The 19th Annual

CASINO GAMING EXECUTIVE SATISFACTION SURVEY *RESULTS*

BRISTOL ASSOCIATES

SPECTRUM GAMING GROUP

Independent Research and Professional Services

17 34 6 2 3 36 11 30 8
25 2 21 4 19 15 32 0

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WELCOME TO THE RESULTS OF OUR 2019 SURVEY

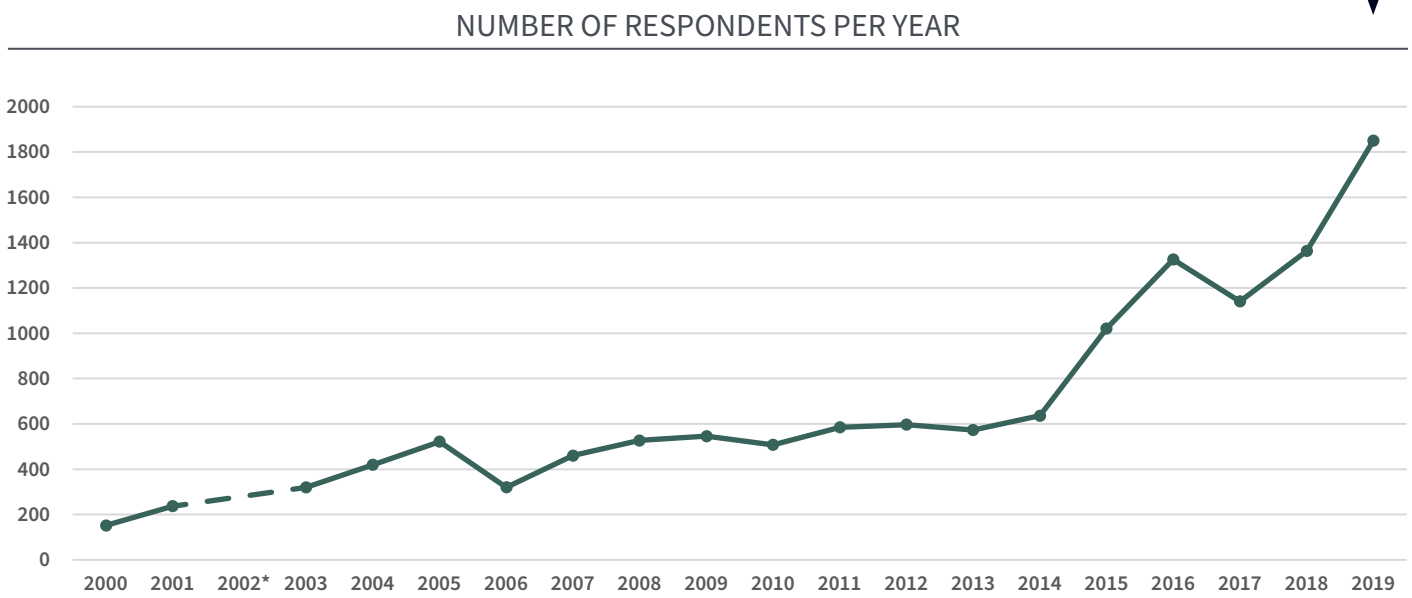
The 19th Annual Executive Satisfaction Survey, sponsored and produced by Bristol Associates, Inc. and Spectrum Gaming Group, is designed to help the gaming industry attract, retain, and motivate its executive talent. The analysis conveys how the attitudes and preferences of casino gaming professionals have changed over the past decade and how they relate to overall market conditions.

Questions newly added to the survey are related to work-life balance, paid time off (PTO), and executives' perception of online gaming and sports betting organizations.

The authors of this report are Erika Castro, Benjamin Farber, and Jessa Farber of Bristol Associates, Inc. and Jeremy Pollock, Michael Pollock, and Joseph Weinert of Spectrum Gaming Group.

RESPONDENTS IN 2019

+36% *FROM 2018*



*There was no survey in 2002

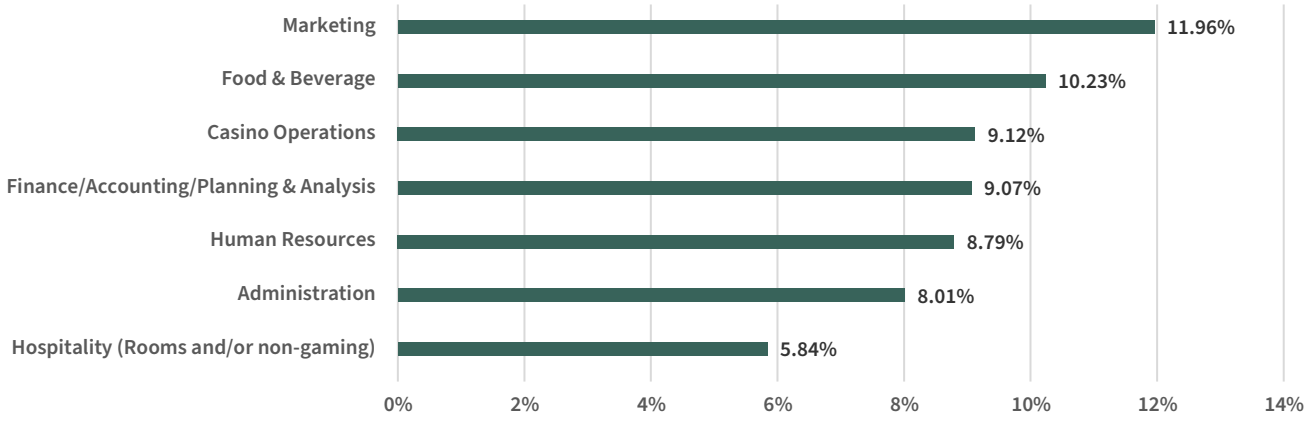
METHODOLOGY

From September through October 2019, the 19th Annual Casino Gaming Executive Satisfaction Survey received a total of 1,847 online responses, the highest respondent count to date. The survey officially closed on October 23, 2019.

The survey consisted of nine multiple choice questions, six drop down questions, five sets of questions with a 5-point Likert scale, one open-ended question, and one ranking question. The survey took respondents an average of 10 minutes to finish and received an 87% complete response rate. Survey participation was publicized through the following methods: emails collected from the 2018 survey respondents, proprietary databases, lead generation software, Bristol Newsletter, G&L Monthly announcements, PR Newswire press releases, and social media including LinkedIn, Facebook, and Twitter.

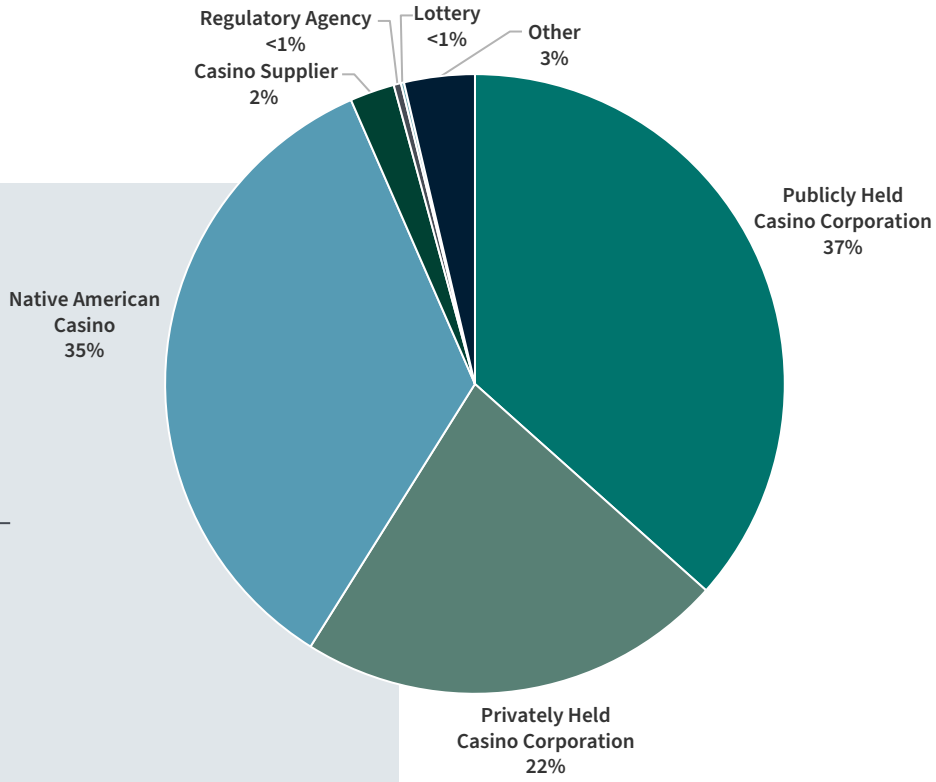
The survey represents a sampling of casino gaming industry executives; 4% of this survey's respondents live and work internationally, while the rest are from across North America. The respondents are diverse in geography, executive responsibilities, years of experience, and other meaningful criteria.

RATIO OF RESPONDENTS BY DEPARTMENT (TOP 7)

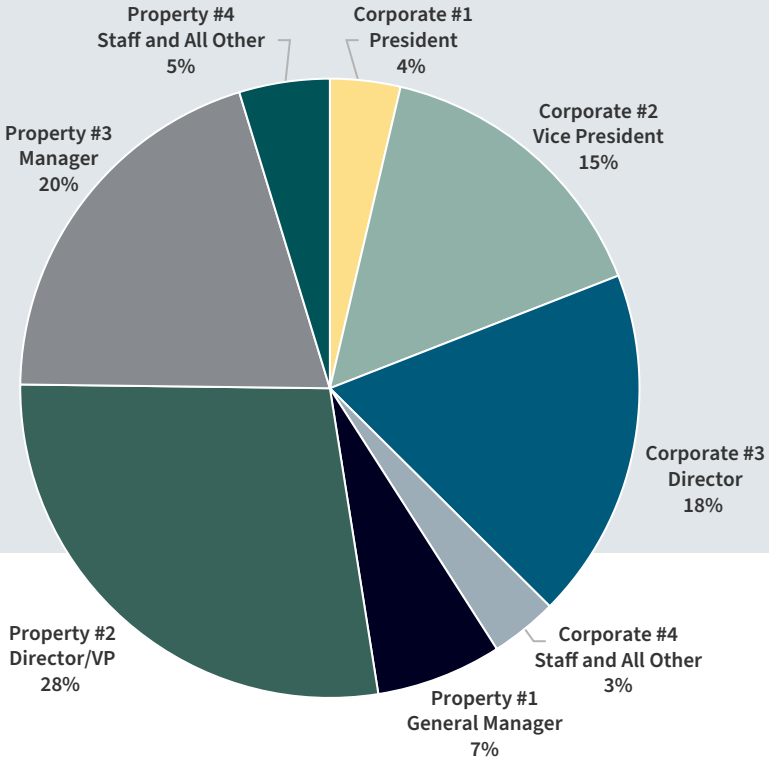


27+
UNIQUE DEPARTMENTS

OWNING/MANAGING ORGANIZATIONS



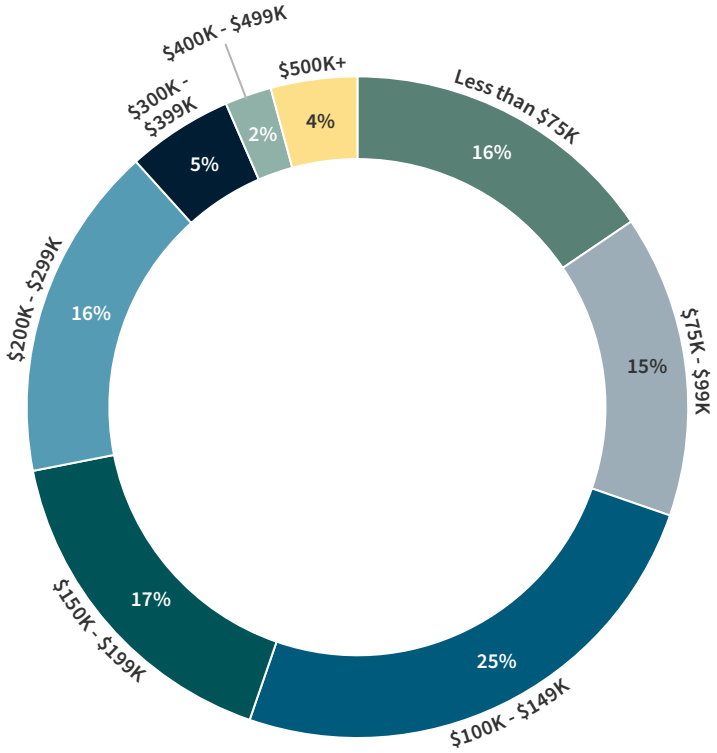
EXECUTIVE LEVELS



The survey design ensures that the individuals who participated have current or prior experience working in the casino industry and that no duplicates were recorded.

Additionally, the survey did not ask questions that could identify respondents by gender, age, or other criteria that could be perceived as potentially discriminatory in hiring. The survey is not scientific and simply measures the views of those who elect to respond. Changes in the qualities of respondents from year to year could be among the factors leading to swings in any particular measure.

SALARY RANGES



EMPLOYERS OF CHOICE - BRICK & MORTAR PROPERTIES

Out of 31 listed casino corporations and standalone casino properties, casino gaming executives were asked to choose their top three employers of interest.

Penn National Gaming takes the top ranking with 21.01%, breaking Seminole Hard Rock's four-year streak as top employer of choice from the annual survey. The last time that Penn National Gaming ranked top employer of choice was in 2014.

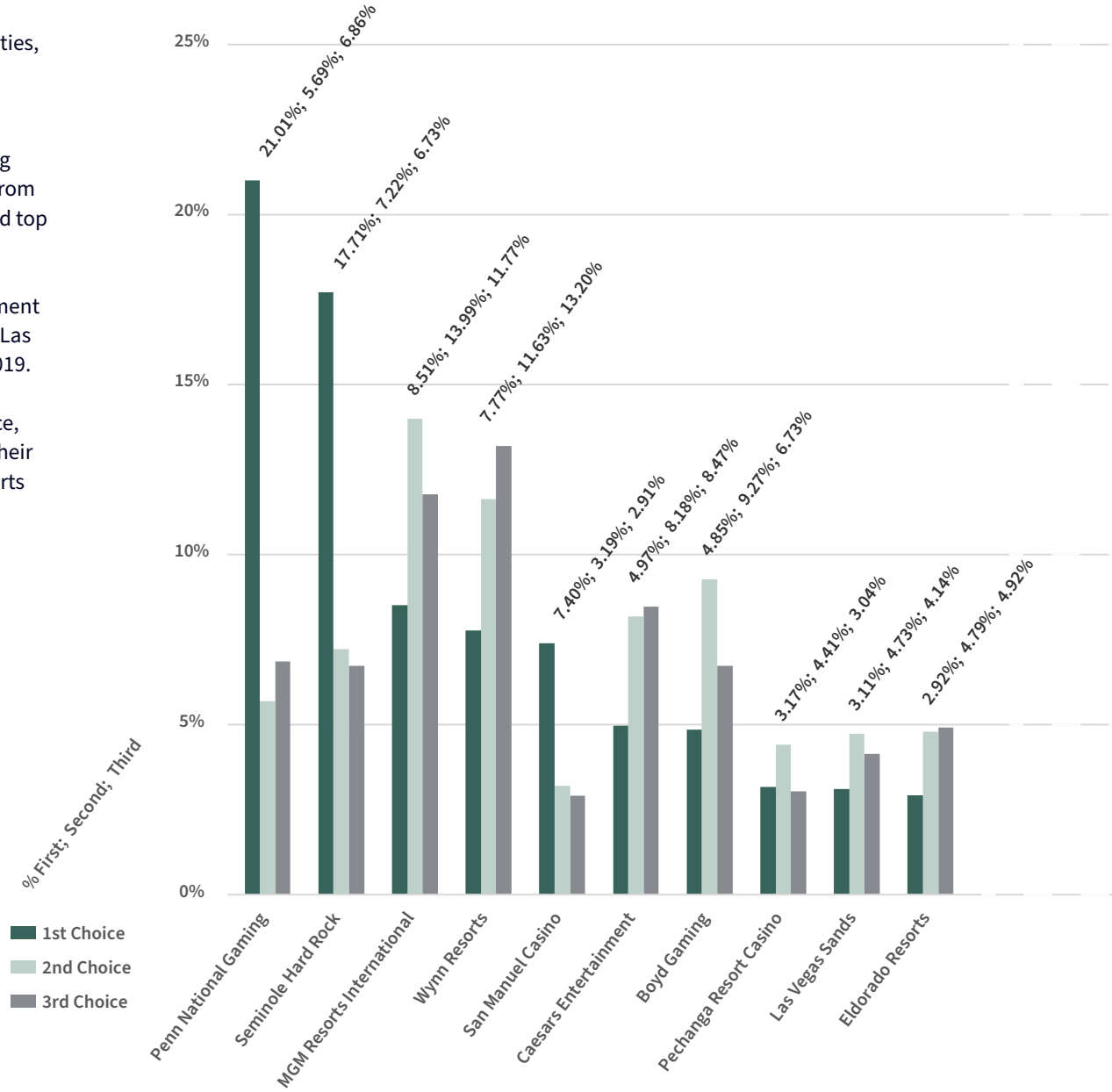
Wynn Resorts bumped up three rankings while Caesars Entertainment and Pechanga Resort Casino bumped up two rankings from 2018. Las Vegas Sands and Eldorado Resorts joined the top 10 ranking for 2019.

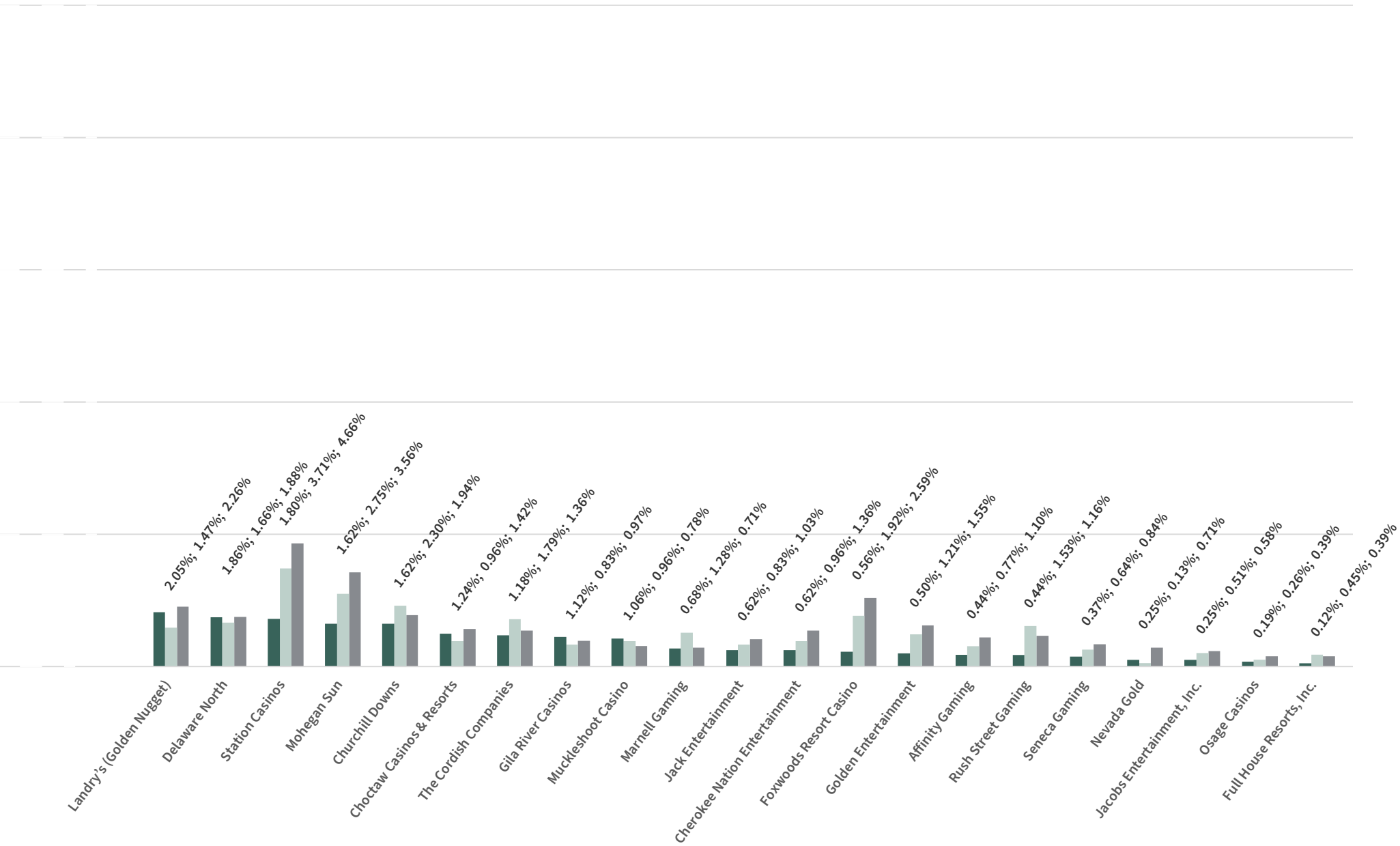
While MGM Resorts International ranked third place as a first choice, the organization received the most votes when executives chose their second employer of choice, followed by Wynn Resorts. Wynn Resorts also received the most votes for third employer of choice.

PENN NATIONAL
#1 *GAMING*

SEMINOLE
#2 *HARD ROCK*

MGM RESORTS
#3 *INTERNATIONAL*




2.05%; 1.47%; 2.26%
1.86%; 1.66%; 1.88%
1.80%; 3.71%; 4.66%
1.62%; 2.75%; 3.56%
1.62%; 2.30%; 1.94%
1.24%; 0.96%; 1.42%
1.18%; 1.79%; 1.36%
1.12%; 0.83%; 0.97%
1.06%; 0.96%; 0.78%
0.68%; 1.28%; 0.71%
0.62%; 0.83%; 1.03%
0.62%; 0.96%; 1.36%
0.56%; 1.92%; 2.59%
0.50%; 1.21%; 1.55%
0.44%; 0.77%; 1.10%
0.44%; 1.53%; 1.16%
0.37%; 0.64%; 0.84%
0.25%; 0.13%; 0.71%
0.25%; 0.51%; 0.58%
0.19%; 0.26%; 0.39%
0.12%; 0.45%; 0.39%
Landry's (Golden Nugget)
Delaware North
Station Casinos
Mohegan Sun
Churchill Downs
Choctaw Casinos & Resorts
The Cordish Companies
Gila River Casinos
Muckleshoot Casino
Marnell Gaming
Jack Entertainment
Cherokee Nation Entertainment
Foxwoods Resort Casino
Golden Entertainment
Affinity Gaming
Rush Street Gaming
Seneca Gaming
Nevada Gold
Jacobs Entertainment, Inc.
Osage Casinos
Full House Resorts, Inc.

EMPLOYERS OF CHOICE - iGAMING/ONLINE CASINO & SPORTSBOOK

This was the first time that the survey asked respondents to select their most favored iGaming/Online Casino and Sportsbook organizations.

Hard Rock Online Casino ranked first for employer of first choice with 18.58% of respondents, William Hill Sports Book came in second place with 14.85%, and DraftKings Sportsbook came in third with 12.49%.

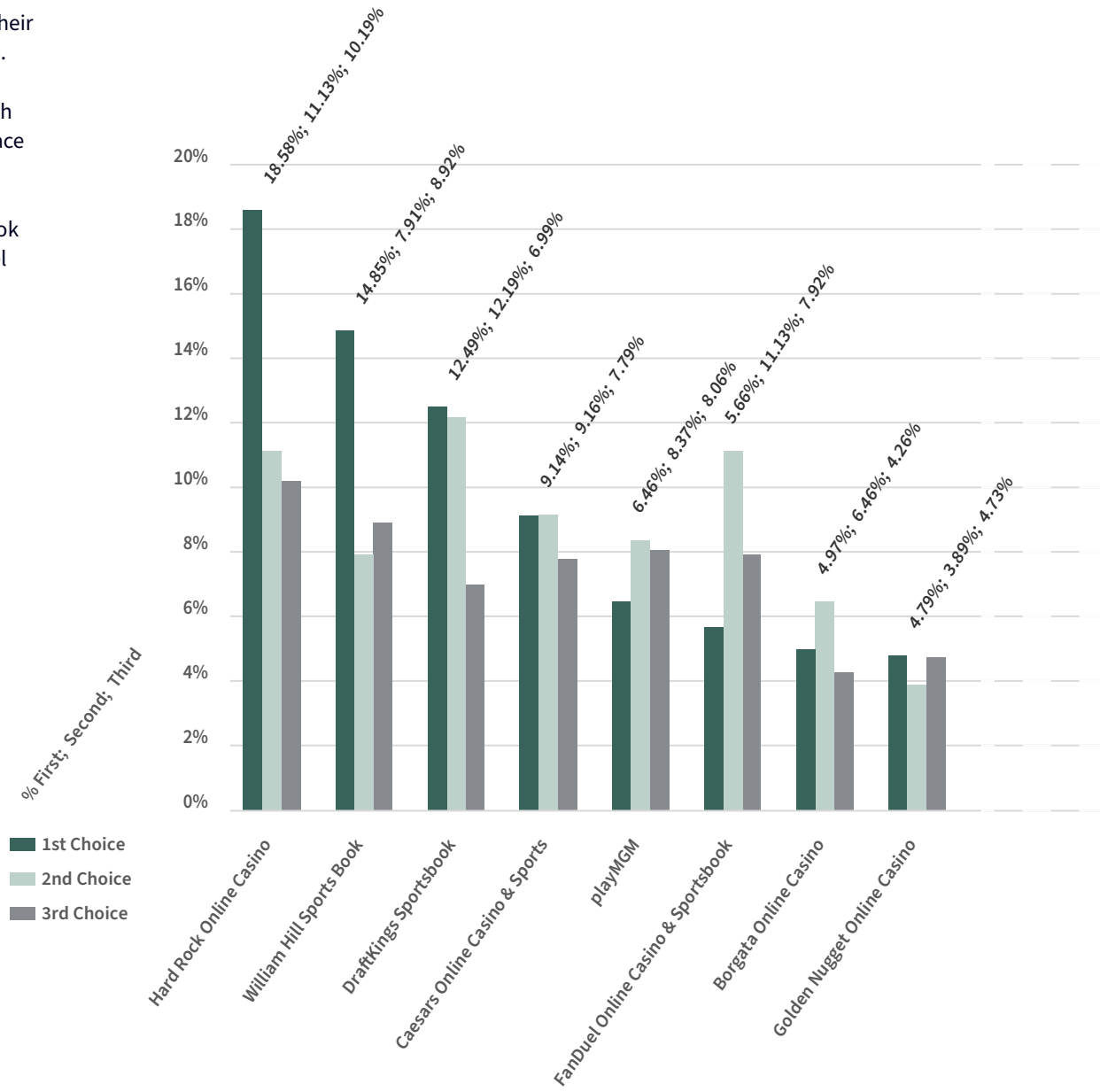
When determining second employer of choice, DraftKings Sportsbook ranked at the top, followed by Hard Rock Online Casino and FanDuel Online Casino & Sportsbook tying for second place.

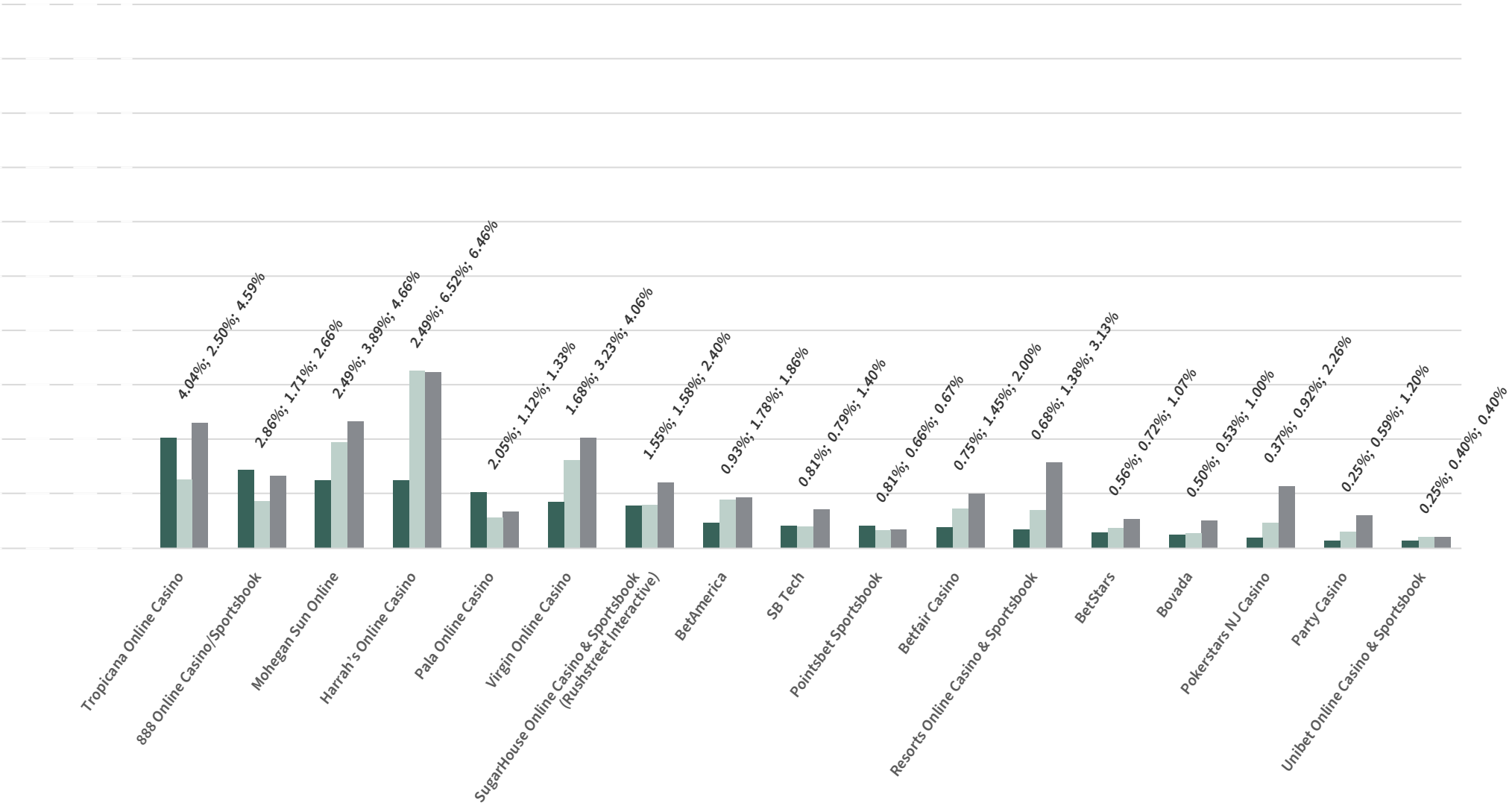
For third employer of choice, Hard Rock Online Casino received the highest amount of votes, followed by William Hill Sports Book in second place and playMGM in third place.

HARD ROCK
#1 *ONLINE CASINO*

WILLIAM HILL
#2 *SPORTS BOOK*

DRAFTKINGS
#3 *SPORTSBOOK*




4.04%; 2.50%; 4.59%
2.86%; 1.71%; 2.66%
2.49%; 3.89%; 4.66%
2.49%; 6.52%; 6.46%
2.05%; 1.12%; 1.33%
1.68%; 3.23%; 4.06%
1.55%; 1.58%; 2.40%
0.93%; 1.78%; 1.86%
0.81%; 0.79%; 1.40%
0.81%; 0.66%; 0.67%
0.75%; 1.45%; 2.00%
0.68%; 1.38%; 3.13%
0.56%; 0.72%; 1.07%
0.50%; 0.53%; 1.00%
0.37%; 0.92%; 2.26%
0.25%; 0.59%; 1.20%
0.25%; 0.40%; 0.40%
Tropicana Online Casino
888 Online Casino/Sportsbook
Mohegan Sun Online
Harrah's Online Casino
Pala Online Casino
Virgin Online Casino
SugarHouse Online Casino & Sportsbook (Rushstreet Interactive)
BetAmerica
SB Tech
Pointsbet Sportsbook
Betfair Casino
Resorts Online Casino & Sportsbook
BetStars
Bovada
Pokerstars NJ Casino
Party Casino
Unibet Online Casino & Sportsbook

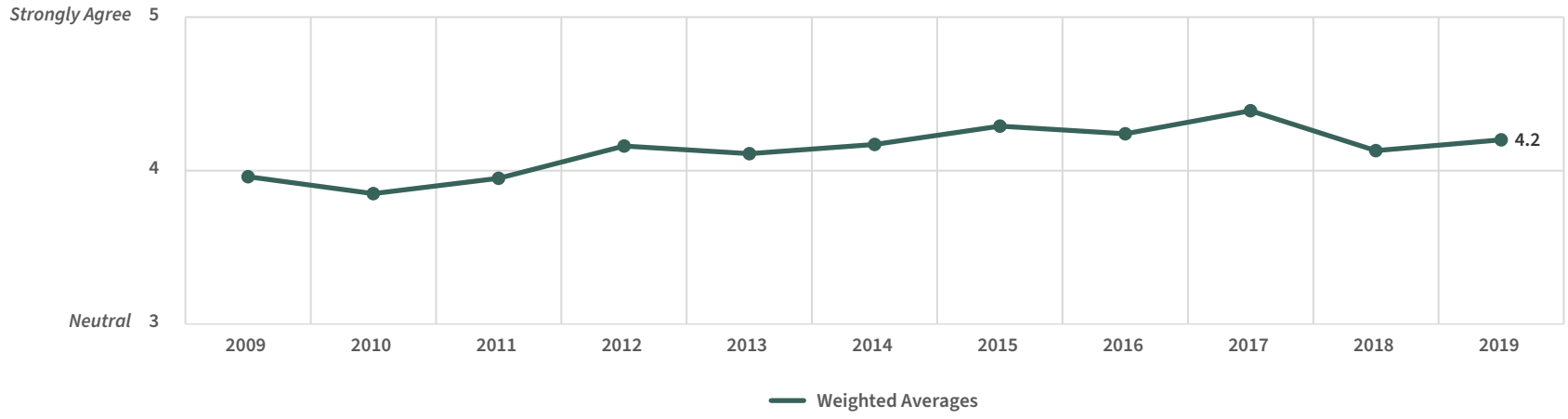
OPTIMISM

Executives were asked to rate their level of agreement with the statement, "I am optimistic about the future of my career." While 78% of respondents were optimistic about their professional futures, 6% of respondents disagreed with the statement.

Optimism results in 2019 increased slightly in comparison to the previous year. 2017 still remains the highest in career optimism levels since 2009.

As a result of an economy that continues to grow, it is expected that optimism levels will remain high through 2020.

OPTIMISTIC ABOUT FUTURE OF CAREER



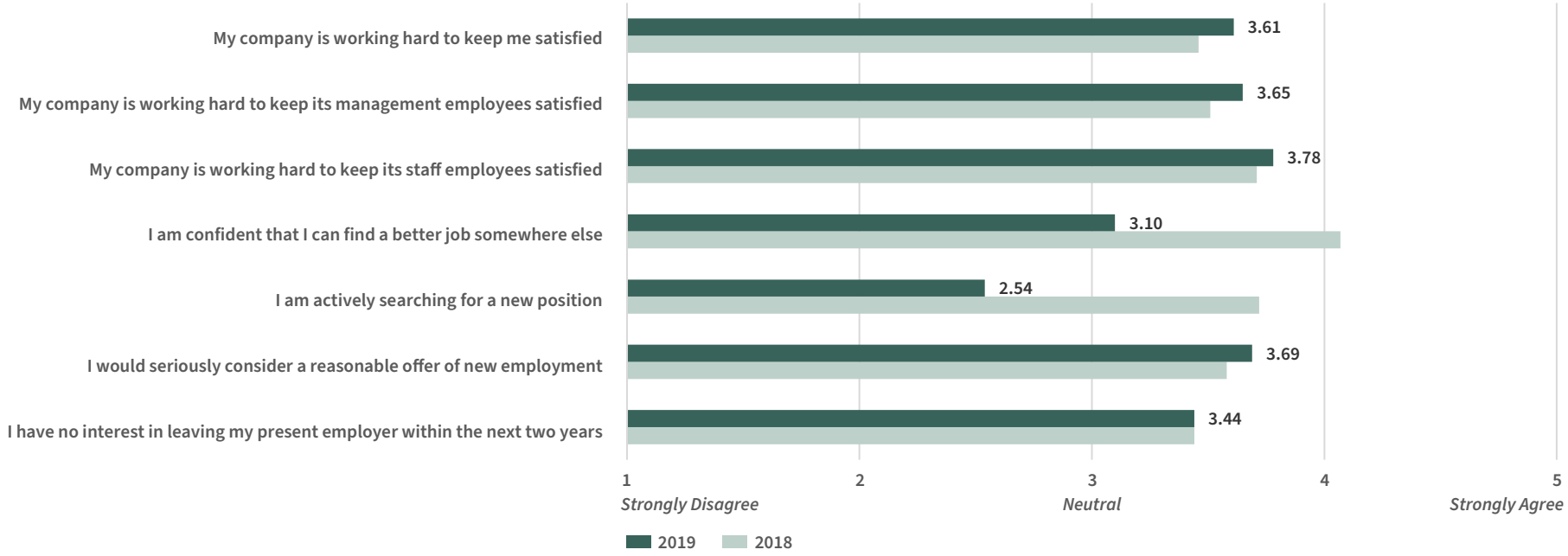
EMPLOYEE SATISFACTION

Executives were asked to rate their level of agreement with statements that measure their satisfaction with their employer, management team, and staff employees as well as their job search status.

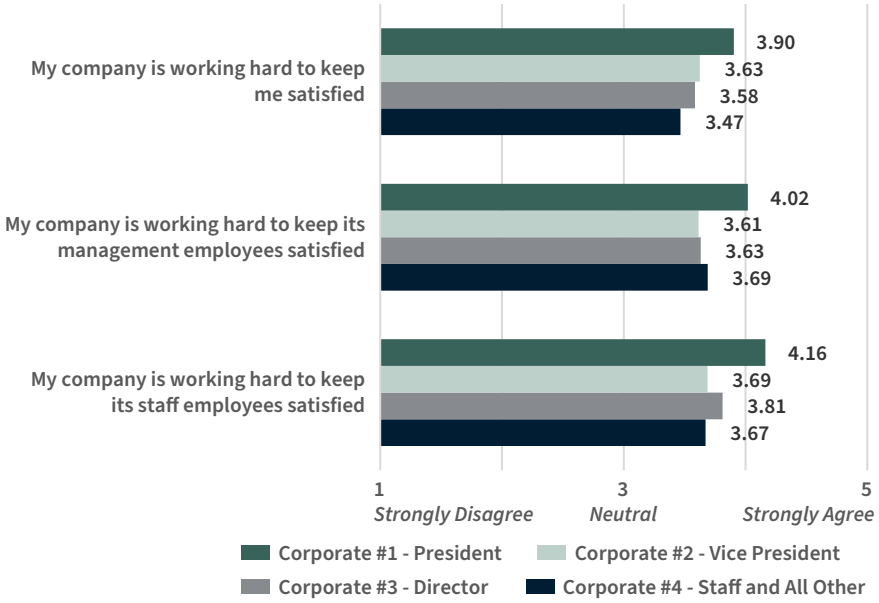
Employee satisfaction and retention has slightly increased over the past year. There has been a noticeable decrease since 2018 regarding confidence in finding a better job. As a result, fewer executives were actively searching for a new position in 2019.

Respondents were also asked how many different employers they have worked for in the last year and last five years. Within the past year, 76% of respondents have stayed at their current employer with less than 2% of respondents changing jobs three or more times. Within the past five years, 42% of respondents have stayed at their current employer with less than 2% of respondents changing employers five or more times.

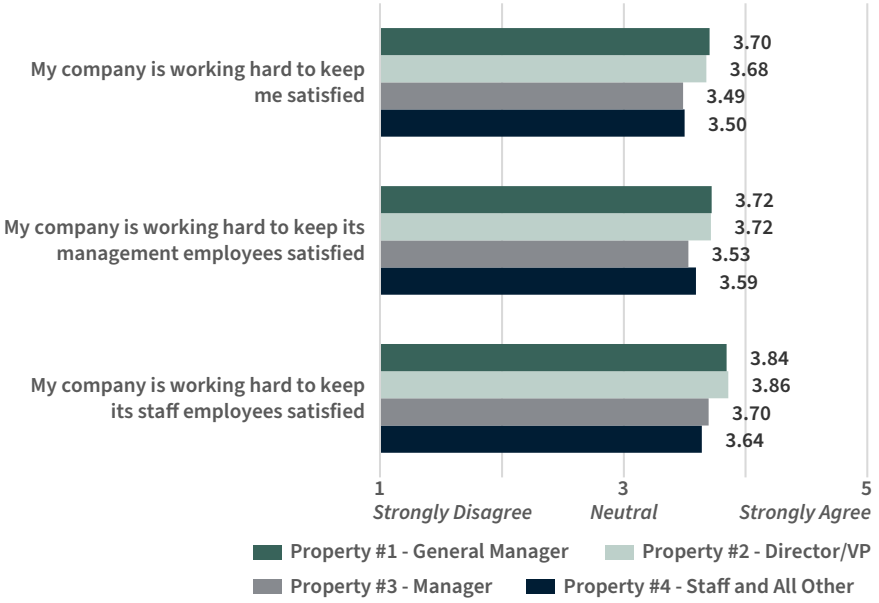
EMPLOYEE SATISFACTION 2019 vs 2018



CORPORATE LEVEL EMPLOYEE SATISFACTION



PROPERTY LEVEL EMPLOYEE SATISFACTION

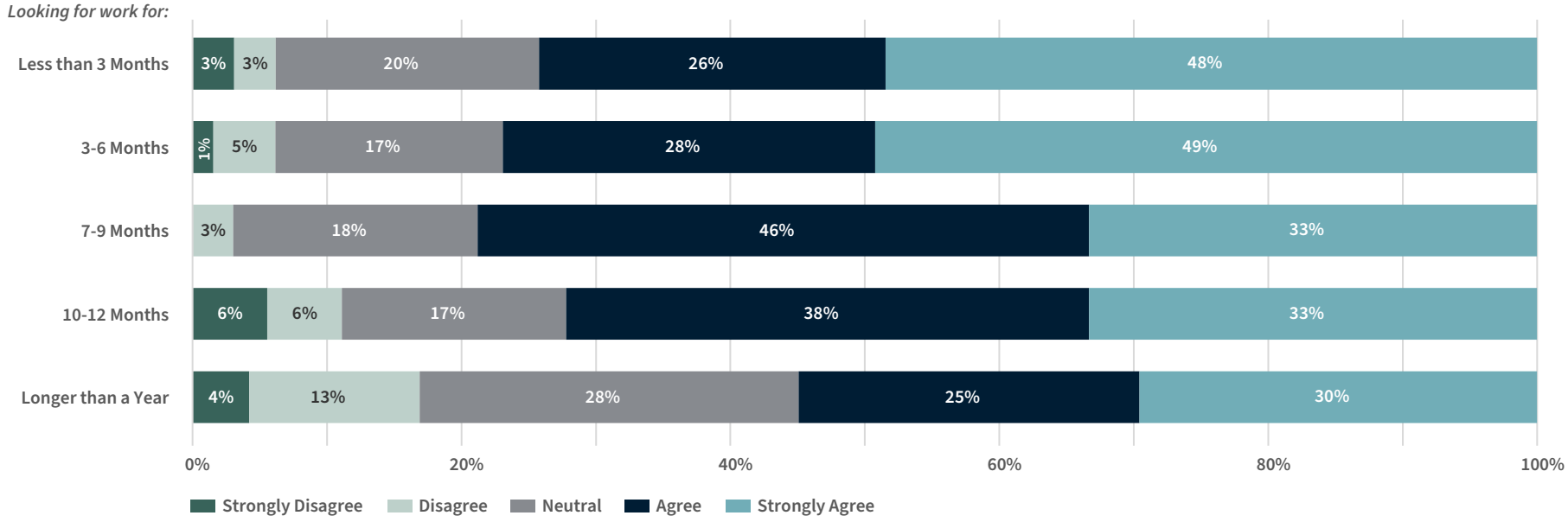


Employee satisfaction levels were generally even across the board. Most respondents in the Corporate #1 - President level position believed their management, staff, and themselves to be satisfied.

While the majority of respondents are currently employed, 18% of the total are actively looking for a new employer.

There is an inverse relationship between respondents' job search time span to their rating of the statement, "I am confident that I can find a better job somewhere else." Nearly half of respondents who have been searching for six months or less agreed to being confident in finding a better job. Those who have been looking for work for longer than six months become much less optimistic.

CONFIDENCE IN FINDING A BETTER JOB SOMEWHERE ELSE



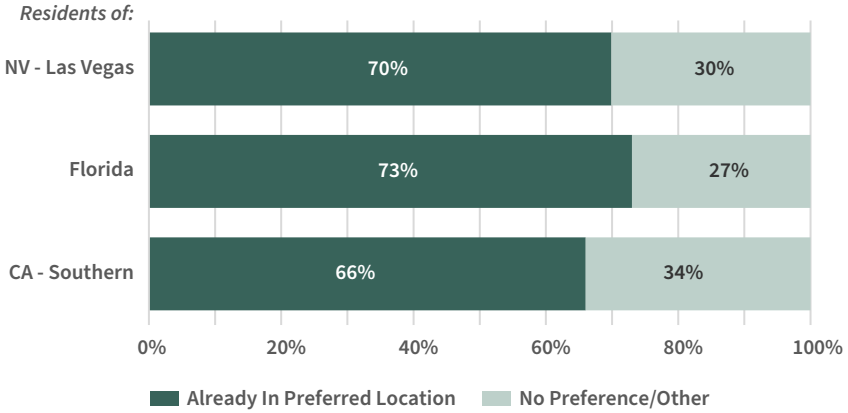
LOCATION

Respondents were asked where they would prefer to live and work. Nearly half of respondents currently reside in their preferred location while 19% of respondents have no preference in where they would like to reside. The top three most preferred locations to reside and work are Las Vegas (15% of respondents), Florida (13% of respondents), and Southern California (10% of respondents).

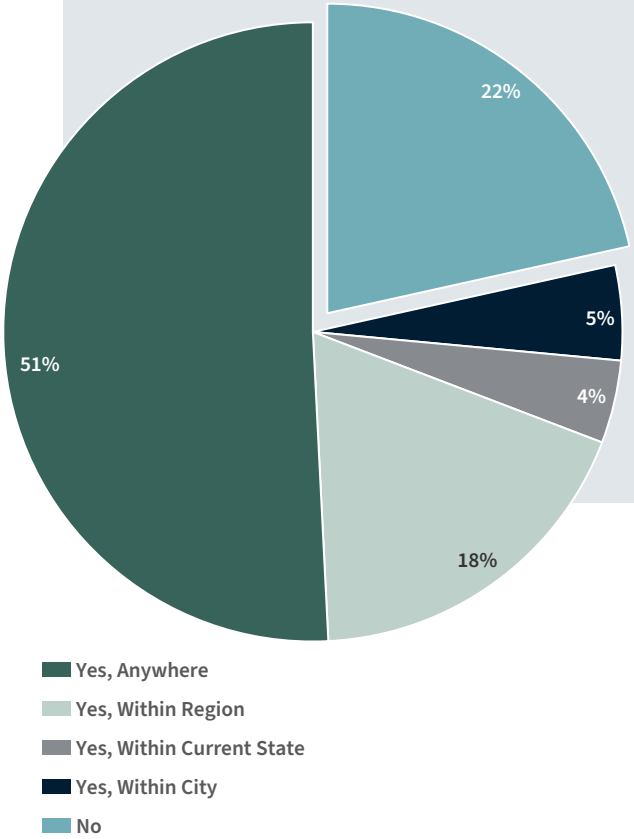
Of the 14% of total respondents who reside and work in Las Vegas, 70% prefer to stay in this location. Of the 12% of total survey respondents who currently reside and work in Florida, 73% of them claim that they are currently residing in their preferred location. Of the 11% of total respondents that currently reside and work in Southern California, 66% of them claim that they are currently residing in their preferred location.

Executives were asked if they would be willing to relocate from their current location. There were 22% of executives who indicated that they would not like to relocate, a 4% increase from 2018 results.

MOST PREFERRED LOCATIONS



WILLINGNESS TO RELOCATE

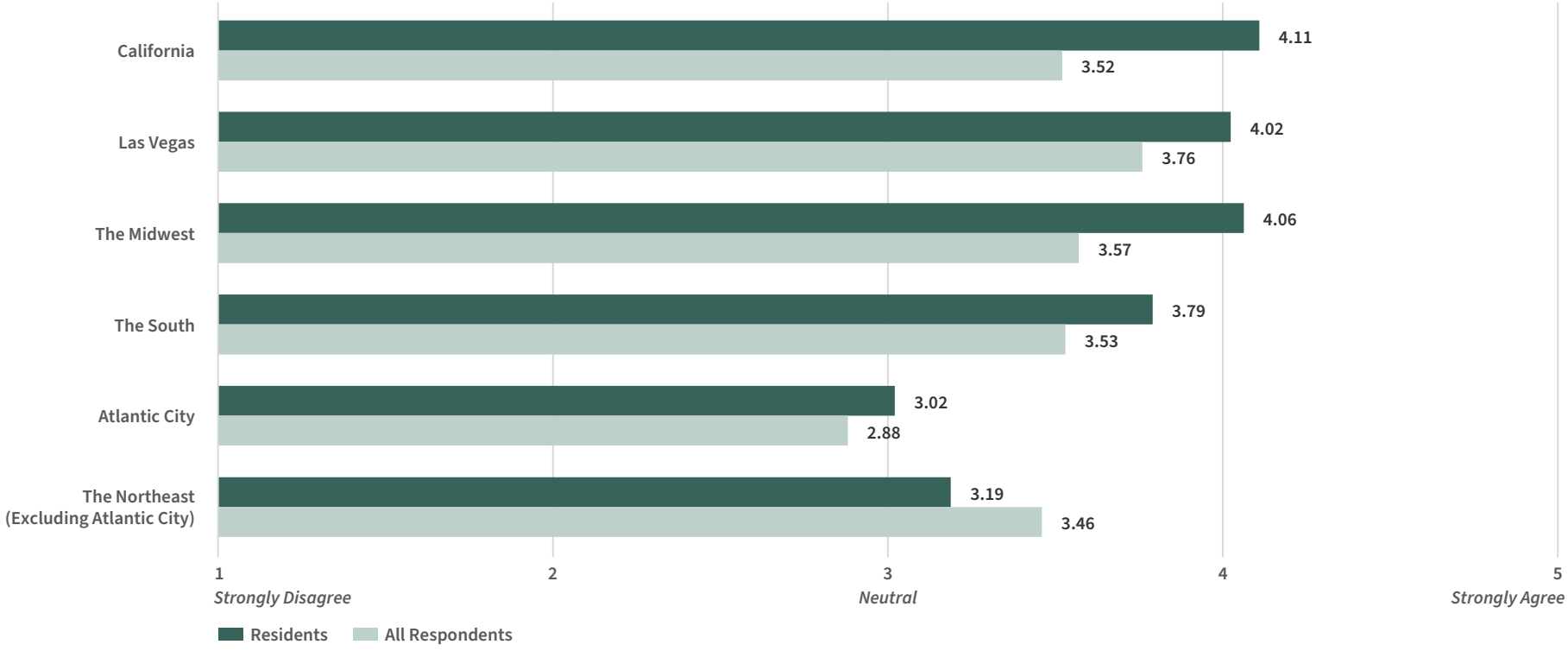


Each year, executives are asked to rate their outlooks on US gaming markets. The graph compares the views of residents of these respective markets alongside the overall responses.

Overall, respondents perceived Las Vegas as the market with the greatest potential for offering career growth. California-based executives gave the greatest rating to their own market. Conversely, the majority of the executives in the Northeast, outside of the Atlantic City, perceived greater opportunities elsewhere.

78% *ARE WILLING TO* **RELOCATE**

PERCEIVED CAREER ADVANCEMENT BY REGION

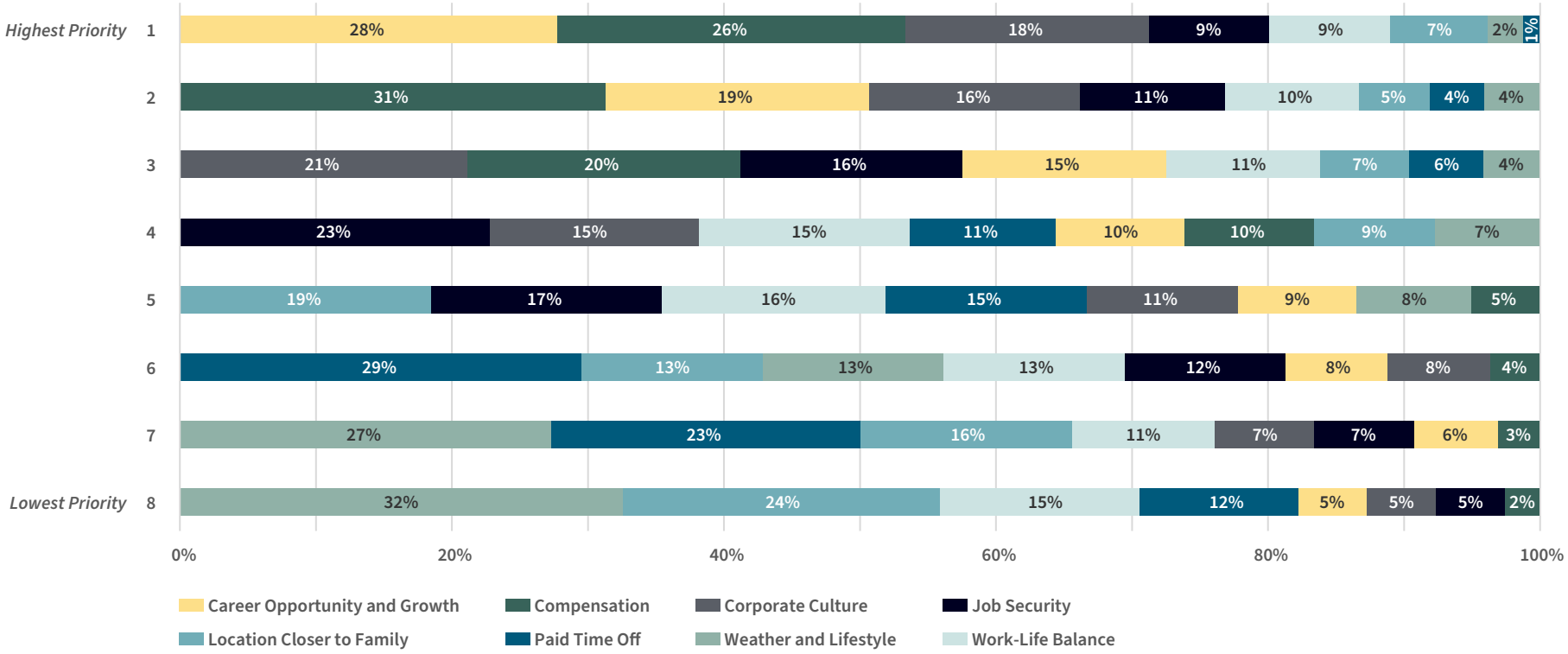


PRIORITIES

Among the eight choices of career priorities, compensation once again placed second. Executives continue to prioritize Career Opportunity and Growth as they did last year. Corporate Culture received the highest percentage for third priority.

After comparing the ranking of priorities to respective years of experience in gaming, those with more than 20 years of experience ranked Compensation higher than Opportunity and Growth. Overall, executives do not prioritize weather and lifestyle, paid time off, or living closer to their family.

RANKING OF PRIORITIES



WORK-LIFE BALANCE

Newly introduced questions to this year's survey related to vacation and work-life balance. It was specified that working on vacation included checking emails and voicemails, answering work related calls, and performing other work-related tasks while away. The survey question regarding burnout was not intended to distinguish a medical diagnosis from perceived burnout.

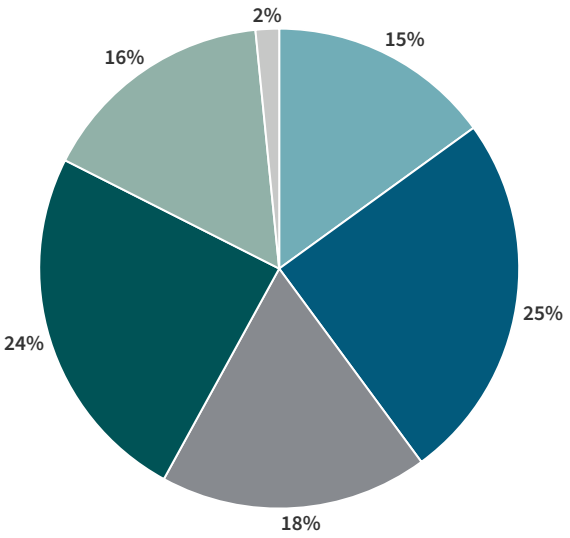
Respondents were evenly split as to whether they were encouraged to work while on vacation. Over half of those encouraged to work felt burnout within the past year, while only a quarter of those who were not encouraged to work felt burnout.

Nevertheless, nine out of ten respondents voluntarily work while on vacation. About half of the respondents have the ability to work from home as needed and work flexible hours, allowing for greater work-life balance.

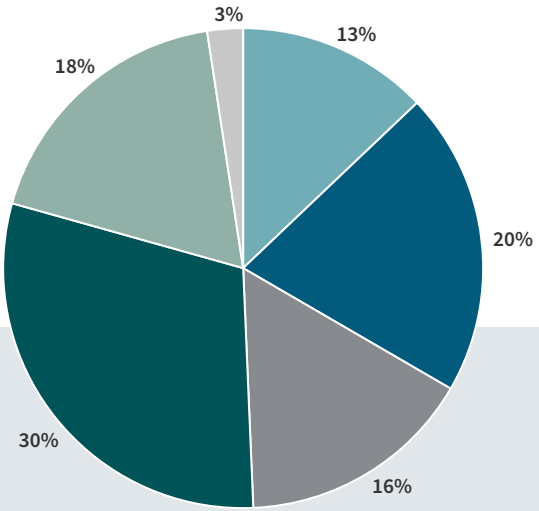
"In a customer service-based industry where we remain open 24/7, it is especially important to take care of one's self physically, emotionally and mentally," says Bristol Associates President Ben Farber. "A balanced life cultivates contentment. When one is content, the quality of their work improves and productivity increases."

ENCOURAGED TO WORK WHILE ON VACATION

(i.e. check emails and voicemails, etc.)



ABILITY TO WORK FROM HOME AS NEEDED

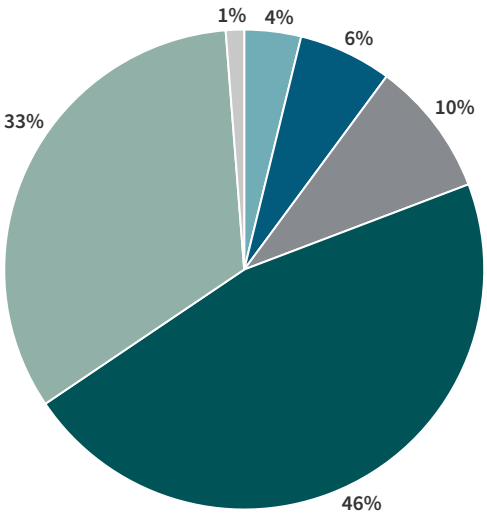


LEGEND

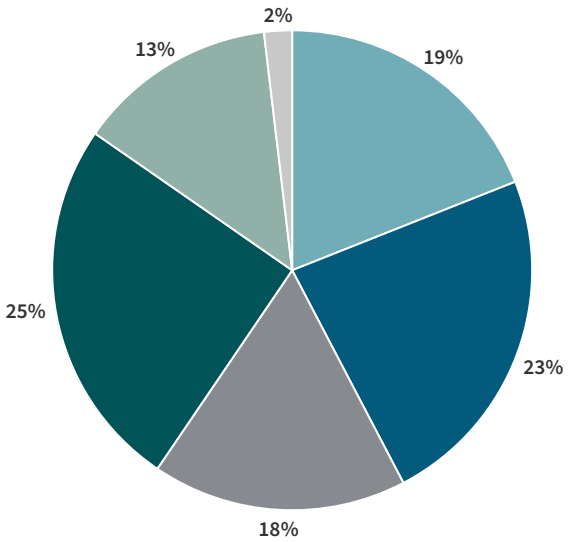
Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Applicable

VOLUNTARILY WORK WHILE ON VACATION

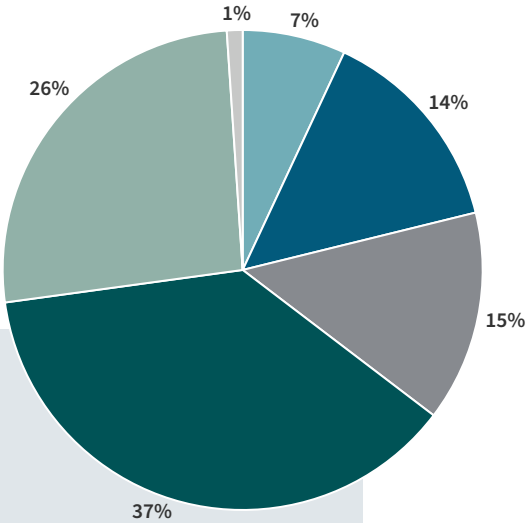
(i.e. check emails and voicemails, etc.)



EXPERIENCED BURNOUT IN THE PAST YEAR



ABILITY TO WORK FLEXIBLE HOURS



41% of those who check work every day while on vacation experienced employee burnout in the past year

28% of those who never check work while on vacation experienced employee burnout in the past year

63% of those who believe their company is not keeping them satisfied experienced burnout in the past year

26% of those who believe their company is keeping them satisfied experienced burnout in the past year

VACATION

More than eight out of ten respondents had taken a vacation (3+ consecutive days) within the past year using paid time off. Out of the executives who have not taken a vacation in over a year, one out of three believe they will advance in their career by using less paid time off.

Thirty-two percent of those who vacationed within the past three months along with the 42% who vacationed in the past 4-6 months reported burnout.

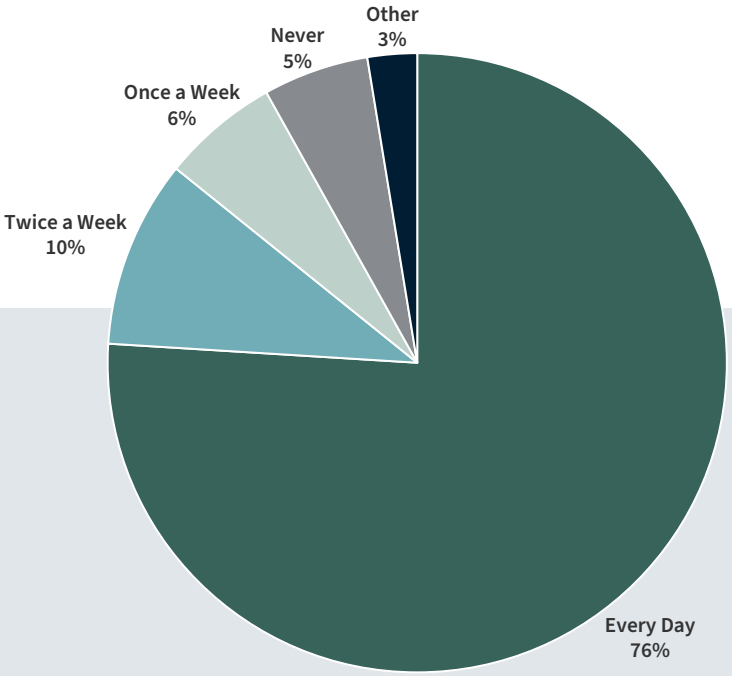
In comparison, 54% of those who vacationed 10-12 months ago along with 50% of those who vacationed over a year ago reported burnout.

Three quarters of respondents check on work every day while on vacation. A few individuals even claimed to do so on an hourly basis. Out of those professionals who keep tabs on work every day, 92% are also actually working, albeit voluntarily.

79% VOLUNTARILY

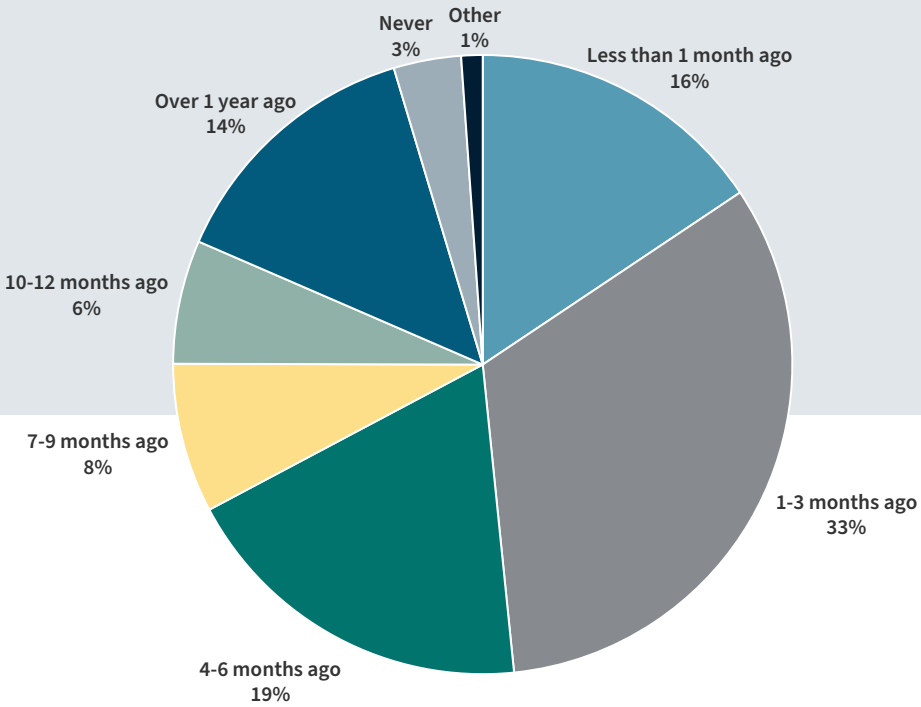
WORK WHILE ON VACATION

FREQUENCY OF CHECKING ON WORK WHILE ON VACATION



MOST RECENT VACATION

(3+ consecutive days of paid time off)

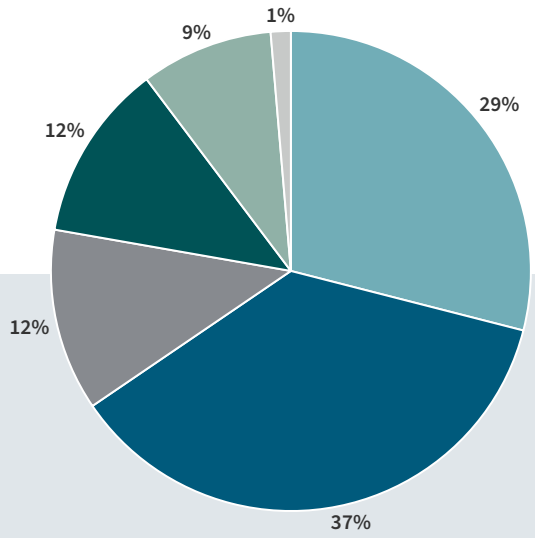


PAID TIME OFF

Overall, when deciding on a vacation, executives are more likely to consider their workload rather than pressure from coworkers or employers to remain at work. Over 20% of those individuals who felt pressured by their employer to not take paid time off were also denied multiple requests within the past year.

FELT DISCOURAGED FROM TAKING TIME OFF

due to employer's reaction

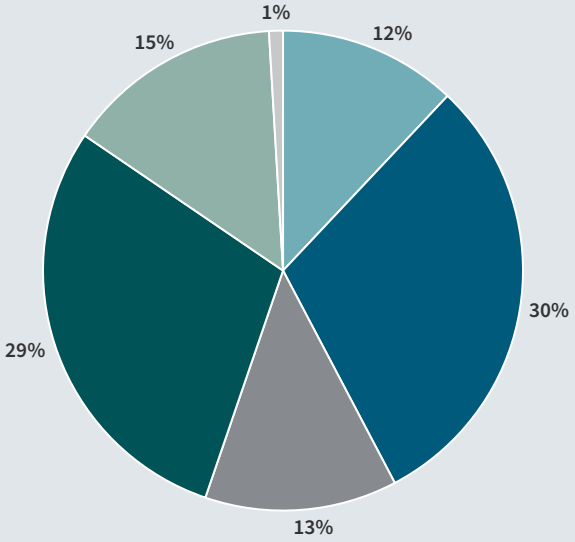


LEGEND

Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Not Applicable

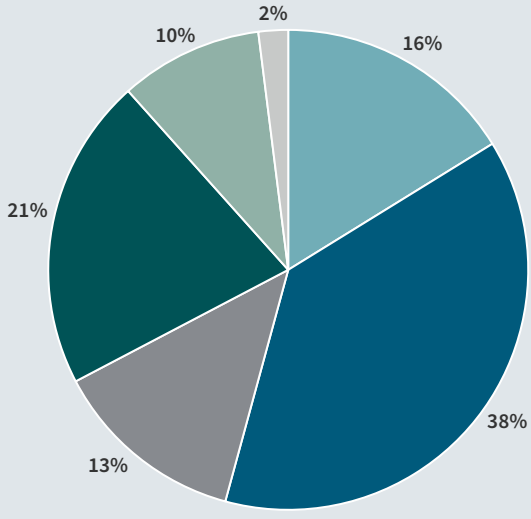
FELT RELUCTANT TO TAKE TIME OFF

due to amount of work needed to make up upon return

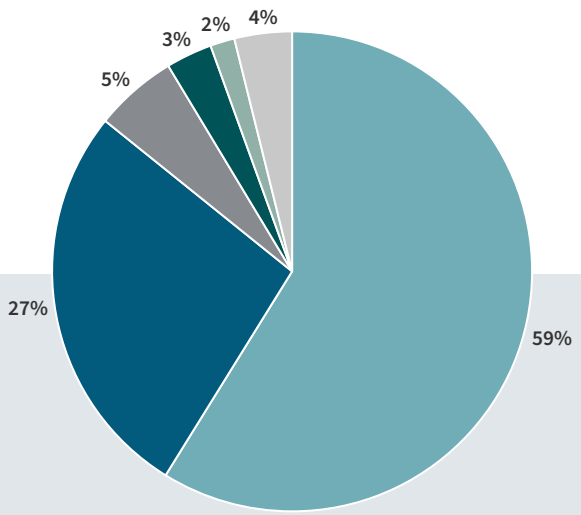


FELT GUILTY TAKING TIME OFF

due to coworkers being left to handle responsibilities

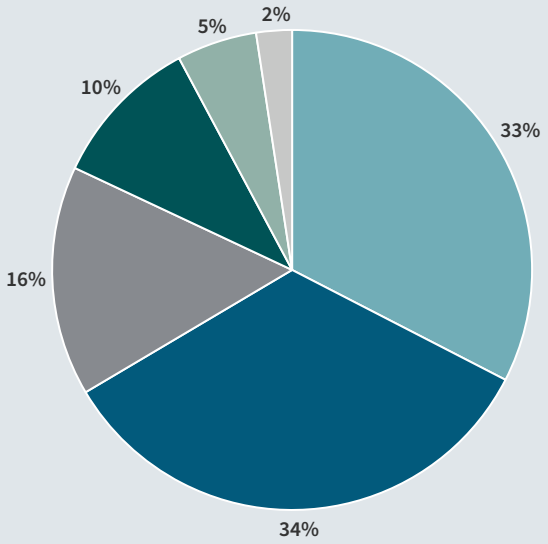


DENIED MULTIPLE PTO REQUESTS WITHIN PAST YEAR



BELIEVE CAREER ADVANCEMENT IS MORE LIKELY

by using less paid time off days



40%

ARE ENCOURAGED

TO WORK WHILE ON PTO

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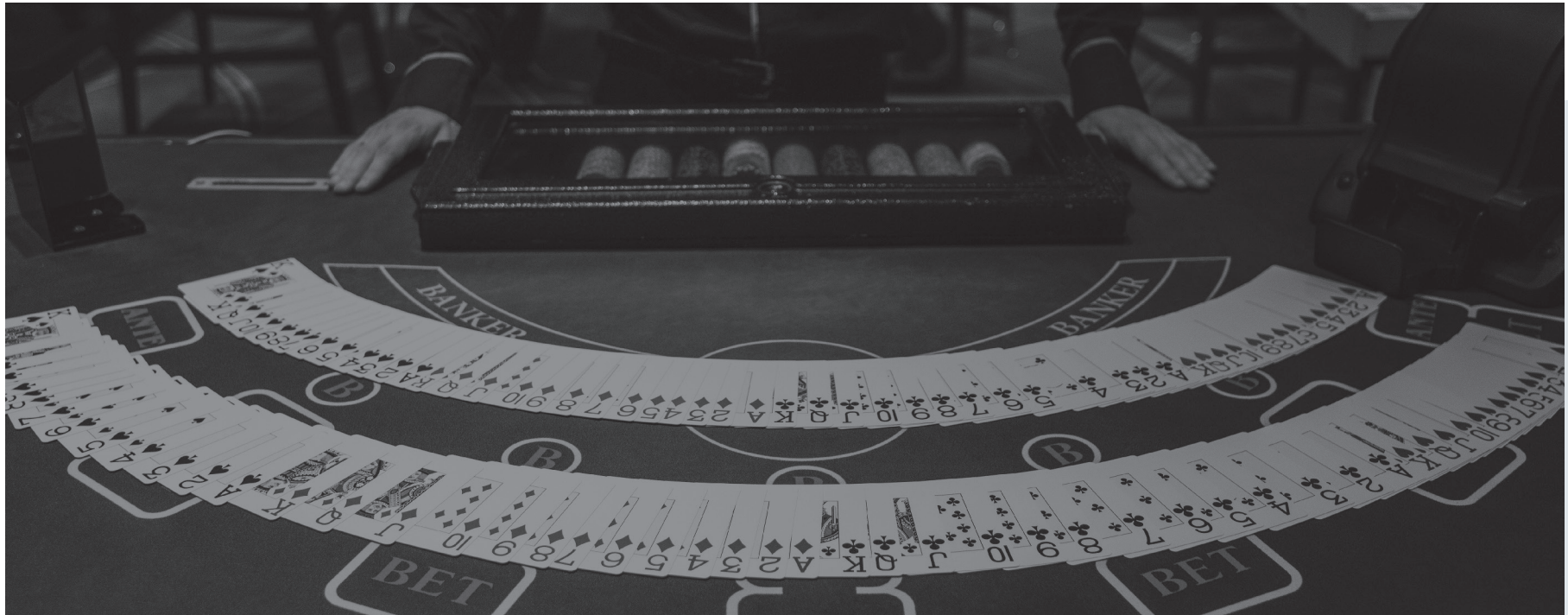
CONCLUSION

Overall, employee satisfaction has remained above 80% since 2012. There is an increase in "passive candidates" – those who are not actively seeking a new job – in the casino industry within the last year because of this steady trend. Over half of them are willing to relocate anywhere for the right opportunity. Although this statistic is noteworthy, it is to be taken with a grain of salt. In this job market where unemployment is low and the majority are satisfied in their current role, the "right opportunity" may not exist. The results show that people are less optimistic about finding a better job *(p.11)*.

Due to the majority's strong disagreement to feeling discouraged or guilty from using paid time off, most executives do not necessarily experience "vacation guilt." In fact, over half of executives have used vacation time within six months of taking the survey. Rather than feeling guilty or anxious about taking a vacation, most respondents voluntarily choose to work daily while on vacation. Through this finding, the majority of executives in the casino industry do not completely "unplug" from their workplace while on vacation, even though that is the intended use of paid time off. Technology grants us 24/7 access and convenience. Taking paid time off and vacation now comes with the feeling that professionals should be working every day while away. The downside is that executives compromise their leisure time, increasing their likelihood for burnout.

Spectrum's takeaway is that management should take note of these findings and consider how to accommodate requests for time off while respecting that time away, in order to improve employee satisfaction as well as production. Bristol agrees whole-heartedly. A simple technique to reducing burnout *(p. 19)* is to support and encourage each other's efforts to recharge. Eliminating fear and negative judgments can significantly alleviate stress. Instead of asking "How much profit will be lost if he or she takes time off?" try asking, "Will he or she avoid burnout by taking a vacation?" Management should proactively monitor their team's morale and remind them to use their paid time off throughout the year. Corporate culture is no longer driven solely by revenue generation. Today's workforce is adopting a holistic approach where success is defined by professional growth *and* personal happiness. As an added benefit, when companies prioritize employee wellness, their financial goals can be achieved in a sustainable manner.



ABOUT THE AUTHOR COMPANIES

About Bristol Associates, Inc.

Founded in 1967, Bristol Associates, Inc. is an executive search firm that has well-established, successful recruitment practices in Casino Gaming; Hotels and Resorts; Travel, Tourism, and Attractions; Facilities and Concessions; Food and Beverage Manufacturing; Restaurant; Hospital and Healthcare; and Nonprofit.

Bristol is known for offering highly-focused personal service, depth of experience, and professional knowledge of the industries in which they work. The firm has been established with a focus on responsiveness, honesty, integrity, and strict adherence to ethical standards. Bristol maintains the largest proprietary database of executive talent in the industry.

Typical searches in the casino industry include key corporate and property-level executives within operations, finance and accounting, marketing, human resources, hospitality, information systems and development. Current searches and examples of completed searches can be found at **www.bristolassoc.com/jobs/casino-gaming**. The casino executive recruitment efforts are led directly by the Company President, Benjamin Farber.

For more information, visit **www.bristolassoc.com**.

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Spectrum Gaming Group is a non-partisan consultancy that specializes in the economics, regulation and policy of legalized gambling worldwide. It has provided independent research and professional services to public- and private-sector clients since 1993. The company brings wide industry perspective to every engagement, having worked in 36 US states and territories and in 47 countries on six continents.

Employing renowned experts in every facet of the gaming industry, Spectrum serves state, tribal and national governments, casino operators, suppliers, regulators, developers, investors, law firms, and other gaming-related professionals in all sectors of the legalized gambling industry.

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