

Gaming Industry: Employment Diversity Snapshot 2013, A New Baseline

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Executive Summary

Background

In 2000, the casino gaming industry, through the Diversity Task Force of the American Gaming Association (AGA), commissioned a study to establish a baseline of workforce diversity in the industry. The original study has been followed up twice: in 2003, and again in 2008. Each study utilized the Equal Employment Opportunity Commission (EEOC) Employer Information Report (EEO-1), which is filed annually by employers. Individual casinos, members and non-members of the AGA, voluntarily participated in the first three studies, and had no input on the resulting analytical exercises.

Approach – How the data have changed: A new baseline

The SIC industry and definition codes used by the EEOC from 1998 through 2002 were based upon the 1987 SIC manual. The two codes used by the participating casinos during these years were: 7010 (Hotels and Motels), and 7990 (Miscellaneous Amusement, Recreation Services). Beginning in 2003, although not published until 2004, the EEOC enhanced their classification system to provide richer and deeper data sets, and changed from the previous three-and-four digit SIC coding, to the current five-and-six digit coding now known as the North American Industry Classification System (NAICS).

In 2012, the AGA once engaged PwC to study the diversity of the casino gaming industry, but with the expectation that a new employment baseline would be created. This year's study, *Gaming Industry: Employment Diversity Snapshot 2013, A New Baseline* was prepared by utilizing the 2011 EEO-1 reports as published by the EEOC in the fourth quarter of 2012. NAICS codes now include classifications that are unique to the casino gaming industry, therefore participation by the casinos was not required to obtain the data for this year's study. However, many casino companies voluntarily submitted their EEO-1 reports to PwC to facilitate mapping of the entire set of codes that the casino companies utilize for filing their reports.

In this year's study, we observed several fluctuations in the data, which could be attributed to the following factors:

1. There was an expansion in the number of NAICS codes that the casinos utilized in their reporting, which can be attributed to the changes in the casino gaming industry over the years. What was once an industry dominated singularly by gambling and lodging activities, operations have grown to include other types of recreational activities, therefore changing the way in which the casinos view and operate their businesses.

In 2011, the following 71 and 72 base NAICS codes were used by the casinos:

- **71: Arts, Entertainment, and Recreation**
 - 71121: Spectator Sports
 - 71321: Casinos (except Casino Hotels)
 - 71329: Other Gambling Industries
 - 71391: Golf Courses and Country Clubs
 - 71399: All Other Amusement and Recreation Industries
- **72: Accommodation and Food Services**
 - 72111: Hotels (except Casino Hotels and Motels)
 - 72112: Casino Hotels
 - 72241: Drinking Places

Additional specialty and or corporate codes were also utilized by the casino companies, but were not included in this study as the casinos represent a very small portion of these codes and their

results would not be indicative of the employment practices and behaviors of the casino gaming industry. Some of these excluded codes are:

- *45299: All Other General Merchandise Stores*
- *54131: Architectural Services*
- *54182: Public Relations Agencies*
- *55111: Corporate Subsidiary and Regional Offices*
- *55112: Offices of Other Holding Companies*
- *56151: Travel Agencies*
- *81233: Industrial Launderers*

While the casinos report various modest numbers of employees in NAICS categories such as “Spectator Sports”, “Other Gambling Industries”, “All Other Amusement and Recreation Industries”, and “Hotels (except Casino Hotels and Motels)”, the majority concentration of casino company employees is found reported in NAICS codes 71321 “Casinos (except Casino Hotels)”, and 72112 “Casino Hotels”. Therefore, for the comparative analyses in this study, we aggregated the data for NAICS codes 71321 and 72112 and have used this combined group as the casino industry group, referring to it in this document as the “Casino Workforce”.

2. Changes in the EEO-1 reports include simplification of Racial and Ethnic Group headings. In prior years, the headings were: White, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, Asian, American Indian or Alaskan Native, and Two or More Races. In the 2011 EEO-1 reports utilized for this study, the Racial and Ethnic Group headings are now: White, Black, Hispanic, Asian, American Indian, Hawaiian, and Two or More Races.
3. The Racial and Ethnic group, Two or More Races, has expanded, while the genesis of the growth in this group remains unconfirmed. Several factors can contribute to this shift, including the higher propensity in recent years of employees to self-identify and denote bi-and-multi ethnic origins, as well as employers using observation identification methods for those employees who decline to self identify.
4. There were no changes in the job categories or classifications as outlined and provided by the EEOC (as compared with our 2008 study); however, there appears to be measurable variances in the manner in which the casinos determine the job categories for various roles. These variances appear to be systemic – occurring across the casino gaming industry, and within individual casino gaming companies. Companies with multiple casino property locations do not appear to apply a standardized approach to job category / classification coding at each of their locations. These variances are then further exacerbated with this widespread practice in the industry, as a whole.
5. This year’s study emerges as the first snapshot of the employment diversity of the domestic US casino gaming workforce post the Great Recession. Significant changes in this workforce occurred, as did they across the US workforce. These changes include such important considerations as personnel additions and reductions, as well as consolidation of job responsibilities. These types of changes also occurred in the human resources departments where the personnel responsible for the collection and reporting of employment data were affected. The resulting impact places the consistency of reporting methods as compared with prior years into question, thus confirming the expectation that a new baseline for measuring employment diversity would need to be established. This study represents a fresh look at the foundation of employment diversity for the casino gaming industry and therefore utilizes comparisons to the broader US workforce, as well as to the major and appropriate NAICS codes noted above, and not to prior studies.
6. Note: The American Indian workforce denoted in this study is not representative of all American Indians employed in the casino gaming industry. This study represents commercial casinos only and does not include the sizable and diverse workforce of American Indians and others employed in tribally owned and operated casinos.

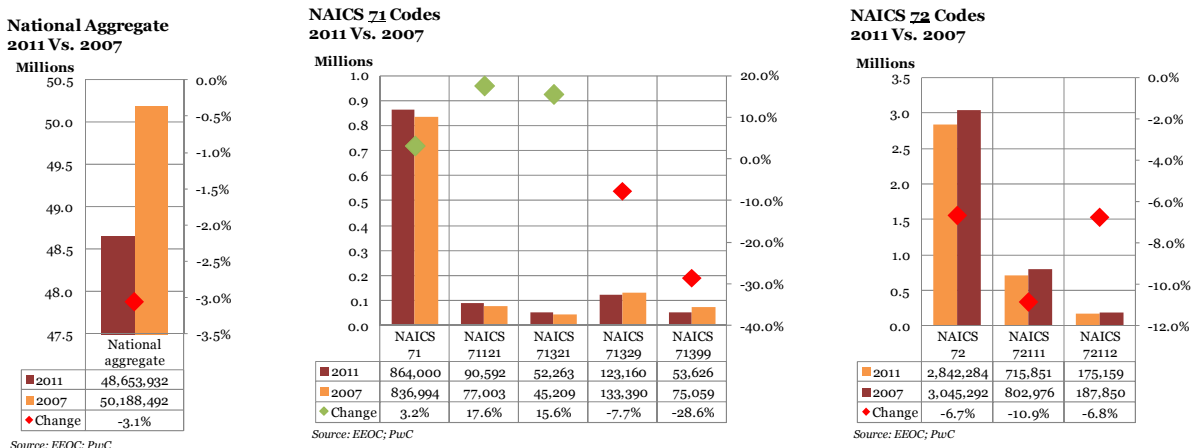
The EEO-1 Report

As part of its mandate under Title VII of the Civil Rights Act of 1964, as amended, the Equal Employment Opportunity Commission requires periodic reports from public and private employers, and unions and labor organizations which indicate the composition of their workforces by sex and by Racial and Ethnic Group. The EEOC collects workforce data from employers with more than 100 employees (lower thresholds apply to federal contractors). Employers meeting the reporting thresholds have a legal obligation to provide the data; it is not voluntary. According to the EEOC, the data is collected and is used for a variety of purposes, including enforcement, self-assessment by employers, and research. Although the underlying data itself is confidential, aggregated data is publically available.

General Observations: Changes in Employment Rates¹

In 2007, the US workforce that was reported on the EEO-1 reports included approximately 50.2 million workers (See – Figure 1 – Post Recession Employment Comparison). By 2011, two full years after the end of the Great Recession was declared by the National Bureau of Economic Research (NBER), the EEO-1 US workforce – which is the reported subset of the total US workforce² – had receded by 3.1 percent, representing a loss of approximately 1.5 million workers.

Figure 1 – Post Recession Employment Comparisons



NAICS 71 (Arts, Entertainment, and Recreation) is the two-digit classification that codes 71121 (Spectator Sports), 71321 (Casinos – except Casino Hotels), 71329 (Other Gambling Industries), and 71399 (All Other Amusement and Recreation Industries) roll up into (among other codes). From 2007 to 2011, the NAICS 71 workforce increased 3.2 percent, representing 27,006 additional workers (See Figure 1, center chart). Workforce increases were reported in two of these four NAICS 71 classification codes, including a 15.6 percent increase in code 71321, which is one of the two core codes for the casino gaming industry.

NAICS 72 (Accommodation and Food Services) is the two-digit classification that codes 72111 (Hotels – except Casino Hotels), and 72112 (Casino Hotels) roll up into (among other codes that are not used by the casino gaming industry). From 2007 to 2011, the NAICS 72 workforce decreased 6.7 percent, representing a receding workforce with approximately 203,008 fewer workers. The number of

¹ Totals and percentage calculations in this study may not foot due to rounding.

² The US workforce, as documented by employers on EEO-1 reports, does not refer to or necessarily correlate with the US population as collected and reported by the US Census Bureau.

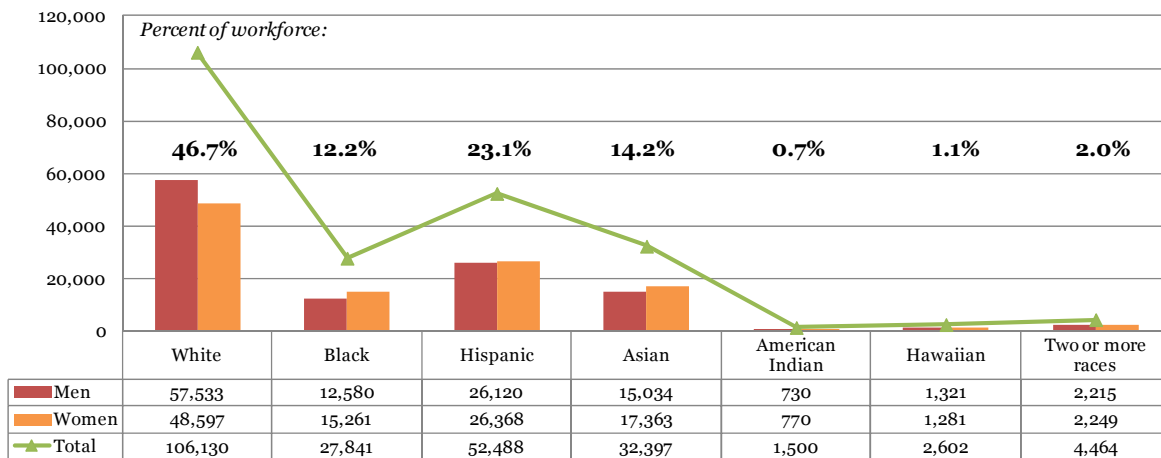
workers in NAICS 72112, which represents 6.2 percent of NAICS 72, decreased from 2007 to 2011 by 6.8 percent, representing 12,691 fewer workers.

General Observations: 2011 Casino Workforce Composition

The composition of the Casino Workforce in 2011 is illustrated in Figure 2 – 2011 Casino Workforce. The four largest racial and ethnic representations in the Casino Workforce are: White, 46.7 percent; Hispanic, 23.1 percent; Asian, 14.2 percent, and Black, 12.2 percent. The Casino Workforce represents those employees which are reported annually on EEO-1 reports.

Figure 2 – 2011 Casino Workforce

2011 Casino Workforce by Race, Ethnicity, and Gender



Source: EEOC; PwC

The aggregation and analysis of the 2011 EEO-1 reports³ resulted in general observations as compared to NAICS codes 71 and 72, and the national US workforce.

General Observations: Comparison to NAICS Codes 71 and 72

Each of the following observations is a *percentage-based* comparison:

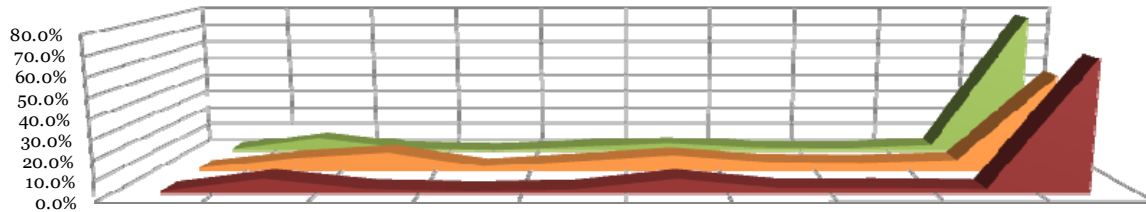
- **Racial and Ethnic Groups:** The Casino Workforce employed more workers in these Racial and Ethnic Groups as compared with NAICS 71 and NAICS 72: Black, Hispanic, Asian, American Indian, Hawaiian, and those of Two or More Races. The Casino Workforce employed fewer White workers than NAICS 71, by 18.3 percentage points, and NAICS 72, by 5.0 percentage points. In 2011, the Casino Workforce was comprised of approximately 53.3 percent minority workers, as compared with 35.0 percent for NAICS 71, and 48.3 percent for NAICS 72.
- **Gender:** The Casino Workforce employed 50.8 percent men and 49.2 percent women, a fairly equal split, which is 0.8 percentage points away from parity. NAICS 71 reported a greater percentage of men workers, 53.5 percent, while NAICS 72 reported slightly fewer, with 48.8 percent.
- **Job categories:** The Casino Workforce employment mix is similar to that of the broader industry groups, NAICS codes 71 and 72, as each is representative of employment that is customer service

³ The individual EEO-1 Reports were not tested or otherwise examined by PwC and were assumed to be correct.

focused. Overall, the workforce of NAICS 71321 (Casinos – except Casino Hotels) comprises approximately 6.0 percent of NAICS code 71, and the workforce of NAICS 72112 (Casino Hotels) comprises approximately 6.2 percent of NAICS 72. These ratios are important to note and reveal that the individual or combined casino codes do not determine the outcome of NAICS 71 or 72 since the casino codes represent such a minor percentage of the broader codes.

Figure 3 - 2011 Casino Workforce Vs. NAICS 71 and 72

Casino Workforce Vs. NAICS 71 and 72



	Executive/ Senior Level Officials & Managers	First /Mid Level Officials & Managers	Professionals	Technicians	Sales Workers	Office & Clerical Workers	Craft Workers	Operatives	Laborers	Service Workers
■ Casino Workforce	1.6%	7.7%	2.7%	1.7%	2.5%	7.7%	3.2%	3.3%	2.7%	66.9%
■ 71	1.4%	6.8%	9.8%	2.3%	5.2%	8.3%	4.8%	4.4%	5.8%	51.1%
■ 72	0.9%	7.1%	1.4%	0.4%	2.3%	4.3%	1.8%	1.4%	3.3%	77.1%

General Observations: Comparison to National US Workforce

Each of the following observations is a *percentage-based* comparison:

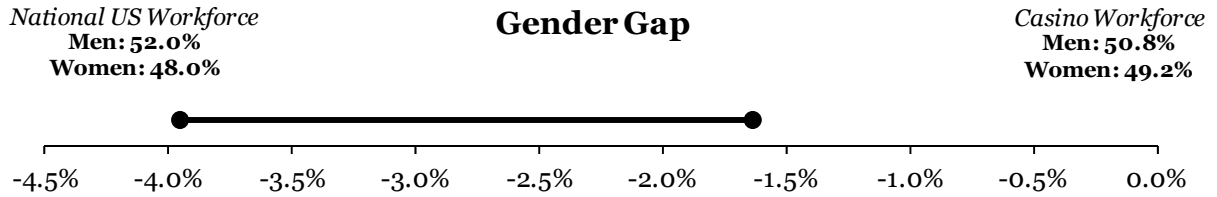
- Racial and Ethnic Groups: The casinos employed more Hispanic, Asian, American Indian, Hawaiian, and those of Two or More Races as compared with the national US workforce. Overall, the Casino Workforce employed more minorities than the national US workforce, by a difference of 18.7 percentage points.

Figure 4 - 2011 Casino Workforce Vs. National US Workforce



- Gender: The Casino Workforce included more men, representing a gap of 1.6 percentage points. The National US Workforce also included more men than women, but this gap was over double of the Casino Workforce’s at 3.9 percentage points. In comparison to the National US Workforce, the casinos were 2.3 percentage points more favorable to women than the National US Workforce.

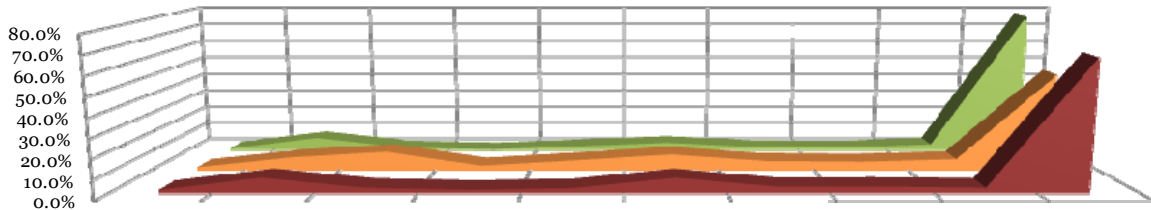
Figure 5 - 2011 Casino Workforce Vs. National US Workforce, Gender



- *Job categories:* The Casino Workforce employment mix is heavily weighted with service workers, 66.9 percent, whereas the National US Workforce is more evenly spread across all job categories with less than 20.0 percent of workers in any one category. The Professionals category has the highest percentage of employees for the National US Workforce, with 19.9 percent.

Figure 6 - 2011 Casino Workforce Vs. National US Workforce, Jobs

Casino Workforce Vs. NAICS 71 and 72



	Executive / Senior Level Officials & Managers	First / Mid Level Officials & Managers	Professionals	Technicians	Sales Workers	Office & Clerical Workers	Craft Workers	Operatives	Laborers	Service Workers
Casino Workforce	1.6%	7.7%	2.7%	1.7%	2.5%	7.7%	3.2%	3.3%	2.7%	66.9%
71	1.4%	6.8%	9.8%	2.3%	5.2%	8.3%	4.8%	4.4%	5.8%	51.1%
72	0.9%	7.1%	1.4%	0.4%	2.3%	4.3%	1.8%	1.4%	3.3%	77.1%

Our Responsibilities and Limitations

This Snapshot represents an important and valuable management tool in the continuing series of diversity initiatives undertaken by the American Gaming Association, the Diversity Task Force, and the gaming industry.

This document represents the summarization of the EEO-1 reports filed with the Equal Opportunity Employment Commission by the casino gaming industry. The EEO-1 reports were not tested or otherwise examined by PwC, and were assumed to be correct.

Racial and Ethnic Group titles utilized in this document are in conformity with those used by the EEOC. According to the EEOC, Racial and Ethnic Group designations do not denote scientific definitions of anthropological origins. The Racial and Ethnic Groups and job categories for the EEO-1 report are defined in the EEO-1 Instruction Booklet, which can be retrieved from http://www.eeoc.gov/employers/eeo1survey/upload/instructions_form.pdf.

This document should be read and referred to in its entirety and no table or associated discussion should be extracted or referred to individually; to do so could result in data misrepresentation. This document represents a point-in-time snapshot of the Casino Workforce in 2011 (as summarized in June 2013) and may not be representative of current conditions.

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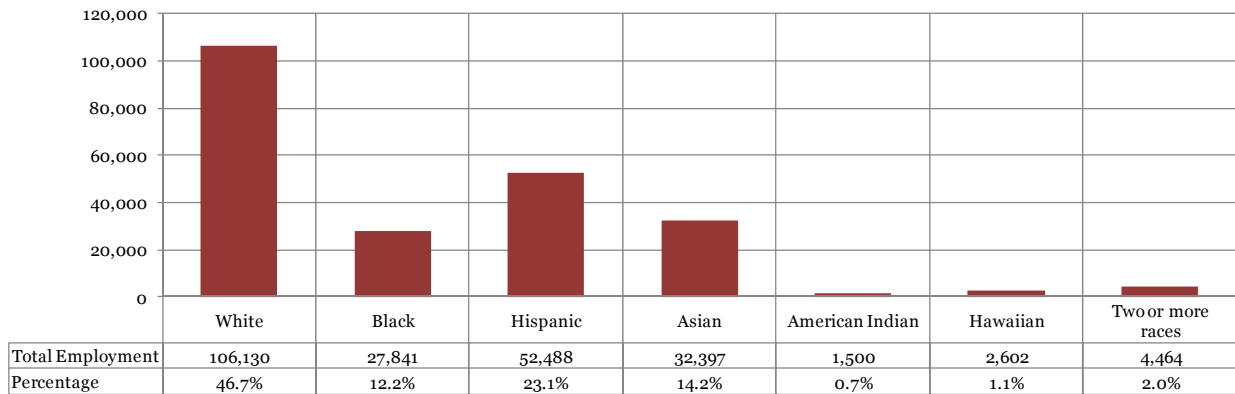
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Analysis by Racial and Ethnic Group

The Casino Workforce, as reported on EEO-1 reports for NAICS codes 71321 and 72112, included 227,422 workers in 2011. The composition of the Casino Workforce by Racial and Ethnic Group in 2011 is illustrated in Figure 7 – Core NAICS Codes, Workforce by Race and Ethnicity: 2011. The four largest racial and ethnic representations are: White, 46.7 percent; Hispanic, 23.1 percent; Asian, 14.2 percent, and Black, 12.2 percent.

Figure 7 - Core NAICS Codes, Workforce by Race and Ethnicity: 2011

2011 Casino Workforce by Race and Ethnicity: All Employees



Source: EEOC, PwC

Benchmark Analysis

The baseline benchmark that is used in the Snapshot is the mix of employees of the Casino Workforce in 2011, and is representative of the actual number of employees that the Casino Workforce required to operate their businesses. This percentage mix (illustrated in the far right column of Figure 8) is the percentage of workers that the casinos employed in each job category during 2011.

Figure 8 – Casino Workforce: Benchmark Comparison

2011 EEO-1; Combined NAICS 71321 & 72112		All Employees							BENCHMARK
Percentages by race		White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
#	Job Categories								
1	Executive / Senior Level Officials & Managers	2.5%	1.1%	0.5%	0.9%	1.6%	0.4%	1.4%	1.6%
2	First / Mid Level Officials & Managers	11.0%	6.2%	4.0%	4.1%	7.9%	7.6%	7.5%	7.7%
3	Professionals	3.4%	2.2%	1.4%	3.5%	1.7%	1.4%	1.9%	2.7%
4	Technicians	2.7%	1.6%	0.6%	0.5%	1.9%	0.9%	1.2%	1.7%
5	Sales Workers	2.4%	2.9%	1.9%	3.1%	2.4%	3.7%	3.4%	2.5%
6	Office & Clerical Workers	8.6%	9.8%	4.9%	6.8%	7.9%	13.1%	9.3%	7.7%
7	Craft Workers	4.5%	2.5%	2.1%	1.3%	2.9%	2.6%	4.1%	3.2%
8	Operatives	3.8%	4.3%	2.6%	2.0%	2.7%	3.1%	3.2%	3.3%
9	Laborers	2.2%	4.2%	3.9%	1.3%	2.5%	2.0%	2.1%	2.7%
10	Service Workers	58.9%	65.5%	78.1%	76.4%	68.6%	65.1%	65.9%	66.9%
	Total Employment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Of the 2011 Casino Workforce, approximately 46.7 percent of employees were White. The next largest ethnic group among the 2011 Casino Workforce was Hispanic workers, comprising an estimated 23.1 percent of the Casino Workforce, followed by Asian, Black, Two or More Races, Hawaiian, and American Indian (See Figure 9 – Subject Groups by Race and Ethnicity).

Figure 9 - Subject Groups by Race and Ethnicity

2011 EEO-1 Comparison by Racial / Ethnic Group	All Employees						
	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races
National Workforce	65.4%	13.7%	13.3%	5.6%	0.5%	0.4%	1.0%
NAICS 71 - Arts, Entertainment, and Recreation	65.0%	12.3%	14.6%	5.3%	0.6%	0.5%	1.6%
NAICS 72 - Accommodation and Food Services	51.7%	15.0%	24.9%	5.5%	0.6%	0.6%	1.8%
Casino Workforce	46.7%	12.2%	23.1%	14.2%	0.7%	1.1%	2.0%
<i>PP Variance: Casino Workforce to NAICS 71</i>	<i>-18.3%</i>	<i>-0.1%</i>	<i>8.4%</i>	<i>8.9%</i>	<i>0.1%</i>	<i>0.7%</i>	<i>0.3%</i>
<i>PP Variance: Casino Workforce to NAICS 72</i>	<i>-5.0%</i>	<i>-2.7%</i>	<i>-1.8%</i>	<i>8.8%</i>	<i>0.1%</i>	<i>0.5%</i>	<i>0.1%</i>
<i>PP Variance: Casino Workforce to National Workforce</i>	<i>-18.7%</i>	<i>-1.4%</i>	<i>9.7%</i>	<i>8.6%</i>	<i>0.1%</i>	<i>0.8%</i>	<i>0.9%</i>

As compared to NAICS 71, the White Workforce of the casinos was 18.3 percentage points lower and 5.0 percentage points lower than NAICS 72. The White Workforce was also disproportionately underrepresented as compared to the National US Workforce, where 18.7 percent more White workers were employed.

The only other Racial and Ethnic Group in the Casino Workforce that had representation lower than all three comparative sets (National US Workforce, NAICS 71 and 72) was the Black Workforce. The Hispanic Workforce employed fewer workers as compared to NAICS 72. All other Racial and Ethnic Groups reported employment at higher percentages than and the National US Workforce, and NAICS 71 and 72. The most significant overrepresentation in the Casino Workforce occurred in the Hispanic Workforce, which was 9.7 percentage points larger than the Hispanic Workforce ratio as reported in the National US Workforce.

When comparing overall non-minority employment (White workers) to minority employment (non-White workers), the result was a Casino Workforce that employed more minority workers than White workers, by a gap of 6.7 percentage points. The Minority Workforce percentage of NAICS code 71 and the National US Workforce was substantially lower than the Casino Workforce by 18.3 percentage points and 18.7 percentage points, respectively, and minority employment in NAICS code 72 was 5.0 percentage points lower than the Casino Workforce.

Figure 10 - Subject Groups by Minority Distribution

2011 EEO-1 Comparison by Minority Distribution	All Employees		
	White	Minority	Variance
Job Categories			
National Workforce	65.4%	34.6%	30.8%
NAICS 71	65.0%	35.0%	30.0%
NAICS 72	51.7%	48.3%	3.4%
2011 Casino Workforce	46.7%	53.3%	-6.7%

The casino benchmark is the actual mix of workers that the Casino Workforce employs in order to operate their businesses. In 2011, the Casino Workforce employed 1.6 percent of their workforce as Executive / Senior Level Officials and Managers, and 66.9 percent as Service workers (See Figure 11 – Benchmark Analysis by Subject Group).

Figure 11 – Benchmark Analysis by Subject Group

Benchmark Analysis		2011	2011	2011	2011
		National	Casino	NAICS 71	NAICS 72
#		Workforce	Workforce	Workforce	Workforce
1	Executive / Senior Level Officials & Managers	1.7%	1.6%	1.4%	0.9%
2	First / Mid Level Officials & Managers	9.2%	7.7%	6.8%	7.1%
3	Professionals	19.9%	2.7%	9.8%	1.4%
4	Technicians	5.7%	1.7%	2.3%	0.4%
5	Sales Workers	11.4%	2.5%	5.2%	2.3%
6	Office & Clerical Workers	13.1%	7.7%	8.3%	4.3%
7	Craft Workers	5.9%	3.2%	4.8%	1.8%
8	Operatives	10.3%	3.3%	4.4%	1.4%
9	Laborers	7.3%	2.7%	5.8%	3.3%
10	Service Workers	15.4%	66.9%	51.1%	77.1%
Total Employment		100.0%	100.0%	100.0%	100.0%

To analyze the representation by job category of each Racial and Ethnic Group, the 2011 casino benchmark is compared to the job category percentages of each Racial and Ethnic Group. The casino benchmark is used as the baseline measurement to determine if a specific racial or ethnic group is over-or-under-represented in any particular job category.

Highlighted in Figure 12 – 2011 Casino Workforce by Job Category and Racial and Ethnic Group, are the job categories where a racial or ethnic group surpassed the casino benchmark, meaning that the particular Racial or Ethnic Group was overrepresented in that job category. Non-highlighted percentages indicate that the Racial or Ethnic Group was equal-to or less-than the casino benchmark.

In summary, White workers in 2011 were overrepresented in seven job categories, excluding categories #5, #9, and #10. Black workers were overrepresented in job categories #5, #6, #8, and #9. Hispanic overrepresentation occurred in jobs #9, and #10; Asian in jobs #3, #5, and #10; American Indian in jobs #2, #4, #6, #10; Hawaiian in jobs #5, and #6; and Two or More Races in jobs #5, #6, and #7.

Figure 12 – 2011 Casino Workforce by Job Category and Racial and Ethnic Group

2011 EEO-1; Casino Workforce			All Employees						
#	Job Categories	Benchmark	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races
1	Executive / Senior Level Officials & Managers	1.6%	2.5%	1.1%	0.5%	0.9%	1.6%	0.4%	1.4%
2	First / Mid Level Officials & Managers	7.7%	11.0%	6.2%	4.0%	4.1%	7.9%	7.6%	7.5%
3	Professionals	2.7%	3.4%	2.2%	1.4%	3.5%	1.7%	1.4%	1.9%
4	Technicians	1.7%	2.7%	1.6%	0.6%	0.5%	1.9%	0.9%	1.2%
5	Sales Workers	2.5%	2.4%	2.9%	1.9%	3.1%	2.4%	3.7%	3.4%
6	Office & Clerical Workers	7.7%	8.6%	9.8%	4.9%	6.8%	7.9%	13.1%	9.3%
7	Craft Workers	3.2%	4.5%	2.5%	2.1%	1.3%	2.9%	2.6%	4.1%
8	Operatives	3.3%	3.8%	4.3%	2.6%	2.0%	2.7%	3.1%	3.2%
9	Laborers	2.7%	2.2%	4.2%	3.9%	1.3%	2.5%	2.0%	2.1%
10	Service Workers	66.9%	58.9%	65.5%	78.1%	76.4%	68.6%	65.1%	65.9%
Total Employment Changes from 2007		-5,637	-2,460	-1,824	-2,322	1,095	-483	-608	965
As a Percentage of 2007 Employment		-2.4%	-1.1%	-0.8%	-1.0%	0.5%	-0.2%	-0.3%	0.4%

Casino Workforce: White Workforce

The Casino Workforce employed an estimated 106,130 White workers in 2011, representing 46.7 percent of total workers. The Casino White Workforce accounted for 18.9 percent of the NAICS 71 White Workforce, and 7.2 percent of the NAICS 72 White Workforce.

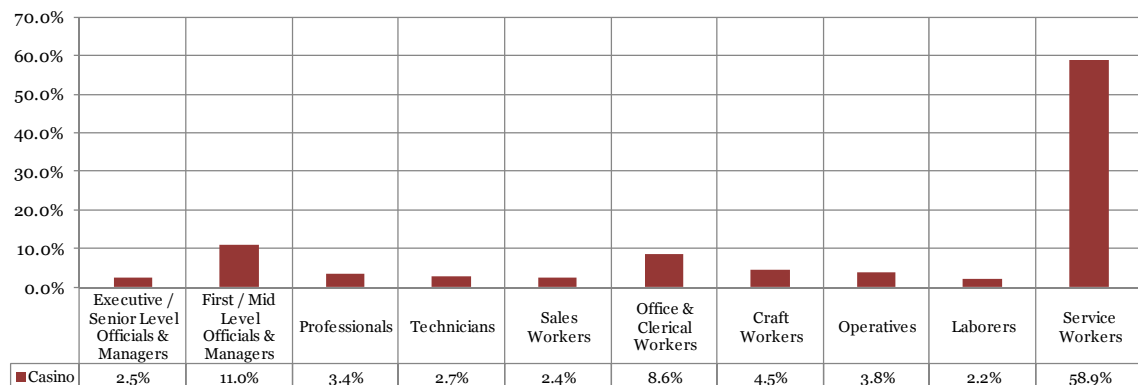
- When compared to the NAICS 71 White Workforce, the Casino Workforce employed more White:
 - o Executive / Senior Level Officials and Managers
 - o First / Mid Level Officials and Managers
 - o Service Workers
- When compared to the NAICS 72 White Workforce, the Casino Workforce employed fewer White:
 - o Sales Workers
 - o Laborers
 - o Service Workers

Figure 13 - White Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
WHITE WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	White Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	2.5%	1.9%	1.4%	0.5%	1.1%
2	First / Mid Level Officials & Managers	7.7%	11.0%	8.2%	9.7%	2.8%	1.4%
3	Professionals	2.7%	3.4%	11.7%	1.9%	-8.3%	1.5%
4	Technicians	1.7%	2.7%	2.8%	0.4%	-0.1%	2.2%
5	Sales Workers	2.5%	2.4%	5.2%	2.6%	-2.7%	-0.2%
6	Office & Clerical Workers	7.7%	8.6%	8.9%	4.7%	-0.3%	3.9%
7	Craft Workers	3.2%	4.5%	5.4%	1.7%	-0.9%	2.8%
8	Operatives	3.3%	3.8%	4.5%	1.1%	-0.7%	2.6%
9	Laborers	2.7%	2.2%	4.9%	2.7%	-2.7%	-0.5%
10	Service Workers	66.9%	58.9%	46.5%	73.6%	12.4%	-14.7%
Total Employment		100.0%	106,130	561,487	1,469,292	18.9%	7.2%
						<i>% of NAICS 71</i>	<i>% of NAICS 72</i>

Figure 14 - White Workforce by Job Classification

Casino Workforce by Job Classification: White Workforce



Source: EEOC, PwC

Casino Workforce: Black Workforce

The Casino Workforce employed an estimated 27,841 Black workers in 2011, representing 12.2 percent of total workers. The Casino Black Workforce accounted for 26.1 percent of the NAICS 71 Black Workforce, and 6.5 percent of the NAICS 72 Black Workforce.

- When compared to the NAICS 71 Black Workforce, the Casino Workforce employed more Black:
 - o Executive / Senior Level Officials and Managers
 - o First / Mid Level Officials and Managers
 - o Technicians
 - o Office and Clerical Workers
 - o Service Workers

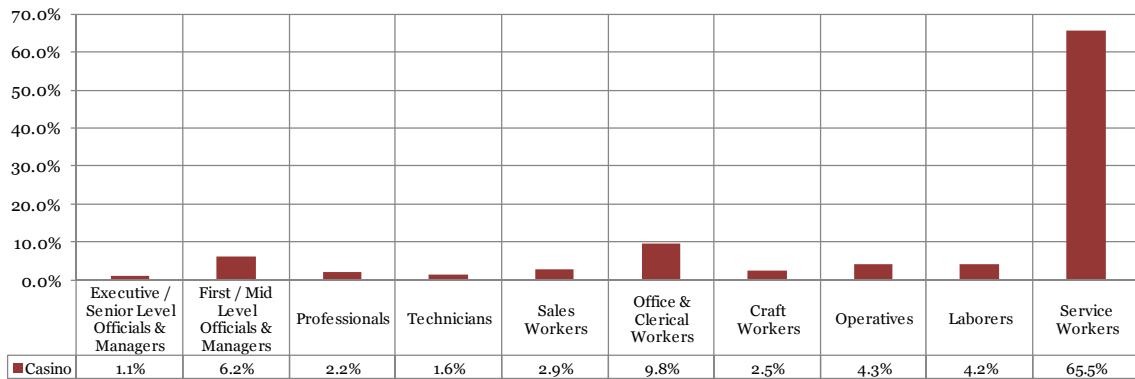
- When compared to the NAICS 72 Black Workforce, the Casino Workforce employed fewer Black:
 - o Service Workers

Figure 15 - Black Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
BLACK WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	Black Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	1.1%	0.4%	0.3%	0.7%	0.8%
2	First / Mid Level Officials & Managers	7.7%	6.2%	4.0%	4.4%	2.2%	1.8%
3	Professionals	2.7%	2.2%	6.3%	0.8%	-4.2%	1.3%
4	Technicians	1.7%	1.6%	1.5%	0.3%	0.1%	1.2%
5	Sales Workers	2.5%	2.9%	5.1%	2.4%	-2.3%	0.4%
6	Office & Clerical Workers	7.7%	9.8%	8.1%	4.5%	1.7%	5.3%
7	Craft Workers	3.2%	2.5%	3.3%	2.1%	-0.9%	0.4%
8	Operatives	3.3%	4.3%	4.9%	1.8%	-0.6%	2.4%
9	Laborers	2.7%	4.2%	6.6%	4.0%	-2.3%	0.2%
10	Service Workers	66.9%	65.5%	59.8%	79.4%	5.6%	-13.9%
Total Employment		100.0%	27,841	106,609	425,838	26.1%	6.5%
						<i>% of NAICS 71</i>	<i>% of NAICS 72</i>

Figure 16 - Black Workforce by Job Classification

Casino Workforce by Job Classification: Black Workforce



Source: EEOC, PwC

Casino Workforce: Hispanic Workforce

The Casino Workforce employed an estimated 52,488 Hispanic workers in 2011, representing 23.1 percent of total workers. The Casino Hispanic Workforce accounted for 41.5 percent of the NAICS 71 Hispanic Workforce, and 7.4 percent of the NAICS 72 Hispanic Workforce.

- When compared to the NAICS 71 Hispanic Workforce, the Casino Workforce employed more Hispanic:
 - o Executive / Senior Level Officials and Managers
 - o First / Mid Level Officials and Managers
 - o Service Workers

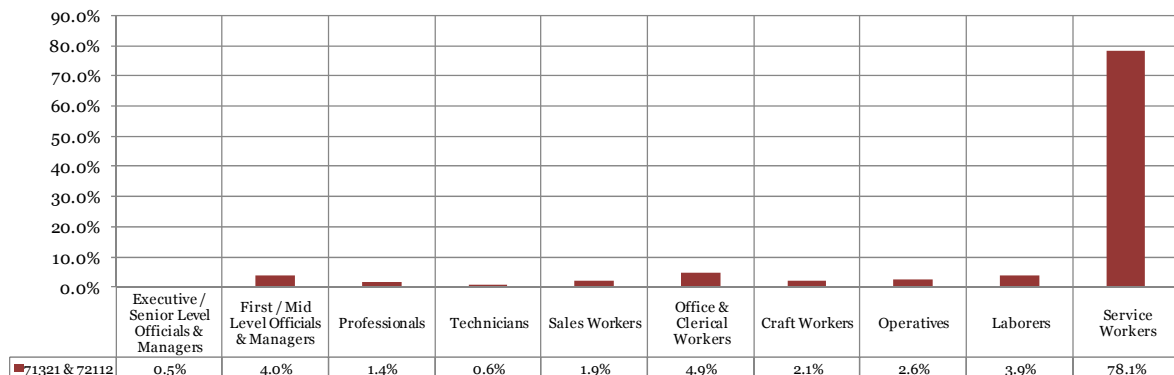
- When compared to the NAICS 72 Hispanic Workforce, the Casino Workforce employed fewer Hispanic:
 - o Laborers
 - o Service Workers

Figure 17 - Hispanic Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
HISPANIC WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	Hispanic Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	0.5%	0.4%	0.3%	0.1%	
2	First / Mid Level Officials & Managers	7.7%	4.0%	3.8%	3.8%	0.2%	
3	Professionals	2.7%	1.4%	5.3%	0.6%	-3.8%	
4	Technicians	1.7%	0.6%	1.1%	0.2%	-0.5%	
5	Sales Workers	2.5%	1.9%	5.1%	1.5%	-3.2%	
6	Office & Clerical Workers	7.7%	4.9%	6.4%	2.7%	-1.5%	
7	Craft Workers	3.2%	2.1%	4.1%	1.8%	-2.0%	
8	Operatives	3.3%	2.6%	4.4%	1.6%	-1.8%	
9	Laborers	2.7%	3.9%	10.3%	4.3%	-6.4%	
10	Service Workers	66.9%	78.1%	59.2%	83.4%	19.0%	
Total Employment		100.0%	52,488	126,566	707,331	41.5%	7.4%
						<i>% of NAICS 71</i>	<i>% of NAICS 72</i>

Figure 18 - Hispanic Workforce by Job Classification

Casino Workforce by Job Classification: Hispanic Workforce



Source: EEOC, PwC

Casino Workforce: Asian Workforce

The Casino Workforce employed an estimated 32,397 Asian workers in 2011, representing 14.2 percent of total workers. The Casino Asian Workforce accounted for 70.2 percent of the NAICS 71 Asian Workforce, and 20.9 percent of the NAICS 72 Asian Workforce.

- When compared to the NAICS 71 Asian Workforce, the Casino Workforce employed more Asian:
 - o First / Mid Level Officials and Managers
 - o Office and Clerical Workers
 - o Service Workers

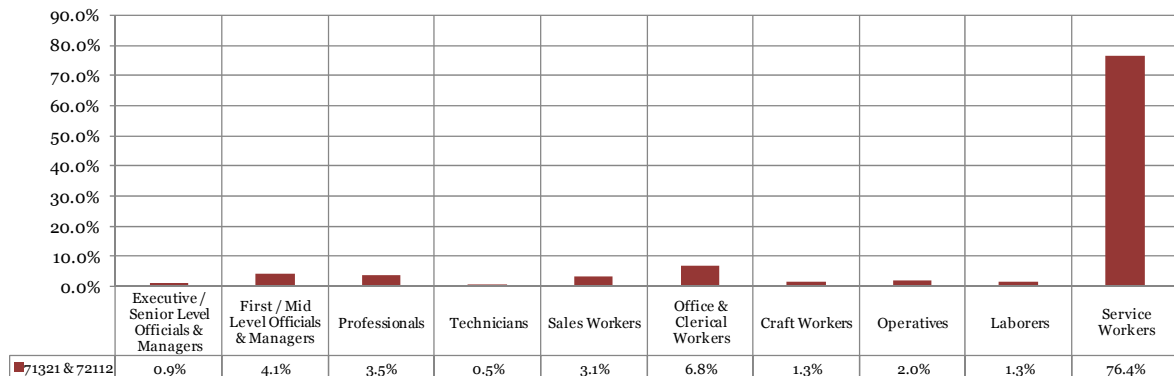
- When compared to the NAICS 72 Asian Workforce, the Casino Workforce employed fewer Asian:
 - o First / Mid Level Officials and Managers
 - o Craft Workers
 - o Operative
 - o Laborers

Figure 19 - Asian Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
ASIAN WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	Asian Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	0.9%	2.2%	0.8%	-1.3%	0.2%
2	First / Mid Level Officials & Managers	7.7%	4.1%	3.8%	6.7%	0.3%	-2.6%
3	Professionals	2.7%	3.5%	4.6%	2.4%	-1.0%	1.1%
4	Technicians	1.7%	0.5%	3.0%	0.4%	-2.5%	0.2%
5	Sales Workers	2.5%	3.1%	6.0%	2.6%	-2.9%	0.5%
6	Office & Clerical Workers	7.7%	6.8%	5.0%	6.7%	1.8%	0.1%
7	Craft Workers	3.2%	1.3%	3.2%	2.2%	-1.9%	-0.9%
8	Operatives	3.3%	2.0%	3.4%	2.2%	-1.4%	-0.2%
9	Laborers	2.7%	1.3%	2.5%	2.3%	-1.2%	-1.0%
10	Service Workers	66.9%	76.4%	6.5%	73.8%	69.8%	2.6%
Total Employment		100.0%	32,397	46,126	155,060	70.2%	20.9%
						<i>% of NAICS 71</i>	<i>% of NAICS 72</i>

Figure 20 - Asian Workforce by Job Classification

Casino Workforce by Job Classification: Asian Workforce



Source: EEOC, PwC

Casino Workforce: American Indian Workforce

The Casino Workforce employed an estimated 1,500 American Indian workers in 2011, representing 0.7 percent of total workers. The Casino American Indian Workforce accounted for 31.2 percent of the NAICS 71 American Indian Workforce, and 9.5 percent of the NAICS 72 American Indian Workforce.

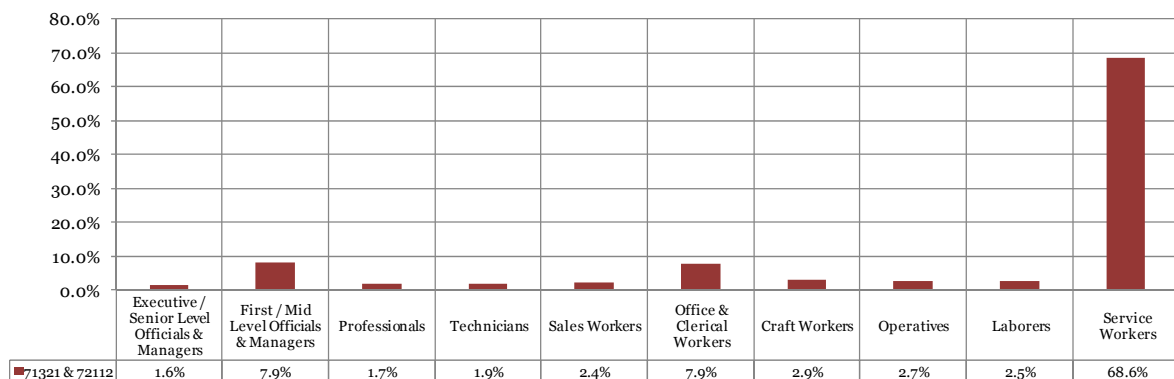
- When compared to the NAICS 71 American Indian Workforce, the Casino Workforce employed more American Indian:
 - o Executive / Senior Level Officials and Managers
 - o First / Mid Level Officials and Managers
 - o Service Workers
- When compared to the NAICS 72 American Indian Workforce, the Casino Workforce employed fewer American Indian:
 - o Laborers
 - o Service Workers

Figure 21 - American Indian Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
AMERICAN INDIAN WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	Am Indian Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	1.6%	1.1%	0.7%	0.5%	0.9%
2	First / Mid Level Officials & Managers	7.7%	7.9%	5.7%	5.7%	2.2%	2.2%
3	Professionals	2.7%	1.7%	5.6%	0.9%	-4.0%	0.7%
4	Technicians	1.7%	1.9%	2.2%	0.3%	-0.3%	1.6%
5	Sales Workers	2.5%	2.4%	4.6%	2.2%	-2.2%	0.2%
6	Office & Clerical Workers	7.7%	7.9%	8.9%	4.0%	-1.0%	3.9%
7	Craft Workers	3.2%	2.9%	4.2%	1.8%	-1.3%	1.1%
8	Operatives	3.3%	2.7%	4.7%	1.4%	-2.0%	1.3%
9	Laborers	2.7%	2.5%	4.7%	3.9%	-2.2%	-1.4%
10	Service Workers	66.9%	68.6%	58.3%	79.2%	10.3%	-10.6%
Total Employment		100.0%	1,500	4,806	15,717	31.2%	9.5%
						% of NAICS 71	% of NAICS 72

Figure 22 - American Indian Workforce by Job Classification

Casino Workforce by Job Classification: American Indian Workforce



Source: EEOC, PwC

Casino Workforce: Hawaiian Workforce

The Casino Workforce employed an estimated 2,602 Hawaiian workers in 2011, representing 1.1 percent of total workers. The Casino Hawaiian Workforce accounted for 62.5 percent of the NAICS 71 Hawaiian Workforce, and 15.0 percent of the NAICS 72 Hawaiian Workforce.

- When compared to the NAICS 71 Hawaiian Workforce, the Casino Workforce employed more Hawaiian:
 - o First / Mid Level Officials and Managers
 - o Office and Clerical Workers
 - o Service Workers

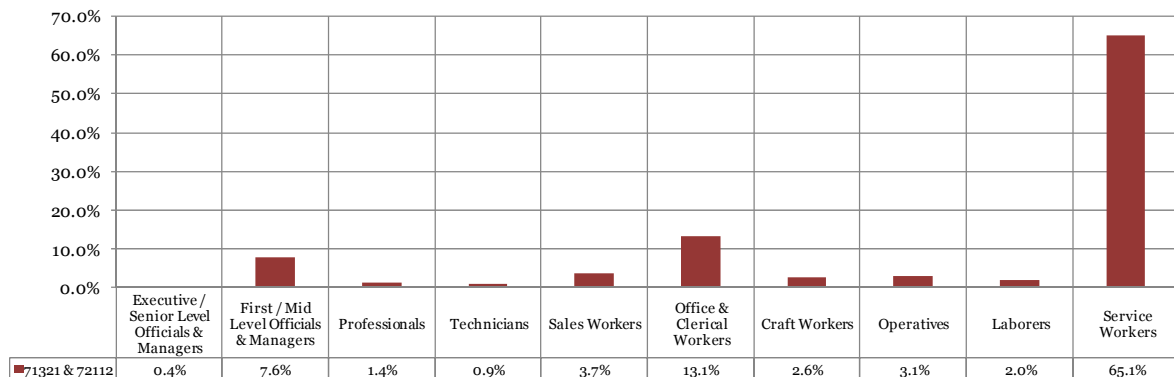
- When compared to the NAICS 72 Hawaiian Workforce, the Casino Workforce employed fewer Hawaiian:
 - o Executive / Senior Level Officials and Managers
 - o Laborers
 - o Service Workers

Figure 23 - Hawaiian Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
HAWAIIAN WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	Hawaiian Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	0.4%	0.6%	0.6%	-0.3%	-0.2%
2	First / Mid Level Officials & Managers	7.7%	7.6%	5.6%	6.1%	2.1%	1.5%
3	Professionals	2.7%	1.4%	8.4%	1.1%	-6.9%	0.3%
4	Technicians	1.7%	0.9%	1.9%	0.4%	-1.1%	0.5%
5	Sales Workers	2.5%	3.7%	7.6%	2.9%	-3.9%	0.8%
6	Office & Clerical Workers	7.7%	13.1%	8.5%	7.5%	4.7%	5.6%
7	Craft Workers	3.2%	2.6%	6.5%	2.0%	-3.9%	0.6%
8	Operatives	3.3%	3.1%	3.4%	2.4%	-0.4%	0.7%
9	Laborers	2.7%	2.0%	5.3%	2.5%	-3.3%	-0.5%
10	Service Workers	66.9%	65.1%	52.2%	74.5%	13.0%	-9.4%
Total Employment		100.0%	2,602	4,162	17,334	62.5%	15.0%
						<i>% of NAICS 71</i>	<i>% of NAICS 72</i>

Figure 24 - Hawaiian Workforce by Job Classification

Casino Workforce by Job Classification: Hawaiian Workforce



Source: EEOC, PwC

Casino Workforce: Two or More Races Workforce

The Casino Workforce employed an estimated 4,464 Two or More Races workers in 2011, representing 2.0 percent of total workers. The Casino Two or More Races Workforce accounted for 31.3 percent of the NAICS 71 Two or More Races Workforce, and 8.6 percent of the NAICS 72 Two or More Races Workforce.

- When compared to the NAICS 71 Two or More Races Workforce, the Casino Workforce employed more Two or More Races:
 - o Executive / Senior Level Officials and Managers
 - o First / Mid Level Officials and Managers
 - o Office and Clerical Workers
 - o Craft Workers
 - o Operatives
 - o Service Workers

- When compared to the NAICS 72 Two or More Races Workforce, the Casino Workforce employed fewer Two or More Races:
 - o Laborers
 - o Service Workers

Figure 25 – Two or More Races Workforce by Subject Group

Casino Workforce		Benchmark	All Employees				
TWO OR MORE RACES WORKFORCE			Casinos Vs. 71 Casinos Vs. 72				
Job Categories	2011	Two or More Workforce	NAICS 71	NAICS 72	PP Variance	PP Variance	
#							
1	Executive / Senior Level Officials & Managers	1.6%	1.4%	0.7%	0.6%	0.7%	0.8%
2	First / Mid Level Officials & Managers	7.7%	7.5%	4.5%	5.1%	3.0%	2.4%
3	Professionals	2.7%	1.9%	7.7%	0.9%	-5.8%	1.0%
4	Technicians	1.7%	1.2%	1.6%	0.3%	-0.4%	0.9%
5	Sales Workers	2.5%	3.4%	8.1%	2.5%	-4.7%	0.9%
6	Office & Clerical Workers	7.7%	9.3%	7.8%	4.5%	1.5%	4.9%
7	Craft Workers	3.2%	4.1%	3.9%	2.0%	0.2%	2.0%
8	Operatives	3.3%	3.2%	3.1%	0.8%	0.1%	2.4%
9	Laborers	2.7%	2.1%	5.4%	2.4%	-3.3%	-0.3%
10	Service Workers	66.9%	65.9%	57.2%	80.9%	8.7%	-14.9%
Total Employment		100.0%	4,464	14,244	51,712	31.3%	8.6%
						% of NAICS 71	% of NAICS 72

Figure 26 - Two or More Races by Job Classification

Casino Workforce by Job Classification: Two or More Races Workforce



Source: EEOC, PwC

Analysis by Racial and Ethnic Group and Gender

The Casino Workforce, as reported on EEO-1 reports, employed an estimated 227,422 workers in 2011; approximately 50.8 percent were men, while 49.2 percent were women. Compared with the National US Workforce, employment by the casinos was more favorable to women by 1.2 percentage points, and as compared with NAICS 71, the casinos were more favorable to women, by 2.7 percentage points. When compared with NAICS 72, the casino employed more men, by a difference of 2.0 percentage points.

Figure 27 – 2011 Employment by Gender by Subject Group

2011 EEO-1 Comparison by Gender	All Employees			
	Casino	National	NAICS 71	NAICS 72
Total - Men in the Workforce	115,533	25,278,488	462,391	1,387,461
Total - Women in the Workforce	111,889	23,375,444	401,609	1,454,823
Total Employment	227,422	48,653,932	864,000	2,842,284
Workforce Percentage - Men	50.8%	52.0%	53.5%	48.8%
Workforce Percentage - Women	49.2%	48.0%	46.5%	51.2%

To assess employment by gender among the Casino Workforce, the percentages of the workforce by gender and job category were compared against the National and NAICS 71 and 72 workforces. The variances by gender were then used to highlight the job categories where either gender was over-or-under-represented.

Figure 28 – 2011 Employment by Job Category: Men

2011 EEO-1	Men			
	Casino	National	NAICS 71	NAICS 72
# Job Categories				
1 Executive / Senior Level Officials & Managers	2.1%	2.3%	1.8%	1.2%
2 First / Mid Level Officials & Managers	8.8%	10.9%	7.3%	8.7%
3 Professionals	2.7%	17.8%	10.3%	1.4%
4 Technicians	2.7%	5.5%	3.3%	0.5%
5 Sales Workers	1.0%	10.1%	4.0%	1.5%
6 Office & Clerical Workers	3.5%	6.2%	4.8%	2.3%
7 Craft Workers	5.4%	10.5%	6.6%	2.9%
8 Operatives	4.2%	15.0%	6.2%	2.0%
9 Laborers	3.8%	9.6%	8.1%	3.9%
10 Service Workers	65.8%	12.2%	47.7%	75.6%
Total Employment	100.0%	100.0%	100.0%	100.0%

Based upon this method and on a percentage basis (not total number of employees), as compared with the National Workforce, the casinos employed fewer Men in all job categories, excluding #10, Service Worker.

The population of positions for men in the Casino Workforce was more closely aligned to both NAICS 71 and 72 than it was to the National Workforce, with the closest resemblance occurring when compared with NAICS 72. The Casino Workforce reported 13.6 percent of men employed in the top three job positions, which include professionals, middle-and upper management roles, and executive and senior level positions, while in NAICS 72 only 11.3 percent were employed as such. This result points to more favorable employment opportunities for men working in the casino gaming industry as compared with the other service oriented industries found under NAICS 72.

The Casino Workforce employed 10.5 percent of all women in the top three job positions, while NAICS 71 employed 16.3 percent, and NAICS 72 employed 7.6 percent.

Figure 29 – 2011 Employment by Job Category: Women

2011 EEO-1		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	1.1%	1.0%	0.9%	0.6%
2 First / Mid Level Officials & Managers	6.6%	7.4%	6.2%	5.6%
3 Professionals	2.8%	22.2%	9.2%	1.4%
4 Technicians	0.7%	6.0%	1.2%	0.2%
5 Sales Workers	4.0%	12.8%	6.7%	3.1%
6 Office & Clerical Workers	12.0%	20.6%	12.4%	6.2%
7 Craft Workers	0.9%	1.0%	2.8%	0.8%
8 Operatives	2.3%	5.2%	2.4%	0.9%
9 Laborers	1.6%	4.9%	3.1%	2.7%
10 Service Workers	68.0%	18.9%	55.1%	78.5%
Total Employment	100.0%	100.0%	100.0%	100.0%

It is important to note that when combining the percentages in these three job categories for men and women, we arrive at the percentage of senior level employees required to operate these businesses. An effective barometer to measure gender diversity of the Casino Workforce versus the National, and NAICS 71 and 72 Workforces, is to compare the gap between the percentages of the highest ranking men and women employees. As illustrated in the figure below, the Casino Workforce employed 13.5 percent of men workers in job categories #1, #2, and #3, and 10.5 percent women. The difference, or diversity gap, between the percentage of male and female workers in these top three jobs is 3.0 percentage points ($13.5\% - 10.5\% = 3.0pp$). By then comparing the Casino Workforce gap to the National US Workforce and NAICS 71 and 72, we find that the Casino Workforce for job categories #1, #2, and #3 is 2.6 percentage points less favorable to women than the National US Workforce; identical to NAICS 71; and 0.7 percent more favorable to women as compared with NAICS 72.

Figure 30 – 2011 Employment by Job Category: Women

Gender GAP analysis

2011 EEO-1				
MEN				
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	2.1%	2.3%	1.8%	1.2%
2 First / Mid Level Officials & Managers	8.8%	10.9%	7.3%	8.7%
3 Professionals	2.7%	17.8%	10.3%	1.4%
Total	13.5%	31.0%	19.4%	11.3%
WOMEN				
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	1.1%	1.0%	0.9%	0.6%
2 First / Mid Level Officials & Managers	6.6%	7.4%	6.2%	5.6%
3 Professionals	2.8%	22.2%	9.2%	1.4%
Total	10.5%	30.6%	16.4%	7.6%
Men to Women GAP	-3.0%	-0.4%	-3.0%	-3.7%

Analysis by Job Classification, Race and Gender

When analyzing the current diversity of the Casino Workforce, the distribution of each ethnic group by gender, as well as job category, was considered.

White Men

White Men comprised approximately 25.3 percent of the 2011 Casino Workforce. The majority of White Men were employed as Service workers, 57.0 percent, with the next highest job category representation in First / Mid Level Officials and Managers, 12.5 percent.

Figure 31 - White Workforce by Subject Group: Men

2011 EEO-1 White Workforce		Men		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	3.2%	3.2%	2.5%	2.2%
2 First / Mid Level Officials & Managers	12.5%	13.2%	8.9%	13.1%
3 Professionals	3.3%	20.2%	12.0%	2.1%
4 Technicians	4.1%	5.9%	4.0%	0.7%
5 Sales Workers	1.1%	10.8%	3.9%	1.8%
6 Office & Clerical Workers	3.8%	5.8%	5.1%	2.7%
7 Craft Workers	7.3%	11.4%	7.4%	3.0%
8 Operatives	4.8%	14.1%	6.4%	1.9%
9 Laborers	3.0%	6.8%	6.8%	3.3%
10 Service Workers	57.0%	8.7%	42.9%	69.3%
Total Employment	100.0%	100.0%	100.0%	100.0%

White Women

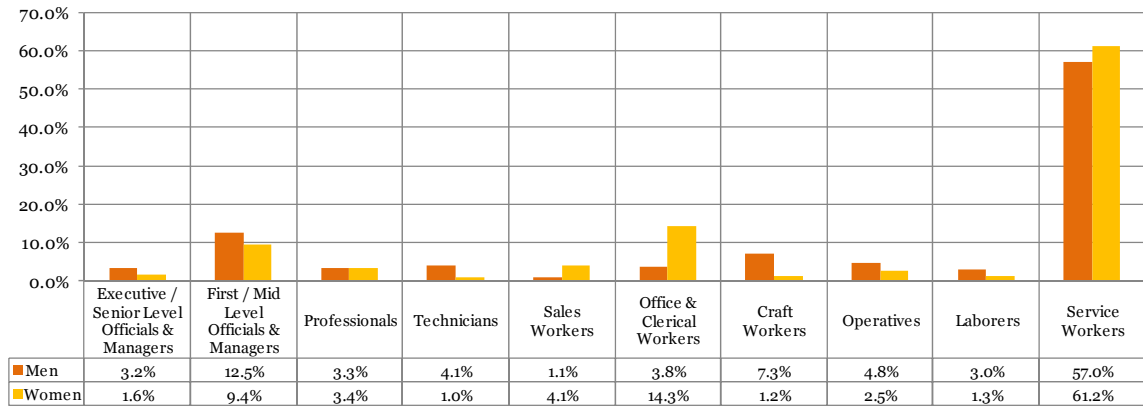
White Women comprised approximately 21.4 percent of the Casino Workforce in 2011. The majority of White Women were employed as Service workers, 61.2 percent, with the next highest job category representation in Office and Clerical workers, 14.3 percent.

Figure 32 - White Workforce by Subject Group: Women

2011 EEO-1 White Workforce		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	1.6%	1.4%	1.3%	0.8%
2 First / Mid Level Officials & Managers	9.4%	8.9%	7.4%	7.0%
3 Professionals	3.4%	25.6%	11.3%	1.8%
4 Technicians	1.0%	6.3%	1.5%	0.2%
5 Sales Workers	4.1%	12.9%	6.6%	3.3%
6 Office & Clerical Workers	14.3%	21.2%	13.2%	6.3%
7 Craft Workers	1.2%	0.9%	3.2%	0.7%
8 Operatives	2.5%	4.3%	2.2%	0.6%
9 Laborers	1.3%	3.3%	2.7%	2.3%
10 Service Workers	61.2%	15.3%	50.6%	77.0%
Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 33 –White Workforce

**Casino Workforce by Job Classification:
White Workforce**



Source: EEOC, PwC

The gender diversity gap of the White Workforce for the top three job categories overall is 4.5 percent. This result is 3.7 percentage points more favorable to men than the National Workforce; 1.1 percentage points more favorable to men than NAICS 71; and, 3.3 percentage points more favorable to women than NAICS 72.

Figure 34 – GAP analysis by race and gender: White Workforce

2011 EEO-1					
MEN		Casino	National	NAICS	NAICS
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	3.2%	3.2%	2.5%	2.2%
2	First / Mid Level Officials & Managers	12.5%	13.2%	8.9%	13.1%
3	Professionals	3.3%	20.2%	12.0%	2.1%
Total		18.9%	36.6%	23.4%	17.3%
WOMEN		Casino	National	NAICS	NAICS
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	1.6%	1.4%	1.3%	0.8%
2	First / Mid Level Officials & Managers	9.4%	8.9%	7.4%	7.0%
3	Professionals	3.4%	25.6%	11.3%	1.8%
Total		14.4%	35.8%	20.0%	9.5%
Men to Women GAP		-4.5%	-0.8%	-3.4%	-7.8%

Black Men

Black Men comprised approximately 5.5 percent of the Casino Workforce in 2011. The majority of Black Men were employed as Service workers, 68.8 percent, with the next highest job category representation in First / Mid Level Officials and Managers, 6.2 percent.

Figure 35 - Black Workforce by Subject Group: Men

2011 EEO-1 Black Workforce		Men		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	1.2%	0.4%	0.4%	0.4%
2 First / Mid Level Officials & Managers	6.2%	5.2%	4.1%	4.8%
3 Professionals	1.9%	7.9%	7.9%	0.7%
4 Technicians	2.4%	4.5%	2.2%	0.4%
5 Sales Workers	0.9%	9.6%	4.1%	1.5%
6 Office & Clerical Workers	4.0%	8.3%	4.6%	2.2%
7 Craft Workers	4.1%	7.4%	4.4%	2.9%
8 Operatives	4.8%	20.0%	5.9%	2.5%
9 Laborers	5.8%	14.0%	8.7%	4.4%
10 Service Workers	68.8%	22.6%	57.7%	80.3%
Total Employment	100.0%	100.0%	100.0%	100.0%

Black Women

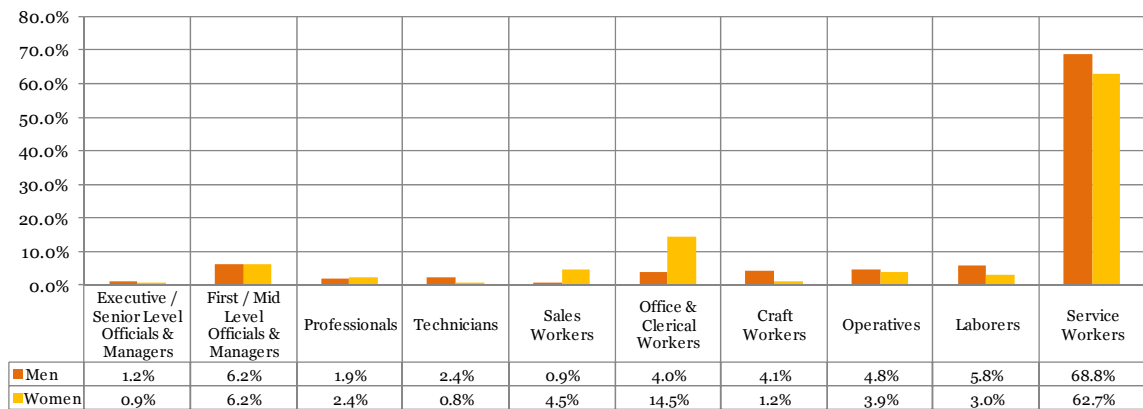
Black Women comprised approximately 6.7 percent of the Casino Workforce in 2011. The majority of Black Women were employed as Service workers, 62.7 percent, with the next highest job category representation in Office and Clerical workers, 14.5 percent.

Figure 36 - Black Workforce by Subject Group: Women

2011 EEO-1 Black Workforce		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	0.9%	0.3%	0.3%	0.2%
2 First / Mid Level Officials & Managers	6.2%	4.2%	4.0%	4.0%
3 Professionals	2.4%	13.1%	4.7%	0.9%
4 Technicians	0.8%	6.4%	0.7%	0.3%
5 Sales Workers	4.5%	12.3%	6.2%	3.3%
6 Office & Clerical Workers	14.5%	21.9%	11.7%	6.8%
7 Craft Workers	1.2%	0.9%	2.1%	1.3%
8 Operatives	3.9%	6.5%	3.8%	1.2%
9 Laborers	3.0%	5.6%	4.3%	3.5%
10 Service Workers	62.7%	28.8%	62.1%	78.5%
Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 37 – Black Workforce

**Casino Workforce by Job Classification:
Black Workforce**



Source: EEOC, PwC

There is no gender diversity gap in the Black Workforce in the top three job categories overall. This result is 4.0 percentage points more favorable to men than the National Workforce; 3.4 percentage points more favorable to women than NAICS 71; and, 0.7 percentage points more favorable to women than NAICS 72.

Figure 38 – GAP analysis by race and gender: Black Workforce

GAP analysis by race and gender: Black Workforce

2011 EEO-1					
MEN		Casino	National	NAICS	
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	1.2%	0.4%	0.4%	0.4%
2	First / Mid Level Officials & Managers	6.2%	5.2%	4.1%	4.8%
3	Professionals	1.9%	7.9%	7.9%	0.7%
Total		9.4%	13.6%	12.4%	5.8%
WOMEN		Casino	National	NAICS	
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	0.9%	0.3%	0.3%	0.2%
2	First / Mid Level Officials & Managers	6.2%	4.2%	4.0%	4.0%
3	Professionals	2.4%	13.1%	4.7%	0.9%
Total		9.4%	17.6%	9.0%	5.1%
Men to Women GAP		0.0%	4.0%	-3.4%	-0.7%

Hispanic Men

Hispanic Men comprised approximately 11.5 percent of the Casino Workforce in 2011. The majority of Hispanic Men were employed as Service workers, 76.8 percent, with the next highest job category representation in Laborers, 5.9 percent.

Figure 39 - Hispanic Workforce by Subject Group: Men

2011 EEO-1 Hispanic Workforce		Men		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	0.6%	0.6%	0.4%	0.3%
2 First / Mid Level Officials & Managers	4.3%	5.4%	3.9%	4.2%
3 Professionals	1.4%	6.4%	6.0%	0.5%
4 Technicians	0.9%	4.0%	1.6%	0.3%
5 Sales Workers	0.6%	8.4%	3.5%	0.9%
6 Office & Clerical Workers	2.2%	6.1%	3.7%	1.3%
7 Craft Workers	3.8%	11.2%	5.9%	2.5%
8 Operatives	3.5%	17.6%	6.1%	1.7%
9 Laborers	5.9%	20.4%	14.9%	4.9%
10 Service Workers	76.8%	20.0%	54.0%	83.3%
Total Employment	100.0%	100.0%	100.0%	100.0%

Hispanic Women

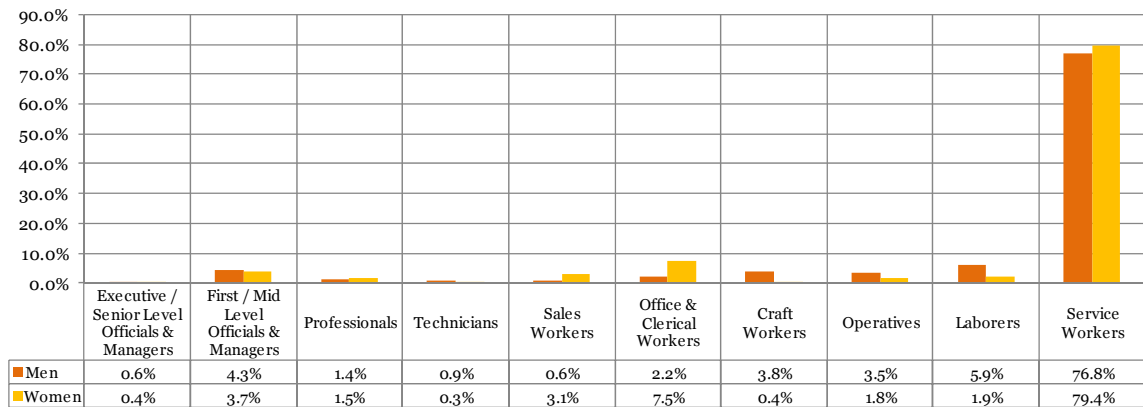
Hispanic Women comprised approximately 11.6 percent of the Casino Workforce in 2011. The majority of Hispanic Women were employed as Service workers, 79.4 percent, with the next highest job category representation in Office and Clerical workers, 7.5 percent.

Figure 40 - Hispanic Workforce by Subject Group: Women

2011 EEO-1 Hispanic Workforce		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	0.4%	0.4%	0.3%	0.2%
2 First / Mid Level Officials & Managers	3.7%	4.0%	3.7%	3.3%
3 Professionals	1.5%	9.7%	4.3%	0.7%
4 Technicians	0.3%	3.9%	0.5%	0.1%
5 Sales Workers	3.1%	13.8%	7.1%	2.2%
6 Office & Clerical Workers	7.5%	19.2%	9.9%	4.5%
7 Craft Workers	0.4%	1.2%	1.8%	0.8%
8 Operatives	1.8%	8.0%	2.1%	1.4%
9 Laborers	1.9%	12.6%	4.3%	3.5%
10 Service Workers	79.4%	27.1%	66.0%	83.4%
Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 41 – Hispanic Workforce

**Casino Workforce by Job Classification:
Hispanic Workforce**



Source: EEOC, PwC

The gender diversity gap of the Hispanic Workforce for the top three job categories overall is 0.7 percent. This result is 2.4 percentage points more favorable to men than the National Workforce; 1.3 percentage points more favorable to women than NAICS 71; and, 0.1 percentage points more favorable to women than NAICS 72.

Figure 42 – GAP analysis by race and gender: Hispanic Workforce

GAP analysis by race and gender: Hispanic Workforce

2011 EEO-1					
MEN			NAICS	NAICS	
#	Job Categories	Casino	National	71	72
1	Executive / Senior Level Officials & Managers	0.6%	0.6%	0.4%	0.3%
2	First / Mid Level Officials & Managers	4.3%	5.4%	3.9%	4.2%
3	Professionals	1.4%	6.4%	6.0%	0.5%
Total		6.2%	12.4%	10.3%	5.0%
WOMEN			NAICS	NAICS	
#	Job Categories	Casino	National	71	72
1	Executive / Senior Level Officials & Managers	0.4%	0.4%	0.3%	0.2%
2	First / Mid Level Officials & Managers	3.7%	4.0%	3.7%	3.3%
3	Professionals	1.5%	9.7%	4.3%	0.7%
Total		5.6%	14.0%	8.3%	4.2%
Men to Women GAP		-0.7%	1.7%	-2.0%	-0.8%

Asian Men

Asian American men comprised approximately 6.6 percent of the Casino Workforce in 2011. The majority of Asian American men were employed as Service workers, 77.6 percent, with the next highest job category representation in First / Mid Level Officials and Managers, 4.7 percent.

Figure 43 - Asian Workforce by Subject Group: Men

2011 EEO-1 Asian Workforce		Men		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	1.1%	1.8%	0.8%	1.0%
2 First / Mid Level Officials & Managers	4.7%	10.4%	5.3%	7.9%
3 Professionals	3.5%	39.8%	8.4%	2.4%
4 Technicians	0.9%	6.8%	1.9%	0.5%
5 Sales Workers	1.5%	6.4%	4.6%	1.4%
6 Office & Clerical Workers	3.9%	5.6%	4.7%	3.8%
7 Craft Workers	2.3%	4.6%	3.8%	3.9%
8 Operatives	2.7%	9.1%	3.8%	3.0%
9 Laborers	1.9%	5.5%	3.6%	2.9%
10 Service Workers	77.6%	10.0%	63.1%	73.2%
Total Employment	100.0%	100.0%	100.0%	100.0%

Asian Women

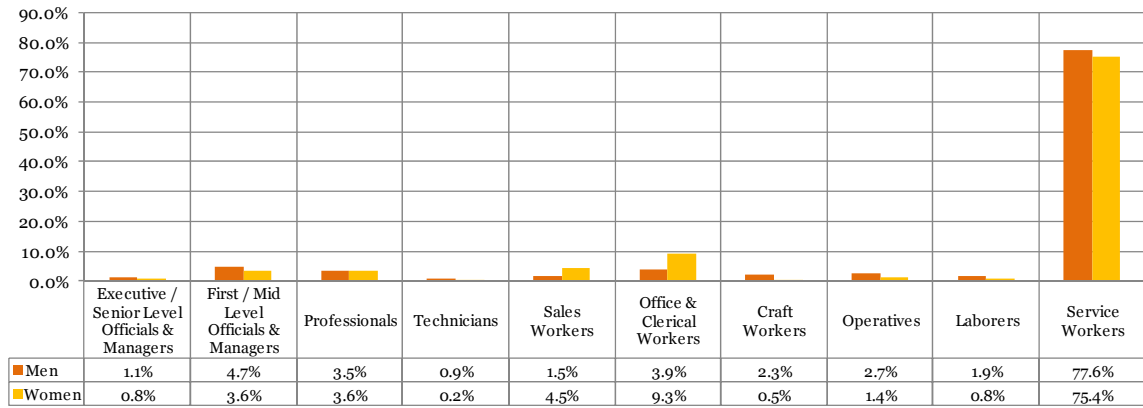
Asian Women comprised approximately 7.6 percent of the Casino Workforce in 2011. The majority of Asian American women were employed as Service workers, 75.4 percent, with the next highest job category representation in Office and Clerical workers, 9.3 percent.

Figure 44 - Asian Workforce by Subject Group: Women

2011 EEO-1 Asian Workforce		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	0.8%	0.7%	0.4%	0.6%
2 First / Mid Level Officials & Managers	3.6%	6.9%	4.4%	5.6%
3 Professionals	3.6%	38.3%	8.4%	2.5%
4 Technicians	0.2%	6.2%	0.7%	0.2%
5 Sales Workers	4.5%	9.1%	7.2%	3.7%
6 Office & Clerical Workers	9.3%	13.5%	10.9%	9.4%
7 Craft Workers	0.5%	1.0%	2.1%	0.7%
8 Operatives	1.4%	5.9%	1.9%	1.4%
9 Laborers	0.8%	4.2%	1.9%	1.7%
10 Service Workers	75.4%	14.1%	62.3%	74.2%
Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 45 – Asian Workforce

**Casino Workforce by Job Classification:
Asian Workforce**



Source: EEOC, PwC

The gender diversity gap of the Asian Workforce for the top three job categories overall is 1.2 percent. This result is 5.0 percentage points more favorable to women than the National Workforce; 0.2 percentage points more favorable to women than NAICS 71; and, 1.4 percentage points more favorable to women than NAICS 72.

Figure 46 – GAP analysis by race and gender: Asian Workforce

GAP analysis by race and gender: Asian Workforce

2011 EEO-1					
MEN		Casino	National	NAICS	NAICS
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	1.1%	1.8%	0.8%	1.0%
2	First / Mid Level Officials & Managers	4.7%	10.4%	5.3%	7.9%
3	Professionals	3.5%	39.8%	8.4%	2.4%
Total		9.2%	52.0%	14.5%	11.3%
WOMEN		Casino	National	NAICS	NAICS
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	0.8%	0.7%	0.4%	0.6%
2	First / Mid Level Officials & Managers	3.6%	6.9%	4.4%	5.6%
3	Professionals	3.6%	38.3%	8.4%	2.5%
Total		8.0%	45.9%	13.1%	8.7%
Men to Women GAP		-1.2%	-6.2%	-1.4%	-2.6%

American Indian Men

American Indian Men comprised approximately 0.3 percent of the Casino Workforce in 2011. The majority of American Indian Men were employed as Service workers, 67.4 percent, with the next highest job category representation in First / Mid Level Officials and Managers, 8.6 percent.

Figure 47 - American Indian Workforce by Subject Group: Men

2011 EEO-1 American Indian Workforce		Men		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	2.5%	1.1%	1.4%	1.0%
2 First / Mid Level Officials & Managers	8.6%	7.6%	6.1%	6.5%
3 Professionals	1.6%	11.0%	6.2%	1.0%
4 Technicians	3.7%	5.4%	3.2%	0.7%
5 Sales Workers	0.8%	9.6%	3.6%	1.5%
6 Office & Clerical Workers	3.2%	8.3%	5.0%	2.1%
7 Craft Workers	5.3%	15.7%	6.2%	3.3%
8 Operatives	3.2%	18.2%	6.6%	1.9%
9 Laborers	3.7%	10.5%	6.9%	4.0%
10 Service Workers	67.4%	12.5%	54.8%	78.0%
Total Employment	100.0%	100.0%	100.0%	100.0%

American Indian Women

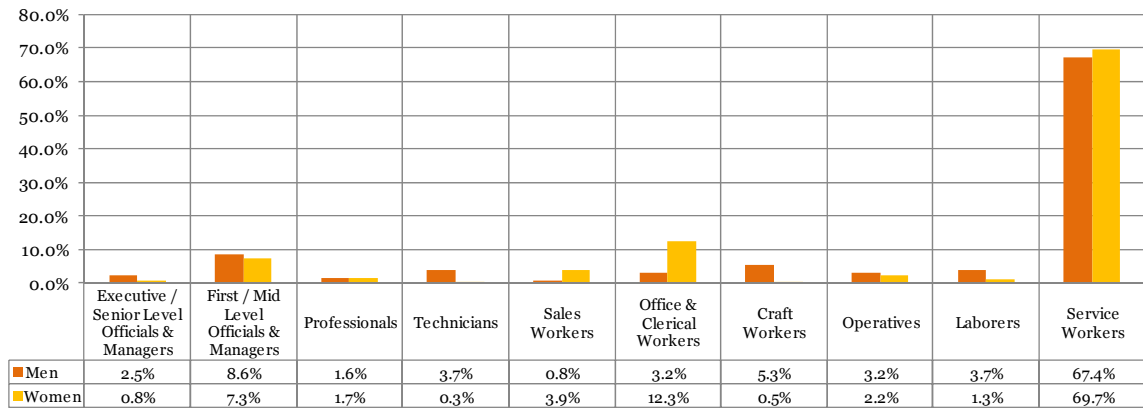
American Indian Women comprised approximately 0.3 percent of the Casino Workforce in 2011. The majority of American Indian Women were employed as Service workers, 69.7 percent, with the next highest job category representation in Office and Clerical workers, 12.3 percent.

Figure 48 - American Indian Workforce by Subject Group: Women

2011 EEO-1 American Indian Workforce		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	0.8%	0.6%	0.8%	0.9%
2 First / Mid Level Officials & Managers	7.3%	5.3%	5.4%	6.5%
3 Professionals	1.7%	16.6%	5.0%	2.2%
4 Technicians	0.3%	6.2%	1.2%	0.2%
5 Sales Workers	3.9%	16.0%	5.7%	4.3%
6 Office & Clerical Workers	12.3%	20.3%	12.8%	12.1%
7 Craft Workers	0.5%	1.4%	2.1%	0.4%
8 Operatives	2.2%	6.5%	2.7%	1.9%
9 Laborers	1.3%	5.2%	2.5%	1.1%
10 Service Workers	69.7%	21.9%	61.8%	70.3%
Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 49 – American Indian Workforce

**Casino Workforce by Job Classification:
American Indian Workforce**



Source: EEOC, PwC

The gender diversity gap of the American Indian Workforce for the top three job categories overall is 3.0 percent. This result is 5.7 percentage points more favorable to men than the National Workforce; 0.5 percentage points more favorable to men than NAICS 71; and, 4.2 percentage points more favorable to men than NAICS 72.

Figure 50 – GAP analysis by race and gender: American Indian Workforce

GAP analysis by race and gender: American Indian Workforce

2011 EEO-1					
MEN		Casino	National	NAICS	
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	2.5%	1.1%	1.4%	1.0%
2	First / Mid Level Officials & Managers	8.6%	7.6%	6.1%	6.5%
3	Professionals	1.6%	11.0%	6.2%	1.0%
Total		12.7%	19.8%	13.7%	8.5%
WOMEN		Casino	National	NAICS	
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	0.8%	0.6%	0.8%	0.9%
2	First / Mid Level Officials & Managers	7.3%	5.3%	5.4%	6.5%
3	Professionals	1.7%	16.6%	5.0%	2.2%
Total		9.7%	22.5%	11.2%	9.7%
Men to Women GAP		-3.0%	2.7%	-2.5%	1.2%

Hawaiian Men

Hawaiian Men comprised approximately 0.6 percent of the Casino Workforce in 2011. The majority of Hawaiian Men were employed as Service workers, 69.5 percent, with the next highest job category representation in First / Mid Level Officials and Managers, 8.6 percent.

Figure 51 - Hawaiian Workforce by Subject Group: Men

2011 EEO-1 Hawaiian Workforce		Men			
#	Job Categories	Casino	National	NAICS 71	NAICS 72
1	Executive / Senior Level Officials & Managers	0.4%	1.0%	0.9%	0.7%
2	First / Mid Level Officials & Managers	8.6%	6.0%	6.3%	6.5%
3	Professionals	1.4%	14.7%	8.4%	1.1%
4	Technicians	1.4%	6.2%	2.9%	0.5%
5	Sales Workers	1.1%	9.8%	6.0%	1.6%
6	Office & Clerical Workers	5.8%	8.0%	4.6%	3.5%
7	Craft Workers	4.5%	8.1%	8.0%	3.5%
8	Operatives	4.2%	13.7%	4.2%	3.4%
9	Laborers	3.0%	13.0%	7.1%	3.4%
10	Service Workers	69.5%	19.5%	51.5%	75.8%
	Total Employment	100.0%	100.0%	100.0%	100.0%

Hawaiian Women

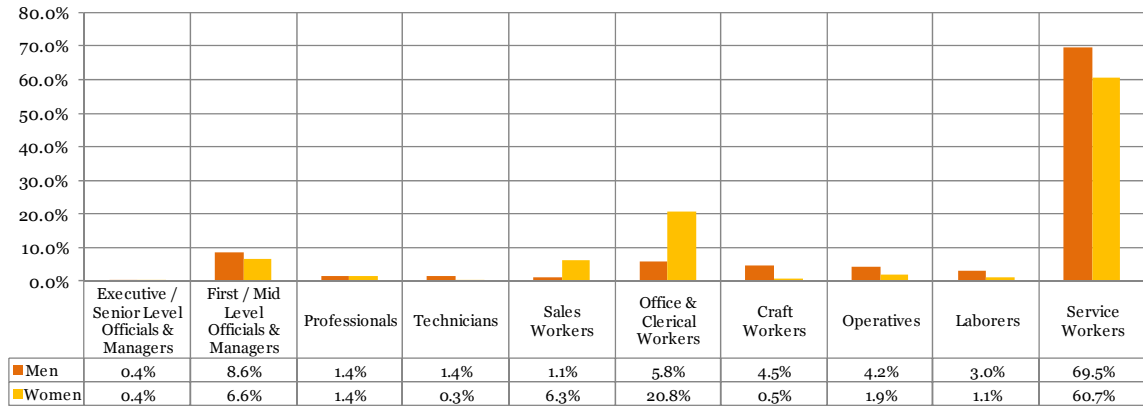
Hawaiian Women comprised approximately 0.6 percent of the Casino Workforce in 2011. The majority of Hawaiian Women were employed as Service workers, 60.7 percent, with the next highest job category representation in Office and Clerical workers, 20.8 percent.

Figure 52 - Hawaiian Workforce by Subject Group: Women

2011 EEO-1 Hawaiian Workforce		Women			
#	Job Categories	Casino	National	NAICS 71	NAICS 72
1	Executive / Senior Level Officials & Managers	0.4%	0.5%	0.3%	0.6%
2	First / Mid Level Officials & Managers	6.6%	5.2%	4.7%	5.7%
3	Professionals	1.4%	19.8%	8.3%	1.1%
4	Technicians	0.3%	5.6%	0.9%	0.2%
5	Sales Workers	6.3%	13.1%	9.3%	4.1%
6	Office & Clerical Workers	20.8%	20.2%	12.8%	11.4%
7	Craft Workers	0.5%	0.9%	4.8%	0.5%
8	Operatives	1.9%	5.3%	2.6%	1.5%
9	Laborers	1.1%	5.9%	3.3%	1.7%
10	Service Workers	60.7%	23.7%	52.9%	73.2%
	Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 53 – Hawaiian Workforce

**Casino Workforce by Job Classification:
Hawaiian Workforce**



Source: EEOC, PwC

The gender diversity gap of the Hawaiian Workforce for the top three job categories overall is 2.0 percent. This result is 5.8 percentage points more favorable to men than the National Workforce; 0.3 percentage points more favorable to women than NAICS 71; and, 1.1 percentage points more favorable to men than NAICS 72.

Figure 54 – GAP analysis by race and gender: Hawaiian Workforce

GAP analysis by race and gender: Hawaiian Workforce

2011 EEO-1					
MEN		Casino	National	NAICS	
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	0.4%	1.0%	0.9%	0.7%
2	First / Mid Level Officials & Managers	8.6%	6.0%	6.3%	6.5%
3	Professionals	1.4%	14.7%	8.4%	1.1%
Total		10.4%	21.7%	15.6%	8.3%
WOMEN		Casino	National	NAICS	
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	0.4%	0.5%	0.3%	0.6%
2	First / Mid Level Officials & Managers	6.6%	5.2%	4.7%	5.7%
3	Professionals	1.4%	19.8%	8.3%	1.1%
Total		8.4%	25.5%	13.4%	7.4%
Men to Women GAP		-2.0%	3.8%	-2.3%	-0.9%

Two or More Races Men

Two or More Races Men comprised approximately 1.0 percent of the Casino Workforce in 2011. The majority of Two or More Races Men were employed as Service workers, 66.2 percent, with the next highest job category representation in First / Mid Level Officials and Managers, 8.5 percent.

Figure 55 - Two or More Races Workforce by Subject Group: Men

2011 EEO-1 Two or More Races Workforce		Men		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	2.0%	0.8%	1.0%	2.3%
2 First / Mid Level Officials & Managers	8.5%	5.9%	5.1%	9.1%
3 Professionals	2.0%	16.4%	7.8%	1.8%
4 Technicians	1.8%	5.0%	2.2%	1.6%
5 Sales Workers	1.4%	17.6%	7.4%	1.5%
6 Office & Clerical Workers	4.7%	15.9%	4.7%	4.8%
7 Craft Workers	6.4%	3.4%	4.6%	7.2%
8 Operatives	4.0%	5.9%	4.0%	3.7%
9 Laborers	3.0%	7.2%	7.2%	2.8%
10 Service Workers	66.2%	22.0%	56.0%	65.2%
Total Employment	100.0%	100.0%	100.0%	100.0%

Two or More Races Women

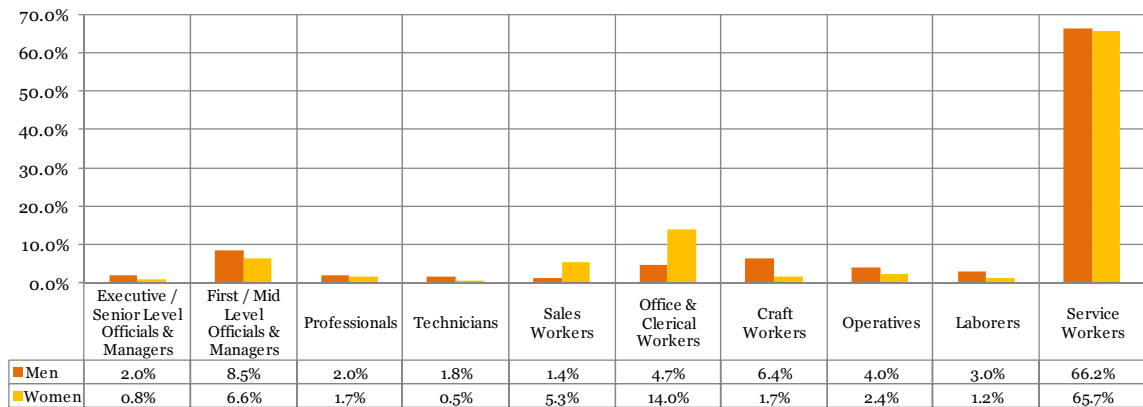
Two or More Races Women comprised approximately 0.9 percent of the Casino Workforce in 2011. The majority of Two or More Races Women were employed as Service workers, 65.7 percent, with the next highest job category representation in Office and Clerical workers, 14.0 percent.

Figure 56 – Two or More Races Workforce by Subject Group: Women

2011 EEO-1 Two or More Races Workforce		Women		
# Job Categories	Casino	National	NAICS 71	NAICS 72
1 Executive / Senior Level Officials & Managers	0.8%	0.8%	0.7%	0.4%
2 First / Mid Level Officials & Managers	6.6%	5.9%	4.5%	4.0%
3 Professionals	1.7%	16.4%	7.7%	0.8%
4 Technicians	0.5%	5.0%	1.6%	0.1%
5 Sales Workers	5.3%	17.6%	8.1%	3.1%
6 Office & Clerical Workers	14.0%	15.9%	7.8%	6.2%
7 Craft Workers	1.7%	3.4%	3.9%	1.4%
8 Operatives	2.4%	5.9%	3.1%	0.4%
9 Laborers	1.2%	7.2%	5.4%	2.1%
10 Service Workers	65.7%	22.0%	57.2%	81.4%
Total Employment	100.0%	100.0%	100.0%	100.0%

Figure 57 – Two or More Races Workforce

**Casino Workforce by Job Classification:
Two or More Races Workforce**



Source: EEOC, PwC

The gender diversity gap of the Two or More Races Workforce for the top three job categories overall is 3.4 percent. This result is 3.4 percentage points more favorable to men than the National Workforce; 2.5 percentage points more favorable to men than NAICS 71; and, 4.5 percentage points more favorable to women than NAICS 72.

Figure 58 – GAP analysis by race and gender: Two or More Races Workforce

GAP analysis by race and gender: Two or More Races Workforce

2011 EEO-1					
MEN		Casino	National	NAICS	NAICS
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	2.0%	0.8%	1.0%	2.3%
2	First / Mid Level Officials & Managers	8.5%	5.9%	5.1%	9.1%
3	Professionals	2.0%	16.4%	7.8%	1.8%
Total		12.6%	23.1%	13.9%	13.1%
WOMEN		Casino	National	NAICS	NAICS
#	Job Categories			71	72
1	Executive / Senior Level Officials & Managers	0.8%	0.8%	0.7%	0.4%
2	First / Mid Level Officials & Managers	6.6%	5.9%	4.5%	4.0%
3	Professionals	1.7%	16.4%	7.7%	0.8%
Total		9.1%	23.1%	13.0%	5.3%
Men to Women GAP		-3.4%	0.0%	-0.9%	-7.9%

Closing Observations

Redistribution of Job Categories by Racial and Ethnic Group

By using the Casino Workforce Benchmark percentage by job category and applying those percentages to each Racial and Ethnic Group (keeping total employment by each race constant), we redistribute employment numbers such that each race follows the current casino percentage distribution by job category. This exercise points to areas for improvement in an ideal environment for each Racial and Ethnic Group and is based upon the requisite overall number of employees. These exercises are for illustrative purposes only, and are not expected to result in measurable changes in the Casino Workforce. They are intended to spark discussion with executives of the Casino Workforce as they continue their employment diversity efforts, including job training, scholarships, mentoring, etc., with students and workers in all Racial and Ethnic Groups.

The 2011 overall workforce is comprised of 1.6 percent Executive / Senior Level Officials and Managers, 7.7 percent First / Mid Level Officials and Managers, 2.7 percent Professionals, and so on. When applying these benchmark percentages to each Racial and Ethnic Group we observe that the groups could be viewed as over-or-under-represented in certain job categories.

In this exercise, the White Workforce is underrepresented in job categories #9 and #10, and overrepresented in seven other categories. Of all Racial and Ethnic groups, the White Workforce would require reductions in seven job categories, and increases in two (no change in one category). The Hispanic and Hawaiian Workforces would require increases in eight job categories, the highest percentage of increases of any Racial and Ethnic Group, to more closely resemble the distribution of the Casino Workforce by job category in 2011.

Figure 59 - Casino Workforce 2011, Benchmark Analysis

2011 EEO-1; Casino Workforce		All Employees						
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races
1	Executive / Senior Level Officials & Managers	0.9%	-0.5%	-1.1%	-0.7%	0.0%	-1.2%	-0.2%
2	First / Mid Level Officials & Managers	3.3%	-1.5%	-3.7%	-3.6%	0.2%	-0.1%	-0.2%
3	Professionals	0.6%	-0.6%	-1.3%	0.8%	-1.1%	-1.3%	-0.8%
4	Technicians	1.0%	-0.1%	-1.1%	-1.2%	0.2%	-0.8%	-0.5%
5	Sales Workers	0.0%	0.4%	-0.6%	0.6%	-0.1%	1.2%	0.9%
6	Office & Clerical Workers	0.9%	2.1%	-2.8%	-0.9%	0.2%	5.5%	1.7%
7	Craft Workers	1.3%	-0.7%	-1.1%	-1.9%	-0.3%	-0.6%	0.8%
8	Operatives	0.5%	1.0%	-0.7%	-1.3%	-0.6%	-0.2%	-0.1%
9	Laborers	-0.5%	1.5%	1.2%	-1.4%	-0.3%	-0.7%	-0.6%
10	Service Workers	-8.0%	-1.4%	11.2%	9.5%	1.7%	-1.8%	-1.0%

2011 EEO-1; Casino Workforce		All Employees						
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races
1	Executive / Senior Level Officials & Managers	-969	145	571	216	0	31	7
2	First / Mid Level Officials & Managers	-3,536	419	1,945	1,166	-3	1	8
3	Professionals	-668	161	683	-264	16	34	38
4	Technicians	-1,047	40	580	386	-4	21	24
5	Sales Workers	52	-101	324	-206	1	-31	-39
6	Office & Clerical Workers	-980	-577	1,484	292	-3	-142	-74
7	Craft Workers	-1,379	206	577	612	5	17	-38
8	Operatives	-510	-274	348	417	9	5	5
9	Laborers	537	-418	-622	454	4	18	27
10	Service Workers	8,499	398	-5,888	-3,072	-25	46	43
Total Employment		106,130	27,841	52,488	32,397	1,500	2,602	4,464
Percentage of Total Casino Workforce		46.7%	12.2%	23.1%	14.2%	0.7%	1.1%	2.0%

2013 Baseline Scorecard

Below is a subjective scorecard of the 2013 baseline observations for the three comparisons that are generally scrutinized in an employment diversity study: Racial and Ethnic Group; Gender; and Job Category. Results are displayed as positive (green), negative (red), or neutral (yellow), and are assessed using a diversity lens; meaning that a result denoted below as positive (when considering the diversity implication) may be viewed as a negative by the group being impacted.

Scorecard – By Racial and Ethnic Group

2013 Baseline Scorecard

>, Greater than

<, Less than

=, Equal to

Racial and Ethnic Group	Result	Compared to:	Page #
The Casino Workforce employed more Black, Hispanic, Asian, American Indian, Hawaiian, and those of Two or More Races.	>	NAICS 71, 72	8
The Casino Workforce employed fewer White workers, by 18.3 percentage points.	<	NAICS 71	8
The Casino Workforce employed fewer White workers, by 5.0 percentage points.	<	NAICS 72	8
The Casino Workforce employed 53.3 percent minority workers.	>	NAICS 71, 72	8
The Casino Workforce employed more Hispanic, Asian, American Indian, Hawaiian, and those of Two or More Races.	>	National US	8
The Casino Workforce employed more minorities overall, by a difference of 18.7 percentage points.	>	National US	9
The White Workforce was disproportionately underrepresented in the Casino Workforce, by 18.7 percentage points.	<	National US	14
The Black Workforce was underrepresented in the Casino Workforce.	<	National, 71, 72	14
The Hispanic Workforce was underrepresented in the Casino Workforce.	<	NAICS 72	14
Other than the Black and Hispanic Workforces, all other Racial and Ethnic Groups reported higher employment percentages.	>	National, 71, 72	14

Scorecard – By Gender

2013 Baseline Scorecard

>, Greater than

<, Less than

=, Equal to

Gender	Result	Compared to:	Page #
	>	National US	23
The Casino Workforce was more favorable to women, by 1.2 percentage points.			
	>	NAICS 71	23
The Casino Workforce was more favorable to women, by 2.7 percentage points.			
	>	NAICS 72	23
The Casino Workforce was more favorable to men, by 2.0 percentage points.			
	=	NAICS 71	24
The diversity gap of the Casino Workforce for the top three job categories is 3.0 percent.			
	>	NAICS 72	24
The diversity gap of the Casino Workforce for the top three job categories is 0.7 percentage points more favorable to women.			
	>	National US, 71	26
The diversity gap of the Casino White Workforce for the top three job categories is more favorable to men.			
	>	NAICS 72	26
The diversity gap of the Casino White Workforce for the top three job categories is more favorable to women.			
	=	Casino Black Workforce	28
There is no diversity gap in the Black Workforce for the top three job categories.			
	>	National US	28
The diversity of the Black Workforce for the top three job categories is more favorable to men.			
	>	NAICS 71, 72	28
The diversity of the Black Workforce for the top three job categories is more favorable to women.			
	>	National US	30
The diversity gap of the Casino Hispanic Workforce for the top three job categories is more favorable to men.			
	>	NAICS 71, 72	30
The diversity gap of the Casino Hispanic Workforce for the top three job categories is more favorable to women.			
	>	National, 71, 72	32
The diversity gap of the Casino Asian Workforce for the top three job categories is more favorable to women.			
	>	National, 71, 72	34
The diversity gap of the Casino American Indian Workforce for the top three job categories is more favorable to men.			
	>	National, 72	36
The diversity gap of the Casino Hawaiian Workforce for the top three job categories is more favorable to men.			
	>	NAICS 71	36
The diversity gap of the Casino Hawaiian Workforce for the top three job categories is more favorable to women.			
	>	National, 71	38
The diversity gap of the Casino Two or More Race Workforce for the top three job categories is more favorable to men.			
	>	NAICS 72	38
The diversity gap of the Casino Two or More Race Workforce for the top three job categories is more favorable to women.			

Scorecard – By Job Category

2013 Baseline Scorecard

>, Greater than

<, Less than

=, Equal to

Job Category	Result	Compared to:	Page #
The Casino White Workforce was overrepresented in seven job categories: 1, 2, 3, 4, 6, 7, 8.	>	Casino benchmark	39
The Casino Black Workforce was overrepresented in four job categories: 5, 6, 8, 9.	>	Casino benchmark	39
The Casino Hispanic Workforce was overrepresented in two job categories: 9, 10.	>	Casino benchmark	39
The Casino Asian Workforce was overrepresented in three job categories: 3, 5, 10.	>	Casino benchmark	39
The Casino American Indian Workforce was overrepresented in four job categories: 2, 4, 6, 10.	>	Casino benchmark	39
The Casino Hawaiian Workforce was overrepresented in two job categories: 5, 6.	>	Casino benchmark	39
The Casino Two or More Races Workforce was overrepresented in three job categories: 5, 6, 7.	>	Casino benchmark	39
The Casino Workforce reported 13.6 percent of men employed in the top three job categories.	>	NAICS 72	23
The Casino Workforce reported 10.5 percent of women employed in the top three job categories.	<	NAICS 71	24
The Casino Workforce reported 10.5 percent of women employed in the top three job categories.	>	NAICS 72	24
The White Workforce would require reductions in eight job categories to align with the casino benchmark.	>	Casino benchmark	39
The Hispanic and Hawaiian Workforces would require increases in eight job categories to align with the casino benchmark.	<	Casino benchmark	39

Future Studies

This study, *Gaming Industry: Employment Diversity Snapshot 2013, A New Baseline*, represents the fourth study in a series of employment diversity initiatives taken on by the American Gaming Association. To secure the greatest value from this and other future studies, the following recommendations are offered:

- **Comparisons to prior years:** To establish trending patterns, it is expected that future gaming industry employment diversity studies will expand beyond the comparisons established in this 2013 new baseline study, and include comparisons to prior years. Performing this study on a more frequent basis, such as annually, would provide the casinos with timely comparisons such that they could react as they deem fit on a continual basis without lengthy time gaps occurring between actual results and the analysis period.
- **EEO-1 reporting participation by the Casino Workforce:** Voluntary submission of EEO-1 reports by the Casino Workforce is no longer required to gather employment data (as these reports in aggregate are now made publicly available by the EEOC). However, participation by the casinos to provide the EEO-1 NAICS codes will continue to be a necessity as the collection of these codes provides the foundation for the mapping and selection of the appropriate NAICS codes for comparative analyses.
- **NAICS workshop:** The companies included in the Casino Workforce would benefit from a workshop and discussion regarding the industry's use of various NAICS codes. An educational workshop regarding best practices and appropriate reporting would provide greater reporting consistency within multi-property companies, and cumulatively, across the industry.
- **Job category workshop:** The Casino Workforce would also benefit from a workshop and discussion regarding usage of the various job categories. Exploring the current mapping of jobs, responsibilities, and titles would likely create greater consistency in the manner that casinos map jobs to EEO-1 job categories.

For updates regarding changes to the EEO-1 survey and report, please visit the EEOC website at www.eeoc.gov.

Appendices

Appendix A - Racial and Ethnic Group Identification

Racial and Ethnic Group Identification - Self-identification is the preferred method of identifying the Racial and Ethnic Group information necessary for the EEO-1 report. Employers are required to attempt to allow employees to use self-identification to complete the EEO-1 report. If an employee declines to self-identify, employment records or observer identification may be used.

Racial and Ethnic designations as used by the Equal Employment Opportunity Commission do not denote scientific definitions of anthropological origins. Definitions of the racial and ethnic categories are as follows:

- **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **White (Not Hispanic or Latino)** - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Black or African American (Not Hispanic or Latino)** - A person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)** - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **Asian (Not Hispanic or Latino)** - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **American Indian or Alaska Native (Not Hispanic or Latino)** - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- **Two or More Races (Not Hispanic or Latino)** - All persons who identify with more than one of the above five races.

Appendix B – 2011 EEO-1: National Aggregate

2011 EEO-1 National Aggregate Report		All Employees							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	735,530	24,199	30,382	35,336	2,353	1,443	4,163	833,406
2	First / Mid Level Officials & Managers	3,557,852	307,821	310,623	239,242	17,168	10,575	29,479	4,472,760
3	Professionals	7,227,750	718,507	509,946	1,071,594	36,320	32,536	82,303	9,678,956
4	Technicians	1,931,406	370,730	256,772	179,221	15,275	11,105	24,950	2,789,459
5	Sales Workers	3,745,585	737,861	700,604	210,998	33,567	21,701	88,141	5,538,457
6	Office & Clerical Workers	4,166,021	1,051,918	772,365	257,194	37,264	26,662	79,608	6,391,032
7	Craft Workers	2,058,261	254,374	442,023	79,649	23,574	8,447	16,877	2,883,205
8	Operatives	3,008,159	835,198	866,675	207,370	33,355	17,843	29,478	4,998,078
9	Laborers	1,631,117	623,034	1,100,816	133,542	21,258	17,778	35,870	3,563,415
10	Service Workers	3,747,025	1,729,877	1,503,688	328,682	45,053	40,833	110,006	7,505,164
	Total Employment	31,808,706	6,653,519	6,493,894	2,742,828	265,187	188,923	500,875	48,653,932
	Percentage	65.4%	13.7%	13.3%	5.6%	0.5%	0.4%	1.0%	100.0%

2011 EEO-1 National Aggregate Report		Men							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	529,971	12,572	20,284	26,060	1,572	935	2,607	594,001
2	First / Mid Level Officials & Managers	2,220,998	155,149	194,721	148,857	10,514	5,662	16,186	2,752,087
3	Professionals	3,388,390	236,413	231,701	568,682	15,283	13,749	37,301	4,491,519
4	Technicians	987,744	135,451	143,159	97,660	7,447	5,804	12,684	1,389,949
5	Sales Workers	1,806,091	285,053	303,425	91,046	13,303	9,206	38,151	2,546,275
6	Office & Clerical Workers	975,763	248,111	218,730	79,401	11,498	7,489	23,854	1,564,846
7	Craft Workers	1,917,708	220,472	406,336	65,935	21,743	7,622	14,696	2,654,512
8	Operatives	2,359,676	596,669	635,479	129,708	25,135	12,821	21,914	3,781,402
9	Laborers	1,141,499	417,336	736,557	78,443	14,606	12,207	24,263	2,424,911
10	Service Workers	1,455,502	673,216	723,207	143,361	17,353	18,324	48,023	3,078,986
	Total Employment	16,783,342	2,980,442	3,613,599	1,429,153	138,454	93,819	239,679	25,278,488
	Percentage	66.4%	11.8%	14.3%	5.7%	0.5%	0.4%	0.9%	100.0%

2011 EEO-1 National Aggregate Report		Women							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	205,559	11,627	10,098	9,276	781	508	1,556	239,405
2	First / Mid Level Officials & Managers	1,336,854	152,672	115,902	90,385	6,654	4,913	13,293	1,720,673
3	Professionals	3,839,360	482,094	278,245	502,912	21,037	18,787	45,002	5,187,437
4	Technicians	943,662	235,279	113,613	81,561	7,828	5,301	12,266	1,399,510
5	Sales Workers	1,939,494	452,808	397,179	119,952	20,264	12,495	49,990	2,992,182
6	Office & Clerical Workers	3,190,258	803,807	553,635	177,793	25,766	19,173	55,754	4,826,186
7	Craft Workers	140,553	33,902	35,687	13,714	1,831	825	2,181	228,693
8	Operatives	648,483	238,529	231,196	77,662	8,220	5,022	7,564	1,216,676
9	Laborers	489,618	205,698	364,259	55,099	6,652	5,571	11,607	1,138,504
10	Service Workers	2,291,523	1,056,661	780,481	185,321	27,700	22,509	61,983	4,426,178
	Total Employment	15,025,364	3,673,077	2,880,295	1,313,675	126,733	95,104	261,196	23,375,444
	Percentage	64.3%	15.7%	12.3%	5.6%	0.5%	0.4%	1.1%	100.0%

Appendix C – 2011 NAICS 71: Arts, Entertainment, and Recreation EEO-1

2011 EEO-1; 71: Arts, Entertainment, and Recreation		All Employees							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	10,917	377	463	272	54	27	100	12,210
2	First / Mid Level Officials & Managers	46,212	4,292	4,844	2,224	275	232	647	58,726
3	Professionals	65,565	6,763	6,669	3,871	270	348	1,098	84,584
4	Technicians	15,850	1,547	1,424	603	106	81	224	19,835
5	Sales Workers	28,951	5,471	6,420	2,731	223	315	1,150	45,261
6	Office & Clerical Workers	49,908	8,617	8,042	3,624	426	352	1,113	72,082
7	Craft Workers	30,453	3,547	5,195	1,345	201	271	549	41,561
8	Operatives	25,212	5,223	5,567	1,300	225	143	437	38,107
9	Laborers	27,534	6,983	13,059	1,242	225	222	773	50,038
10	Service Workers	260,885	63,789	74,883	28,914	2,801	2,171	8,153	441,596
	Total Employment	561,487	106,609	126,566	46,126	4,806	4,162	14,244	864,000
	Percentage	65.0%	12.3%	14.6%	5.3%	0.6%	0.5%	1.6%	100.0%

2011 EEO-1; 71: Arts, Entertainment, and Recreation		Men							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	7,587	230	293	173	34	21	69	8,407
2	First / Mid Level Officials & Managers	26,934	2,237	2,830	1,190	147	140	355	33,833
3	Professionals	36,065	4,308	4,331	1,888	151	186	549	47,478
4	Technicians	12,077	1,183	1,128	437	77	64	155	15,121
5	Sales Workers	11,848	2,233	2,545	1,033	87	134	518	18,398
6	Office & Clerical Workers	15,515	2,533	2,665	1,046	121	103	331	22,314
7	Craft Workers	22,188	2,432	4,232	857	150	177	323	30,359
8	Operatives	19,427	3,230	4,405	848	161	93	283	28,447
9	Laborers	20,545	4,748	10,740	798	166	158	506	37,661
10	Service Workers	129,324	31,535	38,954	14,155	1,329	1,143	3,933	220,373
	Total Employment	301,510	54,669	72,123	22,425	2,423	2,219	7,022	462,391
	Percentage	65.2%	11.8%	15.6%	4.8%	0.5%	0.5%	1.5%	100.0%

2011 EEO-1; 71: Arts, Entertainment, and Recreation		Women							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	3,330	147	170	99	20	6	31	3,803
2	First / Mid Level Officials & Managers	19,278	2,055	2,014	1,034	128	92	292	24,893
3	Professionals	29,500	2,455	2,338	1,983	119	162	549	37,106
4	Technicians	3,773	364	296	166	29	17	69	4,714
5	Sales Workers	17,103	3,238	3,875	1,698	136	181	632	26,863
6	Office & Clerical Workers	34,393	6,084	5,377	2,578	305	249	782	49,768
7	Craft Workers	8,265	1,115	963	488	51	94	226	11,202
8	Operatives	5,785	1,993	1,162	452	64	50	154	9,660
9	Laborers	6,989	2,235	2,319	444	59	64	267	12,377
10	Service Workers	131,561	32,254	35,929	14,759	1,472	1,028	4,220	221,223
	Total Employment	259,977	51,940	54,443	23,701	2,383	1,943	7,222	401,609
	Percentage	64.7%	12.9%	13.6%	5.9%	0.6%	0.5%	1.8%	100.0%

Appendix D – 2011 NAICS 71321: Casinos (except Casino Hotels) EEO-1

2011 EEO-1; 71321: Casinos (except Casino Hotels)		All Employees							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	479	20	31	21	8	4	5	568
2	First / Mid Level Officials & Managers	2,611	399	207	118	36	15	39	3,425
3	Professionals	1,088	157	110	77	3	8	20	1,463
4	Technicians	824	245	45	33	9	7	15	1,178
5	Sales Workers	471	104	116	134	10	10	13	858
6	Office & Clerical Workers	2,261	783	390	292	35	43	46	3,850
7	Craft Workers	873	187	191	46	7	5	14	1,323
8	Operatives	1,516	715	141	187	14	27	50	2,650
9	Laborers	932	491	212	43	16	6	28	1,728
10	Service Workers	17,460	5,179	4,854	6,626	299	256	546	35,220
	Total Employment	28,515	8,280	6,297	7,577	437	381	776	52,263
	Percentage	54.6%	15.8%	12.0%	14.5%	0.8%	0.7%	1.5%	100.0%

2011 EEO-1; 71321: Casinos (except Casino Hotels)		Men							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	358	15	21	16	7	2	4	423
2	First / Mid Level Officials & Managers	1,591	177	133	74	15	10	23	2,023
3	Professionals	583	58	59	43	2	5	12	762
4	Technicians	683	175	35	23	8	7	11	942
5	Sales Workers	128	20	27	50	3	2	3	233
6	Office & Clerical Workers	564	169	103	88	5	18	16	963
7	Craft Workers	698	156	165	36	5	3	11	1,074
8	Operatives	843	266	109	103	7	13	20	1,361
9	Laborers	648	277	159	26	12	4	16	1,142
10	Service Workers	9,009	2,459	2,569	3,254	139	144	279	17,853
	Total Employment	15,105	3,772	3,380	3,713	203	208	395	26,776
	Percentage	56.4%	14.1%	12.6%	13.9%	0.8%	0.8%	1.5%	100.0%

2011 EEO-1; 71321: Casinos (except Casino Hotels)		Women							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	121	5	10	5	1	2	1	145
2	First / Mid Level Officials & Managers	1,020	222	74	44	21	5	16	1,402
3	Professionals	505	99	51	34	1	3	8	701
4	Technicians	141	70	10	10	1	0	4	236
5	Sales Workers	343	84	89	84	7	8	10	625
6	Office & Clerical Workers	1,697	614	287	204	30	25	30	2,887
7	Craft Workers	175	31	26	10	2	2	3	249
8	Operatives	673	449	32	84	7	14	30	1,289
9	Laborers	284	214	53	17	4	2	12	586
10	Service Workers	8,451	2,720	2,285	3,372	160	112	267	17,367
	Total Employment	13,410	4,508	2,917	3,864	234	173	381	25,487
	Percentage	52.6%	17.7%	11.4%	15.2%	0.9%	0.7%	1.5%	100.0%

Appendix E – 2011 NAICS 72: Accommodation and Food Services EEO-1

2011 EEO-1; 72: Accommodation and Food Services		All Employees							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	20,314	1,246	2,106	1,171	105	109	312	25,363
2	First / Mid Level Officials & Managers	142,242	18,674	26,749	10,420	897	1,059	2,652	202,693
3	Professionals	27,912	3,491	4,108	3,773	146	190	463	40,083
4	Technicians	6,447	1,324	1,437	549	54	62	140	10,013
5	Sales Workers	38,849	10,256	10,279	4,038	342	495	1,286	65,545
6	Office & Clerical Workers	69,709	18,974	18,817	10,387	621	1,300	2,303	122,111
7	Craft Workers	25,229	8,970	12,598	3,473	278	345	1,053	51,946
8	Operatives	16,772	7,832	11,032	3,343	220	419	429	40,047
9	Laborers	40,381	16,950	30,639	3,549	607	441	1,251	93,818
10	Service Workers	1,081,437	338,121	589,566	114,357	12,447	12,914	41,823	2,190,665
	Total Employment	1,469,292	425,838	707,331	155,060	15,717	17,334	51,712	2,842,284
	Percentage	51.7%	15.0%	24.9%	5.5%	0.6%	0.6%	1.8%	100.0%

2011 EEO-1; 72: Accommodation and Food Services		Men							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	14,043	769	1,363	706	70	59	189	17,199
2	First / Mid Level Officials & Managers	85,196	10,283	16,850	5,875	465	560	1,562	120,791
3	Professionals	13,502	1,499	2,128	1,781	72	94	233	19,309
4	Technicians	4,734	773	1,168	403	49	42	100	7,269
5	Sales Workers	11,893	3,309	3,514	1,009	105	139	426	20,395
6	Office & Clerical Workers	17,876	4,646	5,293	2,812	147	300	614	31,688
7	Craft Workers	19,284	6,220	10,326	2,877	238	298	668	39,911
8	Operatives	12,279	5,277	6,908	2,228	133	291	329	27,445
9	Laborers	21,388	9,494	20,040	2,178	286	290	684	54,360
10	Service Workers	452,544	172,278	338,269	54,390	5,560	6,509	19,544	1,049,094
	Total Employment	652,739	214,548	405,859	74,259	7,125	8,582	24,349	1,387,461
	Percentage	47.0%	15.5%	29.3%	5.4%	0.5%	0.6%	1.8%	100.0%

2011 EEO-1; 72: Accommodation and Food Services		Women							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	6,271	477	743	465	35	50	123	8,164
2	First / Mid Level Officials & Managers	57,046	8,391	9,899	4,545	432	499	1,090	81,902
3	Professionals	14,410	1,992	1,980	1,992	74	96	230	20,774
4	Technicians	1,713	551	269	146	5	20	40	2,744
5	Sales Workers	26,956	6,947	6,765	3,029	237	356	860	45,150
6	Office & Clerical Workers	51,833	14,328	13,524	7,575	474	1,000	1,689	90,423
7	Craft Workers	5,945	2,750	2,272	596	40	47	385	12,035
8	Operatives	4,493	2,555	4,124	1,115	87	128	100	12,602
9	Laborers	18,993	7,456	10,599	1,371	321	151	567	39,458
10	Service Workers	628,893	165,843	251,297	59,967	6,887	6,405	22,279	1,141,571
	Total Employment	816,553	211,290	301,472	80,801	8,592	8,752	27,363	1,454,823
	Percentage	56.1%	14.5%	20.7%	5.6%	0.6%	0.6%	1.9%	100.0%

Appendix F – 2011 NAICS 72112: Casino Hotels EEO-1

2011 EEO-1; 72112: Casino Hotels		All Employees							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	2,160	273	224	273	16	6	58	3,010
2	First / Mid Level Officials & Managers	9,101	1,327	1,892	1,212	83	184	297	14,096
3	Professionals	2,478	442	640	1,072	22	29	64	4,747
4	Technicians	2,024	187	266	131	20	16	37	2,681
5	Sales Workers	2,119	690	867	878	26	86	137	4,803
6	Office & Clerical Workers	6,869	1,932	2,157	1,904	83	299	371	13,615
7	Craft Workers	3,913	501	917	382	36	62	167	5,978
8	Operatives	2,479	473	1,235	460	26	53	92	4,818
9	Laborers	1,426	686	1,842	387	21	47	67	4,476
10	Service Workers	45,046	13,050	36,151	18,121	730	1,439	2,398	116,935
	Total Employment	77,615	19,561	46,191	24,820	1,063	2,221	3,688	175,159
	Percentage	44.3%	11.2%	26.4%	14.2%	0.6%	1.3%	2.1%	100.0%

2011 EEO-1; 72112: Casino Hotels		Men							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	1,485	141	128	146	11	3	41	1,955
2	First / Mid Level Officials & Managers	5,573	608	987	628	48	104	165	8,113
3	Professionals	1,307	181	303	477	10	14	33	2,325
4	Technicians	1,664	131	205	113	19	12	29	2,173
5	Sales Workers	488	88	136	182	3	13	28	938
6	Office & Clerical Workers	1,635	329	471	500	18	58	87	3,098
7	Craft Workers	3,484	355	833	311	34	57	131	5,205
8	Operatives	1,927	332	802	299	16	43	68	3,487
9	Laborers	1,087	447	1,383	258	15	35	51	3,276
10	Service Workers	23,778	6,196	17,492	8,407	353	774	1,187	58,187
	Total Employment	42,428	8,808	22,740	11,321	527	1,113	1,820	88,757
	Percentage	47.8%	9.9%	25.6%	12.8%	0.6%	1.3%	2.1%	100.0%

2011 EEO-1; 72112: Casino Hotels		Women							
#	Job Categories	White	Black	Hispanic	Asian	American Indian	Hawaiian	Two or more races	All employees
1	Executive / Senior Level Officials & Managers	675	132	96	127	5	3	17	1,055
2	First / Mid Level Officials & Managers	3,528	719	905	584	35	80	132	5,983
3	Professionals	1,171	261	337	595	12	15	31	2,422
4	Technicians	360	56	61	18	1	4	8	508
5	Sales Workers	1,631	602	731	696	23	73	109	3,865
6	Office & Clerical Workers	5,234	1,603	1,686	1,404	65	241	284	10,517
7	Craft Workers	429	146	84	71	2	5	36	773
8	Operatives	552	141	433	161	10	10	24	1,331
9	Laborers	339	239	459	129	6	12	16	1,200
10	Service Workers	21,268	6,854	18,659	9,714	377	665	1,211	58,748
	Total Employment	35,187	10,753	23,451	13,499	536	1,108	1,868	86,402
	Percentage	40.7%	12.4%	27.1%	15.6%	0.6%	1.3%	2.2%	100.0%

Appendix G – Report Contact Information

Questions or comments regarding the *Gaming Industry: Employment Diversity Snapshot 2013, A New Baseline* aggregation method and/or results may be directed to PwC at the address indicated below. For additional copies of this report, please send a written request to the American Gaming Association at the address below.

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