



RENARD INTERNATIONAL
HOSPITALITY SEARCH
CONSULTANTS

2016

World Wide Gaming Compensation Study



**We represent the “Superstars” of the present and the future!
We guide our clients towards new heights of financial success.**



Table of Contents

1. Introduction
2. 2016 Online Gambling Salary Survey
3. Management Role Overseen Casino / Hotel Operations
4. Corporate Compensation by Company Revenues
5. Hotel Services – Single Unit Compensation
6. Casino Management – Property Level Compensation
7. Department Head Salary Survey
8. Casino Executive Committee & Department Head
9. Casino Executive Committee Member – Hotel Component



Introduction to Compensation in the Gaming Industry - 2016

When we did our initial research for our 1995 gaming compensation study, over 20 years ago, the surveys were restricted to solely Las Vegas and Atlantic City. Now, decades later, almost every state in the USA, all provinces in Canada and over 30 different countries offer some form of legalized gaming experience. This takes into consideration Macau, Malaysia, Singapore, the Bahamas, Philippines, Saipan, Korea, Netherlands, Antilles, UK, Switzerland, Vietnam etc. all of whom also offer a similar gaming experience. There are over 216 gaming jurisdictions globally.

With the growth of casinos, the need for experienced management talent has become extremely spirited and for certain difficult postings, cut throat. In turn, upward pressure on executive compensation continues to exist as most of the major casino organizations whom are publicly listed generally offer their key employees stock or stock options.

In our 2015 study, we examine the total cash compensation for senior executives, as well as other forms of compensation, such as stock or stock options.

We have formulated our surveys using data from almost 100 Gaming Corporations. Our sources include self reports, public documents, personal resources, direct requirements from the searches we received, and our salary survey data, which we solicited.

Comments

The most notable results of our study are the major differences in compensation paid by large and small players in the gaming industry, as well as those who are publicly listed as opposed to privately held. For example, the difference can be from a CEO stand point of a total compensation of US\$500,000 for a small gaming group to a large publicly listed organization where the CEO can earn in excess of US\$20Million.

We did not take into consideration any “Black-Scholes” evaluation where in 2015 the value of stock granted in previous years had a substantially higher or lower value than in the year it was granted.

We also noted that in previous years there was a separation of income by country and venue. With the growth of casinos, salaries are more closely aligned with less distinction.

In our previous study we focused on the major North American gaming areas, which included New York State, New Jersey, Nevada, Mississippi, and Ontario Canada, as well as all major native North American Gaming sites. In 2015, we now have in depth information on worldwide casino groups, many of which are still USA controlled. Our current International review takes special focus on the Bahamas, Macau, Vietnam and the Philippines.

We noted that the location and size of casino matters when preparing compensation levels; although the bonus remains fairly consistent as a percentage of the base salary. In other words many companies offer higher base incomes but their bonus percentages (i.e. 25% to 50% of base) are consistent.

As the gaming industry grows around the world, the escalation of pay seems inevitable. What does this mean for gaming companies? Higher payroll, a greater utilization of incentives and an overwhelming need to retain management talent.

The catalyst for this is the specialized USA style gaming which is prevalent everywhere and legal hiring requirements for gaming licenses by any one operating both in the USA and overseas. The majority of key players seem to still be recruited from the USA or Canada, which is why we call it the “bird cage effect”. *On the other hand, operations executives (non gaming executives) can come from anywhere around the world.

Our overall viewpoint is that, i n 2 0 1 6 , there will continue to be a “scavenger hunt” for USA Trained Gaming executives globally, with incestuous employment policies and engagement bonuses being the normal practice.**

Notes:

*The bird cage effect is when you shake the bird cage, the birds change perches (talent moves from company to company), but they are the same birds.

**USA citizens or green card casino executives even offshore must pay some USA taxes. Therefore, they are not tax free and require more financial incentives to recruit them.



**2016 Online Gambling Survey USA Based
(in \$USD) Base Salary Only**

	Median	High	Low
Software Engineer 105 International Game Technology	\$88k	\$196k	\$63k
Software Engineer II 59 International Game Technology	\$85k	\$121k	\$67k
Systems Analyst 53 International Game Technology	\$73k	\$89k	\$65k
Software Engineer III 51 International Game Technology	\$101k	\$146k	\$78k
Software Engineer IV 26 International Game Technology	\$115k	\$161k	\$89k
Computer Systems Analyst 16 International Game Technology	\$75k	\$132k	\$71k
Project Manager 15 International Game Technology	\$83k	\$99k	\$58k
Systems Analyst 15 International Game Technology	\$73k	\$81k	\$70k
Business Analyst 13 International Game Technology	\$74k	\$91k	\$72k
Software Engineer I 11 International Game Technology	\$77k	\$105k	\$68k
Technical Manager 11 International Game Technology	\$91k	\$148k	\$80k
Manager 9 International Game Technology	\$111k	\$148k	\$81k
Software Engineer (Product Assurance Engineer II) 9 International Game Technology	\$83k	\$94k	\$74k
Senior Software Engineer 8 International Game Technology	\$110k	\$151k	\$78k
Lead Software Engineer 8 International Game Technology	\$81k	\$95k	\$74k

Up and above base salary are extensive benefits and bonuses, and may include stock or stock options. The median value of bonuses and benefits is \$31.1% and some receive over 100% of base not including stock or stock options. This does not include hiring bonuses or one time special bonuses for devising a new process or inventing a new piece of software to increase traffic on the site, etc.



**Management Role Overseen Both Casino / Hotel Operations
Canada & USA 2005-2016
(Salary Rounded To Closest Thousand)**

Corporate	**Minimum Base Salary or Lowest Reported		**Average Base Salary		**Maximum Base Salary Reported		Average Bonus (Excluding Stock or Stock Options)		Average Total Cash Component		Average Total Financial Package (Including Stock or Stock Options)	
	2005	2016	2005	2016	2005	2016	2005	2016	2005	2016	2005	2016
*Chief Executive Officer	\$117	\$572	\$553	\$936	\$3,024	\$5,620	\$324	\$425	\$867	\$2,100	\$1,836	\$3,000
*Chief Financial Officer	\$113	\$297	\$298	\$545	\$768	\$1,300	\$103	\$215	\$433	\$770	\$961	\$1,100
*Chief Operating Officer	\$67	\$255	\$434	\$652	\$1,404	\$2,750	\$217	\$395	\$647	\$840	\$1,621	\$1,990
*Executive Vice President	\$130	\$291	\$282	\$519	\$621	\$1,750	\$139	\$270	\$409	\$536	\$550	\$969
*Sr. VP Operations	\$129	\$276	\$251	\$426	\$541	\$1,575	\$127	\$271	\$422	\$515	\$535	\$850
*VP Sales / Marketing	\$113	\$253	\$189	\$299	\$283	\$639	\$66	\$144	\$243	\$400	\$334	\$590

- These roles in many cases are not the most senior in the organizations so may not be the highest earners and may report to another individual with a similar title in another division of the group.

- This does not include any initial hiring bonuses.

- Size matters; highest compensation logically goes to the casino hotels which are the largest with biggest revenues.

- Bonus programs potentially differ greatly between branded and independent operations.

- Long-term tenure employees have a great effect on base income.

* These figures are jaded by the fact that some casino companies' compensation and stock combined maybe up to 5 times higher than smaller private hotel & casino operations.

** Reports filed by public companies.



Worldwide
*** Global Study - Corporate Compensation by**
Company Revenues (in Thousands)

Company Annual Revenue	Average Base Salary		Average Bonus		Average Total Cash Component	
	2005	2016	2005	2016	2005	2016
Under \$150M/Year Chief Executive Officer	\$348	\$550	\$144	\$199	\$492	\$730
Over \$150M/Year Chief Executive Officer	\$1,032	\$1,388	\$2,033	\$1,170	\$3,066	\$2,450
Under \$150M/Year Chief Financial Officer	\$219	\$418	\$55	\$170	\$274	\$601
Over \$150M/Year Chief Financial Officer	\$484	\$802	\$260	\$329	\$744	\$1,275
Under \$150M/Year Chief Operating Officer	\$310	\$450	\$52	\$126	\$363	\$580
Over \$150M/Year Chief Operating Officer	\$648	\$977	\$418	\$555	\$1,067	\$1,555
Under \$150M/Year Exec. Vice President	\$209	\$375	\$67	\$115	\$276	\$501
Over \$150M/Year Exec. Vice President	\$400	\$555	\$288	\$298	\$684	\$799
Under \$150M/Year Sr. VP Operations	\$200	\$330	\$100	\$110	\$300	\$485
Over \$150M/Year Sr. VP Operations	\$413	\$450	\$262	\$288	\$675	\$726
Under \$150M/Year VP Sales / Marketing	\$172	\$226	\$32	\$77	\$204	\$330
Over \$150M/Year VP Sales / Marketing	\$340	\$380	\$187	\$217	\$627	\$594

Note: Did not include operations where total revenues were less than \$50 million. Many of these employees are long-term executives, which account for their large base salaries and exceptional bonuses.

- Bonus programs potentially differ greatly between branded and independent operations.
- Most information gained by public filing reports.
- Long-term tenure employees have a great effect on base income.
- This does not include any stocks or stock options offered.
- Size matters; highest compensation logically goes to the casino hotels which are the largest with biggest revenues.

** This is for the most senior executives in the entire organization who overlook everything from casinos to other investments, including real estate. They may also be a board member.*



USA & Canada Based Casino Hotel
***Hotel Services Only - Single Unit Compensation**
10-year study (2005-2015) (Rounded to Closest Thousand)

	Minimum Base Salary		Average Base Salary		Maximum Base Salary Reported		Average Bonus	
	2005	2015	2005	2015	2005	2015	2005	2015
CEO Hotel Services	\$94	\$185	\$326	\$391	\$2,061	\$3,780	\$113	\$368
VP Casino & Hotel Operations	\$54	\$154	\$162	\$262	\$347	\$524	\$48	\$133
Sales & Marketing	\$68	\$140	\$143	\$174	\$436	\$433	\$50	\$147
Property Finance	\$73	\$136	\$133	\$184	\$470	\$462	\$44	\$99
Property Hotel Operations – Room Division	\$77	\$140	\$120	\$198	\$386	\$435	\$26	\$65
Property Hotel Operations – Food & Beverage	\$73	\$125	\$106	\$154	\$280	\$316	\$22	\$65

- Titles may be different as many operators use different designations due to size of complex or for historic reasons.

- Bonus programs potentially differ greatly between branded and independent operations.

- Long-term tenure employees have a great effect on base income.

- This does not include any stocks or stock options offered.

- Size matters; highest compensation logically goes to the casino hotels which are the largest with biggest revenues.

* This survey is valid for a hotel in conjunction with an established USA-style gaming facility, not valid for a stand-alone hotel.



***USA & Canada Casino Management
Property Level Compensation
2005-2016**

Established Casinos	Average Base Salary		Average Bonus	
	2005	2016	2005	2016
CEO	\$320,250	\$656,800	\$102,900	\$276,000
VP Casino Operations	\$176,400	\$332,400	\$40,950	\$133,800
Top Property Sales & Marketing	\$173,250	\$225,100	\$39,900	\$131,500
Top Property Finance	\$135,450	\$190,450	\$25,200	\$104,000
Top Property Human Resources	\$108,150	\$166,300	\$21,000	\$101,500
Top Property Hotel Operations	\$119,700	\$205,600	\$18,900	\$110,800

** This does not include other perks nor stock or stock options*

- Titles may be different as many operators use different designations due to size of complex or for historic reasons.

- Bonus programs potentially differ greatly between branded and independent operations.

- Long-term tenure employees have a great effect on base income.

- This does not include any initial hiring bonuses.

- Size matters; highest compensation logically goes to the casino hotels which are the largest with biggest revenues.

- With several North American casino companies in financial challenges, some in bankruptcy protection, salaries were not greatly changed in the last 12 months; but bonuses are paid as per contract.



**USA & Canada Department Head Salary Survey
Average Salary For a Branded Or Well Established Casino
750 Rooms Or Greater (as of January 2016)**

Role	Salary	
	Average	Highest Reported
Executive Chef	\$90,430	\$166,000
Executive Sous Chef	\$65,650	\$111,100
Hotel Resident Manager	\$72,950	\$121,600
Food & Beverage Manager	\$95,125	\$132,640
Executive Housekeeper Public Areas	\$52,230	\$90,000
Security Manager	\$89,450	\$126,300
Director of Sales	\$73,430	\$111,720
Financial Controller of a Single Unit or Department	\$74,650	\$136,000
Social Network Supervisor	\$33,600	\$52,800
Revenue Manager	\$44,750	\$76,000

CASINOS

Role	Salary	
	Average	Highest Reported
Surveillance Operations Manager (#2)	\$66,350	\$111,300
Slot Marketing Manager (#2)	\$60,430	\$132,400
Gaming Dealer of Multiple Games	\$32,640*	\$48,100*
Cage Manager	\$64,100	\$148,000
Casino Pit Manager	\$66,800	\$136,200
IT Manager	\$75,000	\$107,800
Graphic Designer	\$52,050	\$75,640
HR Director	\$77,760	\$121,900

Note: The great majority of source information for this survey came from Las Vegas hotels.

**Gratuities increase salary substantially as this is an hourly paid role.*

- Size of hotel for this study was 500 Rooms or larger.

- Benefits or bonuses are not included.

-Some employees in this study had extensive tenure with these hotels.

- Size matter; highest compensation logically goes to the casino and hotel which are the largest with biggest revenues.

Note: Some employees are unionized, no expatriate benefits offered.

2016 International Casino Executive Committee and Department Head Salary Survey - All Locations Outside North America (USA & Canada)

Average Format	USA Dollars	
**CASINO EXECUTIVES		
Designation	Salary	
	Average Base Salary	Maximum Salary Reported
CEO Casino & Hotel Operations	\$396,850	\$865,000
CEO Hotel Services only	\$274,000	\$355,900
VP Casino & Hotel Operations	\$211,050	\$275,100
VP Casino Player Sales & Marketing	\$125,500	\$199,750
VP Sales & Marketing Hotel Division	\$139,800	\$190,225
Casino Property Finance	\$136,225	\$298,400
Property Hotel Operations (Rooms Division Manager) Paiza Manager	\$89,125	\$126,200
Inside Casino Operations Food & Beverage Manager	\$89,600	\$119,900

*DEPARTMENT HEAD CASINO ROLES – NOT EXCOM MEMBERS		
Role	Salary	
	Average	Highest Reported
Surveillance Operations Manager (#2)	\$72,950	\$136,600
Slot Marketing Manager (#2)	\$61,400	\$143,800
Gaming Dealer of Multiple Games	\$32,850	\$60,000
Cage Manager	\$66,700	\$148,350
Casino Pit Manager	\$61,450	\$128,100
IT Manager	\$65,500	\$73,000
Graphic Designer	\$46,000	\$61,950
HR Director Casino staff only	\$81,550	\$120,640

- Gross or net depends on jurisdiction i.e. Macau, Singapore is gross and Bahamas is net.
- Size of hotel for this study was 500 Rooms or larger.
- Stock Benefits or bonuses are not included.
- Some employees in this study had extensive tenure with these casinos.
- Size matters! The highest compensation logically goes to the casino and hotel that are the largest with biggest revenues.
- Average salary for a branded or well established Casino.
- 22 casinos used for this survey. Some casinos did not have a hotel component or were not associated with a connecting or a nearby hotel.
- Single unit responsibility only.
- *All receive some expatriate benefits.
- **All receive full expatriate benefits, including schooling for all their children if applicable.

This does not include other perks nor stock or stock options. These are the most senior individuals overseeing a single unit; but may report to an individual in another division if it is a multi-unit organization.

- Titles are diverse as many operators use different designations due to size of complex or for historic reasons.
- Bonus programs potentially differ greatly between branded and independent operations.
- Long-term tenure employees are logically the highest paid and so have a great effect on base income calculation.
- This does not include any initial hiring bonuses.

Note: Some salaries and bonuses have been lower, reflecting the challenges faced by some casinos in 2015.

Some inflation in salaries is solely due to changes in currency exchange.

**2016 Casino Executive Committee Member Compensation Report
Hotel Component For All Locations Outside Canada and USA -
Including Macau (China), Singapore,
Philippines and Nassau (Caribbean)**

**Average Format USA Dollars
(Single Unit Responsibilities Only)**

Designation	Salary	
	Average	Highest Reported
Hotel Component	Average	Highest Reported
General Manager **	\$185,740	\$348,400
Executive Chef ***	\$75,400	\$143,000***
Executive Sous Chef	\$62,500	\$90,400
Hotel Resident Manager*	\$76,100	\$141,600
Food & Beverage Director	\$72,400	\$120,100
Executive Housekeeper Casino Public Areas and Hotel	\$65,900	\$101,000
Hotel Security Manager	\$59,150	\$89,500
Hotel Director of Sales & Marketing	\$95,700	\$145,350
Hotel Financial Controller of a Single Unit or Department	\$72,000	\$120,200
Social Network Manager	\$31,900	\$48,100
Revenue Director	\$48,650	\$66,400
Human Resources Director – Hotelstaff only	\$75,000	\$109,100

- Gross or net depends on jurisdiction i.e. Macau, Singapore is gross and Bahamas is net.
- Size of hotel for this study was 500 Rooms or larger.
- Benefits or bonuses are not included.
- Some employees in this study had extensive tenure with these hotels/casinos.
- Size matters! The highest compensation logically goes to the casino and hotel which are the largest with biggest revenues.
- Average salary for a branded or well established Casino Hotel.
- 18 casinos used for this survey. Some casinos did not have a hotel component or were not associated with a connecting or a nearby hotel.
- Single unit responsibility only.

This does not include other perks nor stock or stock options. These are the most senior individuals overseeing a single unit; but may report to an individual in another division if it is a multi-unit organization.

- Titles are diverse as many operators use different designations due to size of complex or for historic reasons.
- Bonus programs potentially differ greatly between branded and independent operations.
- Long-term tenure employees are logically the highest paid and so have a great effect on base income calculations.
- This does not include any initial hiring bonuses.

*May be termed as Hotel Manager, Director of Operations or EAM reporting to the General Manager.

**Hotel operations ONLY and reports to the CEO of both the Casino and Hotel.

***In this scenario all restaurants managed by the casino hotel non outsourced, but some operated under license.

All receive expatriate benefits.





**RENARD INTERNATIONAL
HOSPITALITY SEARCH
CONSULTANTS**

Renard International Hospitality Search Consultants

121 Richmond Street West, Suite 500
Toronto, Ontario, M5H 2K1
Canada

General Inquiries

Telephone: 001-416-364-8325

Fax: 001-416-364-4924

Email: consultants@renardinternational.com