

# NEVADA STATEWIDE CASINO EMPLOYMENT

PRODUCTIVITY, REVENUES, AND PAYROLL: A STATISTICAL STUDY, 1990-2021

CENTER FOR GAMING RESEARCH, March 2022

## Executive Summary

In the thirty-one years this study examines, total payroll and revenues increased in absolute terms, with the increase in revenues out-pacing the rise in payroll. The recession, however, complicated this trend.

The efficiency trend is best seen in the casino department, where a variety of labor-saving devices have made employees progressively scarcer on the floor. The financial results of the trend are evident; on a per capita basis, casinos have, on balance, reduced their labor costs by almost thirty percent.

## Definitions

Casino: Any non-restricted gaming licensee with annual revenues of \$1 million or more

Year: Fiscal year, July 1 of the previous year to June 30 of the year in question

Emp: Total number of employees reported for the department

Pos: Gaming positions; number of slots plus number of table games times six

Rooms: Total number of hotel rooms for the year in question

Revenue: Total reported annual revenue for the department

Payroll: Total amounts of payroll taxes, benefits, officers' pay, and other employees pay for the year

Rev/Emp: Revenue divided by employees; used as a measure of productivity

Pay/Emp: Payroll divided by employees; measures how much, on average, each employee costs

Pay/Rev: Payroll divided by revenue; shows the portion of resort revenues that payroll comprises

%  $\Delta$ : Percent change from 1990 to the present.

**Statewide Casinos: All Departments**

Year	Loc	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	185	151,779	8,078,237,695	2,896,749,303	53,223.69	19,085	35.86%
1991	196	152,119	9,017,189,281	3,182,775,956	59,277.21	20,923	35.30%
1992	195	155,962	9,153,639,943	3,254,888,649	58,691.48	20,870	35.56%
1993	204	145,942	9,621,159,445	3,343,953,572	65,924.54	22,913	34.76%
1994	219	165,149	10,896,831,724	3,798,790,699	65,981.82	23,002	34.86%
1995	229	170,190	11,995,427,043	4,137,184,903	70,482.56	24,309	34.49%
1996	237	186,103	12,803,935,103	4,420,184,077	68,800.26	23,751	34.52%
1997	241	188,572	13,285,436,601	4,619,405,272	70,452.86	24,497	34.77%
1998	244	182,621	13,877,205,552	4,830,533,680	75,989.10	26,451	34.81%
1999	245	198,992	15,392,398,656	5,308,487,635	77,351.85	26,677	34.49%
2000	254	204,874	17,557,300,288	5,810,253,316	85,698.04	28,360	33.09%
2001	253	205,151	18,103,412,133	6,162,823,202	88,244.33	30,040	34.04%
2002	251	191,759	17,301,845,037	6,020,491,140	90,227.03	31,396	34.80%
2003	254	192,812	17,978,152,097	6,209,251,563	93,241.87	32,204	34.54%
2004	256	191,620	19,586,102,450	6,506,056,183	102,213.25	33,953	33.22%
2005	270	202,209	21,356,201,433	7,016,918,831	105,614.50	34,701	32.86%
2006	273	215,041	24,081,107,436	7,482,160,344	111,983.80	34,794	31.07%
2007	268	201,953	25,257,027,359	7,707,870,998	125,063.89	38,167	30.52%
2008	262	202,216	25,004,824,049	7,755,626,027	123,654.03	38,353	31.02%
2009	259	177,397	22,011,364,912	7,133,091,279	124,079.69	40,210	32.41%
2010	250	175,024	20,853,560,968	6,978,883,240	119,146.87	39,874	33.47%
2011	251	174,381	22,012,064,316	7,228,069,111	126,229.72	41,450	32.84%
2012	248	170,206	22,976,587,493	7,492,100,593	134,992.82	44,018	32.61%
2013	252	169,908	23,075,800,492	7,228,069,111	135,813.50	42,541	31.32%
2014	270	169,167	23,895,954,169	7,631,572,782	141,256.59	45,113	31.94%
2015	271	170,618	24,591,388,351	7,900,694,143	144,131.27	46,306	32.13%
2016	271	166,741	25,234,883,987	7,908,194,045	151,341.81	47,428	31.34%
2017	272	166,485	26,174,699,272	7,752,852,667	157,219.56	46,568	29.62%
2018	289	164,680	27,107,879,852	8,134,500,671	164,609.42	49,396	30.01%
2019	290	162,066	28,010,054,078	8,412,502,240	172,831.16	51,908	30.03%
2020	267	135,926	21,043,483,924	7,000,868,296	154,815.74	51,505	33.27%
2021	302	111,416	18,401,499,350	5,344,275,862	165,160.29	47,967	29.04%
%Δ	63.24%	-26.59%	127.79%	84.49%	210.31%	151.33%	-19.01%

## Statewide Casinos: Casino Department

Year	Positions	Emp	Pos/Emp	Revenue	Rev/Emp	Rev/Pos	Payroll	Pay/Emp	Pay/Rev
1990	138,010	52,307	2.64	4,952,978,992	94,690.56	35,888.55	1,026,029,649	19,616	20.72%
1991	153,397	52,324	2.93	5,513,297,150	105,368.42	35,941.36	1,109,535,331	21,205	20.12%
1992	158,165	53,052	2.98	5,584,559,864	105,265.77	35,308.44	1,118,540,900	21,084	20.03%
1993	159,469	49,544	3.22	5,880,592,442	118,694.34	36,876.09	1,133,598,917	22,881	19.28%
1994	175,234	54,707	3.20	6,504,348,451	118,894.26	37,118.07	1,245,500,913	22,767	19.15%
1995	185,944	54,338	3.42	7,030,994,404	129,393.69	37,812.43	1,337,572,041	24,616	19.02%
1996	197,060	58,603	3.36	7,390,435,180	126,110.19	37,503.48	1,400,234,400	23,894	18.95%
1997	205,965	57,908	3.56	7,493,752,537	129,407.90	36,383.62	1,433,142,163	24,749	19.12%
1998	207,292	55,614	3.73	7,743,934,793	139,244.34	37,357.62	1,493,595,897	26,856	19.29%
1999	214,526	57,759	3.71	8,426,224,115	145,885.91	39,278.34	1,576,888,232	27,301	18.71%
2000	220,309	58,474	3.77	9,308,916,419	159,197.53	42,253.91	1,573,781,139	26,914	16.91%
2001	224,881	59,908	3.75	9,310,594,712	155,414.88	41,402.32	1,784,980,685	29,795	19.17%
2002	219,906	54,144	4.06	8,911,540,280	164,589.62	40,524.32	1,720,207,297	31,771	19.30%
2003	215,872	52,036	4.15	9,250,496,837	177,771.10	42,851.77	1,723,704,688	33,125	18.63%
2004	212,333	51,437	4.13	9,883,510,737	192,147.88	46,547.22	1,746,423,365	33,953	17.67%
2005	209,528	52,529	3.99	10,662,454,467	202,982.25	50,887.97	1,761,628,575	33,536	16.52%
2006	209,530	55,644	3.77	11,809,095,031	212,225.85	56,359.92	1,846,166,424	33,178	15.63%
2007	208,546	52,341	3.98	12,480,790,793	238,451.52	59,846.70	1,908,249,204	36,458	15.29%
2008	204,257	52,807	3.87	12,040,879,888	228,016.74	58,949.66	1,917,906,672	36,319	15.93%
2009	201,934	46,322	4.36	10,514,718,393	226,991.89	52,070.07	1,753,571,644	37,856	16.68%
2010	197,975	44,470	4.45	9,906,558,446	222,769.47	50,039.44	1,676,694,411	37,704	16.93%
2011	194,734	43,846	4.44	10,168,621,415	231,916.74	52,218.01	1,694,893,796	38,656	16.67%
2012	190,963	43,454	4.39	10,283,752,257	236,658.36	53,852.07	1,734,534,553	39,917	16.87%
2013	186,489	42,357	4.40	10,395,664,377	245,429.67	55,744.12	1,704,473,692	40,241	16.40%
2014	183,183	42,225	4.34	10,641,153,886	252,010.75	58,090.29	1,690,639,167	40,039	15.89%
2015	180,801	42,515	4.25	10,622,398,618	249,850.61	58,751.88	1,727,351,144	40,629	16.26%
2016	179,013	40,922	4.37	10,760,756,016	262,957.72	60,111.59	1,717,095,743	41,960	15.96%
2017	174,924	40,810	4.29	11,119,963,417	272,481.34	63,570.26	1,530,736,613	37,509	13.77%
2018	172,893	40,055	4.32	11,595,722,030	289,495.00	67,068.78	1,740,038,879	43,441	15.01%
2019	171,570	38,080	4.51	11,960,145,391	314,079.45	69,710.00	1,712,974,963	44,984	14.32%
2020	137,173	33,202	4.13	9,271,951,349	279,258.82	67,593.12	1,456,368,228	43,864	15.71%
2021	138,321	29,270	4.73	10,617,738,860	362,751.58	76,761.58	1,276,859,303	43,623	12.03%
%Δ	0.23%	-44.04%	79.11%	114.37%	283.09%	113.89%	24.45%	122.39%	-41.95%

**Statewide Casinos: Rooms Department**

Year	Rooms	Empl	Rooms/Emp	Revenue	Rev/Emp	Rev/Room	Payroll	Pay/Emp	Pay/Rev
1990	68,312	19,467	3.51	1,106,894,261	56,860.03	16,203.51	349,998,729	17,979	31.62%
1991	79,501	20,751	3.83	1,229,942,369	59,271.47	15,470.78	398,198,792	19,189	32.38%
1992	82,513	20,882	3.95	1,267,776,843	60,711.47	15,364.48	415,175,987	19,882	32.75%
1993	81,939	19,784	4.14	1,339,427,941	67,702.58	16,346.71	428,878,585	21,678	32.02%
1994	89,942	23,227	3.87	1,586,137,853	68,288.54	17,635.08	505,094,372	21,746	31.84%
1995	98,306	24,356	4.04	1,859,662,260	76,353.35	18,917.02	558,099,060	22,914	30.01%
1996	102,826	26,690	3.85	2,031,245,547	76,105.12	19,754.26	601,321,310	22,530	29.60%
1997	110,462	26,707	4.14	2,221,197,908	83,169.13	20,108.34	646,182,134	24,195	29.09%
1998	114,841	27,225	4.22	2,321,374,479	85,266.28	20,213.80	682,799,486	25,080	29.41%
1999	118,321	29,777	3.97	2,620,334,244	87,998.60	22,145.90	755,799,012	25,382	28.84%
2000	127,440	31,887	4.00	3,164,911,960	99,253.99	24,834.60	859,911,675	26,967	27.17%
2001	128,691	31,587	4.07	3,467,373,027	109,772.15	26,943.48	908,787,760	28,771	26.21%
2002	128,493	29,757	4.32	3,176,595,811	106,751.21	24,721.97	886,542,283	29,793	27.91%
2003	129,690	30,077	4.31	3,336,388,124	110,928.22	25,725.79	925,638,934	30,776	27.74%
2004	133,050	30,683	4.34	3,822,385,406	124,576.65	28,729.01	1,015,431,014	33,094	26.57%
2005	134,009	32,444	4.13	4,284,610,141	132,061.71	31,972.50	1,078,091,073	33,229	25.16%
2006	137,041	33,248	4.12	4,886,472,087	146,970.41	35,656.90	1,181,805,160	35,545	24.19%
2007	136,607	31,015	4.40	5,129,980,388	165,403.20	37,552.93	1,139,638,745	36,745	22.22%
2008	135,061	32,103	4.21	5,113,021,178	159,269.26	37,857.14	1,211,664,761	37,743	23.70%
2009	138,731	29,275	4.74	4,264,647,800	145,675.42	30,740.43	1,154,789,040	39,446	27.08%
2010	140,975	29,300	4.81	3,938,031,442	134,403.80	27,934.16	1,155,713,134	39,444	29.35%
2011	144,319	30,011	4.81	4,345,019,868	144,780.91	30,107.05	1,232,646,621	41,073	28.37%
2012	143,885	29,735	4.84	4,722,986,200	158,835.92	32,824.73	1,299,651,325	43,708	27.52%
2013	143,115	29,876	4.79	4,788,237,661	160,270.37	33,457.27	1,309,012,965	43,815	27.34%
2014	142,669	29,987	4.76	5,145,739,071	171,599.00	36,067.57	1,346,971,767	44,919	26.18%
2015	142,770	30,617	4.66	5,403,219,010	176,477.74	37,845.53	1,375,672,804	44,932	25.46%
2016	142,032	29,881	4.75	5,829,851,047	195,102.27	41,046.14	1,392,935,519	46,616	23.89%
2017	141,142	30,226	4.67	6,165,784,751	203,989.44	43,684.98	1,447,524,407	47,890	23.48%
2018	140,872	29,628	4.75	6,239,824,567	210,605.66	44,294.22	1,466,878,206	49,510	23.51%
2019	140,531	29,563	4.75	6,554,079,153	221,698.72	46,638.12	1,513,970,174	51,212	23.10%
2020	114,291	24,028	4.76	4,784,004,529	199,101.24	41,858.08	1,218,295,002	50,703	25.47%
2021	127,991	19,717	6.49	3,205,555,530	162,578.26	25,045.22	974,020,614	49,400	30.39%
%Δ	87.36%	1.28%	84.99%	189.60%	185.93%	54.57%	178.29%	174.76%	-3.90%

**Statewide Casinos: Food Department**

Year	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	36,511	954,405,944	565,310,901	26,140.23	15,483	59.23%
1991	36,083	1,058,347,100	635,024,347	29,330.91	17,599	60.00%
1992	37,297	1,101,621,195	656,312,204	29,536.46	17,597	59.58%
1993	34,343	1,138,766,207	674,753,013	33,158.61	19,647	59.25%
1994	39,490	1,299,990,707	784,268,293	32,919.49	19,860	60.33%
1995	40,764	1,421,170,434	859,729,858	34,863.37	21,090	60.49%
1996	45,639	1,538,647,478	932,921,498	33,713.44	20,441	60.63%
1997	45,925	1,624,850,886	993,181,216	35,380.53	21,626	61.12%
1998	46,041	1,749,854,499	1,039,402,009	38,006.44	22,576	59.40%
1999	51,057	1,948,532,037	1,190,295,567	38,163.86	23,313	61.09%
2000	50,641	2,244,386,384	1,341,904,797	44,319.55	26,498	59.79%
2001	52,177	2,380,945,057	1,396,965,542	45,632.08	26,774	58.67%
2002	48,866	2,333,328,751	1,353,822,794	47,749.53	27,705	58.02%
2003	48,528	2,444,599,343	1,422,336,367	50,375.03	29,310	58.18%
2004	50,499	2,680,721,746	1,523,913,576	53,084.65	30,177	56.85%
2005	54,776	2,929,535,277	1,649,826,159	53,482.10	30,120	56.32%
2006	59,620	3,305,638,824	1,839,410,054	55,445.13	30,852	55.64%
2007	55,380	3,401,217,422	1,902,341,259	61,415.99	34,351	55.93%
2008	55,636	3,518,856,739	1,897,216,229	63,247.84	34,101	53.92%
2009	47,635	3,191,256,499	1,702,545,380	66,993.94	35,741	53.35%
2010	47,184	3,040,918,370	1,646,000,525	64,448.08	34,885	54.13%
2011	46,243	3,252,131,103	1,711,721,704	70,326.99	37,016	52.63%
2012	43,611	3,457,328,243	1,792,677,815	79,276.52	41,106	51.85%
2013	43,614	3,454,351,627	1,797,938,853	79,202.82	41,224	52.05%
2014	44,961	3,570,804,695	1,837,135,804	79,420.05	40,861	51.45%
2015	45,272	3,756,031,464	1,895,730,014	82,965.88	41,874	50.47%
2016	44,933	3,871,751,533	1,934,338,980	86,167.22	43,049	49.96%
2017	44,316	3,890,157,739	1,931,127,357	87,782.24	43,576	49.64%
2018	44,032	4,027,631,792	2,053,535,831	91,470.56	46,637	50.99%
2019	43,681	4,284,997,302	2,202,683,539	98,097.51	50,427	51.40%
2020	36,565	3,173,470,837	1,764,517,173	86,789.85	48,257	55.60%
2021	25,768	1,728,094,142	986,863,236	67,063.57	38,298	57.11%
%Δ	-29.42%	81.06%	74.57%	156.55%	147.35%	-3.59%

**Statewide Casinos: Beverage Department**

Year	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	11,156	486,855,601	168,585,828	43,640.70	15,112	34.63%
1991	11,100	522,426,855	182,278,543	47,065.48	16,421	34.89%
1992	11,364	524,422,399	185,744,323	46,147.69	16,345	35.42%
1993	10,512	537,203,293	190,433,452	51,103.81	18,116	35.45%
1994	11,604	587,519,449	211,340,910	50,630.77	18,213	35.97%
1995	11,263	623,768,643	222,646,732	55,382.10	19,768	35.69%
1996	12,588	653,150,355	231,534,024	51,886.75	18,393	35.45%
1997	12,772	684,935,887	247,559,990	53,627.93	19,383	36.14%
1998	12,163	721,368,846	258,840,844	59,308.46	21,281	35.88%
1999	13,094	787,990,885	281,835,523	60,179.54	21,524	35.77%
2000	13,270	900,462,147	298,058,335	67,856.98	22,461	33.10%
2001	13,609	935,318,129	305,855,319	68,727.91	22,474	32.70%
2002	12,468	940,936,501	302,193,966	75,468.12	24,238	32.12%
2003	12,133	983,658,703	315,106,126	81,073.00	25,971	32.03%
2004	12,129	1,081,637,344	325,344,273	89,177.78	26,824	30.08%
2005	12,712	1,165,972,108	347,920,989	91,722.16	27,369	29.84%
2006	13,908	1,308,004,191	374,749,116	94,046.89	26,945	28.65%
2007	14,164	1,398,854,293	395,828,560	98,761.25	27,946	28.30%
2008	14,530	1,331,969,074	382,962,993	91,670.27	26,357	28.75%
2009	12,964	1,328,324,592	371,232,116	102,462.56	28,636	27.95%
2010	13,259	1,370,073,976	373,255,942	103,331.62	28,151	27.24%
2011	13,373	1,503,719,235	399,517,066	112,444.42	29,875	26.57%
2012	12,012	1,634,163,909	421,056,128	136,044.28	35,053	25.77%
2013	11,692	1,660,036,952	422,497,115	141,980.58	36,136	25.45%
2014	12,270	1,674,834,485	437,103,076	136,498.33	35,624	26.10%
2015	12,810	1,724,946,447	455,256,637	134,656.24	35,539	26.39%
2016	12,802	1,730,949,389	453,675,280	135,209.29	35,438	26.21%
2017	12,916	1,804,476,733	456,845,420	139,708.64	35,371	25.32%
2018	11,999	1,938,358,366	464,495,448	161,543.33	38,711	23.96%
2019	12,267	2,116,672,794	493,912,832	172,550.16	40,264	23.33%
2020	9,719	1,504,428,454	398,258,797	154,792.52	40,977	26.47%
2021	8,320	1,214,220,726	284,941,454	145,939.99	34,248	23.47%
%Δ	-25.42%	149.40%	69.02%	234.41%	126.63%	-32.23%

**Statewide Casinos: Other Departments**

Year	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	7,179	577,102,897	118,105,032	80,387.64	16,451	20.47%
1991	6,595	693,175,807	135,954,851	105,106.26	20,615	19.61%
1992	7,316	675,259,642	145,211,999	92,299.02	19,849	21.50%
1993	7,371	725,169,562	148,377,256	98,381.44	20,130	20.46%
1994	9,549	918,835,264	199,299,107	96,223.19	20,871	21.69%
1995	12,137	1,059,831,302	250,631,256	87,322.35	20,650	23.65%
1996	9,337	1,190,456,543	264,944,192	127,498.83	28,376	22.26%
1997	12,111	1,260,699,383	282,677,151	104,095.40	23,341	22.42%
1998	11,646	1,340,672,935	294,401,650	115,118.75	25,279	21.96%
1999	14,343	1,609,317,375	346,839,440	112,202.29	24,182	21.55%
2000	18,976	1,938,623,378	407,617,380	102,161.86	21,481	21.03%
2001	14,640	2,009,181,208	414,877,680	137,239.15	28,339	20.65%
2002	14,771	1,939,443,694	408,336,176	131,300.77	27,644	21.05%
2003	14,448	1,963,009,090	421,238,727	135,867.19	29,156	21.46%
2004	12,699	2,117,847,217	440,966,278	166,772.76	34,724	20.82%
2005	15,301	2,313,629,440	505,959,361	151,207.73	33,067	21.87%
2006	16,807	2,771,897,303	568,773,184	164,925.17	33,841	20.52%
2007	17,429	2,846,184,463	625,770,860	163,301.65	35,904	21.99%
2008	16,065	3,000,097,270	604,762,863	186,747.42	37,645	20.16%
2009	13,434	2,712,417,628	544,992,777	201,906.92	40,568	20.09%
2010	13,426	2,597,978,734	543,441,308	193,503.56	40,477	20.92%
2011	12,843	2,742,572,695	570,194,957	213,546.11	44,397	20.79%
2012	13,642	2,878,356,884	558,918,590	210,992.29	40,970	19.42%
2013	13,037	2,777,509,875	564,423,179	213,048.24	43,294	20.32%
2014	12,074	2,863,422,032	582,507,857	237,156.04	48,245	20.34%
2015	12,000	3,084,792,812	599,937,310	257,066.07	49,995	19.45%
2016	11,209	3,041,576,002	582,490,428	271,351.24	51,966	19.15%
2017	11,414	3,204,316,632	530,163,142	280,735.64	46,448	16.55%
2018	11,874	3,306,343,097	538,874,506	278,452.34	45,383	16.30%
2019	11,822	3,094,159,438	545,491,914	261,728.93	46,142	17.63%
2020	9,416	2,309,628,755	435,010,739	245,287.68	46,199	18.83%
2021	7,151	1,635,890,092	249,813,381	228,763.82	34,934	15.27%
%Δ	-0.39%	183.47%	111.52%	184.58%	112.35%	-25.38%

**Statewide Casinos: G&A Departments**

Year	Emp	Payroll	Pay/Emp
1990	25,159	668,719,164	26,580
1991	25,266	721,784,092	28,567
1992	26,051	733,903,236	28,172
1993	24,388	767,912,349	31,487
1994	26,572	853,287,104	32,112
1995	27,332	908,505,956	33,240
1996	33,246	989,228,653	29,755
1997	33,149	1,016,662,618	30,669
1998	29,932	1,061,493,794	35,464
1999	32,962	1,156,829,861	35,096
2000	31,626	1,328,979,990	42,022
2001	33,230	1,351,356,216	40,667
2002	31,753	1,349,388,624	42,496
2003	35,590	1,401,226,721	39,371
2004	34,173	1,453,977,677	42,548
2005	34,447	1,673,492,674	48,582
2006	35,814	1,671,256,406	46,665
2007	31,624	1,736,042,370	54,896
2008	31,075	1,741,112,509	56,029
2009	27,767	1,605,960,322	57,837
2010	27,385	1,583,777,920	57,834
2011	28,065	1,619,094,967	57,691
2012	27,752	1,685,262,182	60,726
2013	29,332	1,699,380,546	57,936
2014	27,650	1,737,215,111	62,829
2015	27,407	1,846,746,234	67,382
2016	26,994	1,827,658,095	67,706
2017	26,803	1,856,455,728	69,263
2018	27,092	1,870,677,801	69,049
2019	26,653	1,943,468,818	72,917
2020	22,996	1,728,418,357	75,162
2021	21,190	1,571,777,874	74,175
%Δ	%Δ	-15.78%	135.04%

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