

# THE NEW ENGLAND COUNCIL



## NEW ENGLAND'S Financial Services Industry

Driving Innovation and Growth in  
Our Region and Beyond

October 2025

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October 2025

Dear NEC Members and Friends:

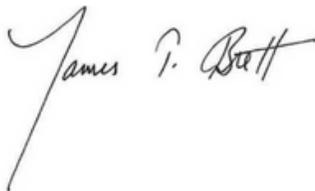
The New England Council is pleased to share with you our newest report, “The New England Financial Services Industry: Driving Innovation & Growth in Our Region and Beyond.” This publication details the many important ways that the financial services sector in our six-state region contributes to the region’s overall economic well-being. It was developed in close partnership with a number of other financial services industry members.

This report is a follow up to an earlier report released in 2017, “The New England Financial Services Industry: Around the Corner and Around the World.” The industry, and in particular, technologies used in the financial sector, have of course evolved over the past eight years, as this report details. We believe it is particularly fitting, as the Council commemorates the 100th anniversary of our founding in 1925, to release an updated report this year.

We are grateful to the many members of the Council’s Financial Services Committee who contributed to the development of this report. This publication would not be possible if not for their insights, expertise, and thoughtful feedback.

The Council hopes that this report will be a valuable resource to our members, to policy makers at the federal, state, and local levels, and to other regional stakeholders. We would note that this report is intended to be a factual resource; there are no policy recommendations contained within. We are proud of our region’s diverse and vibrant financial services sector, and stand committed to ongoing collaboration with our members to support the industry’s continued growth.

Sincerely,

A handwritten signature in cursive script that reads "James T. Brett". The signature is written in black ink and is positioned above the printed name and title.

James T. Brett  
President & CEO

# Introduction

The New England region has long been considered a global hub for the financial services industry, and indeed, this important sector is in many ways the backbone of the region's economy. The region has a particularly strong presence in banking, asset management, insurance, and fintech innovation. New England's highly educated workforce, supported by a robust network of colleges and universities, fuels ongoing growth and innovation in the industry.

The importance of the financial services industry to all sectors of the New England economy cannot be overstated. It provides the infrastructure and tools necessary for businesses, governments, and individuals to manage money, allocate resources efficiently, and mitigate risk. By offering services such as banking, insurance, investment management, and credit, the industry enables businesses to access capital for expansion, supports consumers in purchasing goods and homes, and helps governments fund public projects. Financial institutions also facilitate trade, promote savings and investment, and ensure liquidity in the markets, all of which contribute to economic stability and growth across every sector. Simply put, without a robust financial services industry, the broader economy would struggle to function effectively.

At the same time, the financial services industry also plays a crucial role in supporting economic mobility by providing individuals and businesses with access to capital, credit, and financial tools that enable upward movement in income and wealth. Through services like savings accounts, loans, mortgages, and investment opportunities, New Englanders are able to build assets, start new businesses, pursue educational opportunities, and plan for long-term financial goals. Our region's financial institutions also offer resources for managing risk, such as insurance and retirement planning, which help individuals navigate economic challenges more securely. By fostering financial inclusion and creating pathways to economic opportunity, the financial services industry empowers people to improve their quality of life and move up the economic ladder.

Finally, as this report details, financial services sector employment in New England continues to be strong. Including direct, indirect, and induced employment, the industry employs nearly 800,000 New Englanders. And while other industries have struggled in recent years—particularly due to the COVID-19 pandemic—financial sector employment levels saw far less fluctuation, and average wages continue to be among the highest in the region.

## Executive Summary

Building on New England's longstanding role as a global center for banking, asset management, insurance, and fintech innovation, the region's financial services industry remains a vital part of economic strength and stability. The sector continues to employ nearly 800,000 New Englanders through direct, indirect, and induced jobs, showing resilience even as other industries face disruption. Supported by the region's highly educated workforce and top-tier academic institutions, the financial services ecosystem continues to evolve, influencing the broader economy through innovation, investment, and economic inclusion.

The insights summarized below highlight the strengths that continue to define New England's financial services sector, as well as the opportunities for growth and innovation that will shape its future competitiveness.

### Financial Services

- Financial Services (FS) employment levels in New England have fluctuated less over time, but growth has lagged behind other sectors.
- Employment within FS is shifting, with asset management and insurance now comprising a larger share of jobs compared to banking.
- While FS remains a crucial economic pillar in New England, its overall contribution has decreased, mainly due to a reduction in indirect and induced jobs, with direct employment appearing more stable.

### Banking

- New England continues to host leading savings banks, with 4 of the top 10 states across deposits and total assets.
- Credit Unions also continue to grow, now with assets surpassing \$115B.

### Asset Management

- New England-based asset managers currently hold about 14% of the total assets under management (AUM) among the top 10 firms, showing a strong industry presence. However, their growth rates have been slightly behind national leaders like Vanguard (PA).
- The shift from defined benefit (DB) to defined contribution (DC) plans has transformed the asset management sector, favoring firms that can effectively compete and market in the retirement planning space.

## Insurance

- Connecticut leads in insurance employment and wages but faces increasing competition from the Midwest.
- Emerging insurance hubs such as Iowa and Nebraska are growing, probably due to lower costs and advantageous business environments.

Together, these trends show a complex picture: a sector that remains essential to New England's prosperity but must adjust to national and global changes in technology, workforce needs, and geographic competitiveness. Keeping New England's leadership in financial services will require ongoing collaboration among industry, policymakers, and educators to promote innovation, attract investment, and reinforce the region's role as a significant financial center nationally and globally.

For more information, please contact Natasha Silva at [nsilva@newenglandcouncil.com](mailto:nsilva@newenglandcouncil.com)

# Report Methodology

For the purposes of this report, the financial services industry is defined as public and private sector firms and institutions falling under North American Industry Classification System (NAICS) code 52, “Finance and Insurance.” The report further analyzes the industry in the following three subsectors, defined as follows:

## Key definitions

<b>Asset Mangement</b>	Firms primarily involved in portfolio management, investment advice, and trust and fiduciary activities. (NAICS = 525, 5239)
<b>Insurance</b>	Insurance carriers and insurance agencies and brokerages. (NAICS = 524)
<b>Banking and Brokerage</b>	Monetary authorities and firms primarily involved in depository credit banking (i.e. commercial banking, savings institutions, and credit unions), Non depository services (i.e. credit card issuing, sales financing, and consumer lending), mortgage and loan brokering, investment banking and securities dealing, and securities exchanges. (NAICS = 521, 522, 5231, 5232)

Note that to the extent that a firm offers funds which hold real estate securities, these would be captured in the asset management category. Real estate firms which actively manage a portfolio of real estate assets as well as real estate investment trusts (REITs) are not within the scope of this report. Also note that the classification of firms who perform activities across multiple subsectors are classified based on the primary activity performed at the office addresses of the firms. This approach allows the activities of a single firm to be captured across multiple subsectors. In describing the economic impact of the financial services industry through its employment and purchases of goods and services, this report considers three separate channels – the direct impact, the indirect impact, and the induced impact – that in aggregate provide a measure of the total economic impact of the financial services industry to the region. The direct, indirect, and induced impacts are captured for jobs, labor income, value added, and output to further measure the impact the industry has on the region. These measures are defined as follows:

## Key definitions

<b>Jobs</b>	The total number of people employed in an industry.
<b>Labor Income</b>	Cash wages, salaries and benefits. Throughout this report, labor income will be referred to as wages for ease of reference.
<b>Value Added</b>	Employee compensation, proprietors' income, income to capital owners from property, and taxes on production and imports. The value added of a particular industry excludes the value of intermediate inputs, for example the value added of the investment banking industry would exclude the value of purchased computers and software used for trading. The U.S. gross domestic product (GDP) is the sum of value added across all industries, and thus the value added of an industry can be thought of as the industry's contribution to GDP.
<b>Output</b>	The total value of sales, including the value of intermediate goods. For example, the output of the investment banking industry would include the value of purchased computers and software that are reflected in the cost of doing business for investment firms.



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**Direct Impact** Jobs, labor income, value added, and output within the financial services industry. To the extent an employee is determined to be employed by a financial services firm, they are included within the category. For example, an individual in an administrative role at an asset management firm would be considered in the direct category.

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**Indirect Impact** Jobs, labor income, value added, and output occurring throughout the supply chain of the financial services industry. For example, the indirect impact would capture an advertising firm hired by a financial services company to design an ad campaign.

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**Induced Impact** Jobs, labor income, value added, and output resulting from household spending of wages earned either directly or indirectly from the financial services industry's spending. For example, the induced impact would capture the jobs and wages of the local deli frequented by financial services industry employees at lunch.

Jobs and associated wages are captured for all employees of firms in the financial services industry, not just employment and wages for financial services occupations. For more detailed information on methodology, see Appendix A.



# Financial Services Convergence

As users of financial services, we are all familiar with insurance policies, investment accounts and borrowing money. And while we would associate those things with insurance companies, asset managers and banks and credit unions, respectively, the reality is becoming more complicated. Consider banks who are actively growing their asset management arms, or the insurance company that forms a private credit manager. The industry's traditional barriers are eroding, but it's more than that.

Technology is also becoming more powerful, compelling a fundamental shift in how we conceive of financial services. For instance, in insurance, one company predicts fire risk in an area by analyzing satellite images and taking into account factors like terrain, dry vegetation and power lines. Then it relays risk maps to clients, helping them take action with the goal of reducing damage from a potential fire. As this example shows, financial services aren't limited to mobile phone apps or savings dashboards; those services now regularly take the form of active participation in the communities they serve.

Another technology, generative AI, garners the headlines for its growing ability to perform reasoning tasks to better serve clients and their needs. A third disruptive technology – falling under the headings of blockchains, stablecoins, tokens and cryptocurrency – are equally powerful in reshaping how financial services such as custody, payments and treasury management are processed, tracked and delivered. Combined, these technologies promise a future where financial services serve customers better yet do so more efficiently and more effectively. The New England region – home to leading companies in traditional financial services, emerging technology and fintech startups – is playing a crucial role in this transformative time for financial services.

Much has changed in the last decade. Past technological advances – including the cloud or digitization – were seen as threats, such as by disintermediating banks by consumer brands. But the newest advances are giving the industry the chance to turn the tables, leapfrog rivals and increase competitiveness. The narrative is changing, and technology is helping reintermediate parts of the industry, creating a financial services dynamism that heretofore was unheard of. It may be helpful to consider financial services convergence in three modes:

## Capital formation:

Financial services support economic growth by bringing together those who have excess money with those who need money to grow their business or family. Today, financial institutions are combining various supplies of capital in efficient ways to meet a broad set of

borrower needs. A bank that manages investments on behalf of high-net worth clients; an insurer who owns an alternative asset manager that's using insurance premiums to invest in infrastructure projects; an asset manager or private equity firm that owns an insurance company and manages the general account portfolio – these are examples of how capital formation is shifting within the US economy, and illustrative of the convergence of financial services firms. Capital formation, and the profit pools associated with it, is a critical force toward deeper industry fusion. For example, large and regional banks, sensing growing competition from private credit lenders, are seeking partnerships with private credit managers. In some cases, banks are leveraging their extensive client reach to tap into the capital base of a direct lender. In other cases, banks are making so-called net-asset value (NAV) loans to direct lenders as a way to participate in this growing market. There are far too many possibilities to list here; suffice to say that the growth of private markets, new business models and industry convergence that's aimed at new methods of capital formation are opening new avenues of opportunity and changing the fabric of financial services.



### Capital flows:

Financial institutions support economic vibrancy through their investments in systems to more efficiently move money, whether that's expediting consumer and commercial payments or real-time shareholder services. Technology and regulatory support area are leading to experiments on the blockchain to simplify and de-risk operationally complex trade settlement, while also helping cash cycle more quickly. That's part of a vast aspect of financial services that is crucial to everyday life and yet happens in the background: payments, custody, inter-company cash transfers, etc.

These capital flows are being reimagined as blockchain technology makes it much easier to complete and record transactions and changes in ownership in near real-time using a highly secure network that's visible to all participants. It was once thought that non-financial institutions, such as large consumer brands, would control capital flows and disintermediate financial institutions. Yet, new technology is flipping the script and causing the reintermediation role of banks and other firms. Highly regulated financial firms are simply more experienced in the safe and secure movement of money, assets or ownership rights in an economy that's heading toward the parsing of assets and securities as digital assets. Additionally, these new technologies are increasing the velocity of capital, favoring firms that are built to ride this growing wave of capital movement.



### Operational reinvention:

Financial institutions put data and technology investments at the core of operations to reach and serve a diverse set of customers more efficiently, unlocking savings to reinvest in the customer service experience. Today's financial institutions are a melding of technology and financial services, erasing past distinctions where IT served the needs of the services being delivered. The rise of blockchains or the invention of generative AI illustrate how technology is intricately intertwined with the delivery of financial services; said differently, technology and financial services are not two ideas but are becoming one thing, inseparable. To join them together, operational reinvention is occurring across the front, middle and back office and producing new kinds of financial services, not merely digital versions of existing systems. These new systems are often more efficient, deliver higher security against fraud and are more agile. Financial services processes, and the jobs attached to them, are changing as a result. For instance, as fewer payments are flagged as suspicious because of more intelligent tech systems, team members in those roles can spend more time investigating the complex cases where only humans can identify bad actors who try to mask their behavior under the guise of legitimate businesses or individuals. In this new era, critical thinking skills coupled with mature technological abilities will be the core capabilities financial services employees will need to bring to the table.

## Let's talk more about GenAI Financial Services

The speed with which generative AI is improving in its cognitive powers means the impact it will have grows larger with each passing day. For example, recent research suggests that in banking, fully embracing an AI business model could result in a 15-percentage point improvement in that bank's efficiency ratio (PwC Strategy& research, 2024).

GenAI is allowing financial firms to take a fresh look at old problems that were left unsolved, but now with new tech platforms and re-imagined operational models, a higher level of automation is possible. Similarly, AI is driving efficiencies in business functions like tax by enhancing compliance, optimizing reporting and identifying potential opportunities for savings. Many of the largest financial institutions are experimenting with dozens of use cases. This experimentation has helped them build confidence with new technologies and refine their risk guardrails. While AI native start-ups and large financial institutions continue to progress their strategies, other firms continue to wait and evaluate their AI strategy putting their viability at risk. As evidence of the competitive advantage many firms see in AI, consider that finance industry job listings that require AI skills paid 60% more on average, according to [PwC's 2025 Global AI Jobs Barometer](#).

We have seen four common use cases emerge across the financial services industry:

### Investment research:

New tools designed to help financial advisors formulate an optimal portfolio to match their client's financial goals or improve traders' scenario analyses covering positioning, sizing and hedging.

### Software development life cycle:

Developers are now working alongside autonomous AI agents that convert business stories into user stories, test cases, wireframes, and code with previously unrealized speed resulting in efficiency gains expected to conservatively exceed 30%.

### Document extraction:

Whether the document is a scanned piece of paper, digitized legal contract or an electronic copy of a new government regulation, GenAI's ability to make sense of unstructured data is greatly reducing manual summarization. We believe that in an industry still plagued with paper disclosures, legal requirements and other contracts, this use case will be a game changer for most firms once fully adopted.

These use cases are just the beginning of what's possible, and those at the leading edge may have an advantage, repeating what we saw three decades ago. Back then, companies that fully embraced the internet gained the upper hand over their competitors leading to a reshuffling within the industry. Financial services competition and convergence likely will be forged by those firms who are able to wring the most advantages from this new technology.



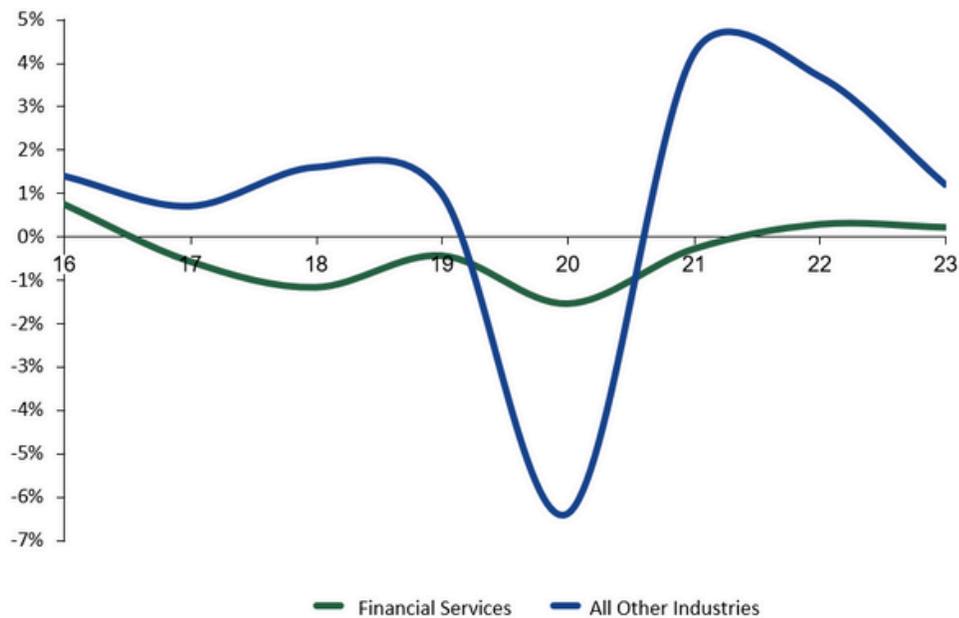
Since the last report, New England's economy, indeed the globe, experienced several generation-defining events: the COVID pandemic with its loss of jobs followed by a surge of hiring; the introduction of generative AI for general use; the stunning growth of private markets; and an attempt by the US government to reorder global trade relations that, arguably, has not been seen for a century. Meanwhile, the rigors of running a modern business add pressure on financial services firms to adapt, among them climate change effects on insurance coverage and payouts, pressure to lower costs and fees in asset management and the technology system modernization that's required to provide deep insights and rapid responses to customer demands.

These swirling changes outside and inside the industry are producing mixed effects on financial services employment and its related economic impact in the New England region. What's striking is the economic stabilizing force financial services provide the region, helping to mitigate the boom and bust that can occur in other industries. And the financial services industry's operational reinvention suggests that its resilience will remain healthy well into the future.

The pandemic provides evidence of financial services' regional economic ballast amid the buffeting economic winds that surrounded lockdowns and reopening. The employment swings that affected so many industries was not a large factor in New England's financial services workforce. Financial services employment declined less than 2% in 2020, far less than the roughly 6% employment drop that was reported for New England's top 10 industries.

**Financial service jobs were more stable than other industries during tumultuous times such as the pandemic**

Change in Employment for Top 10 NE Industries 2016-2023



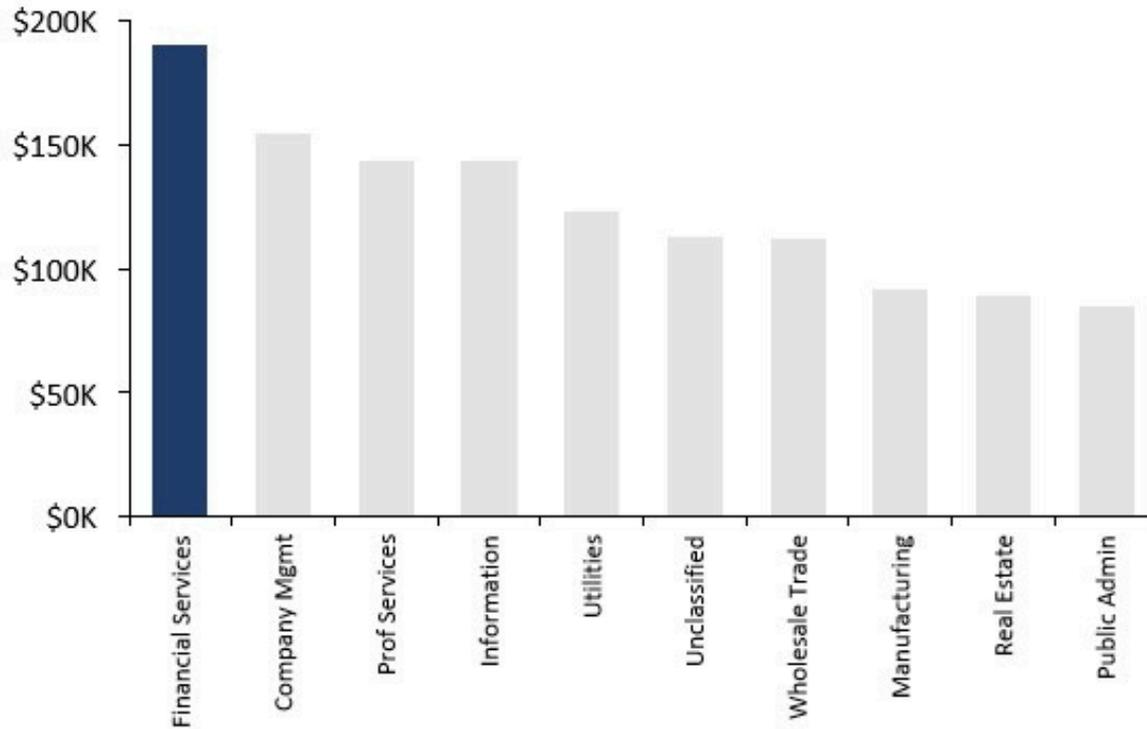
Source: JobsEQ, data as of Q2 for each fiscal year

Given the integral role financial services play in the everyday lives of people and businesses, it should follow that amid swings in the economy financial services employment would be more stable relative to other industries. Less employment volatility, however, also means financial services job growth can be relatively modest compared with other sectors such as health care.

Still, the region’s financial services employment is essential to New England's continued dynamism and expansion. In 2023, financial services wages were the highest among New England’s top 10 industries, with an average annual wage of nearly \$200,000. Such lucrative wages make financial services an attractive career opportunity for those already in the field and a desirable career pursuit for those graduating from one of the region’s many colleges and universities offering bachelor and advanced degrees in business and finance and related fields.

## Financial services compensation is higher versus all industries driven by an acceleration in wage growth

Top 10 Industries in New England by Average Wages, 2023



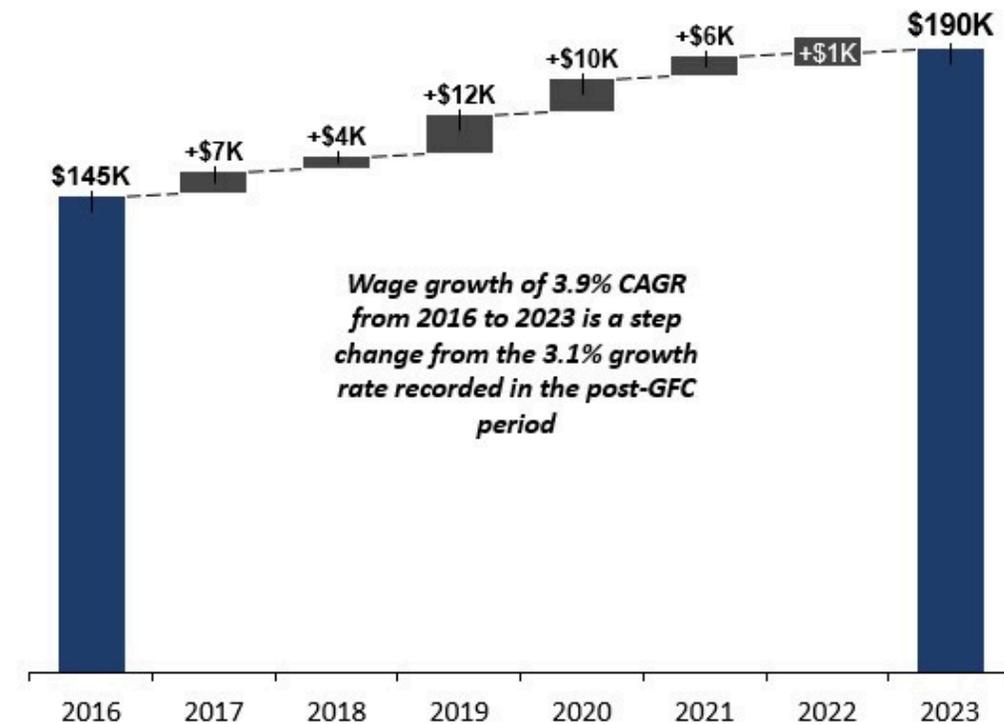
Source: JobsEQ

Importantly, the growth in financial services wages has been accelerating in recent years, growing at a CAGR of 3.9% from 2016 to 2023, an increase from the 3.1% growth rate in the years following the Great Financial Crisis.

The wage gains may reflect an increase in assets under management (AUM). Or, as we will soon discuss, the increased compensation may reflect the retention of higher paying roles in the region while less remunerative work migrates to other geographic regions. Still, it's clear that not only are financial services wages in New England strong, they continue to grow.

### Financial services' wage growth remains elevated as Great Financial Crisis overhang eases

NE Financial Services Industry Wage Gains 2016-2023

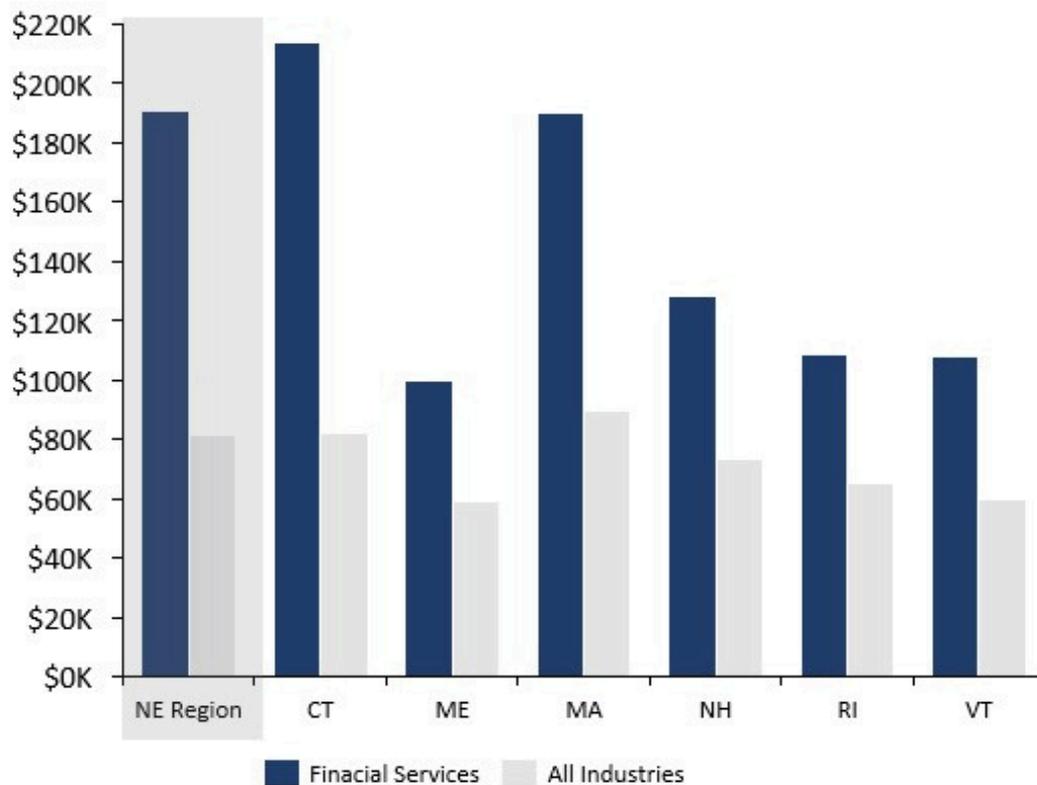


Source: JobsEQ

On an absolute basis, average wages in financial services in New England – about \$190,000 – far outpace the average of approximately \$80,000. On a state-by-state basis, Connecticut and Massachusetts maintain the largest wage gap between workers in financial services and the average worker due to the strong presence of asset managers and insurers in those states.

**The strong presence of asset managers and insurers in Massachusetts and Connecticut supports higher financial services wages**

Average Direct Wages by State in New England, 2023

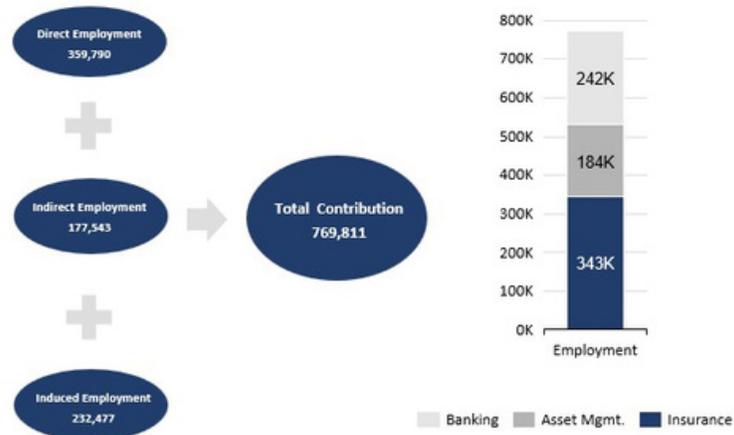


Source: JobsEQ

In addition to providing leading compensation, the financial services industry supports 359,790 direct jobs plus 177,543 indirect and 232,477 induced jobs for a total New England contribution of 768,810 jobs in 2024. Still, this is a contraction compared with 2015 when the total contribution was 1,012,510 jobs.

**Financial services total employment contribution is nearly 800,000 in New England**

Financial Services Total Employment Contribution, 2024

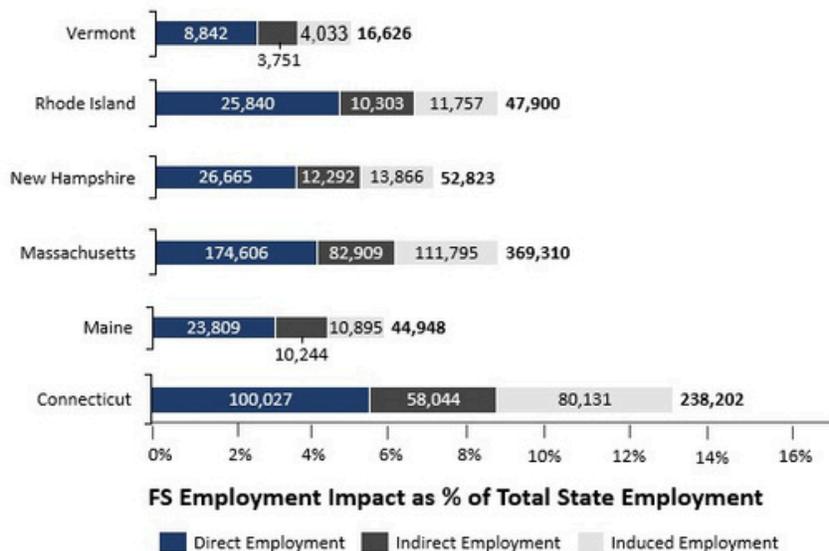


Source: JobsEQ as of 2Q24

On a state-by-state basis, Connecticut and Massachusetts make the largest contributions to direct, indirect and induced financial services employment.

**Induced employment from financial services makes a notable contribution to New England's overall economy**

Employment Impact by State, 2Q24 - percentages are of state employment (x-axis), numbers represent actual jobs

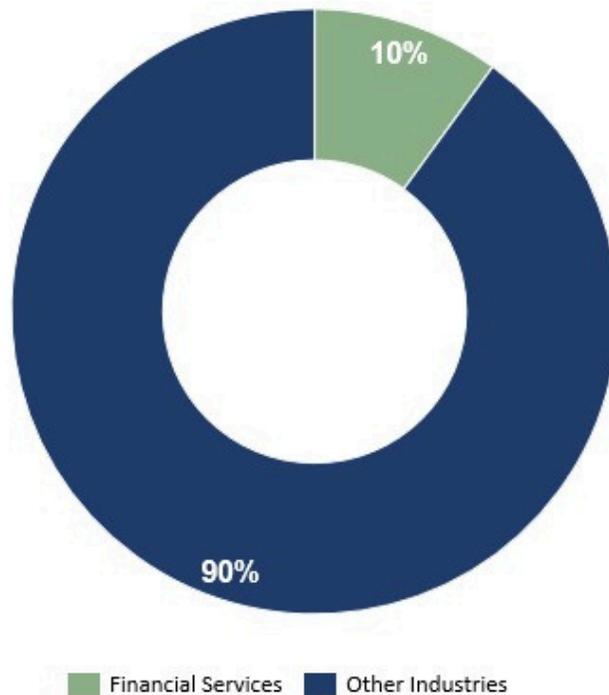


Source: JobsEQ

Financial services remain a crucial engine helping to advance the growth of New England's economy through its contribution to total wages. About 10% or \$1 in every \$10 of earned income in the region is attributable to a financial services employee. However, there is some loss of influence compared with 2015 when about 16% of New England's wage contribution came from financial services.

### Financial services continues to provide significant economic benefits to the New England region

Total Wage Contribution in New England Region 2024



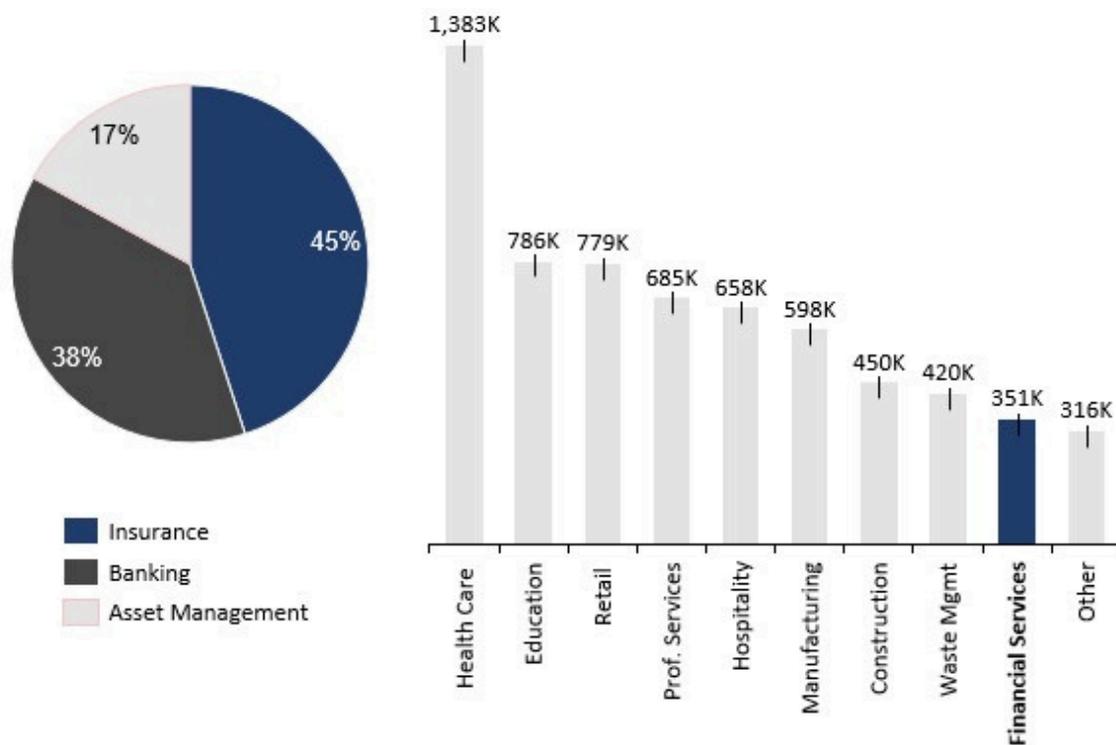
Sources: JobsEQ, New England Financial Council

The change in wage contribution over the last decade appears to be attributable to two factors:

- 1) Financial services employment decreased to 350,000 in 2024, making the industry the ninth largest employer, compared with industry employment of about 385,000, or the seventh largest employer, in 2015.
- 2) Employment levels in banking fell, outpacing a gain in insurance and asset and wealth management employment. Banking is now the second largest direct employer in the region within financial services at 38% of industry workers, down from 47% in 2015; insurance headcount growth makes it the largest financial services employer accounting for 45% of industry employment, increasing from a 39% share in 2015.

### The New England financial services workforce stands at around 350,000 in 2024, led by insurance

2024 Financial Services Sector Employment Data and Top NE Industries

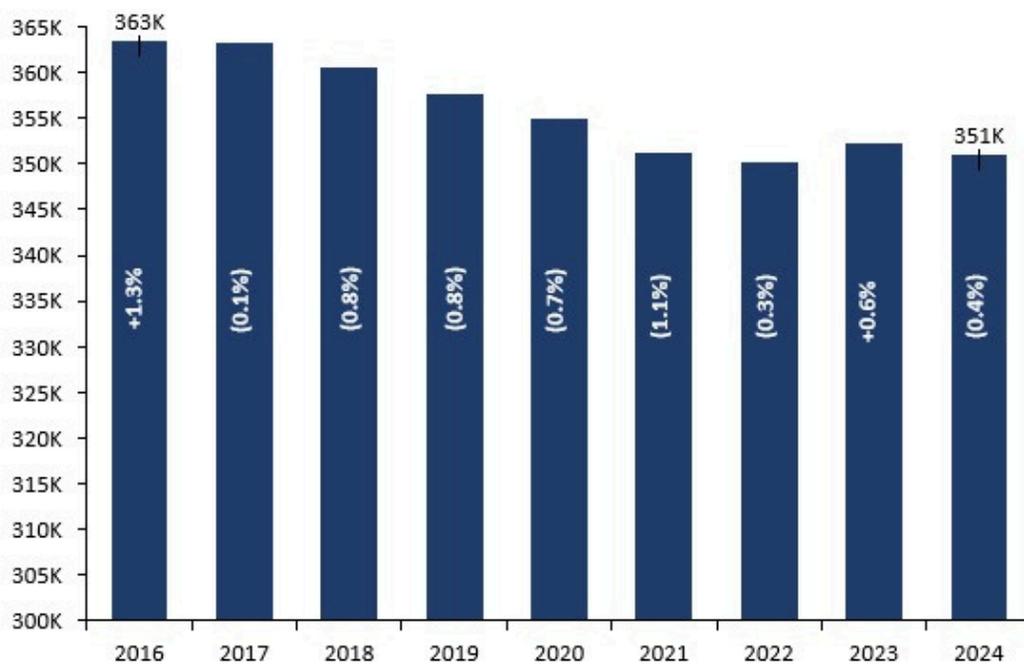


Source: JobsEQ

The employment trends within New England, it should be noted, may not be a sign of retreat but rather that the area’s institutions are undergoing structural shifts to reinforce their financial health amid industry convergence, operational reinvention, downward pressure on fee income and increasing competition (i.e. the growth of private credit and alternative asset managers encroaching on lending or wealth management). In what may be a glimmer of hope for financial services employment in New England, levels of direct employment stabilized in the last three years following declines in the prior five years.

### New England financial services employment posts modest decline in last decade

NE FS Direct Employment per Year and YoY Change 2016-2024



Source: JobsEQ

In addition to total employment contributions, the financial services industry makes a substantial contribution to wages, value added and total output in New England. Including indirect and induced activities in other sectors, the financial services industry’s activity accounts for over 14% of annual wages paid across New England. This output provides a large tax base for state and local government income, wage and property taxes.

## Empowering the region's financial future: What New England households reveal

Recent research by Empower shows that while New England’s financial sector continues to thrive, consumers across the region are navigating a delicate balance between resilience and financial challenges. Five in ten individuals in the Northeast report they are financially prepared for retirement and about three in five said they would rely on personal savings and investments such as a 401(k) and IRA for retirement, especially amid persistent inflation and rising costs—two dominant pressure points<sup>[i]</sup>.

The Boston Fed’s recent analysis echoes this caution: inflation remains a pressing concern for New England households. The region posted a 3.2% year-over-year increase in CPI in March 2025, well above the national average of 2.4%<sup>[ii]</sup>.

Core inflation stood even higher at 3.7%, largely driven by shelter costs (+5.2%)<sup>[iii]</sup>. This persistent pricing pressure – particularly in essential categories like housing and medical care – may be dampening purchasing power and overall consumer sentiment. Empower data shows 78% of individuals from the Northeast are concerned about inflation affecting their retirement savings<sup>[iv]</sup>.

Still, confidence in retirement persists, per Empower’s research<sup>[v]</sup>, which shows that individuals from the Northeast are generally more confident in their ability to maintain their desired lifestyle in retirement compared to those across the U.S.<sup>[vi]</sup> Notably, 53% of Northeasterners express confidence in their retirement outlook, versus 49% nationwide. This relatively higher confidence in long-term financial wellbeing may be the region’s hidden strength – a forward-looking consumer base that could sustain financial services growth well beyond cyclical economic shifts.

Resilience Amid Economic Crosscurrents: The New England financial sector has long served as a stabilizing anchor for the regional economy, supported in part by strong employment. According to Empower research, 44% of individuals describe their risk tolerance as moderate compared to 38% across the U.S.<sup>[vii]</sup>. This highlights an emerging opportunity for financial institutions to provide planning tools and guidance tailored to this “progress” demographic.

[i] Empower, “Retirement readiness trends: Financial preparedness snapshot”, March 26, 2025

[ii] Federal Reserve Bank of Boston, “New England Economic Conditions Through April 22, 2025”.

[iii] Ibid.

[iv] Empower, “Retirement readiness trends: Financial preparedness snapshot”, March 26, 2025.

[v] Ibid.

[vi] Empower, “Retirement readiness trends: Financial preparedness snapshot”, March 26, 2025.

[vii] Ibid.

# Sector Analysis

## Overview

In 2024, total financial services employment stood at about 350,000 people in the New England region. Insurance and asset and wealth management have grown their headcount in recent years, while banking has seen a modest decline. Interestingly, credit unions appear to be quite healthy both in terms of employment and attracting assets. And that has helped banking retain roughly 133,000 workers in New England, equal to 38% of financial services employment in the region.

Insurance now leads regional Financial Services employment levels with approximately 158,000 people employed or 45% of the total Financial Services workforce. Asset management employs about 60,000, accounting for 17% of industry employment. Financial services industry employment ranked as the ninth largest among the region's top 10 industries. While Financial Services's ranking has slipped modestly in recent years as employment levels have dipped, that stands in contrast to rapid hiring in other industries, most especially health care.



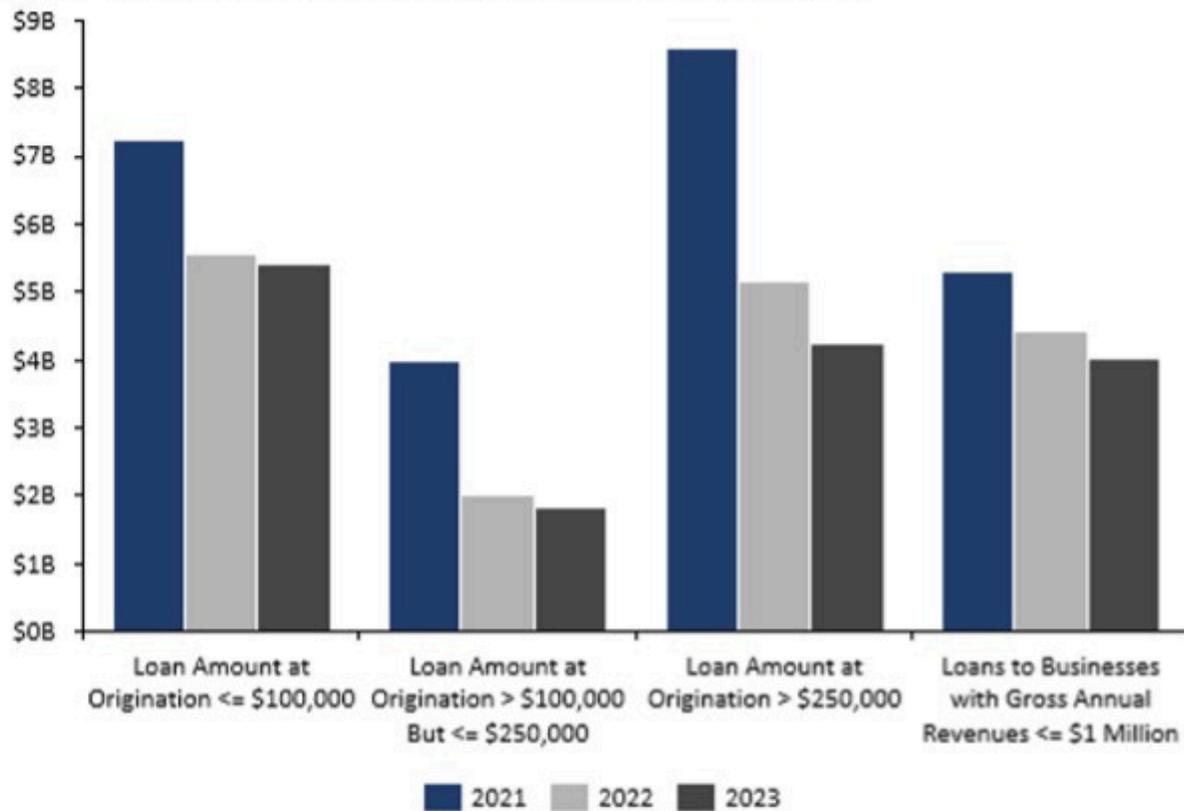
Below we detail notable trends by sector.

## Banking

New England banks remain important drivers of small-dollar lending in support of the region’s local proprietors and family-run enterprises. For example, in 2023, lending to businesses with annual revenue of \$1 million or less was about \$4 billion, little changed from the post-pandemic stimulus-supported lending in 2021 of approximately \$5 billion.

### With the end of pandemic stimulus, small business loan demand adjusted to normal conditions

2021 - 2023 CRA Loans by Origination for the NE Region

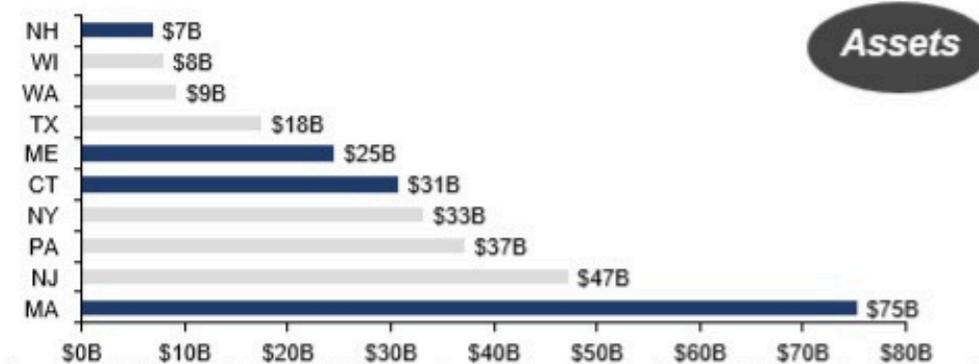
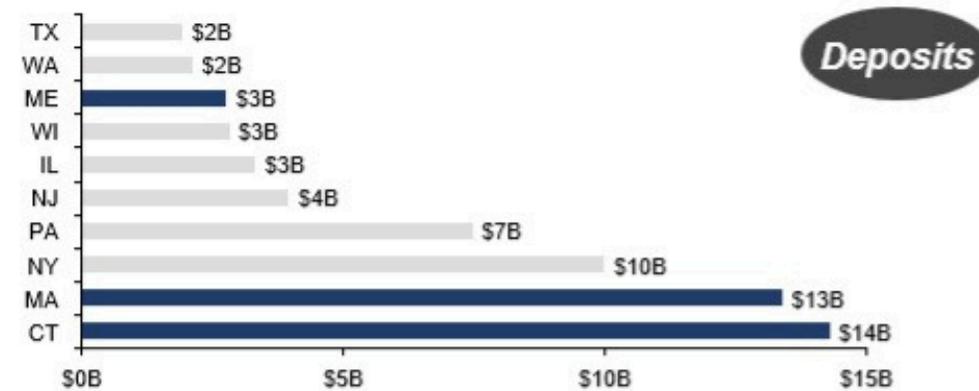


Sources: FFIEC

Savings banks are also an integral part of the NE banking economy. They continue to hold significant influence both within the region and nationally in attracting deposits and assets. Among the top 10 states ranked by savings bank deposits, the NE region boasts three states: Connecticut, Massachusetts, and Maine. Four of the region's states rank among the top 10 states in savings bank assets: Massachusetts, Connecticut, Maine, and New Hampshire.

### Savings bank deposits and assets remain concentrated in northeastern states

Top 10 Savings Banks by Assets and Deposits 2024 (\$)



Sources: S&P Capital IQ : Deposit Summary by State for all states for 2024, U.S. Banking Industry Aggregates (and by state) for 2024

Over the last decade, New England credit unions have remained strong, testament to their unique cultural and financial value to the region. New England’s strong consumer connection with credit unions – arguably stronger than in other parts of the country – suggests that the retail member-centric business model the industry provides resonates with a growing part of the populace and businesses. Massachusetts leads the other NE states with 129 credit unions managing \$56 billion in assets, amounting to 44% and 49%, respectively, of the regional totals.

### Credit Union’s assets and location growth suggest an increasing reliance on them as institutions

New England Credit Union Operating Metrics 2024

State	Number of Credit Unions	Total Assets
MA	129	\$56B
CT	71	\$15B
ME	49	\$13B
VT	16	\$7B
RI	15	\$11B
NH	13	\$13B
<b>Total</b>	<b>293</b>	<b>\$115B</b>

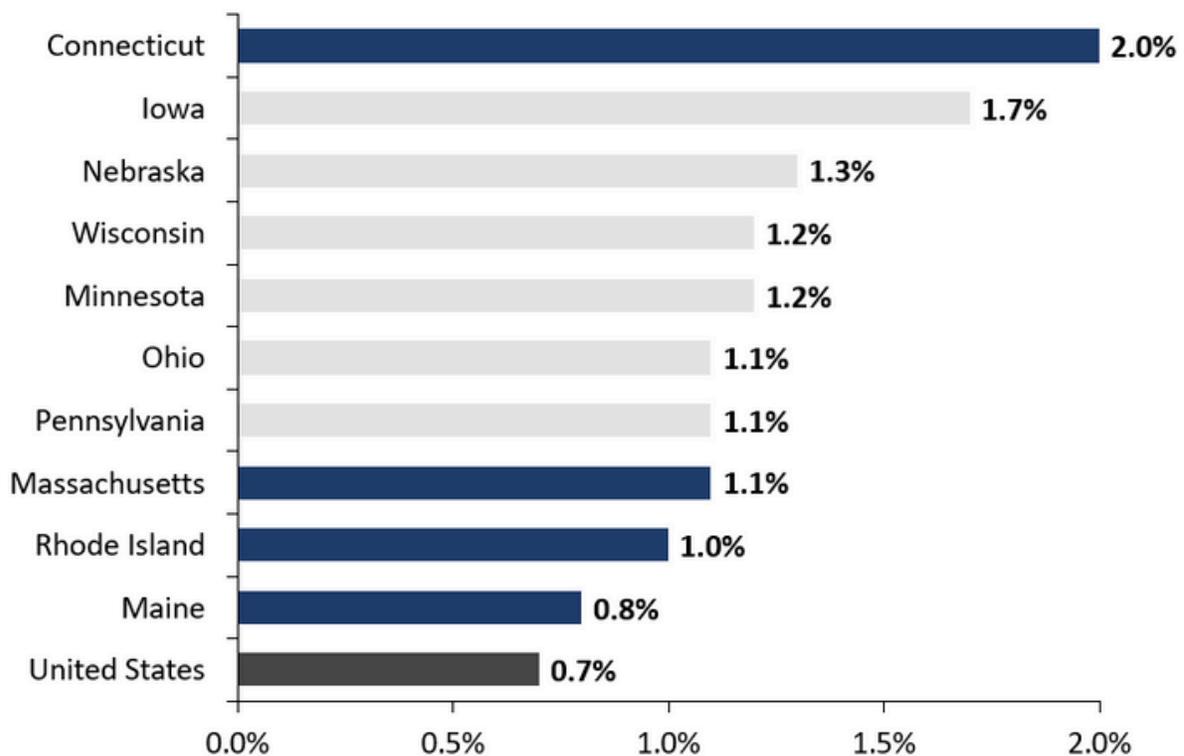
Sources: New England Council, S&P Capital IQ

## Insurance

The New England region remains a stronghold for insurance industry employment and corporate headquarters. The so-called “Insurance Capital of the World,” Connecticut, leads the nation in insurance employment as a percentage of total state employment at 2.0%. Massachusetts, Rhode Island and Maine are the other regional states that boast higher-than-the-national-average insurance employment. Still, it should be noted that in recent years several Midwestern states report increasing industry employment.

### Connecticut leads in insurance employment, but the gap has compressed vs emerging Midwest states

Insurance Carrier Employment as a % of Total State Employment by Top States, U.S Overall, Q2'2024

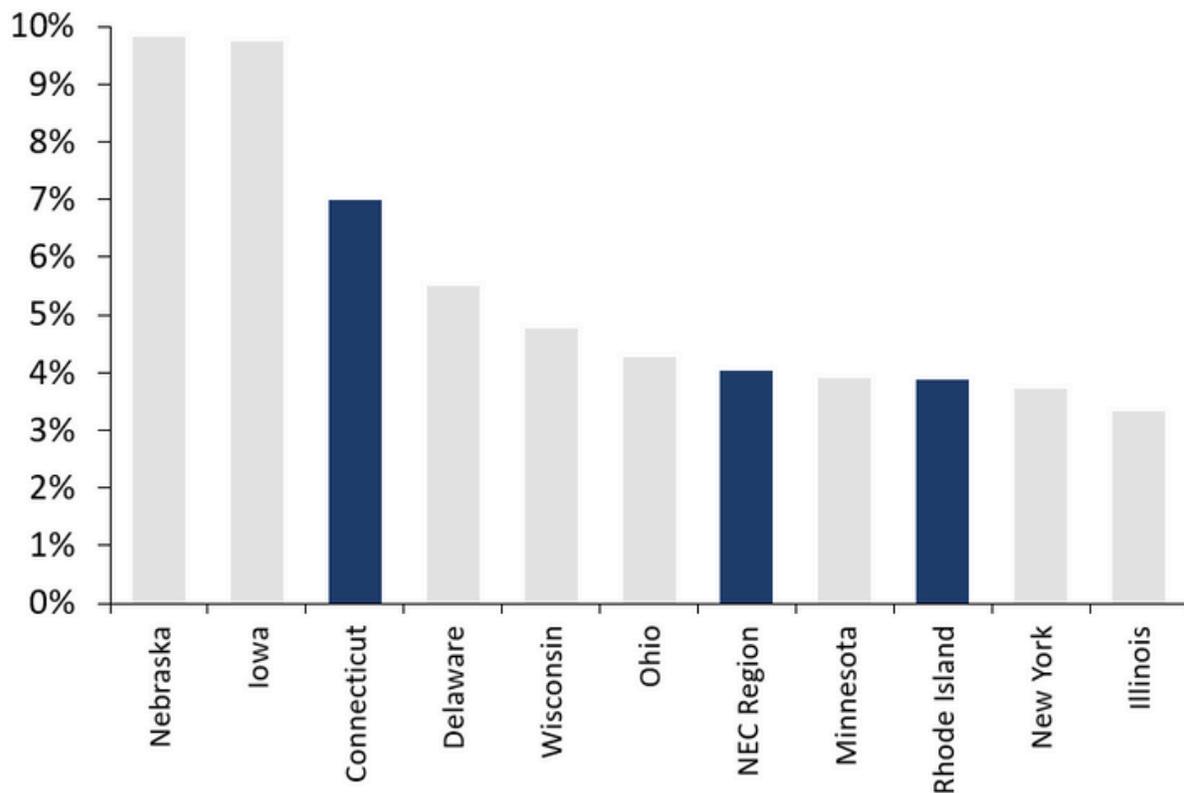


Sources: The New England Council, JobsEQ

Shifting focus from employment to the industry’s share of state GDP, Connecticut moves down to third place, eclipsed by Nebraska and Iowa, reflecting in part the attraction of favorable business environments that foster the expansion of insurance operations in those Midwestern states. A drive to lower operational costs while keeping facilities domiciled in the US may also be a factor in the rankings.

## NE insurance economic impact leadership is gradually being challenged, 5 of top 10 states are now in the Midwest

Insurance Industry Share of State GDP, Top 10 States, 2023

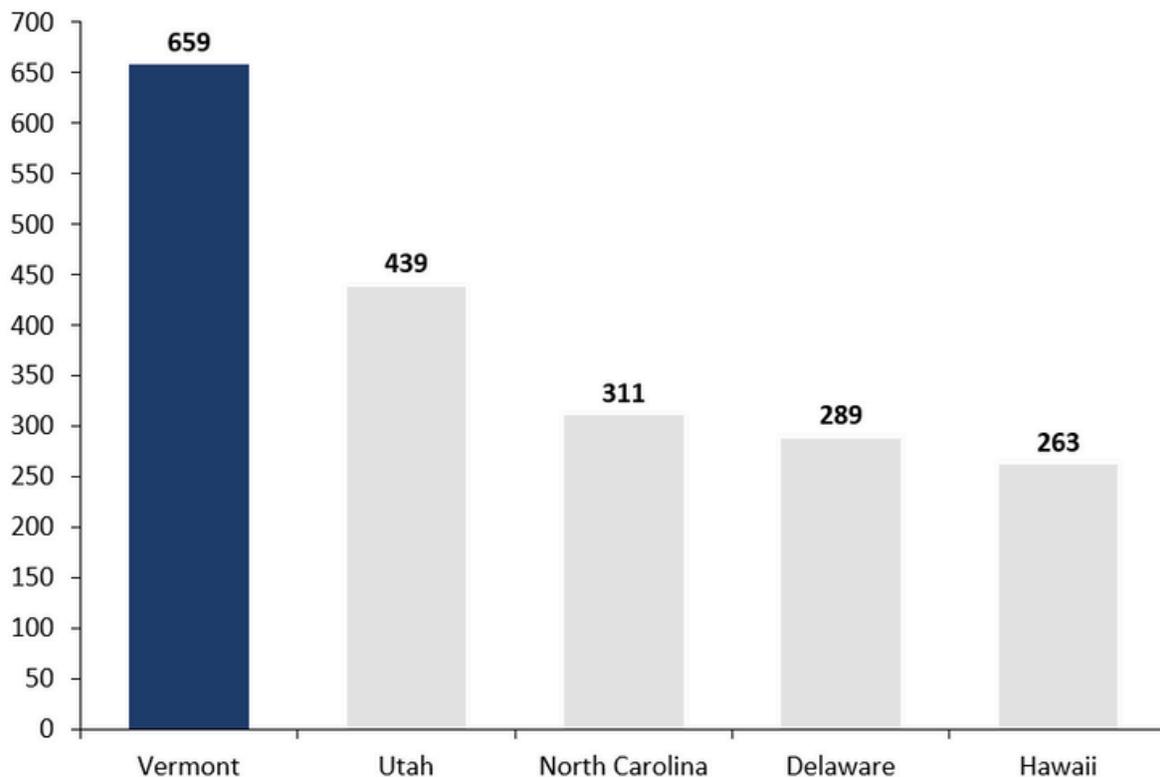


Sources: JobsEQ, The New England Council, Forbes

In captive insurance, Vermont retains its strong leadership position as it attracts more of these types of carriers. Vermont’s captive insurance count is one-third higher than its next nearest competitor, Utah. We note that North Carolina has emerged as a strong competitor, however its captive insurance count is less than half that of Vermont.

**While other states offer captive insurance opportunities, Vermont remains the clear choice for businesses**

**Captives by State, Top 5, 2023**



Sources: Insurance Information Institute, The New England Council

**Asset Management**

New England is home to some of the major service providers in the asset management industry. Boston in particular is a hub for asset management servicing (such as fund accounting, custody and technology) through organizations such as State Street Corp., Citigroup Inc., The Bank of New York Mellon Corp. and JPMorgan Chase and Co. We have also seen additional new investment into New England by organizations such as Northern Trust and SS&C Technologies, Inc. It is a vibrant community and a world-renowned center of excellence for asset servicing which brings jobs and investment.

There continues to be a trend towards outsourcing functions in the asset management space and therefore continuing growth in industry-focused fintech enterprises, including AI company OnCorps, Inc. Additionally, large professional services firms are putting an emphasis on New England as a hub for new asset management outsourcing businesses given its strategic importance to the overall industry.

Beyond servicing, managing investments to build the wealth that drives home purchases, college tuition or retirement is critical to the growth of the American economy. And New England remains a stalwart force within asset management, helping Americans to attain their financial goals. Two of the top 10 largest retirement plan and retirement savings managers – Fidelity Investments (FMR LLC.) and State Street Corp. -- oversee a combined \$1.5 trillion in assets from their headquarters in Massachusetts.

### As defined benefit plans declined in favor of defined contribution plans, manager AUM shifted

Top 10 US Defined Benefit/Contribution Money Managers, 2023

Company Name	Defined Contribution	Defined Benefit	Total	Location
Vanguard	\$2.2T	\$29B	\$2.2T	PA
BlackRock	\$1.4T	\$627B	\$2.0T	NY
Fidelity	\$1.3T	\$70B	\$1.4T	MA
State Street	\$680B	\$410B	\$1.1T	MA
T.Rowe Price	\$627B	\$41B	\$668B	MD
Capital Group	\$522B	\$26B	\$548B	CA
Nuveen	\$532B	\$4B	\$536B	IL
JP Morgan	\$310B	\$150B	\$460B	NY
Northern Trust	\$217B	\$128B	\$345B	IL
Prudential	\$207B	\$193B	\$400B	NJ

Source: Pensions and Investments

## Private credit

Private credit is driving change across the financial services markets. Both traditional and alternative asset managers are building capital flywheels and innovating new investment structures while developing scalable operating platforms. Banks are upgrading lending strategies, servicing capabilities, custody and trust services to serve and partner with credit platforms. Leaders are also navigating complex corporate frameworks, including refining tax efficiency and mitigation of risks to safeguard long-term profitability. Insurers are placing capital in credit strategies, investing in internal credit capabilities while also partnering with credit investment firms.

And capital allocators, including institutional and retail advisors, are directing larger amounts to this increasingly diverse asset class. Private credit fund sponsors are aiming to offer more mainstream investment vehicles to high-net worth clients, and also to retail investors to attract capital to lend out.



Private credit fund sponsors are also expanding their lending operations with the aim of operating in every area now served by banks and non-bank lenders. How big could private credit be? Seven of the largest private credit firms have made public projections of the total addressable market (TAM) for this type of lending. On average, they say the TAM is about \$31 trillion dollars, according to PwC research covering firms with approximately \$1.24 trillion in private credit AUM.

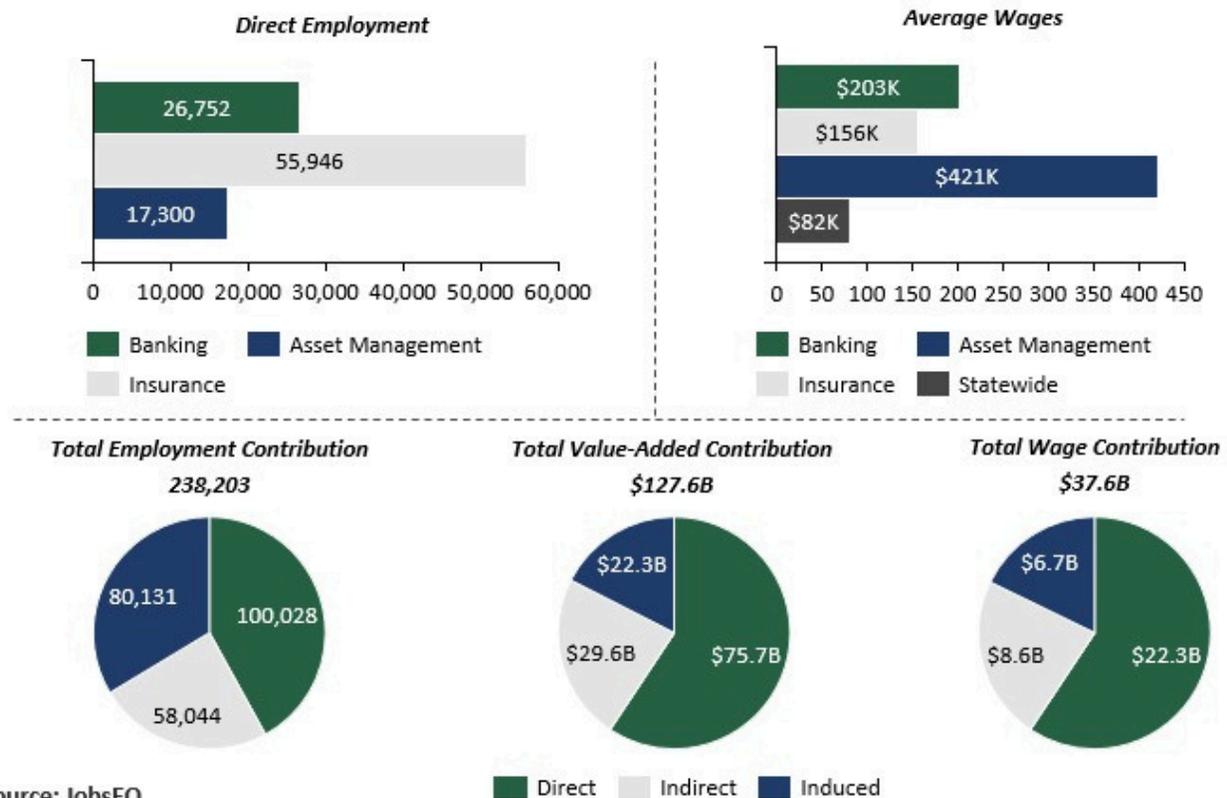
Regardless of institution or investment type, new and differentiated technology, best in class operations, tax structures and valued partnerships will be the catalysts used to capitalize on the private credit growth opportunity. Private credit appears poised to be at the center of debt capital markets in the years ahead, requiring all participants in the financial services ecosystem to evaluate how these factors impact their strategy.

# State by State Analysis

## Connecticut

### Connecticut Quick Facts

Data as of Q2'24



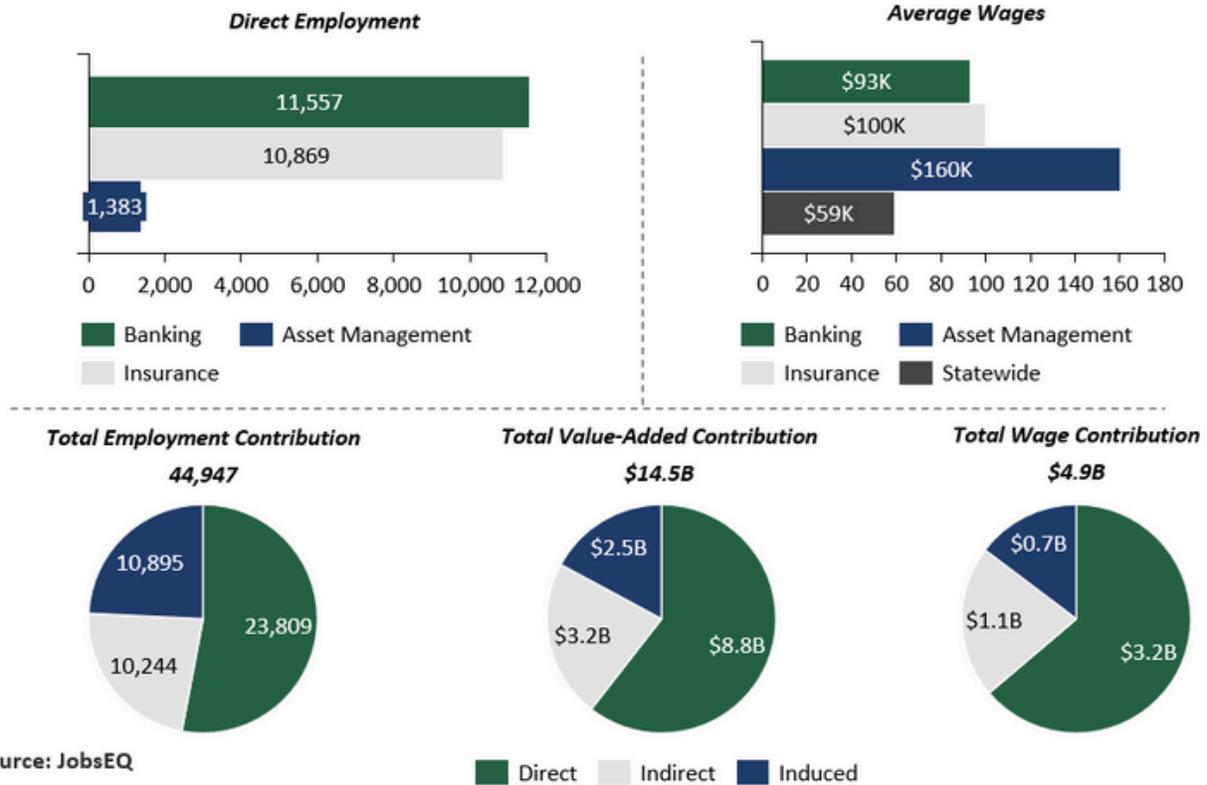
Connecticut's economy benefits greatly from its leading insurance employment position and leading ranking in asset management activities. Nearly 56,000 people in the state were employed in insurance as of the second quarter of 2024, outnumbering the combined banking and asset management workforce of just over 44,000. As a percentage of total state employment, 13% of jobs in Connecticut are attributable to financial services including direct, indirect and induced employment equal to about 238,203 jobs.

From a wage perspective, asset management roles in the state, on average, paid five times more than the average wage: \$421,000 per year compared with \$82,000. The financial services industry's total wage contribution in Connecticut, including direct, indirect and induced, was \$37.6 billion. Its total value-added contribution stood at \$127.6 billion.

# Maine

## Maine Quick Facts

Data as of Q2'24



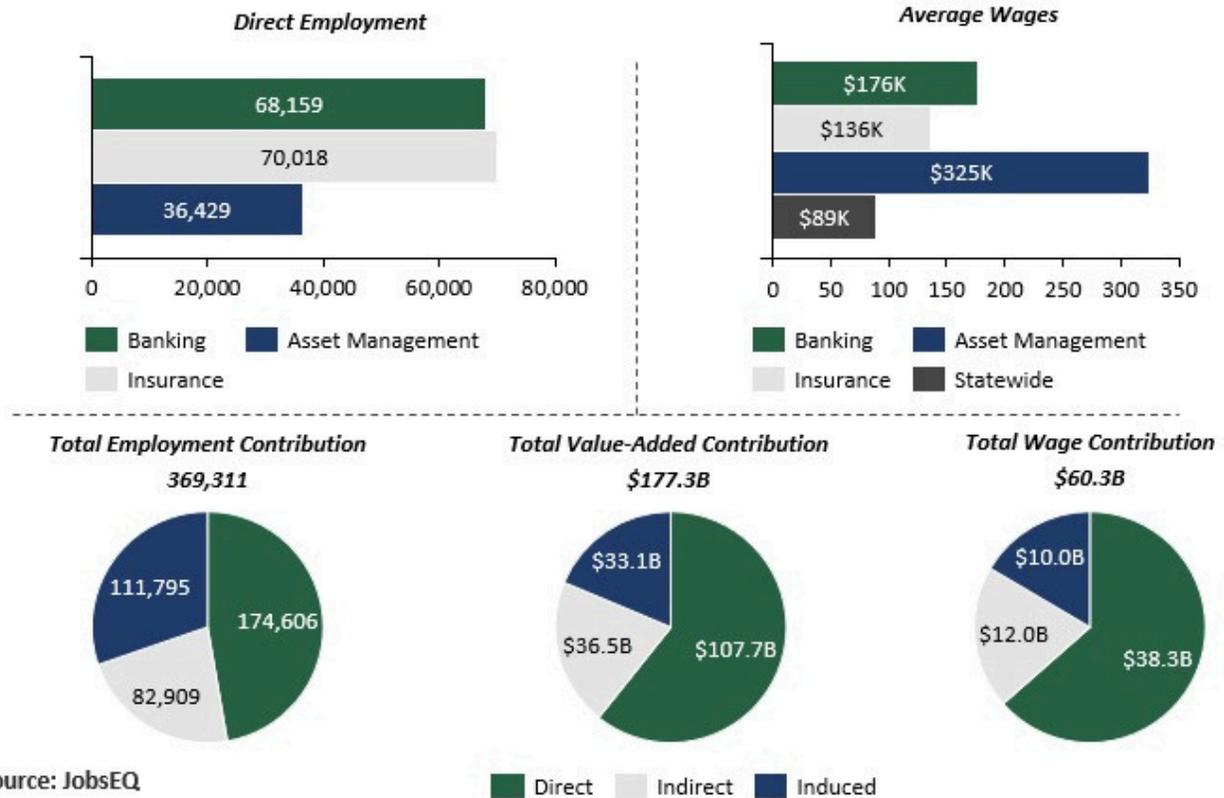
Banking and insurance play dominant roles in Maine’s financial services industry. Over the last decade, Maine has been the only New England state to increase banking employment. Financial services direct, indirect and induced employment account for about 6% of Maine's economy or approximately 44,948 jobs.

From a wage perspective, financial services average compensation ranges from 60% to 170% higher than the state’s average wage. The financial services industry’s total wage contribution in Maine, including direct, indirect and induced, was \$4.9 billion. Its total value-added contribution stood at \$14.5 billion.

# Massachusetts

## Massachusetts Quick Facts

Data as of Q2'24



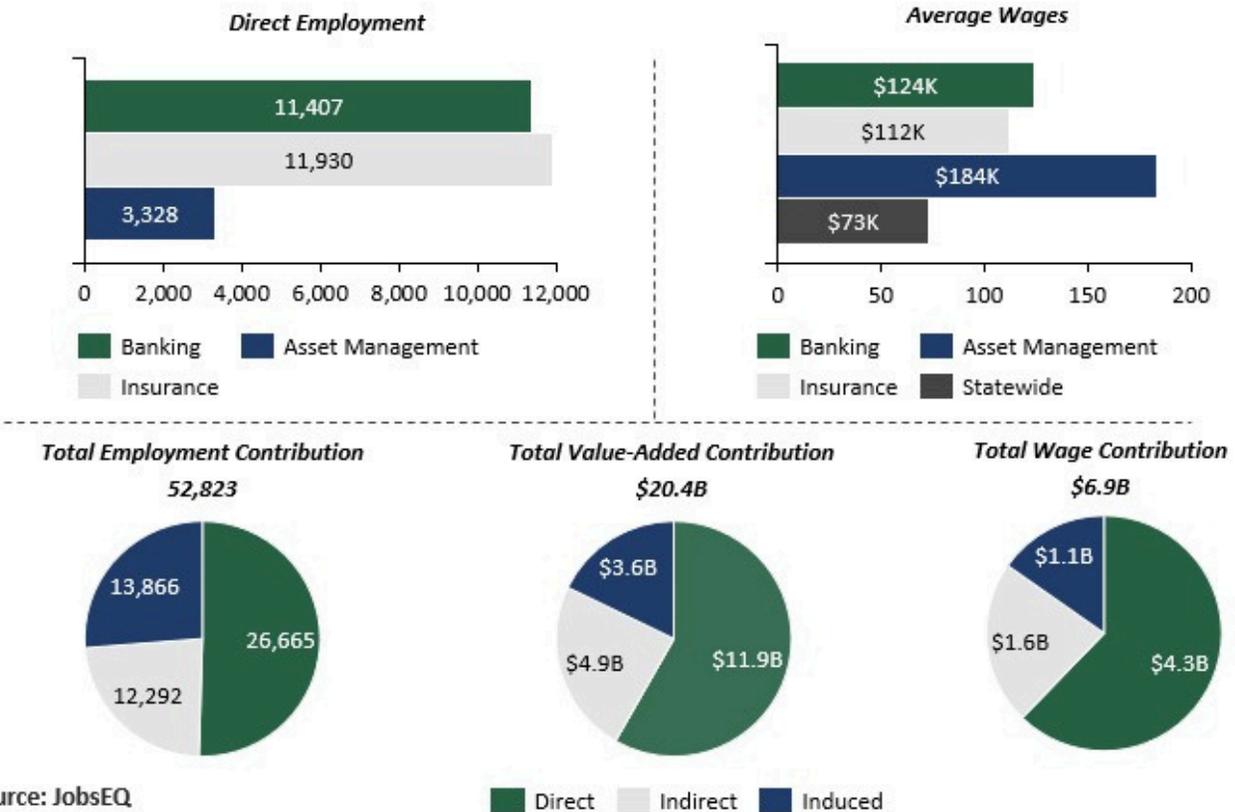
Growth in asset management employment in Massachusetts has offset declines elsewhere over the last decade. Meanwhile, compensation experienced strong growth. Financial services direct, indirect and induced employment account for about 9% of Massachusetts' employment or approximately 369,310 jobs.

From a wage perspective, financial services average compensation ranges from 53% to 265% higher than the state's average wage. The financial services industry's total wage contribution in Massachusetts, including direct, indirect and induced, was \$60.3 billion. Its total value-added contribution stood at \$177.3 billion.

## New Hampshire

### New Hampshire Quick Facts

Data as of Q2'24



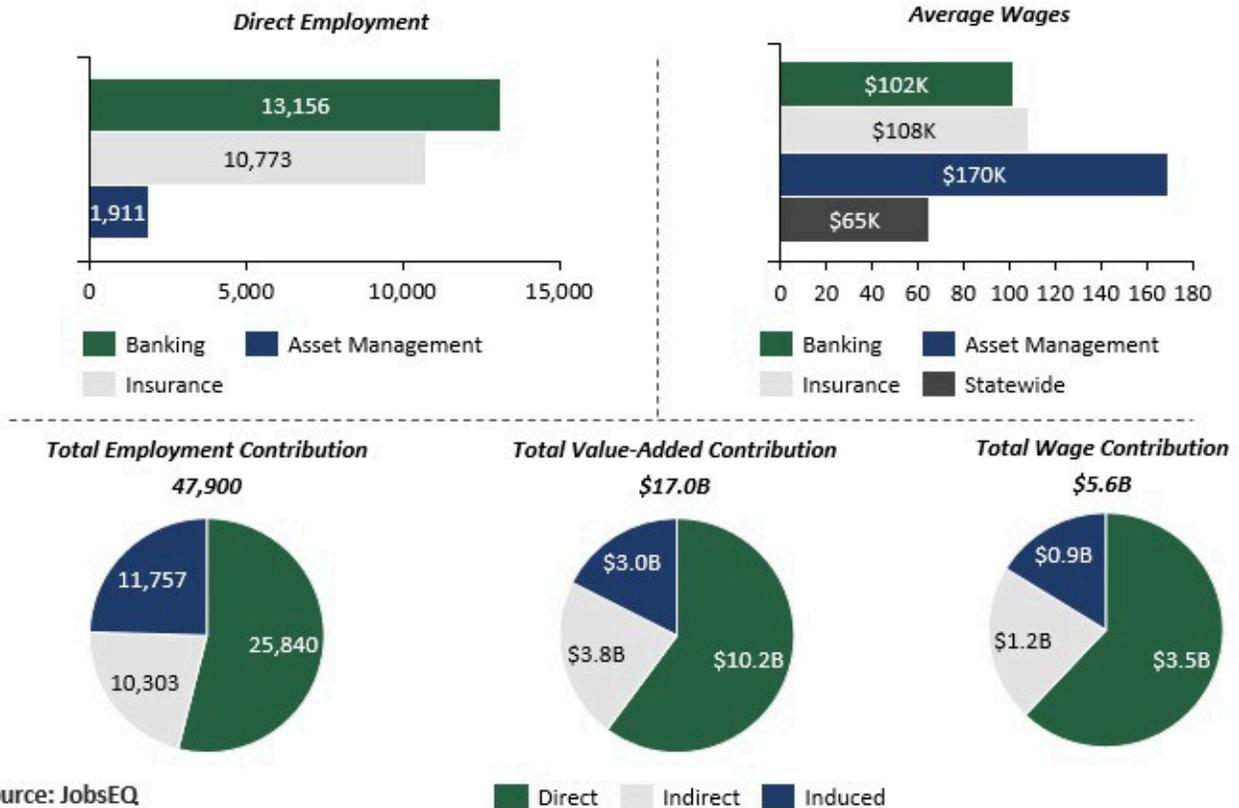
Asset management employment gains continue in New Hampshire acting as a buffer amid declines elsewhere in financial services in the state. Financial services direct, indirect and induced employment account for about 7% of New Hampshire's employment or approximately 52,823 jobs.

From a wage perspective, financial services average compensation ranges from 70% to 152% higher than the state's average wage. The financial services industry's total wage contribution in New Hampshire, including direct, indirect and induced, was \$6.9 billion. Its total value-added contribution stood at \$20.4 billion.

## Rhode Island

### Rhode Island Quick Facts

Data as of Q2'24



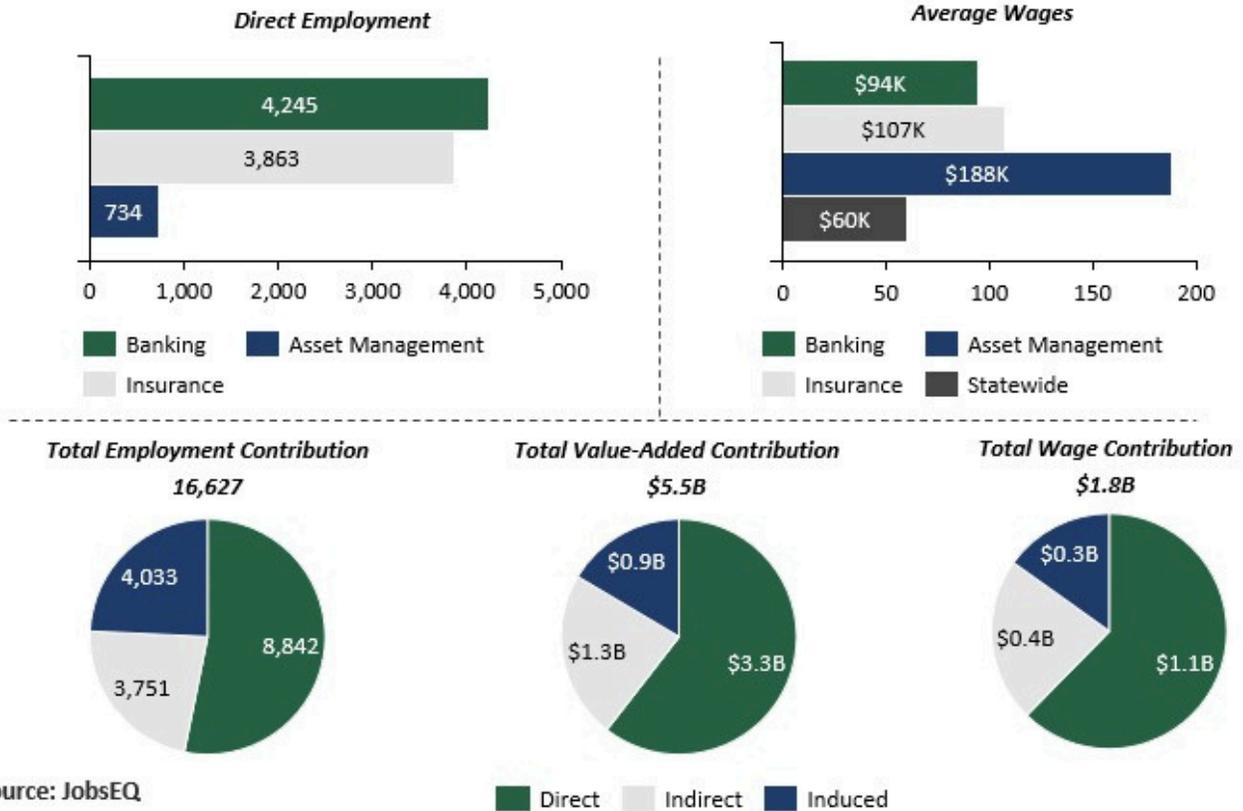
Among the New England states, Rhode Island boasts the highest concentration of direct financial services employees, comprising 5% of all statewide jobs. Insurance and asset management were adding workers. Financial services direct, indirect and induced employment account for about 9% of Rhode Island's employment or approximately 47,900 jobs.

From a wage perspective, financial services average compensation ranges from 57% to 161% higher than the state's average wage. The financial services industry's total wage contribution in Rhode Island, including direct, indirect and induced, was \$5.6 billion. Its total value-added contribution stood at \$17.0 billion.

# Vermont

## Vermont Quick Facts

Data as of Q2'24



Vermont’s asset management employment, though small, continued to increase, bolstering the industry’s total wage contribution. And Vermont continued to lead the nation in captive insurance carriers.

Financial services direct, indirect and induced employment account for about 6% of Vermont’s employment or approximately 16,626 jobs.

From a wage perspective, financial services average compensation ranges from 57% to 213% higher than the state’s average wage. The financial services industry’s total wage contribution in Vermont including direct, indirect and induced, was \$1.8 billion. Its total value-added contribution stood at \$5.5 billion.

## NEC Member Spotlights

*Beyond the data in this report, the financial services industry in New England also supports the region's economic wellbeing through a wide array of innovative community and philanthropic initiatives. In the pages that follow are specific examples of a variety of such initiatives.*

### Credit Unions Support Local Communities Throughout New England

The Cooperative Credit Union Association (CCUA) represents 140 member-owned cooperatives with over 4.2 million members in three New England states: New Hampshire, Massachusetts, and Rhode Island. CCUA member credit unions across New England center the community not just in their work but also through their social responsibility.



The Credit Unions of Rhode Island have centered their social responsibility with the Special Olympics of Rhode Island. They have participated in unified bowling for over 16 years, raising over \$1.3 million and volunteering annually at the Rhode Island Special Olympics Summer Games to ensure all athletes can participate in sports.

Massachusetts credit unions have partnered for almost three decades with the Massachusetts Coalition for the Homeless: A Bed for Every Child. To date, 114 Commonwealth credit unions have raised over \$3 million, built thousands of beds, and collected hundreds of thousands of books for those children to read in their new bed.

Over the past 28 years, New Hampshire's credit unions have consistently supported Make-A-Wish New Hampshire as the largest corporate sponsor. Thirteen credit unions have collectively raised over \$3.8 million to grant wishes, and in 2024, Make-A-Wish NH granted a record-breaking 97 wishes.

*For more information on CCUA, please visit [www.ccua.org](http://www.ccua.org) or contact Adrian Velazquez, Esq., Chief Advocacy Officer, at [avelazquez@ccua.org](mailto:avelazquez@ccua.org).*

## FHLBank Boston's Equity Builder Program Makes Homeownership Accessible

It's the simple things – like relaxing in the living room after work or watching her 6-year-old daughter roam from room to room – that Vanessa Bonheur enjoys most about being in her new home in Whitman.



It is a big step away from the single room in Brockton crammed with clothing and other belongings that Bonheur rented for five years. Now, Bonheur has a place of her own and her daughter, who was just months old when they first moved into the single room, sleeps in her own bedroom.

Bonheur spent more than five years saving for a home, and in early August of 2024, moved into the two-bedroom, 1 1/2-bath townhome. The home purchase was possible because of help from BankFive. Christopher Craig, first vice president, regional sales manager at BankFive, worked with Bonheur to secure the mortgage loan and a \$30,806 down-payment assistance grant through FHLBank Boston's Equity Builder Program (EBP).

EBP, one of three homeownership assistance programs offered by FHLBank Boston, provides grants to first-time buyers earning up to 80% of the area median income for down payments and closing costs.

Each year, FHLBank Boston sets aside funds from FHLBank Boston's Affordable Housing Program – which provides grants and subsidized loans to banks and credit unions for affordable housing creation and preservation – specifically for EBP. Since EBP's inception in 2003, more than \$62 million in EBP grants have been awarded to assist 4,760 homebuyers.

"Housing affordability is a big problem in the state of Massachusetts, particularly for first-time homebuyers, and FHLBank Boston is doing something about it," said Craig.

In addition to the EBP grants, FHLBank Boston has awarded more than \$431 million in grants and subsidies through its Affordable Housing Program from 1990 through 2024 to build and rehabilitate 38,688 homes affordable to those earning up to 80% of the area median income. The Bank also disbursed more than \$72.4 million for other programs that support housing and economic development through 2024.

“High housing prices and mortgage payments continue to strain individuals and families in many New England communities. In partnership with members like BankFive, we are helping to give more people an opportunity to secure safe, affordable, and stable housing,” said FHLBank Boston President & CEO Timothy J. Barrett.

*For more information on the FHLBank Boston’s Equity Builder Program, please visit <https://www.fhlbboston.com/products-programs/housing-economic-growth/equity-builder-program/>, or contact Amy Iseppi, Vice President, Director of Government and Community Relations, at [amy.iseppi@fhlbboston.com](mailto:amy.iseppi@fhlbboston.com).*

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## Fidelity Strengthens Financial Wellbeing in Our Communities

Fidelity is proud to give back by supporting and uplifting the communities it serves in New England and beyond. Since its founding, Fidelity’s goal has been to strengthen customers’ financial well-being, and its community relations work supports this by engaging organizations that address a broad spectrum of community needs, investing in under-resourced individuals and families, and harnessing associates’ broad talents to help drive change. From financial education to addressing foundational student needs, like school transformations and food security, each community activation champion and drives this goal forward.



During Financial Literacy Month in April 2025, New England-based associates participated in financial empowerment activities, including hosting 14 financial education-focused events that reached more than 500 regional students. Teams also distributed 300 financial education “Action Packs” with take-home conversation starters to expand students’ financial empowerment journey beyond the classroom.

Throughout Fidelity Cares Month – a companywide month of service – in May 2025, Fidelity associates participated in a month of service across regional sites, investor centers, and virtually, making positive impact in their communities. Fidelity associates hosted a variety of events in collaboration with regional nonprofits, including student support initiatives, meal distributions, beautification projects, technology refurbishing, and skills-based volunteering programs. Across New England, more than 3,000 Fidelity volunteers participated in 50-plus events in May 2025.

Though these months are a major focus, Fidelity's efforts persist throughout the entire year. Through September 2025, more than 5,500 associates participated in at least one of the 240 Fidelity Cares events hosted in New England. Teams reached more than 59,000 individuals with activations focused on youth support, food insecurity, and financial empowerment.

Through Fidelity's Invest in My Education (ME)SM, a social impact initiative that provides access to education and ongoing support to students from under-resourced communities, Fidelity is proud to provide financial support and mentorship to more than 300 New England students attending colleges and universities in the region. Its Fidelity Scholars Program, which focuses on the "mighty middle" student (those with GPAs of 2.5-3.59), combines student scholarships with comprehensive ongoing support, including college success coaches, mental health and wellness resources, Fidelity mentors, financial education, and career readiness resources. Invest in My Education also offers Ecosystem-Building Grants, which improve pathways for thousands of under-resourced students, and Retention and Completion Grants, which help local higher education institutions keep at-risk students in school. In fall 2025, Invest in My Education – which is already active in Massachusetts and Rhode Island – will expand to New Hampshire for its next application cycle.

For more information on Fidelity Cares and Invest in My Education, visit <https://www.fidelity.com/about-fidelity/our-impact> or contact Jesse Stanesa, Northern Regional Public Affairs, at [Jesse.Stanesa@fmr.com](mailto:Jesse.Stanesa@fmr.com)

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## John Hancock Vitality Helps Customers Live Longer, Healthier Lives

As a life insurer, we believe John Hancock is uniquely positioned to help our customers live longer, healthier, better lives. This belief is the underlying tenet of our behavioral insurance offering, John Hancock Vitality, which launched in 2015 and remains our driving motivation to refine and grow the program ever since. The Vitality program is available with John Hancock life insurance policies and pairs long-term financial protection with technology, incentives and behavioral science to engage, inform and reward customers for making healthier choices every day.

The logo for John Hancock, featuring the name in a blue, cursive script font.The logo for Vitality, featuring the word in a red, bold, sans-serif font.

John Hancock Vitality helps customers take proactive steps to better understand and make more informed choices about their health. Customers who choose to participate earn points for simple, everyday activities like daily walks or other physical activity, buying fresh produce, preventive health visits, and getting a good night's sleep. Those points accumulate to determine status in the program, and each level correlates with a set of rewards which can include savings on life insurance premiums, discounts on fitness gear and apparel, and gift cards to popular retailers. The John Hancock Vitality program has continued to evolve to offer a comprehensive array of activities related to nutrition, mental well-being, preventative health, and early detection.

Over the last decade, the John Hancock Vitality Program has made a profound impact on customers' lives by influencing positive, long-term health outcomes through small, meaningful changes. John Hancock Vitality members, most of whom engage with the program at least twenty times per month, have consistently reported better health indicators and realized substantial financial savings. Based on such robust validation, we aspire to push the life insurance industry and our peers to follow our lead and embrace behavioral insurance through a shared-value approach that benefits our customers, our business and society at large.

For more information on John Hancock Vitality, visit <https://www.johnhancock.com/life-insurance/vitality.html> or contact Tom Crohan, VP & Counsel, U.S. Law & Government Relations, at [tcrohan@jhancock.com](mailto:tcrohan@jhancock.com).

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## Natixis Investment Managers Partners with Pine Street Inn to Support Local Community

Natixis Investment Managers (Natixis IM) believes it is our civic responsibility to help improve the quality of life in the communities where we live and work. We collaborate intently with local charitable partners – nonprofit human services providers, housing shelters, volunteer groups, community support, educational programming, and schools – to assist the most vulnerable populations.



Natixis IM focuses its efforts particularly on ensuring educational access and enhancement and allocating career-related resources to help provide individuals with the necessary tools to achieve their own personal success. This mission corresponds

with Natixis IM's business goal of helping investors to live better financial lives.

As a long-standing core charitable partner, Pine Street Inn provides one example of the local impact of Natixis IM's distinctive multi-faceted approach to giving. Along with financial support throughout our decade-plus collaboration, Natixis IM coordinates employee volunteering activities at Pine Street such as job/resume training, business plan assistance, celebrating graduates of the Workforce Development Program, and food preparation. We are proud to contribute to Pine Street's success, which includes a housing retention rate of 96% and securing 1,100 clients in permanent housing – 100 units beyond their goal and up 450 units in 2024 – further strengthening housing security for our vulnerable community members.

On a broader level, Natixis IM's philanthropic program has cultivated a robust corporate culture of giving and engagement in the region. This culture supports local nonprofit organizations while also inspiring employees to pursue their own causes and initiatives, thereby creating opportunities to amplify positive impact throughout our community.

For more information on Natixis Investment Managers, please visit <https://www.im.natixis.com/> or contact Kari Grant, Vice President, Government Relations, at [kari.grant@natixis.com](mailto:kari.grant@natixis.com).

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## Community Development Financial Institutions Play Critical Role in New England's Financial Sector

As one of the first certified Community Development Financial Institutions in the nation, the New Hampshire Community Loan Fund paved the way for a network of lenders providing fair and affordable financing to people who can't access mainstream financial systems, particularly in low-income communities.



**New Hampshire  
COMMUNITY  
LOAN FUND**

The 64 CDFIs headquartered in New England are trusted partners to both the public and private sectors, building steppingstones for borrowers to realize their economic potential and grow their wealth. They work closely with traditional banks and other funders to leverage every dollar eight times and go deeper in local communities. The coaching they provide alongside their lending creates successful borrowers and

charge-off rates below one percent.

The New Hampshire Community Loan Fund's model turns donations and investor funds into loans, coaching, and guidance to people, businesses, nonprofits, and communities to enable them to own and preserve affordable homes, start small businesses, access cost-saving energy solutions, and provide strong community services.

It's a model that works. Since 1983, the Community Loan Fund has helped create or preserve more than 11,000 affordable homes. More than 650 business owners have used the Community Loan Fund's loans and coaching to help their businesses grow.

The simple idea of neighbors investing in neighbors to create stronger communities has resulted in more than \$1 billion in impact in New Hampshire, Vermont, and Maine.

Community Development Financial Institutions are important members of the financial services community. Let's work together to help people across New England become bankable and financially self-sufficient.

For more information on the New Hampshire Community Loan Fund, please visit [www.communityloanfund.org](http://www.communityloanfund.org) or contact Katie McQuaid, Vice President of External Relations, at [kmcquaid@communityloanfund.org](mailto:kmcquaid@communityloanfund.org).

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## Conclusion

The financial services industry is a driver of job creation, economic growth, and upward mobility in the New England region. While it is a diverse industry, these commonalities exist in all of the subsectors. As such, The New England Council's hope is that this report provides the readers with key data that underscores the importance of the industry to the region, and helps explain the critical role that financial services plays.

The story of financial services is engrained in our everyday lives. We rely on banks and credits unions to keep our hard earned money safe and accessible upon demand; we entrust the dedicated employees of the asset management industry to help us prepare for retirement; we expect insurers to protect our homes, vehicles, and treasures in the event of tragedy; and we depend on financial firms of all stripes to participate in building and strengthening our communities, from providing a start-up

loan to an aspiring entrepreneur, to insuring a new job-creating office complex in a major city, to offering employees the opportunity to volunteer their time to clean up a park. Nearly every facet of our everyday lives is supported, in some way, by the financial services industry.

To policymakers, we ask that, when considering legislation and actions that impact the financial services industry, you be mindful of the constituents employed by financial firms, and the economic input – direct, indirect, and induced – that this industry brings to bear in your states and districts. And to the general public, our hope is that you have gained a greater understanding of the positive role that this critical sector plays right here in New England.

Your neighbors and friends are bank tellers, brokers, and insurance agents; they are safeguarding your savings, managing your investments, processing your claims, and looking out for your financial well-being. While no industry is without flaws, the 350,000 hardworking, dedicated direct employees of the financial services sector are the lifeblood of an industry that is helping make life better for you and your family.

## Appendix A: Methodology

Data on direct employment and wages in the financial services industry and the banking, asset management, and insurance sectors is based on data from the Quarterly Census of Employment and Wages (QCEW), which is administered by the Bureau of Labor Statistics (BLS) and data from the Bureau of Economic Analysis (BEA). For the purposes of this report, the financial services industry was defined using the following NAICS codes:

NAICS Code	Sector	Description
52		Financial Services
521	Banking	Monetary Authorities-Central Bank
522	Banking	Credit Intermediation and Related Activities
5231	Banking	Securities and Commodity Contracts Intermediation and Brokerage
5232	Banking	Securities and Commodity Exchanges
5239	Asset Management	Other Financial Investment Activities
524	Insurance	Insurance Carriers and Related Activities
525	Asset Management	Funds, Trusts, and Other Financial Vehicles

The QCEW is a near comprehensive census of employment and wages at the national, state, and county levels for workers covered by state unemployment insurance laws and federal workers covered by the Unemployment Compensation for Federal Employees program. It does not include the self-employed, unpaid family workers, or private household employees. Jobs are counted regardless of full-time or part-time status. Individuals who hold more than one job may be counted more than once. In order to protect the confidentiality of firms' information, the Bureau of Labor Statistics does not disclose data that would be easily identifiable to individual participating companies. We relied on employment data from the Bureau of Economic Analysis to impute QCEW data that was not disclosed at the state level. The QCEW data on wages does not include the cash value of benefits. Wage data from the BEA was used to supplement the QCEW wage data in order to estimate benefits.

Employment and wage data from the QCEW and BEA were used in conjunction with the IMPLAN economic model (2013 database) to quantify direct, indirect, and induced employment, wage, value added, and output impacts of the industry in New England.

IMPLAN is a well-known modeling system developed by the Minnesota IMPLAN Group for estimating economic impacts and is similar to the Regional Input-Output Modeling System developed by the U.S. Department of Commerce. The model is primarily based on government data sources. It can address a wide range of impact topics in a given region (county, state, or the country as a whole).

IMPLAN is built around an "input-output" table that relates the purchases that each industry has made from other industries to the value of the output of each industry. To meet the demand for goods and services from an industry, purchases are made in other industries according to the patterns recorded in the input-output table. These purchases in turn spark still more purchases by the industry's suppliers, and so on. Meanwhile, employees and business owners make personal purchases out of the additional income that is generated by this process, sending more new demands rippling through the economy.

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## Author



The New England Council is a non-partisan alliance of businesses, academic and health institutions, and public and private organizations throughout New England formed to promote economic growth and a high quality of life in the New England region. The Council's mission is to identify and support federal public policies and articulate the voice of its membership regionally and nationally on important issues facing New England. The Council works to foster positive working relationships between its members and key federal policy makers, including members of Congress and leaders of key federal agencies. As a non-partisan organization, the Council has forged strong relationships with leaders on both sides of the aisle, and has won the respect of Democrats and Republicans alike. The Council is proud to be the region's oldest regional business association, founded in 1925 and celebrating its 100th anniversary in 2025.

## Contributors



# THE NEW ENGLAND COUNCIL

Founded in 1925, The Council is a non-partisan alliance of businesses, academic and health institutions, and public and private organizations throughout New England formed to promote economic growth and a high quality of life in the New England region.

## Contact Us:

### **Boston Office**

**98 North Washington Street**

**Suite 303**

**Boston, MA 02114**

**(617) 723-4009**

**[necouncil@newenglandcouncil.com](mailto:necouncil@newenglandcouncil.com)**

### **Washington Office**

**1411 K Street, NW**

**Suite 700**

**Washington, D.C. 20005**

**(202) 547-0048**

**[necouncil@newenglandcouncil.com](mailto:necouncil@newenglandcouncil.com)**