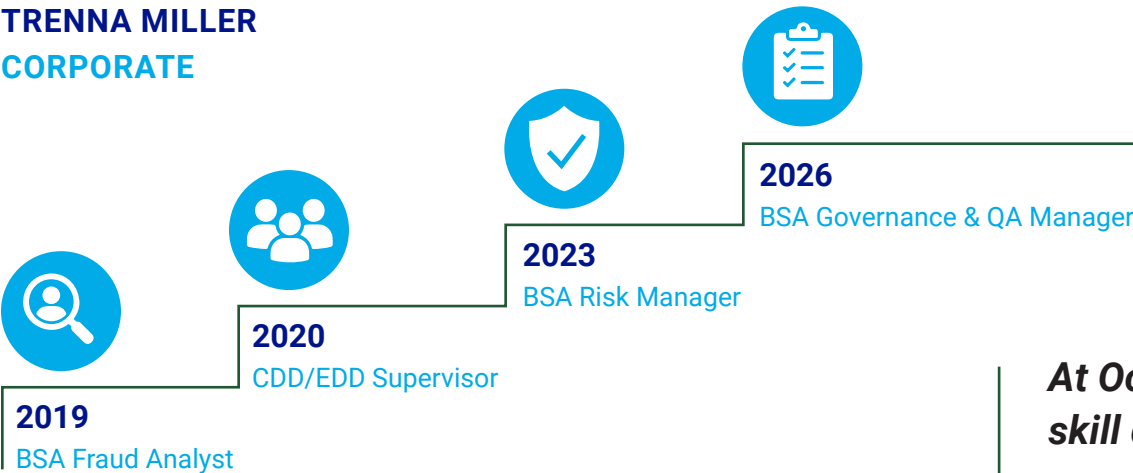
30+
AVERAGE
COURSES OF
TRAINING PER
EMPLOYEE
ANNUALLY

200+
EMPLOYEES
ENROLLED IN
LEADERSHIP
DEVELOPMENT
COURSE SINCE
2019

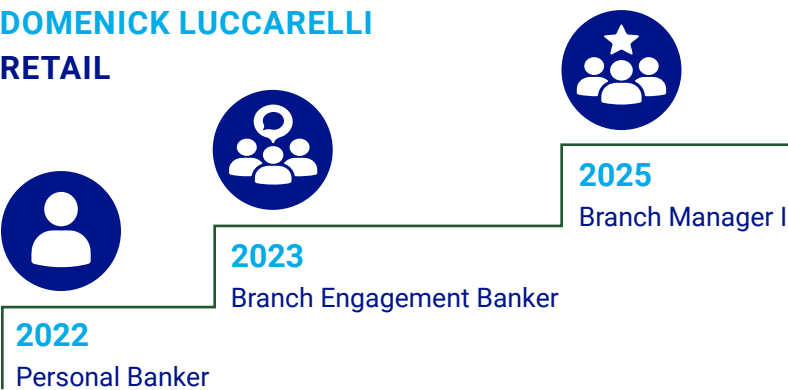
GROWTH

As OceanFirst Bank continues to grow through both strategic acquisitions and organic expansion, our culture is evolving to reflect the strength and perspectives of our organization while remaining firmly rooted in our core values. Our commitment to being customer-first and community-first continues to guide every decision we make, ensuring that growth enhances, rather than changes, the relationships that define us. This expansion also creates new opportunities for employees, offering broader career paths, professional development, and increased collaboration across the organization. To support our expanding presence and ensure a consistent onboarding experience for every new hire, OceanFirst is implementing a virtual orientation and onboarding program that connects employees to our culture, values, and resources from day one, regardless of location.

TRENNA MILLER
CORPORATE



DOMENICK LUCCARELLI
RETAIL



At OceanFirst, skill development, accountability, and career growth are part of our culture. These examples of associate advancement illustrate a few ways we bring this commitment to life.

AI & TECHNOLOGY

OceanFirst Bank leverages artificial intelligence and automation to enhance customer service, improve efficiency, and strengthen operations while keeping people at the center of every decision. Guided by a human-in-the-loop approach, AI is designed to support timely task completion allowing teams to focus on relationship building, problem-solving, and delivering exceptional customer experiences. Through ongoing investments in enterprise data management, governance frameworks, and a unified data platform that enables scalable AI initiatives, OceanFirst is advancing innovation that supports sustainable growth while preserving the personal service and community focus that define the Bank.



OFBUNIVERSITY

OFB University is an intuitive learning management platform that provides unlimited access to over 99,000 eLearning courses, virtual classrooms, and instructor-led training, all in one location. OFB University allows employees to easily track training progress, as well as correspond and interact with each other in social groups to receive insight, share ideas, and collaborate.



SUPPORTING EMPLOYEE WELLNESS

The health and wellness of our OceanFirst colleagues is a top priority. We offer a range of programs to enhance the physical, emotional and financial wellness of our team members, including flexible schedules to promote work-life balance, competitive pay and benefits, affordable health insurance, fitness centers, and other considerations.



PHYSICAL WELLNESS

Our comprehensive benefits package includes several medical and dental plan options, a vision plan, and life and disability insurance plans which allows employees the opportunity to choose the plan that best suit their individual and family need. We also offer Paid Time Off (PTO) based on years of service and officer status, to enable employees to focus on their personal needs. Our Red Bank and Toms River corporate headquarters provide state-of-the-art fitness centers.



EMOTIONAL & SOCIAL WELLNESS

OceanFirst provides employees and their household family members with access to a comprehensive Employee Assistance Program (EAP). The EAP is a confidential counseling and referral service designed to assist employees in navigating personal or work-related challenges and life events. Employees also have the option to access behavioral health professionals and facilities directly through their medical plan benefits.



FINANCIAL WELLNESS

OceanFirst employees have access to a free interest-bearing checking account and, once they reach eligibility, a 401(k) Retirement Plan with an employer match, an Employee Stock Ownership Plan (ESOP), and an Employee Discount Loan Program which provides team members with the ability to receive a discounted rate for residential loans when qualifying for financing.

At OceanFirst, we provide a comprehensive compensation package that is competitive within the marketplace so that we may attract, reward, and retain highly qualified, motivated, and productive employees. We achieve this by ensuring our people are paid fairly through pay equity; one of the most important ways to show our employees we value them is to ensure fair pay practices. Compensation policies and practices are equitable, competitive and performance driven.



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Operations Center**

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**Administrative Offices
(HQ2)**

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Red Bank, NJ 07701

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