



RENARD INTERNATIONAL  
HOSPITALITY SEARCH  
CONSULTANTS

# 2014

## World Wide Gaming Compensation Study



We represent the “Superstars” of the present, and of the future.

We guide our clients towards new heights of financial success.



# Table of Contents

1. Introduction
2. 2014 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 and Department Head Salary Survey For all locations outside USA & Canada
9. Casino Executive Committee Member Compensation Report – Hotel Component For All Locations Outside USA and Canada



# Introduction to Compensation in the Gaming Industry - 2014

When we first did our research for compensation surveys for the Casino Industry decades ago, the surveys were restricted to almost solely Las Vegas and Atlantic City. Now, decades later, almost every state in the USA and all provinces in Canada offer some form of legalized Las Vegas style gaming. This does not take into consideration Macau, Malaysia, Singapore, Philippines, Vietnam, the Bahamas, etc. all of whom also offer a similar gaming experience.

With high growth of casinos globally, 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 are publicly listed and offer their key employees stock or stock options.

In our 2014 study, we examined 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. Other sources include self reports, public documents, personal sources, direct requirements from 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 USA\$400,000 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 2014 the value of stock granted in previous years had a substantially higher value than in the year it was granted.

We also noted that in previous years in the USA there was a separation of income by “land based” venues vs “river boat” venues. With the global growth of casinos, these salaries were closely aligned with less distinction.

We also took special note in our compensation review the primary gaming areas in North America, which includes New York State, New Jersey, Nevada, Mississippi, and Ontario Canada, as well as all major native North American Gaming sites. For our 2014

International review, we took special interest in the Bahamas, Macau, Vietnam, Philippines, Malaysia and Singapore.

We noted that the location and size of casino matters when comparing compensation level, although it seems the bonus remains fairly consistent as a percentage of base salary.

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

The catalyst for this is the specialized USA style gaming 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 come 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 any where around the world.

Our overall viewpoint is that there will continue to be a “scavenger hunt” for USA Trained Gaming executives globally, with incestuous employment policies and engagement bonuses now 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.



## 2014 Online Gambling Survey (in \$ USA) Base Salary Only

	Median	High	Low
<b>Software Engineer</b> 105 International Game Technology	\$80k	\$132k	\$56k
<b>Software Engineer II</b> 59 International Game Technology	\$76k	\$102k	\$60k
<b>Systems Analyst</b> 53 International Game Technology	\$63k	\$69k	\$59k
<b>Software Engineer III</b> 51 International Game Technology	\$90k	\$119k	\$69k
<b>Software Engineer IV</b> 26 International Game Technology	\$102k	\$127k	\$80k
<b>Computer Systems Analyst</b> 16 International Game Technology	\$68k	\$114k	\$62k
<b>Project Manager</b> 15 International Game Technology	\$73k	\$86k	\$50k
<b>Systems Analyst</b> 15 International Game Technology	\$64k	\$65k	\$62k
<b>Business Analyst</b> 13 International Game Technology	\$65k	\$77k	\$62k
<b>Software Engineer I</b> 11 International Game Technology	\$66k	\$88k	\$58k
<b>Technical Manager</b> 11 International Game Technology	\$80k	\$115k	\$71k
<b>Manager</b> 9 International Game Technology	\$92k	\$109k	\$70k
<b>Software Engineer (Product Assurance Engineer II)</b> 9 International Game Technology	\$73k	\$78k	\$65k
<b>Senior Software Engineer</b> 8 International Game Technology	\$93k	\$115k	\$66k
<b>Lead Software Engineer</b> 8 International Game Technology	\$70k	\$78k	\$64k

*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 \$24% 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 USA Only 2004-2014  
(Salary Rounded To Closest Thousand)**

Corporate	Minimum base Salary		Average Base Salary		Maximum Base Salary		Average Bonus (Excluding Stock Or Stock Options)		Average Total Cash Component		Average Total Financial Package (Including Stock Or Stock Options)	
	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014	2004	2014
<b>Chief Executive Officer</b>	\$108	\$510	\$512	\$850	\$2,800	\$5,205	\$300	\$400	\$803	\$1,900	\$1,700	\$2,850
<b>Chief Financial Officer</b>	\$105	\$262	\$276	\$493	\$711	\$1,200	\$95	\$200	\$401	\$720	\$890	\$1,100
<b>Chief Operating Officer</b>	\$62	\$226	\$402	\$596	\$1,300	\$2,400	\$201	\$365	\$599	\$775	\$1,501	\$1,900
<b>Executive Vice President</b>	\$120	\$239	\$261	\$476	\$575	\$1,600	\$129	\$252	\$379	\$500	\$509	\$895
<b>Sr. VP Operation</b>	\$119	\$242	\$232	\$392	\$501	\$1,450	\$118	\$249	\$391	\$485	\$495	\$793
<b>VP Sales / Marketing</b>	\$105	\$225	\$175	\$264	\$262	\$586	\$61	\$125	\$225	\$370	\$309	\$543

- These roles in many cases are the not most senior in the organizations so may not be the highest earners and reputable 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.



## Corporate Compensation by Company Revenues (in Thousands)

Company Annual Revenue	Average Base Salary		Average Bonus		Average Total Cash Component	
	2004	2014	2004	2014	2004	2014
<b>Under \$150M/Year Chief Executive Officer</b>	\$325	\$495	\$135	\$181	\$460	\$676
<b>Over \$150M/Year Chief Executive Officer</b>	\$965	\$1,110	\$1,900	\$1,000	\$2,865	\$2,110
<b>Under \$150M/Year Chief Financial Officer</b>	\$205	\$385	\$51	\$150	\$256	\$540
<b>Over \$150M/Year Chief Financial Officer</b>	\$452	\$740	\$243	\$298	\$695	\$1,038
<b>Under \$150M/Year Chief Operating Officer</b>	\$290	\$405	\$49	\$110	\$339	\$515
<b>Over \$150M/Year Chief Operating Officer</b>	\$606	\$850	\$391	\$491	\$997	\$1,341
<b>Under \$150M/Year Exec. Vice President</b>	\$195	\$322	\$63	\$100	\$258	\$422
<b>Over \$150M/Year Exec. Vice President</b>	\$374	\$475	\$269	\$260	639	\$735
<b>Under \$150M/Year Sr. VP Operations</b>	\$187	\$295	\$93	\$94	\$280	\$389
<b>Over \$150M/Year Sr. VP Operations</b>	\$386	405	\$245	\$250	\$631	\$655
<b>Under \$150M/Year VP Sales / Marketing</b>	\$161	\$207	\$30	\$68	\$191	\$275
<b>Over \$150M/Year VP Sales / Marketing</b>	\$318	\$341	\$175	\$193	\$586	\$534

*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.*

*- 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*



## Hotel Services Only Single Unit Compensation 2004-2014 (USA Only Rounded to Closest Thousand)

Title Designation	Minimum Base Salary		Average Base Salary		Maximum Base Salary		Average Bonus	
	2004	2014	2004	2014	2004	2014	2004	2014
<b>CEO Hotel Services</b>	\$84	\$171	\$291	\$362	\$1,840	\$3,500	\$101	\$341
<b>VP Casino &amp; Hotel Operations</b>	\$48	\$143	\$145	\$243	\$310	\$485	\$43	\$123
<b>Sales &amp; Marketing</b>	\$61	\$130	\$128	\$161	\$389	\$401	\$45	\$136
<b>Property Finance</b>	\$65	\$127	\$119	\$170	\$420	\$428	\$39	\$92
<b>Property Hotel Operations Room Division</b>	\$69	\$130	\$107	\$183	\$345	\$403	\$23	\$60
<b>Property Hotel Operations Food &amp; Beverage</b>	\$65	\$116	\$95	\$143	\$250	\$293	\$20	\$60

- 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.





**\*Casino Management Property  
Level Compensation 2004-2014  
(USA Only)**

Land Based Casinos	Average Base Salary		Average Bonus	
	2004	2014	2004	2014
<b>CEO</b>	\$305,000	\$612,000	\$98,000	\$261,000
<b>VP Casino Operations</b>	\$168,000	\$296,000	\$39,000	\$125,000
<b>Top Property Sales &amp; Marketing</b>	\$165,000	\$211,000	\$38,000	\$120,000
<b>Top Property Finance</b>	\$129,000	\$179,000	\$24,000	\$100,000
<b>Top Property Human Resources</b>	\$103,000	\$155,000	\$20,000	\$96,000
<b>Top Property Hotel Operations</b>	\$114,000	\$195,000	\$18,000	\$105,000
Riverboat Casinos	Average Base Salary		Average Bonus	
	2004	2014	2004	2014
<b>CEO</b>	\$192,000	\$450,000	\$68,000	\$205,000
<b>VP Casino Operations</b>	\$109,000	\$235,000	\$38,000	\$106,000
<b>Top Property Sales &amp; Marketing</b>	\$101,000	\$203,000	\$35,000	\$103,000
<b>Top Property Finance</b>	\$105,000	\$169,000	\$23,000	\$99,000
<b>Top Property Human Resources</b>	\$79,000	\$129,000	\$21,000	\$89,000
<b>Top Property Hotel Operations</b>	\$80,000	\$171,000	\$27,000	\$102,000

*\* 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.*

*- 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..*



**Department Head Salary Survey:  
Average Salary For a Branded Or Well Established Las Vegas Casino of  
1,000 Rooms Or Greater**

Role	Salary	
	Average	Highest
Executive Chef	\$85,247	\$135,000
Executive Sous Chef	\$62,216	\$101,000
Hotel Resident Manager	\$67,221	\$105,000
Food & Beverage Manager	\$89,527	\$104,810
Executive Housekeeper Public Areas	\$46,900	\$81,300
Security Manager	\$85,986	\$113,000
Director of Sales	\$66,850	\$93,000
Financial Controller of a Single Unit or Department	\$66,845	\$100,000
Social Network Supervisor	\$32,350	\$46,000
Revenue Manager	\$41,500	\$71,000

**CASINOS**

Role	Salary	
	Average	Highest
Surveillance Operations Manager (#2)	\$60,772	\$99,000
Slot Marketing Manager (#2)	\$56,837	\$116,000
Gaming Dealer of Multiple Games	\$28,230*	N/A
Cage Manager	\$57,506	\$115,000
Casino Pit Manager	\$60,429	\$124,000
IT Manager	\$70,455	\$98,000
Graphic Designer	\$49,650	\$69,800
HR Director	\$72,900	\$106,800

*\*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.*



## 2014 Casino Executive Committee and Department Head Salary Survey For all locations outside USA & Canada

Average Format	USA Dollars	
CASINO EXECUTIVES**		
Designation	Salary	
	Average Base Salary	Maximum Salary Reported
CEO Casino & Hotel Operations	\$356,000	\$685,000
CEO Hotel Services only	\$235,000	\$325,000
VP Casino & Hotel Operations	\$190,000	\$215,000
VP Casino Player Sales & Marketing	\$111,000	\$162,000
VP Sales & Marketing Hotel Division	\$130,000	\$150,000
Casino Property Finance	\$125,000	\$250,000
Property Hotel Operations (Rooms Division Manager) Paiza Manager	\$ 82,000	\$110,000
Inside Casino Operations Food & Beverage Manager	\$ 77,500	\$ 96,300

*DEPARTMENT HEAD CASINO ROLES – NOT EXCOM MEMBERS		
Role	2014 Salary Survey	
	Average	Highest Reported
Surveillance Operations Manager (#2)	\$ 61,000	\$121,000
Slot Marketing Manager (#2)	\$ 55,000	\$132,000
Gaming Dealer of Multiple Games	\$ 26,000	\$ 36,500
Cage Manager	\$ 56,900	\$130,000
Casino Pit Manager	\$ 54,800	\$120,000
IT Manager	\$ 60,000	\$ 69,100
Graphic Designer	\$ 42,000	\$ 54,500
HR Director Casino staff only	\$ 76,000	\$ 96,000

- Gross or net depends on jurisdiction i.e. Macau, Singapore is gross, 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 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.
- 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.
- \*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.

## 2014 Casino Executive Committee Member Compensation Report – Hotel Component For All Locations Outside USA and Canada

Average Format USA Dollars			
Designation		Salary	
Hotel Component	Average	Highest Reported	
General Manager **	\$177,000	\$311,000	
Executive Chef ***	\$ 71,500	\$130,000***	
Executive Sous Chef	\$ 58,300	\$ 81,000	
Hotel Resident Manager*	\$ 72,000	\$121,000	
Food & Beverage Director	\$ 66,300	\$ 96,500	
Executive Housekeeper Casino Public Areas and Hotel	\$ 61,900	\$ 89,600	
Hotel Security Manager	\$ 54,000	\$ 80,000	
Hotel Director of Sales & Marketing	\$ 87,800	\$ 31,000	
Hotel Financial Controller of a Single Unit or Department	\$ 66,500	\$ 96,000	
Social Network Manager	\$ 30,000	\$ 36,800	
Revenue Director	\$ 46,000	\$ 59,000	
Human Resources Director – Hotel staff only	\$ 68,300	\$ 87,900	

- Gross or net depends on jurisdiction i.e. Macau, Singapore is gross, 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.



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