



16TH ANNUAL BRISTOL ASSOCIATES/ SPECTRUMETRIXTM CASINO GAMING EXECUTIVE SATISFACTION SURVEY

Prepared by Jeremy Pollock, Spectrum Gaming Group

December 5, 2016

Introduction

For the first time in the 16-year history of our Annual Gaming Executive Satisfaction Survey, two gaming operators have effectively tied for the title of Employer of First Choice, and both are previous winners of this important recognition. The Seminole Hard Rock, last year's favorite, claimed 312 first-place votes, three votes more than Penn National Gaming, the 2014 favorite, which creates an effective tie. The survey elicited 1,326 total overall responses, which is an increase from last year's 1,021, and is itself a record response. Of this number, 338 were from Florida, 190 were from Las Vegas, and 97 were from Pennsylvania.

Favored Employers: Seminole Hard Rock and Penn National

Home-state pride and employer appreciation were prominently on display in this year's survey, as the majority of Florida's respondents selected the Seminole Tribe as this year's Employer of First Choice.

Meanwhile, Penn National captured the votes (and hearts) of Pennsylvanians, and proved to be the leader among Las Vegas-based participants as well.

While those two tied for the top spot, Wynn Resorts and MGM Resorts International were left in a similarly close call as respondents also selected an Employer of Second Choice.

MGM was able to claim second place as the selection of choice for 16 percent of respondents, slightly edging Wynn's total of 14 percent. Notably, most who selected MGM for second choice were inclined to select Wynn for third place, and vice versa. We note that MGM Resorts received only three votes more than Wynn as Employer of Third Choice over Wynn, creating a virtual tie as each received 12 percent of the total.

Among all those favorites, however, a new contender is emerging: Landry's. The company is clearly gaining momentum, thanks in part to its well-known Golden Nugget brand, and growing presence in new markets such as Lake Charles, LA.



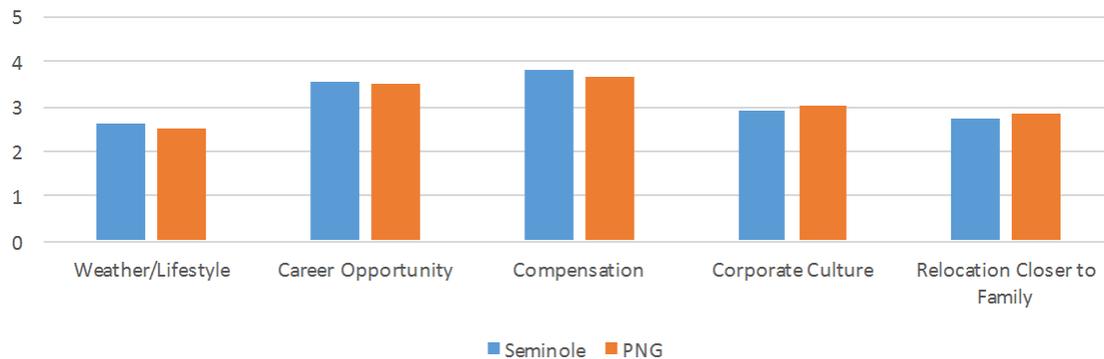
Wynn and MGM each have high-profile expansion plans in the East. The Wynn property under construction in Everett, MA, just outside of Boston will give the company a significant national presence and take it outside of its Las Vegas base. Meanwhile, MGM is about to open its own casino resort just outside of Washington, DC, in National Harbor, MD, and has another project underway in Springfield, MA. MGM recently completed its purchase of Borgata, boosting its ownership stake from 50 percent to 100 percent of the market leader in Atlantic City.

Ranking Career Priorities

This year's survey was the first in which respondents ranked, instead of rated, the reasons they would consider changing employment. This change gives both respondents and readers of the survey a more effective basis for comparison.

The priorities of those who chose this year's most favored employers, Seminole Tribe of Florida and Penn National Gaming, prove to be remarkably alike as well as evenly apportioned.

Ranking of Priorities by Those Who Selected This Year's Favorites
(5=Most Important, 1=Least Important)



From the standpoint of favorite markets, the outlook for every gaming market has remained stable, as shown in the table below. However, we counted “Don’t Know” responses as a neutral response, slightly moderating the outcomes, but not the year-to-year consistency.

Consistent with last year's results, respondents chose Las Vegas as the region offering the best opportunities for career advancement. Las Vegas still maintains its appeal to a wide variety of visitors, and thus to a wide swath of gaming executives. The growing appeal of the Northeast is likely due to significant projects under development near cities like Boston and Washington, and it should be noted that this survey took place during the months prior to the recent New Jersey referendum, which could have added two destination resorts in the New York metropolitan area.

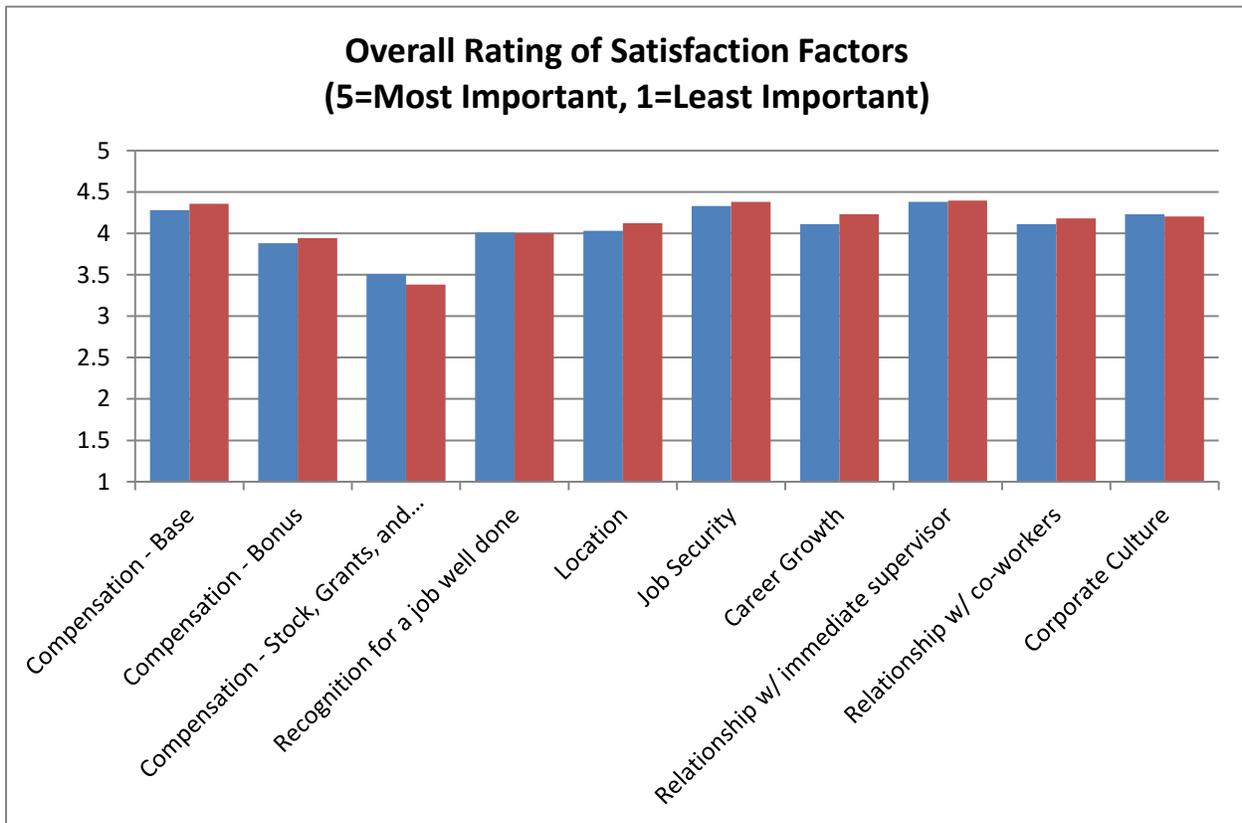
Notably, Atlantic City's appeal is clearly stabilizing, and is showing some signs of modest growth. The opening of Harrah's Convention Center and the reopening of Showboat as a hotel are two indications that Atlantic City's appeal – while still extremely low – is providing some optimistic signals.

Region	2014	2015	2016
Atlantic City	1.77	1.97	2.21
Racinos	3.10	3.10	3.02
The Midwest	3.28	3.37	3.29
The Northeast (excluding Atlantic City)	n/a	n/a	3.30
Las Vegas	3.40	3.49	3.48
The South	3.24	3.40	3.37
California	3.52	3.44	3.33
Native American Casinos	3.38	3.44	3.42

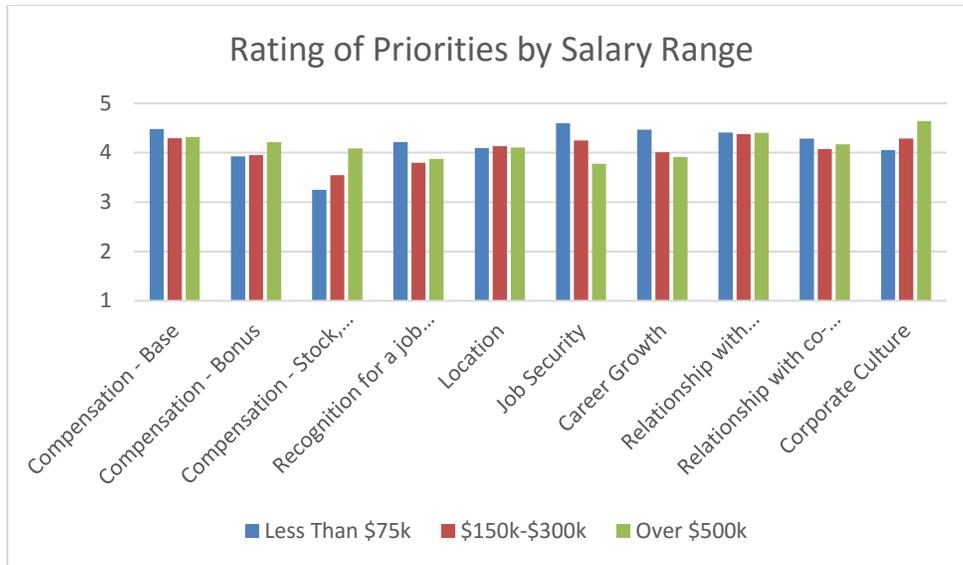
Different Levels of Experience, Types of Operations

The chart below compares the average ratings of this year's priorities against those of 2012, four years ago. That four-year comparison offers an important window into any potential changes. While compensation has taken greater importance, so have career growth, location and relationships with co-workers. Job security and relationship with immediate supervisor continue to claim priority while the importance of stock grants remains low.

This indicates a continued emphasis on contentment within the workplace and flexibility in professional and personal mobility.

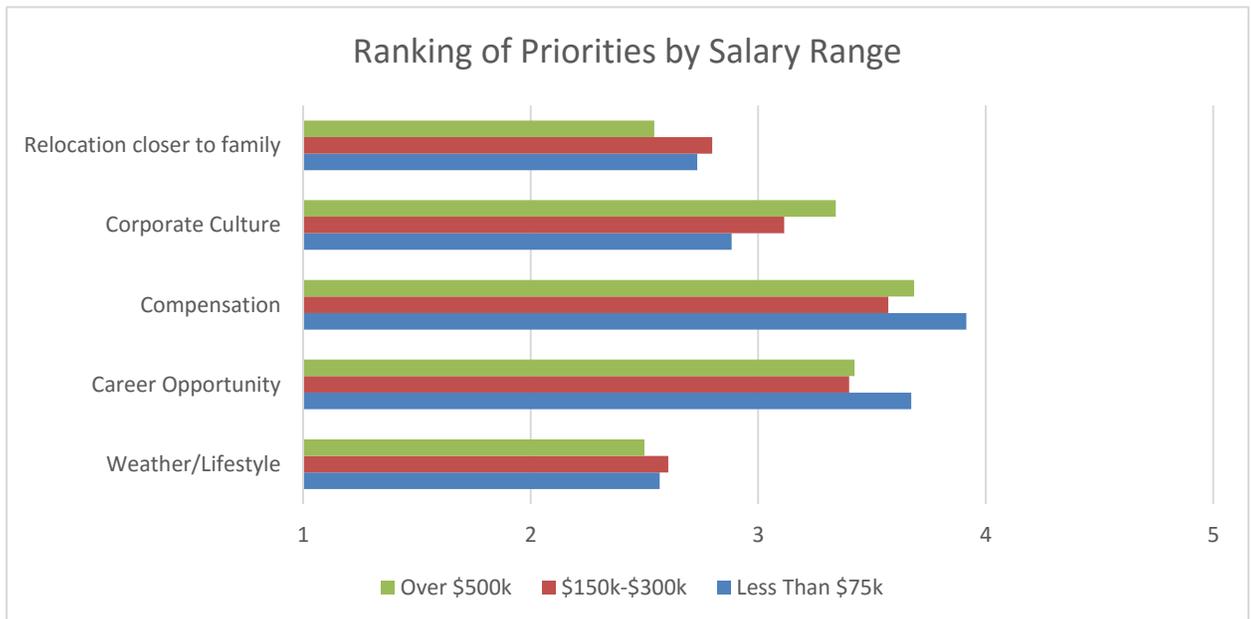


The chart below, which breaks respondents into sub-groups based on income level, shows that corporate culture and stock grants are still a priority for higher-paid executives. Likewise, career growth, job security, and recognition for a job well done remain greater priorities for those earning less. Logically, lesser-paid executives are focused on personal advancement with the presumed goal being a salary increase.

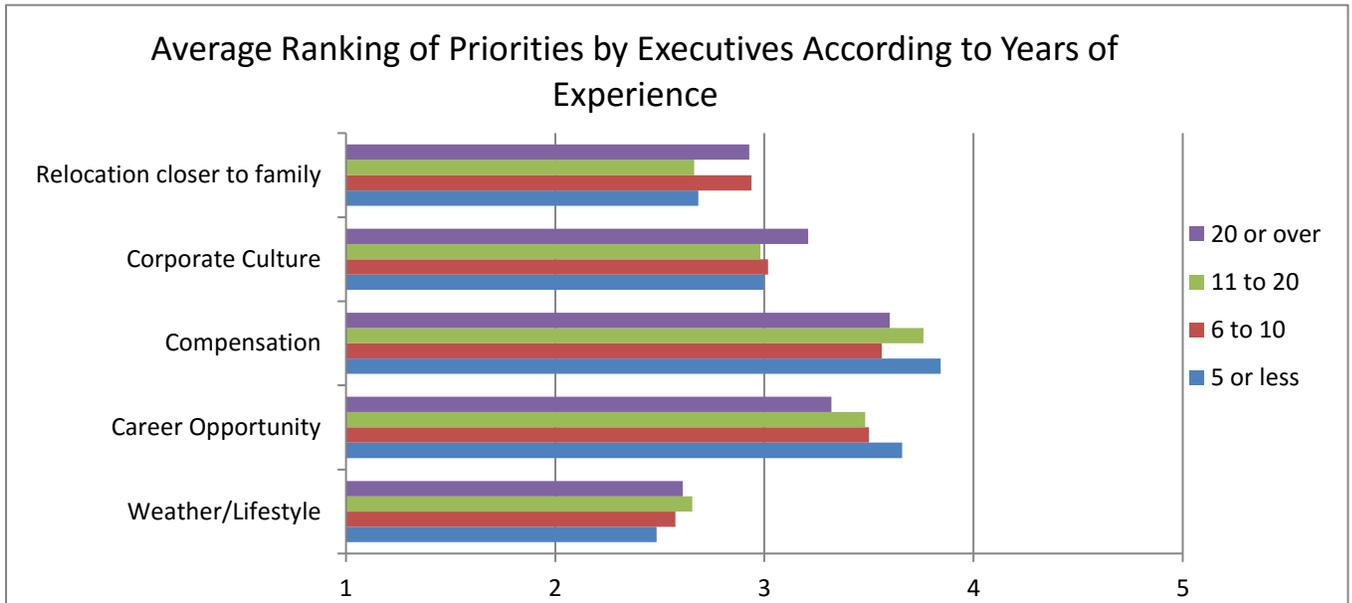


That inference can also be gleaned from the table below, which highlights differences in emphasis on compensation and on corporate culture between respondents in different income brackets. More surprising, however, is the low ranking of weather and lifestyle. President of Bristol Associates, Ben Farber offers a possible explanation: “The amount of job opportunities within the casino industry has increased as of late, however the market is still extremely competitive. As a result, many of the executives we have placed this year have sacrificed weather and lifestyle in order to rise in the ranks and obtain a higher salary.”

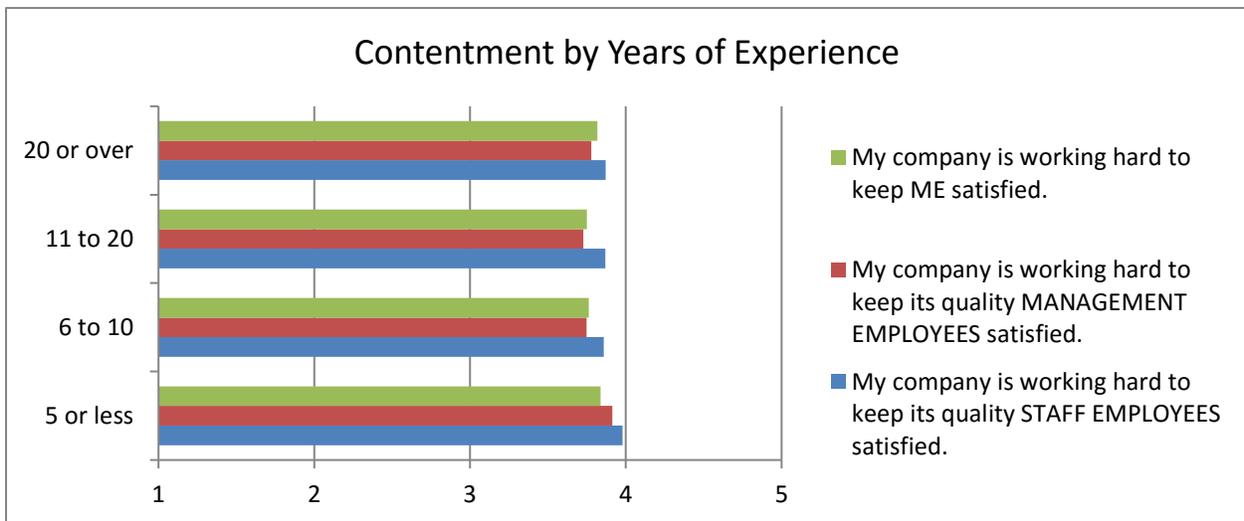
The uniformly high ranking of “career opportunity” as a priority may mean that personal career advancement is viewed as the means to overall contentment, and that lifestyle gains are just one reward.



The chart below is nearly a mirror image of the chart above, although the chart below divides respondents by their respective years of experience, which would affirm the notion that greater experience leads to greater compensation.

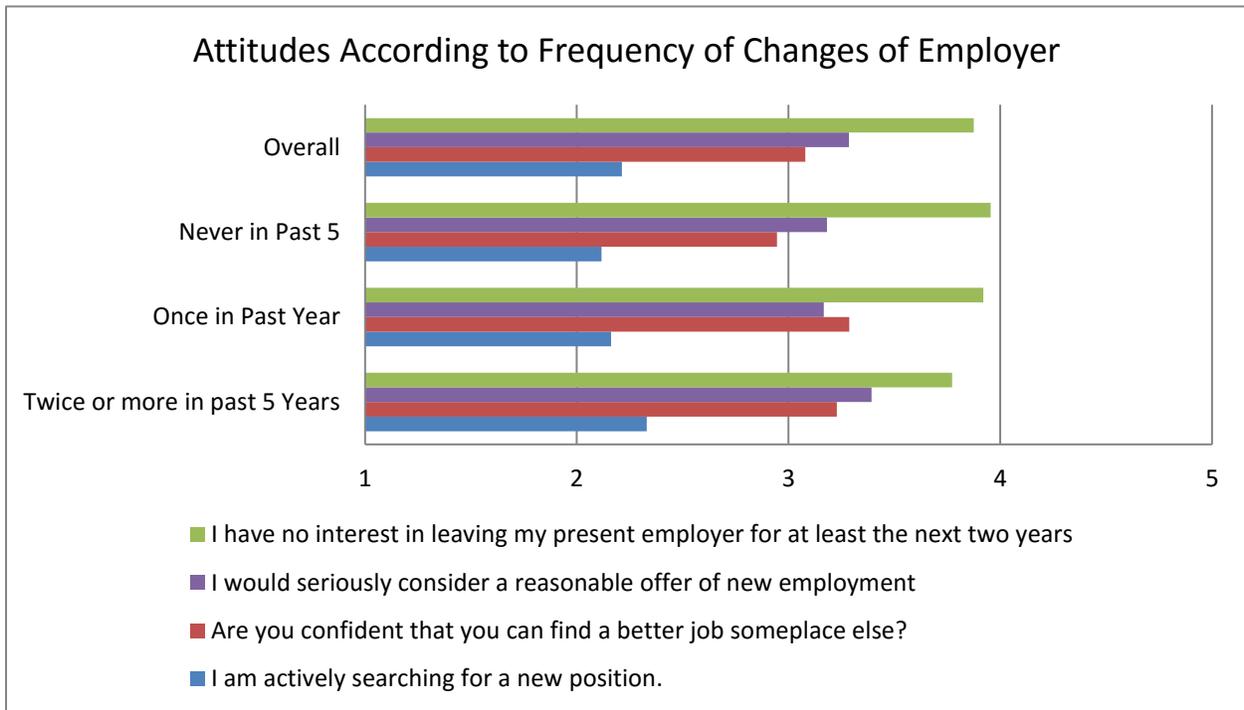


In the table below, note the sudden drop-off in contentment for executives with more than five years of experience. Respondents with more than five years of experience report much lower contentment than those with less than five years of experience.



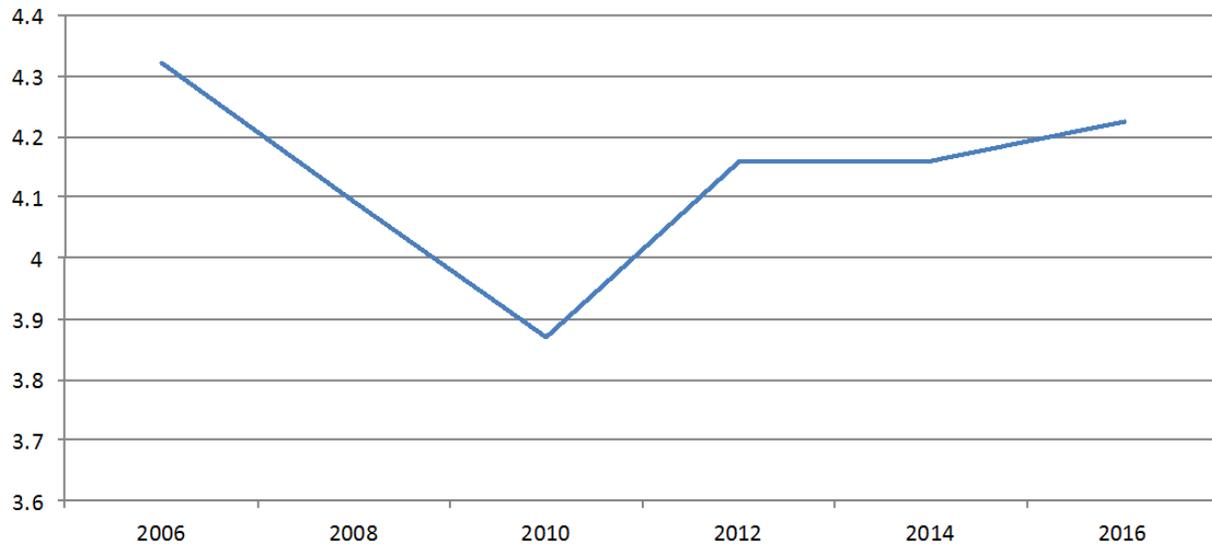
Optimistic and Satisfied

The next chart illustrates attitudes related to finding a different job, among those who have in fact changed jobs with varying degrees of frequency. The extremes are represented by those who have not changed jobs at all in five years, and those who have done so several times within that same period. The remarkable finding is that a recent change of employment has little effect on attitudes toward the general prospect of employment change.



The final chart in this analysis is our year-over-year examination of overall optimism among gaming executives. Optimism continues to steadily recover, just as consumer demand has recovered since the recession. Indeed, our survey over the years tends to mirror consumer outlook as well as overall economic trends. Optimism reached its peak ten years ago, and we suggest that level can be reached again, as gaming continues its overall recovery. While this survey did not specifically examine attitudes toward such growth opportunities as online gaming, the expansion in such areas is likely fueling some of this newfound optimism.

I am optimistic about
the future of my career
(5=Strongly Agree, 1=Strongly Disagree)



Methodology

The Bristol Associates/Spectrumetrix 2016 Casino Gaming Executive Satisfaction Survey was conducted online, and represents a sampling of industry executives from across North America. The total number of responses collected was 1,326, an all-time high. We note that the respondents are diverse in terms of geography, executive responsibilities, years of experience and other meaningful criteria.

The survey was posted on www.bristolassoc.com, the website of Bristol Associates, as well as on our website, www.spectrumetrix.com. The responses were collected over several months in summer and early fall of 2016. The survey was publicized in a press release and through email, largely to inform and encourage executives to participate.

The survey collected data designed to ensure, among other things, that the individuals who participated were indeed employed in the casino industry and that no one responded to the survey more than once. At the same time, however, we did not ask questions that could identify respondents by gender, age or other criteria that could be useful in a pure analysis — but would be perceived as potentially discriminatory in hiring.

The principal analyst in this report was Jeremy Pollock, who also served as principal writer.

About Bristol Associates

Bristol Associates, Inc. (www.bristolassoc.com) is an executive search firm. Founded in 1967, it has well-established, successful recruitment practices in casino gaming, hotel,

restaurant, travel, healthcare, food processing, and the non-profit field. Bristol maintains one of the largest databases 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/casino-gaming.

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's casino gaming practice includes Ben Farber, President, Steven Kessler, Vice President, and Jenae Nordman, Recruiting Coordinator.

About Spectrumetrix and Spectrum Gaming Group

Spectrumetrix is the premium subscription data service produced by Spectrum Gaming Group LLC, an independent research and professional services firm serving public- and private-sector clients worldwide. Our principals have backgrounds in gaming operations, financial and economic analysis, law enforcement, due diligence, gaming regulation, compliance and journalism.

Spectrum is a full-service firm. We maintain a network of leading experts in all disciplines relating to the gaming industry, and we do this through our offices in Atlantic City, Bangkok, Guangzhou, Hong Kong, New York and Tokyo. We provide our clients with an array of services, including:

- Anti-money-laundering controls
- Drafting of legislation and regulation
- Economic impact reports
- Establishment of investigative procedures
- Evaluation of public policy
- Financial analysis
- Investigations and due diligence (financial and Integrity)
- Internet gambling research and analysis
- Legal support services
- Lottery management, advisory services
- Market analyses
- Professional services for Indian Nations Public-policy analysis
- Regulatory services
- Restructurings, distressed properties/acquisition services

Our reports have been used by clients to shape public policy, secure financing, formulate marketing plans, determine scope and size of development, establish gaming regulations, and make licensing decisions, among many other purposes.