

# GAME CHANGER

Transforming our future during a global pandemic



**WOODBINE™**  
ENTERTAINMENT

Corporate Responsibility Report  
April 2021 | March 2022

TABLE OF CONTENTS

<b>4</b> About Woodbine Entertainment	<b>6</b> 2021/2022 Highlights	<b>8</b> Leadership Message Jim Lawson	<b>10</b> The Game Changer COVID-19	
<b>12</b> Business Transformation	<b>16</b> Governance	<b>18</b> Engaging Stakeholders	<b>20</b> Responsible Gaming	<b>22</b> For The Love Of Horses
<b>26</b> Corporate Philanthropy	<b>30</b> Greener Futures	<b>32</b> People & Culture	<b>38</b> Innovation & Technology	<b>40</b> Property Development
<b>42</b> Economic Performance	<b>44</b> Living Our Values	<b>46</b> All The News That's Fit To Tweet... Or Post!		



**ABOUT THIS REPORT**

The 2021/2022 Woodbine Entertainment (WE) Corporate Report describes our environmental, social and governance (ESG) priorities and performance across all facilities for our stakeholders during the 12-month fiscal year of April 1, 2021 to March 31, 2022.

All information in this report focuses on the facilities and operations owned and/or operated by Woodbine Entertainment. The metrics in this report are established and measured by the Woodbine Entertainment operational departments responsible for achieving them. All financial figures are in Canadian dollars unless otherwise specified.

Woodbine Entertainment is the largest horse racing operator in Canada offering world-class horse racing at both Woodbine (Toronto) and Woodbine Mohawk Park (Milton) racetracks. Woodbine Entertainment also operates off-track wagering through its Champions teletheatre network, which includes WEGZ Stadium Bar in Vaughan, and Greenwood in the Beaches area of Toronto.

Remote wagering is also available to customers through HPIbet, our telephone, internet account wagering service, as well as Dark Horse Bets, a revolutionary mobile application featuring advanced artificial intelligence. It is designed to make wagering easier to understand and enjoyable for our next generation of fans. Woodbine Entertainment also operates HPI tv, a CRTC-licensed digital television channel that broadcasts our racing product into homes across Canada.

**Our Vision**

Share the thrill of horse racing experiences with the world.

**Our Mission**

Support the foundation and lead the growth of the Ontario horse racing industry.

**Mandate**

Woodbine Entertainment (WE) is an Ontario corporation, without share capital, operating a multi-dimensional entertainment business committed to maximizing financial performance in order to achieve the highest quality horse racing. After paying all required taxes, the corporation invests any and all profits back into the business to promote its corporate objectives.



**Values**  
Wow Every Guest  
Fuel the Fun  
Be Bold  
Own It  
Woodbine Cares  
Be All In  
Listen & Connect  
Trust in Our Team  
Pursue Your Potential

## Telling the Woodbine Story...

To say navigating through the pandemic, for a second year, was challenging is truly an understatement. Our horse racing industry continued to be hit hard for a second year, but we remained resilient and determined. As a result, we were able to achieve so much because we persevered together. Our people are at the heart of our success and our love of horses is what keeps us going.

In the end, the pandemic didn't beat us in the first round, and it certainly wasn't going to in the next.



- ▶ Despite the many ongoing challenges of the pandemic, **WE** delivered an average field size of 9.0, one of the highest average field sizes in Thoroughbred racing in North America, and our highest-ever handle per race at \$534k.
- ▶ **WE** generated the third-highest all-sources handle for the 2021 Thoroughbred meet at Woodbine Racetrack at \$505,348,339 and the highest all-sources handle in North America in 2021 for Standardbred racing at Woodbine Mohawk Park at \$324,038,371, despite having a shortened seasons at both tracks due to the pandemic and ensuing government restrictions.
- ▶ As part of our commitment to innovation, **WE** launched an upgraded Dark Horse Bets app that simplifies wagering on horse racing as we look to engage and attract our next generation of customers.
- ▶ Since the beginning of the pandemic, **WE** converted thousands of customers from 'cash players' to HPIbet.com which contributed to growing wagering on our online platform by 26%.
- ▶ In partnership with TSN and Dome Productions, **WE** produced 19 network broadcasts including the OLG Canadian Triple Crown, and the Pepsi North America Cup, as well as 15 episodes of Racing Night Live.
- ▶ **WE** created a safe working environment in our facilities and in our stabling area, which allowed us to care for our horses and safely operate our live racing programs.
- ▶ **WE** successfully re-boarded approximately 500 employees as we began reopening our business. Thanks to industry-leading health and safety protocols, our employees gave us an 82% approval rating indicating that they felt safe returning to work.
- ▶ **WE** successfully reached out to local grassroots groups and our business community in Rexdale to share details of the 25+ year property development plan that includes more than 25,000 housing units, 13.5 million square feet of commercial and industrial land use and 70-acres of green space and public space, which will create more than 17,000 jobs.
- ▶ **WE** signed a new Memorandum of Understanding (MOU) with our casino partner that enables the integration of the Woodbine Racetrack grandstand and the new casino.
- ▶ **WE** delivered on various stages of 42 property development projects, including the advancement of the privately-funded Metrolinx Woodbine train station and planning permissions for the Phase I Draft Plan of the subdivision.
- ▶ To reconnect with colleagues socially and to provide an opportunity for employees to give back, **WE** successfully hosted a reimagined Woodbine Cares Week that included a Team Trivia Challenge, Wine Survivor, a Silent Auction, visits to LongRun Horse Farm and much more.
- ▶ Alongside other industry members, **WE** successfully lobbied the federal government to protect the horse racing industry as single event sports wagering was legalized. Our focus then turned to (and now remains on) seizing an opportunity to integrate our pari-mutuel wagering product into licensed online sports books in Ontario, which will allow us to reach an unprecedented number of sports bettors.
- ▶ **WE** launched a new Security Surveillance Operation Centre, increasing security our surveillance capabilities to provide enhanced safety of our guests, assets and onsite stakeholders, which also allowed for greater efficiencies and resulted in ~\$250K of savings annually.
- ▶ **WE** re-imagined an area in our grandstand building at Woodbine Racetrack and developed it into an exclusive upscale lounge for our owners and trainers.
- ▶ **WE** began to reimagine and made progress on the redevelopment plans for our historic walking ring at Woodbine Racetrack.
- ▶ As an integral part of the casino expansion and our property development plans, **WE** focused on nearing the completion of Phase I construction of municipal and private roads at Woodbine Racetrack.
- ▶ **WE** moved forward on the strategy for the food and beverage offerings in the expanded casino which will consist of five new franchise locations.
- ▶ As part of our overall property development plan, **WE** advanced on the design of the state-of-the-art training facility, which will ensure Woodbine Racetrack continues to renowned for its world-class horse racing facilities.
- ▶ At Woodbine Mohawk Park, **WE** successfully executed the second-ever Mohawk Million, reached an agreement to host the 2022 Breeders' Crown, and generated the highest all-sources handle for Standardbred racing in North America.

## A Game Changer – Navigating a Global Pandemic

After a second year of adversity, horse racing is finally fully 'back on track'. This is because of the unyielding dedication of our team and the commitment and resiliency of our horse racing communities. The pandemic continued to change how we delivered horse racing. We collectively made it our mission and drive to support the 25,000+ equine jobs in the province and we never wavered.

As I reflect on the past year, I recognize where our strength lies as a team. We epitomize the unification of people with a shared purpose and through our common goals and trust in each other, we are able to pull together when times are tough. This is what our employees did for Woodbine Entertainment and horse racing in Ontario. Our team exercised great care and concern to protect horse racing, and our close-knit Woodbine community, while still driving our business and the revenues needed to sustain our industry and position us for growth.

### Keeping Our Colleagues & Community Safe

There is no question that one of our proudest moments was hosting our successful vaccination clinic in May of 2021. This clinic delivered more than 15,000 vaccine doses to our community, colleagues, and horse people at a critical time. This was combined with meticulous health and safety protocols, including a vaccination policy and a rapid testing program that kept our employees, guests, and horse racing participants safe.

### Protecting Horse Racing & the Viability of Our Business

We had a delayed start to our thoroughbred meet at Woodbine Racetrack, and a temporary suspension of harness racing at Woodbine Mohawk Park. Thankfully, we operated 2,639 races across both tracks in 2021. Our ability to operate safely, and the commitment of our horse people to adhere to our necessarily strict health and safety protocols, allowed us to race. Last August we welcomed back our fans for The Queen's Plate, successfully reigniting the tradition and excitement of Canada's greatest day of live racing.

So, what to do for an encore? As we emerge from the pandemic, we do so with great vitality as we enter the next growth phase of our business.

### Next Steps - Woodbine's Property Development

The construction of roads, utilities and building upgrades to our Woodbine Grandstand will enable the new casino to open. It will also allow us to deliver a revised Community Plan for our 684-acre site which depends on us making a critical, upfront investments.

Our privately funded new Metrolinx GO station is the catalyst to create a sustainable transit-oriented community.

We successfully previewed to our community and partners a 25+ year phased Plan which includes new transit access, 75-acres of park land, six new, mixed-use neighbourhoods with 27,000+ new homes, and 17,000 new jobs.

Our phased approach will also upgrade our world-class training facilities, including our training tracks and other amenities on our backstretch. Woodbine Entertainment is diligently engaged with the Province of Ontario, Metrolinx, and the City of Toronto to get our planning approvals and business arrangements finalized.

Ultimately, these efforts will generate long term revenue to support 25,000+ horse racing and equine industry jobs in Ontario for decades to come.

### Driving Wagering – Our Core Business

Given the obstacles we faced, we generated the third-highest all-sources handle with our thoroughbred season and the highest all-sources handle total by any standardbred track in North America in 2021. At Woodbine Mohawk Park, we saw a 2.5% growth in per race handle achieving our highest ever at \$199k. At Woodbine, we grew our per race handle by 4.8% – our highest ever at \$534k per race.

We launched a redesigned, more intuitive, user experience version of HPIbet.com cementing the platform as the leading ADW in North America. We extended our HPIbet partner track agreements with our largest customers in B.C., Alberta, and Quebec for five years.

### In Retrospect...

It has been said that the ability for a group of people to do remarkable things hinges on how well these people can pull together as a team. There's no better example of this than our team. For this, I thank each and every one of our employees. Here's to the days ahead as we move beyond the pandemic towards our bright future.

Sincerely,



Jim Lawson, CEO



## Our Woodbine Journey During the Global Pandemic

“Two years ago, our world stopped...  
 At times we couldn't race.  
 We couldn't open our restaurants.  
 We couldn't work like we did before.  
 The pandemic hit us, and our industry, hard.  
 But we are Woodbine.  
 We didn't give up.  
 We rallied together.  
 We took care of our horses.  
 We took care of each other.  
 We fought hard to get racing back.

And we did...

We found a way to run our world-class races.  
 Eventually we welcomed back our fans.  
 All while keeping everyone safe.  
 And ensuring our industry was strong.  
 The reality is....  
 We couldn't have done any of it without you.  
 So, we say a sincere thank you to our employees.”



### Managing Our COVID-19 based Reality

Woodbine continued to adapt its operations to the new COVID-19 based reality, sustaining best practices from the previous year, including regular communications to employees and stakeholders; rigorous health and safety protocols that enabled the care of over 1,200 horses on the backstretch; and comprehensive contact tracing efforts that successfully mitigated further exposure risks across our properties, enabling WE's COVID-19 Health & Safety Committee to ably monitor all pandemic-related risks and to operate safely when permitted.

### Safeguarding Our Community Through Partnerships

One of the highlights of the year was a partnership with Unity Health, University Health Network, Michael Garron Hospital, Rexdale Community Health Center and GlobalMedic to host a vaccine clinic for the Woodbine and Rexdale community.

The three-day clinic was so well received that it was extended to six days, bringing out over 15,000 people to get their first vaccination. Employees came together from all levels and departments of the organization with one common goal – to protect our neighbours, our customers and our colleagues from the effects of COVID-19.

BUSINESS TRANSFORMATION



“

We moved from managing and adapting to taking on new challenges head on and in the process, we are better prepared for what excitingly lies before us.

”

Over the past two years, WE didn't just survive the pandemic, but found ways to work hard in transforming the business in a way that would lay the foundation for years to come. We moved from managing and adapting to taking on new challenges head on, and in the process, we are better prepared for what excitingly lies before us. This includes single sports wagering, a new Casino opening, a train station and a visionary plan for property development.

Business Transformation in the Midst of a Global Pandemic

Several departments across our business have been working collaboratively to ensure horse racing is included in the legalization and arrival of single sports wagering in Canada. Understanding that this will be a game-changer to the wagering landscape and market in Ontario, WE invested time and resources to advocate with the appropriate regulatory bodies. This included successful industry-wide lobbying efforts to ensure that horse racing and the 25,000 jobs it supports in Ontario were protected through the legislation process.

With an impact on the supply and demand of labour and materials in the construction industry and notable price escalations, a change in the way we sourced new vendors and managed the tendering process to lock in pricing was required. With government priorities focused on the pandemic, municipal and regulatory approval timelines have also been impacted. Understanding trends in the industry and engaging with industry leaders was crucial for the positive movement that we were able to accomplish.

Like most in the hospitality industry, we closed the doors to our restaurants for several months at a time. When we did open, it was under strict capacity limits, mandatory vaccination requirements and stringent safety protocols. Product shortages, increased costs and staffing turnover required innovative solutions and a flexible and adaptive approach.

Lessons learned have provided our hospitality department with an opportunity to re-imagine our food and beverage service as we plan for a full reopening of our restaurants in the next fiscal year.

Significant efforts have been made by our Marketing & Communications department to deepen our understanding of the Woodbine Entertainment customer. Taking on a new customer-centric focus in how we strategically make decisions will not only ensure a better guest experience, but will assist with the attraction of new customers and a younger fan base to online applications like Dark Horse Bets and new on track experiences.

The People Experience department initiated a fundamental re-design of how it supports the various business units within the company to create greater awareness of external factors at play in the market; critically evaluate how we attract and retain talent; and assist in placing greater value on culture and employee engagement initiatives.

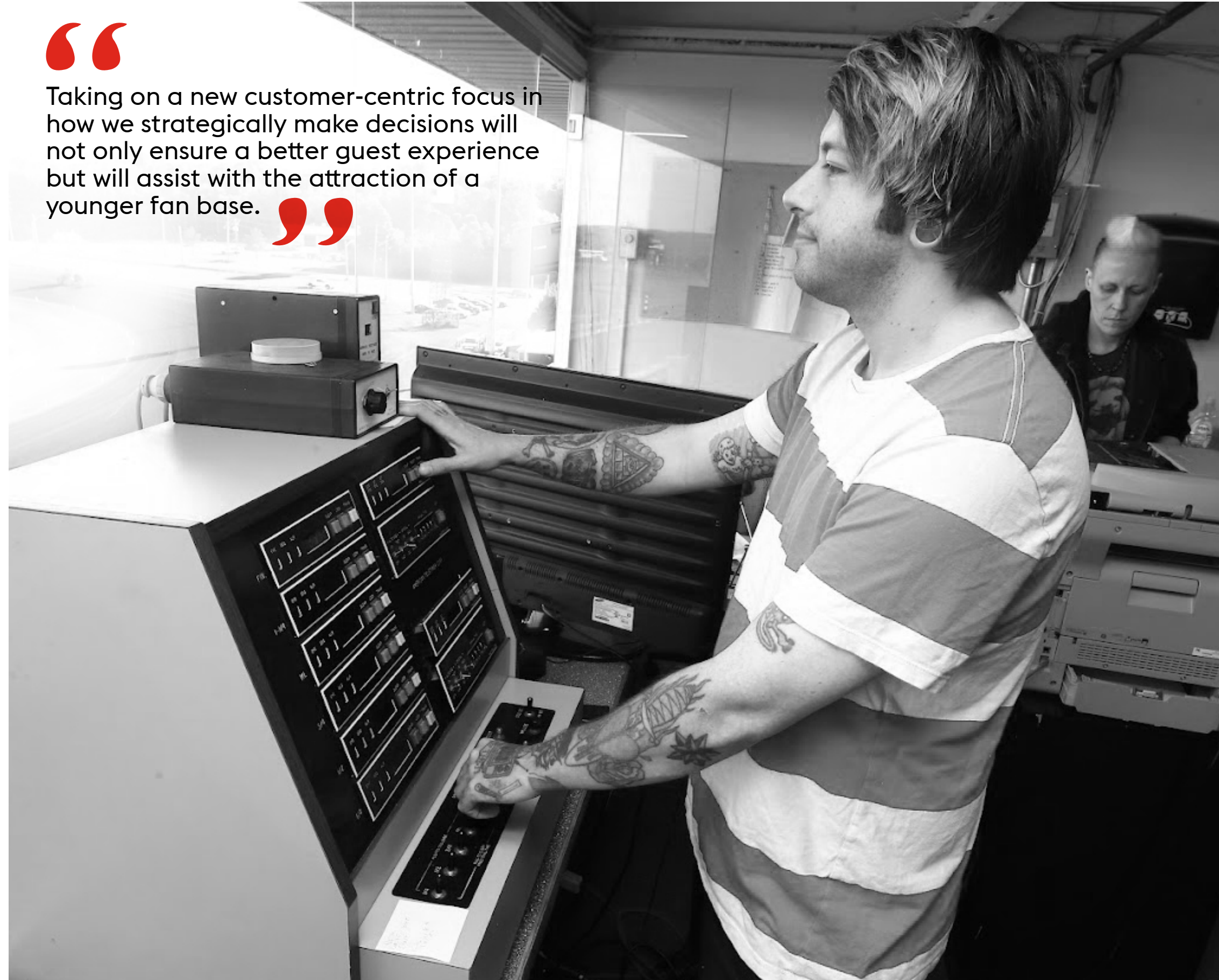
The significant shift to providing IT support remotely impacted us on two fronts – those receiving the support and those providing it. Implementing new software, at times coordinating projects while physically distanced, off-site visits to end-user's homes, and creating new, collaborative communications solutions were key to achieving an operational model where a significant percentage of the staff were able to work from home effectively and efficiently. We also implemented DocuSign, a digital solution which permits remote signature of documents, enabling us to continue to conduct our core operations remotely while at the same time positively impacting the environment.

More than 10 boardrooms across our two main properties were equipped with new or improved meeting room technology. We have moved to Microsoft Teams teleconferencing services and, as we plan for the future, we will be soliciting a new holistic communications solution which will address the needs of our call centres to integrate with a new Customer Relationship Management (CRM) platform and improve overall customer service.

Lastly, as we continue to focus on the future of Woodbine Entertainment and seek out the right investors for the grand vision of our property development plans, we have invested considerable time and resources into developing an environment, social and governance (ESG) strategy to inform the principles under which the new development will be planned and executed. This will inform the development of an overarching ESG strategy for the corporation in the next fiscal year.



Taking on a new customer-centric focus in how we strategically make decisions will not only ensure a better guest experience but will assist with the attraction of a younger fan base.





## How We Do Governance

We are a corporation that reinvests our profits back into the horse racing industry while serving a large employee base in the Province of Ontario. This responsibility of sustaining both an industry and the livelihoods of thousands of people, as well as our focus on our **Values**, drives our decisions and how we operate.

## Governance

Responsibility for risk management for the company and compliance oversight with respect to our overall operations rests with our Board of Directors. At the time of publication, the Board is comprised of IO members: eight men and two women. Our Chair is independent (not an executive officer), and our Board includes seven committees: Governance and Compliance; Pension; Human Resources and Compensation; Audit; Thoroughbred Racing; Standardbred Racing; and Property Development.

## Governance Highlights

- ▶ **Corporate Governance Documentation:** We are committed to transparency of our corporate governance. In keeping with this view, we have created a suite of documented governance guidelines and committee charters that are available to review on our **website**.
- ▶ **Board Membership:** We are committed to ensuring that our Board of Directors is composed of members who are best able to position Woodbine Entertainment for the future; therefore, we have policies relating to director competencies as well as term limits on Board positions. Additionally, to attract individuals with skills that would otherwise not be accessible if selection of directors was solely based on industry knowledge, we offer remuneration for Board positions.



## “We Got Your Back” – Saluting Our Key Stakeholders

Successful businesses rely on strong stakeholder relations accompanied by frequent communication and engagement. These groups help inform the decisions we make, help us meet our strategic objectives and are vital to the long-term sustainability of the business.

## Engagement Tactics & Frequency

How We Engage	How Often
<b>Employees</b>	
Bulletins and updates on corporate intranet	Continuously
Employee Newsletter	Weekly
Town Hall meetings with CEO and Senior Executives	Quarterly
Health & Safety Committee	Regularly
<b>Community Groups</b>	
Meeting with all charitable and community partners	Annually
Employees volunteering on community boards	By Invitation
Partner agencies invited to attend Woodbine Entertainment fundraising events	Annually
PX employees participating in community career fairs	Regularly
Employees attending community events	By Invitation
<b>Government/Regulators/Local Authorities</b>	
Meetings	Regularly
Advocacy	Regularly
<b>Industry Alliances</b>	
The Global Tote (pari-mutuel betting system)	Regularly
World Tote Association	Regularly
<b>Horse Community</b>	
Horse persons community	Continuously

How We Engage	How Often
<b>Contractors, Suppliers &amp; Business Partners</b>	
Meetings to review construction progress and H&S	Regularly
Meetings to review contracts To Be Confirmed	Annually
Meetings prior to large events	Regularly
Development Partners meetings	Continuously
<b>Partners</b>	
Meetings to review contracts	As Needed
Invited to attend media events at racetracks	Regularly
<b>Customers</b>	
Customer Service Desk at Woodbine & Woodbine Mohawk Park	Continuously*
Customer Feedback System – responding to all comments, questions, suggestions or complaints in a professional and timely manner	Continuously
Exit interviews at Woodbine & Woodbine Mohawk Park	Regularly
Focus groups and qualitative research studies	As Needed
<b>Media</b>	
Interviews	Continuously
Media Releases	Continuously
Media Events	Regularly

\*when our facilities are open to the public

## Supporting Mindful Wagering

We aim to provide a positive gaming experience at all our venues and for all our customers; however, we understand that a small percentage of people may experience problems related to wagering.

**Know When to Take the Reins** is our responsible gaming program that ensures we continue to be a responsible corporate citizen and provide a positive gaming experience for all of our customers, at all of our on-track (Woodbine and Woodbine Mohawk Park), off-track (Champions) and digital venues, including on HPIbet and Dark Horse, where all wagering pages have direct links to the ConnexOntario website, which provides problem gambling services to Ontario residents and is supported by the Responsible Gambling Council (RGC).

This initiative provides individuals with important information regarding safe betting practices, risk factors and signs of problem gambling behaviour, as well as helpful information should someone be concerned about their or someone else's gambling.

## Taking Care of Business

To help customers stay within reasonable wagering limits, WE use deposit thresholds when new accounts are created with HPIbet, to ensure that individuals do not deposit excessive funds; these thresholds can only be removed after a certain period of time. Additionally, customers have the ability to set limits on their own deposits, which cannot be changed until certain conditions are met.

If attempts are made to deposit funds beyond the deposit limit, the customer will be notified that they have reached their deposit limit and the transaction will be rejected. Customers also have the ability to place limits on the amount of time spent wagering via functionality available on the HPIbet site.

Materials about responsible gambling are available to customers throughout all WE locations, including on-track and off-track locations, and we have partnered with the RGC and the Ontario Lottery and Gaming Corporation to provide PlaySmart, an interactive kiosk and resource centre where, should a racing patron go to the kiosk for support, they are referred to ConnexOntario and/or the RGC.

## Annual Staff Training

We ensure that all staff undergo annual training in problem gambling prevention and procedures to assist our customers, and commit to the following:

- ▶ Complying with all laws and regulations to provide a safe and secure gambling experience
- ▶ Providing information to customers on responsible gambling
- ▶ Offering assistance to those who may be experiencing problems
- ▶ Promoting responsible gambling policies, practices and procedures

Additionally:

- ▶ The 18+ rule is strictly enforced, and no minors are allowed to wager at any Woodbine Entertainment racetrack.
- ▶ Woodbine Entertainment is committed to high ethical marketing standards that do not target minors in any way or portray extravagant or misleading wins.

We aim to increase consultation with the World Lottery Association, an industry authority on the lottery and wagering sector that strives to provide best in class frameworks and policies with respect to responsible gambling. It is important that our growing business is supported in a way that aligns with our commitment to responsible gambling, especially in this new and expanding era of digital wagering.





At the heart of all that Woodbine does is our love of horses. The welfare of our equine athletes has been, and will always be, a top priority. As such, we implement the highest standards for a safe environment for horses. This, in turn, positions WE as an industry leader in this regard. We share our best practices not only in Ontario and across Canada, but across North America.

Other efforts that supported animal welfare and a safe racing environment included:

- ▶ Our commitment, during the province-wide lockdowns, to operate our stabling area as an essential service for the stabling and care of more than 1,000 horses.
- ▶ Our participation in the review of the Rules of Racing in partnership with AGCO and stakeholders, across the province to better reflect the current conditions in the areas of safety and integrity.
- ▶ Follow the Canadian Pari-Mutuel Agency (CPMA) guidelines, which ensures that pari-mutuel betting is conducted in a way that is fair to the public, enforces related regulations and tests horses to deter the use of any prohibited substances through the Equine Drug Control Program.
- ▶ Annual accreditation of all racing facilities and surfaces by the National Thoroughbred Association Safety and Integrity Alliance.
- ▶ Ongoing collaboration with horse people and veterinary professionals through the Joint Equine Health & Welfare Committee.
- ▶ Ongoing investment in the safety of track surfaces for racing and training.
- ▶ Implementation of an updated Bio-security plan and protocol, in collaboration with AGCO and the Ontario Ministry of Agriculture, Food and Rural Affairs, to mitigate any equine infectious disease.

In addition, we are pleased to support several after-care and other equine focused charities including:

- ▶ Community Association for Riders with Disabilities
- ▶ LongRun Thoroughbred Aftercare
- ▶ Ontario Standardbred Adoption Society
- ▶ Sunrise Therapeutic Riding & Learning Centre
- ▶ Thoroughbred Aftercare Alliance

“ I was worried heading into COVID. No racing means no funding or very little funding. But the industry has rallied around us, and they have been absolutely wonderful, very generous. ”

**Ontario Standardbred Adoption Society (OSAS)**

“ I’m so happy that LongRun exists. Our horse was a really special horse for us, and he still is. He’s a horse that I will protect for the rest of his life. Even in the first year at the farm, he looked fantastic. I’m so happy that he’s there. ”

**Sponsor at LongRun Thoroughbred Retirement Society**

“ When horses leave the track, it’s nice to know they have a good home to go to. And that’s what we want. Whenever we retire a horse, we make sure they go to a good home, and we follow up to make sure they are living the life they deserve. All you want is for them to be happy and to make others happy too. ”

**LongRun Thoroughbred Retirement Society**

## Diversity, Equity, Inclusion & Belonging

The greatest focus of our corporate citizenship efforts has been the commitment we made to our Board of Directors last year to serve as an example to the horse racing industry of a workplace with a strong commitment to advance, nurture and sustain a holistic culture of diversity, equity, inclusion and belonging. Though we are still in the early stages of this journey, we have been able to make some strides in both foundational and incremental ways that will make an impact in the long-term.

These include:

- ▶ After a formal announcement by CEO, Jim Lawson, at an all-staff Talking Ring, each department and their leads were provided with separate sessions on the importance and value of this work, an introduction to unconscious bias, an outline with plans for the year ahead and an opportunity to share experiences and ideas. A similar session was then opened up to all staff.
- ▶ Woodbine Entertainment's Truth & Reconciliation journey began with record attendance at a virtual Coffee Chat with Jason Seright, Dean of Indigenous Education & Engagement with Humber College on Canada's first National Day for Truth & Reconciliation. Seright's personal story and approach had an incredible impact on staff and spurred genuine interest in developing a plan of action for Woodbine Entertainment. As a start, all race cards now start with land acknowledgments to the first peoples of Canada.
- ▶ Alongside hundreds of other companies, WE became an Employer Partner of the Canadian Centre for Diversity & Inclusion, an organization dedicated to helping employers celebrate diversity and difference in a manner that not only creates positive social impact, but has proven to help with business goals, all while creating more inclusive work environments for all.
- ▶ Black History Month was celebrated with an intimate Coffee Chat with Tyjondah Kerr, Director of Diversity & Inclusion with OLG, who shared her personal story of growing up black in Canada.

- ▶ The Woodbine Women's Network reignited this year with a motivational Coffee Chat during Woodbine Cares Week; a financial planning seminar that kicked off the new year; and a celebratory event for International Women's Day highlighting women in racing and supporting local women owned businesses.
- ▶ A dedicated section of mywoodbine.ca, the staff intranet, has been created to this area of work and includes guiding documents, an ideation platform and educational resources for staff that can be accessed at any time. In addition, emails are sent company-wide at the beginning of every month with information on upcoming diverse celebrations and days of significance.

Next year the work will continue with plans to establish a Diversity & Inclusion Committee, develop a more formal Truth & Reconciliation action plan, provide more education and training at all levels, and implement more actionable practices across the organization.

We wish to acknowledge we are on the traditional territory of many nations including:

Mississaugas of the Credit;  
The Anishinaabe;  
The Attiwonderonk;  
The Chippewa;  
The Haudenosaunee;  
& The Huron-Wendat peoples.

And is still home to many diverse First Nations, Inuit and Metis peoples and we are grateful to be able to live, work and play on this land.

### Corporate Philanthropy

As part of our annual corporate giving initiatives, we are pleased to have been able to continue to financially support both major institutions like Etobicoke General Hospital, Milton District Hospital Foundation and Humber College, as well as several other worthy organizations, such as the Racetrack Chaplaincy of Canada, Standardbred Racetrack Chaplaincy of Canada, Tiger Jeet Singh Foundation, United Way Halton & Hamilton, Ontario Standardbred Adoption Society, LongRun Thoroughbred Aftercare and Conservation Halton Foundation.

Through our Woodbine Cares Community Investment Program, we gave \$60K to several grassroots initiatives including the Let's Get Cooking program by Community Living North Halton; the Books Across the City program by The Children's Book Bank; and the Emergency Shelter program by Youth Without Shelter.

We proudly hosted a fundraising event with Hills of Hope, where three firefighters walked the Woodbine Racetrack for 24-hours straight, raising over \$20,000 for the Firehouse Subs Public Safety Foundation of Canada; a Ladies of the Lawn silent auction, with beautifully handmade pillows made from saddle towels, raising funds for Rethink Breast Cancer; and our annual backstretch holiday giveaway to those who work at the heart of horse racing.

We are proud to continue to be designated as an Imagine Canada Caring Company, by donating a minimum of 1% of our pre-tax profits to community investment initiatives in the past fiscal year.



The smiles are pretty exciting when people come in for the first time and they ask, 'So when do I need to bring the books back? You'll often hear, 'This is for free? I never have to bring it back?' You have the same conversations, but they never get old. It's very touching to see those smiles.

### The Children's Book Bank (CBB)



Woodbine, whose support goes back a very long time, has been remarkable. It's quite a wonderful connection. There is a huge respect for the horses, and Woodbine has done so much for so many programs. They are very supportive of everything we've done, including their dedication to the horses.

### Community Association for Riders with Disabilities (CARD)



## Greening Our Work

As the environment continues to be a pressing matter to address, WE is digging deeper into the small and large acts we can do today, and in the future, to protect and nurture our environment.

Some of the accomplishments we've had over the last year include:

- ▶ Over 4,300 pounds of unused electronics were sent to a certified electronics recycler. Hard drives were responsibly and securely destroyed, metal was recycled, and other usable components were sent for resale to offset destruction costs. This resulted in net zero waste. Retirement of a significant number of older physical servers and technology appliances from both our IT and Broadcast departments has resulted in a direct reduction in power usage.
- ▶ A comprehensive sustainability and energy strategy for the Property Development Community Plan has been developed to reduce carbon production over time including, district energy, solar options, open spaces and innovative stormwater management.
- ▶ A DSS (Designated Substance Survey) Abatement was conducted by qualified consultants and contractors with significant experience in this area of work. This was completed on the east side of the grandstand to allow for future integration with the casino.
- ▶ WE joined the Circular Economy Leaders Consortium, a newly established initiative by the TRCA's Partners in Project Green department that seeks to achieve measurable waste prevention and diversion goals, focused on facility management and operations.
- ▶ WE established an internal committee to focus on the reduction of single use plastics throughout the organization but with a particular focus in the first year on hospitality and operations.
- ▶ Participating in the Save on Energy Retrofit Program, we replaced the old lights in the Woodbine Mohawk Park parking lot with new LED lights, resulting in a reduction of our kilowatt usage by about 50%! That's a savings of close to \$25,000 every year.
- ▶ WE became a member of Second Harvest's Food Rescue Program that redirects potential food waste. Since joining, WE has donated more than 4,900 meals valued at over \$14,000 to individuals struggling with food access and security. And in the process, we averted 21,000+ pounds of greenhouse gas emissions.
- ▶ The unintended, but certainly beneficial, consequence of working from home not only resulted in a reduction of paper usage but has resulted in the digitization of a number of processes that have led to greater efficiencies. These include the increased adoption of EFTs; the cataloging of legal documents, including vendor and employee contracts through DocuSign; and greater use of email to share invoices and other documents.
- ▶ Working from home also contributed to reduced gas emissions for employees who used to commute to work, as well as reduced business travel. Situated in locales where public transportation options are weak, this resulted in a significant drop in our carbon footprint.
- ▶ For a second year, WE partnered with the Toronto Regional Conservation Authority and its Private Land Planting Program, to plant over 200 trees and bushes on .42 ha of land north of the irrigation pond on the north side of Rexdale Boulevard.

## Our Environmental Responsibility

YEAR		2019 /2020	2019 /2020	2020 /2021	2021 /2022
<b>Direct Energy Consumption by Primary Source</b>					
Natural Gas	GJ	116,732	107,988	71,078	86,201
<b>Indirect Energy Consumption by Primary Source</b>					
Electricity	GJ	136,906	138,779	94,408	115,987
<b>Total Water/Sewage Withdrawal</b>					
Surface Water	M3	498,004	349,597	425,564	423,695
<b>Total Water Withdrawal</b>					
Ground Water	M3	87,227	138,100	68,977	83,213
All Sources	M3	585,231	487,697	494,541	506,908
<b>Total Weight of Non-Hazardous Waste</b>					
Total Waste	MT	2982	3143	712	1107
Total Recycled	MT	947	840	142	263
Total Disposed	MT	0	0	0	0
Total Reused	MT	2035	2303	570	844
<b>Total Weight of Recycled Organic Waste</b>					
	MT	310	255	7	36
<b>Total Weight of Hazardous Waste</b>					
Recycled Electronics	kg	4012	935	0	0
Recycled Batteries	kg	0	619	0	0
Total	kg	4012	1554	0	0
<b>Total Indirect/Direct Greenhouse Gas Emissions by Weight</b>					
Facility Energy & Electricity (Indirect)	tCO2e	1569	2968	2019	2481
Natural Gas (Direct)	tCO2e	5906	5328	3507	4254
Fleet & Other Equipment (Direct)	tCO2e	657	1007	565	632
Total	tCO2e	8132	9303	6091	7367



The primary objective for our People & Culture team was the leadership they provided in ensuring WE managed to work effectively during the pandemic. Working closely with all business units, and with safety as a number one priority, they operationalized the workforce planning and strategic plans to navigate the ever-changing landscape of closures and re-openings.

Building upon our long-standing and stable relationship with our unions, the team was able to support our unionized staff to lessen the impact of the pandemic on their jobs. Our employees worked with our unions to develop layoff provisions which later positively assisted in preparing for the re-opening of many of our front-line areas of business.

Working hand-in-hand with the Operations Administration team, approximately 500 employees were recalled back to work once restrictions were lifted. Both the Health & Safety and Learning & Development teams re-boarded staff over a four-month period. Though all sessions were virtual, they were informative, and most importantly, thoughtful and caring in their approach to ensure that all employees felt confident, and even excited, about returning back to a safe work environment.

In the fall, a COVID-19 Safety Survey was shared with employees being asked about the reboarding sessions, as well as the COVID-19 policies and procedures, that were put into place. We received a successful 828 approval rating.

### Woodbine Cares Week

In the fall of 2021, our Corporate Citizenship team, along with volunteers from across the organization, delivered a re-imagined Woodbine Cares Week – one that focused on reconnecting employees socially, offered opportunities for team building and as always, ways to give back.

The week kicked off with a nod to the aftercare of equine athletes and a visit to the LongRun Thoroughbred Retirement Farm.

It went on to include a silent auction that raised more than \$4,000 for the Woodbine Cares Foundation; a competitive and hilarious team trivia challenge; a live cooking demonstration; a motivational guest speaker and comedian; the “Pay it Forward Program” whereby employees were given financial support to do a kind act in the community; a clothing and food donation drive; and a highly popular showdown of Wine Survivor ... and much more!

The result was a spirited week filled with positive feedback from all roles in the organization and with lots of ideas generated for next year!



### Managing Through the Unmanageable

We asked our teams, what was that “one thing” that kept your team working together effectively during the pandemic?

When there were no fans in the stands, the Racing department celebrated the jockeys, drivers and equine athletes at the finish lines with cheers and applause. “We wanted them to know that they mattered, and we were here for them.”

Leaders in Operations came together three times a week to create a human-to-human connection as best they could, even though it was virtual. It brought the team closer, improved communication and provided the required agility of the teams during the various stages of navigating through the impacts of the pandemic. This also created a comfortable, easy going setting where they also shared weekend stories as well as ongoing work changes.

Wagering used various communication channels to chat with each other personally. Whether to share a funny story, ask a question or even just vent, these purposeful messages allowed the team to feel connected and supported.

Legal was “ready for their closeup” with weekly meetings with everyone committing to being on camera. Being on camera and seeing each other's faces, helped a lot for them to remember that they were all in this together.

Finance came together virtually to keep alive their tradition of celebrating the holidays together as a team.

Broadcast delivered an attitude of ALL-IN and OWNING IT by finding creative solutions to get things done and finding ways for individual personalities to shine through.

Property Development took the approach that a “bunch of small things” amounts to a BIG THING. With team connection top of mind, weekly check-ins and open conversations about vaccines, closures, and family, helped in dealing with day-to-day stresses.



“Everyone I work with genuinely loves what they do. From serving customers, to caring for the horses to keeping the place clean, tidy and “race ready” like I do, we all share common values. They are values of trust, respect, and care.”

“We all care about each other no matter the title. This is rare. There’s a true sense of camaraderie. We all pull together to provide a fun night for our customers every single race. My coworkers love horses too, so this kind of enthusiasm and care is contagious. This is important as it really shows our sense of pride in our work and keeps our morale high.”

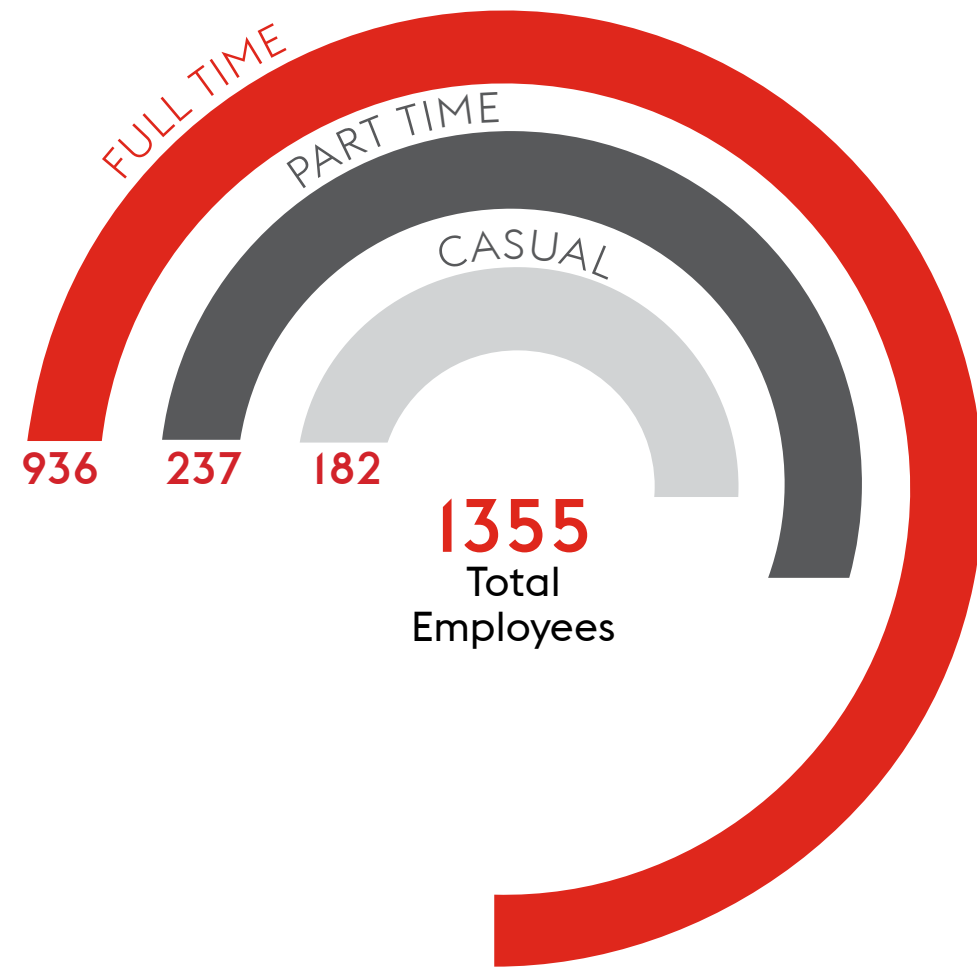
“It’s more than a team environment. It’s like a family.”

“I feel immensely respected and accepted at work.”

“Of all the places I’ve worked, this has to be the most fun and engaging environment ever. There’s a real sense of delivering your personal best but in a collaborative and creative setting.”



As of Mar 31, 2022



Employees with IDEL\* (Apr 1, 2020 - Mar 31, 2022)



Employee Status	Count	% of Total	Count (M)	% Male (row)	Count (F)	% Female (row)
Full Time	936	69.08%	523	55.88%	413	44.12%
Part Time	237	17.49%	97	40.93%	140	59.07%
Casual	182	13.43%	89	48.90%	93	51.10%
<b>Total</b>	<b>1355</b>	<b>100.00%</b>	<b>709</b>	<b>52.32%</b>	<b>646</b>	<b>47.68%</b>

Employee Status	Count	% of Total	Count (M)	% Male (row)	Count (F)	% Female (row)
Full Time	714	81.41%	386	54.06%	328	45.94%
Part Time	126	14.37%	49	38.89%	77	61.11%
Casual	37	4.22%	15	40.54%	22	59.46%
<b>Total</b>	<b>877</b>	<b>100.00%</b>	<b>450</b>	<b>51.31%</b>	<b>427</b>	<b>48.69%</b>

\*Infectious Disease Emergency Leave

Our investments in technology and innovation continued to be key driver in our success and survival during the pandemic.

Over the course of the past year, we:

- ▶ Installed new virtualized infrastructure to host all of WE's critical applications and systems, providing us with greater reliability and scalability now and into the future.
- ▶ Launched Dark Horse Bets V2, incorporating feedback from both internal users and customers to provide a better user experience.
- ▶ Completed the migration of applications hosted off-site to new virtualized infrastructure and the Microsoft cloud, the consolidation of which allows for tighter security controls, ease of management and reduced costs.
- ▶ Completed the migration of over 125,000 video assets to a modern system with improved user interface, functionality and scalability.
- ▶ Launched and supported a new user experience by modernizing HPIbet to simple content consumption that would increase total time on site.
- ▶ Saved over \$300,000 US/year by bringing some streaming services in-house using innovative new technologies.
- ▶ In addition, we introduced the following measures to improve our cyber security functionality:
  - ▶ Segregated critical internal and public-facing applications and networks to provide more robust security and access controls.
  - ▶ Tightened teams' file sharing governance and permissions to better protect data being shared in our Microsoft environment.
  - ▶ Tightened Remote Access security controls to better manage a larger remote workforce.
  - ▶ Implemented a new Security Monitoring solution to increase the scope and depth of our logging, incident and event visibility across our devices and networks.



## Milestones & Moving Forward

The development of the Woodbine property continues with significant milestones accomplished in the past year.

Through two virtual community engagement events, the Woodbine Community Plan was shared with various community and business stakeholders to showcase the plans for contributing to building a vibrant and connected neighbourhood. It also demonstrated how these plans support the future of horse racing.

Leveraging the Woodbine location, the vision is to build a community around the racing operations lands, including more than 25,000 homes, 13.5 million square feet of commercial and industrial space, 17,000 jobs and 70+ acres of open space. The feedback from community consultations was extremely positive with considerable interest in future engagement.

## Taking the Next Steps

The team progressed on IO development projects in the design and construction phase, most notably, the train station and municipal and private infrastructure. Planning approvals were granted for the execution of the Subdivision Agreement, the notice of approval conditions was issued for Block 9 and the continuation of conditional building permit agreements for Block 10.

Additionally, the Block 9 Site Plan, inclusive of the Walking Ring progressed to allow for future development. At the time of writing this publication, the new casino expects to open for business at the end of 2022 with the entertainment venue and hotel scheduled to open in the Spring of 2023.

The planning permissions that have been initiated include registration of the Phase I Draft Plan of Subdivision (including the Casino property); the introduction of a long-term Community Plan vision covering the entire 680-acre site; and the initial site plan for the Residential Village Community along Rexdale, toward the northwest portion of our land. Though not yet approved, these items have been communicated to key stakeholders at both the municipal and provincial level.

In addition, progress was made on 42 operational projects in various stages of development and completion. Some notable projects include progression of the food and beverage fit out in the casino, consisting of five new franchise locations scheduled to open in the fall; advancement on the rehabilitation of the L2 and L4 balconies in the Woodbine Racetrack grandstand; and reconfiguration of the training track and relocation of the turf nursery to allow for the future of the train station.

Over the course of the next five years, our goals include building the train station and finalizing servicing and land permissions to initiate construction on the development lands near the train station on the southern portion of the site. As well, within the next two to three years, we plan to finalize the land permissions, site servicing and breaking ground on the construction of the Residential Village Community on the northwest portion of the site.



		12 months	12 months	12 months	12 months	12 months	12 months
		Apr 1/21 through to Mar 31/22	Apr 1/20 through to Mar 31/21	Apr 1/19 through to Mar 31/20	Apr 1/18 through to Mar 31/19	Apr 1/17 through to Mar 31/18	Apr 1/16 through to Mar 31/17
<b>Direct Economic Activity from WEG-based Operations</b>	<b>Comments</b>						
Payments to Government and Agencies		70,463,986	64,173,577	80,527,201	84,199,484	79,286,366	82,918,894
Federal taxes & regulatory levy	Note 1	17,574,864	14,526,893	17,082,589	20,549,441	16,546,283	17,388,457
Provincial taxes & regulatory levies	Note 1	29,690,086	26,923,156	34,144,955	34,897,375	35,395,709	37,018,114
Joint Federal/Provincial payroll taxes	Employer & employee contributions	14,134,191	13,302,737	20,697,329	19,926,984	18,800,345	18,563,300
Municipal charges & utilities		9,064,844	9,420,791	8,602,328	8,825,684	8,544,029	9,949,023
Purses on Races at Woodbine/Mohawk	Note 2	109,812,381	101,620,895	124,299,182	120,124,397	120,284,649	127,690,968
Payments to Vendors & Suppliers		79,259,204	56,792,383	103,469,261	106,605,083	99,840,075	99,683,151
Annual Payroll & Benefits	Note 3	54,540,604	44,469,910	79,785,726	75,203,267	71,368,488	69,457,140
Racing Industry Contributions	Note 4	1,762,688	1,585,159	1,958,291	1,950,877	1,923,489	1,965,554
Payments to Charitable Causes / In-Kind Donations		430,360	395,122	108,267	1,234,532	1,194,489	1,905,877
Capital Expenditures		18,457,000	9,059,000	25,038,000	33,146,000	16,280,507	16,854,877

**NOTES:**

1. Some levies fund regulatory expenses while the provincial Horse Improvement Program levy, net of oversight costs, is returned to various industry stakeholders. WE contributes a larger share of levies than it receives, resulting in it subsidizing the Canadian racing industry.
2. Gross purses paid from all sources provide revenue to owners of horses who, in turn pay their agriculture-related expenses such as farm costs, labour costs, transportation, feed, blacksmiths, veterinarians, trainers, jockeys & drivers.
3. Includes expenses associated with annual severance costs and the Company-wide performance incentive program. Amounts exclude COVID-19 government wage subsidies as well as payroll for employees of trainers working in the Woodbine & Mohawk barn areas, many of whom are housed in WE dormitories.
4. Includes contributions to registered charities caring for retired racehorses funded from WE purse accounts.

## Celebrating Our Culture - Driven by the Values of Our People

### Wow Every Guest

Multiple departments came together to wow the guests who came to the Woodbine Vaccination Clinic by creating the right kind of energy to welcome, encourage and thank individuals for not only protecting themselves but their communities. They displayed incredible patience, kindness, and empathy.

### Fuel the Fun

Corporate Affairs hosted "Last Friday Lunches" every month. The rules to participate included: turning on your camera, absolutely no shop talk and enjoying a meal together. It was a great way to connect, share and laugh.

### Be Bold

To honour International Women's Day, Woodbine held a noticeably unique race at Woodbine Mohawk Park. From the drivers' seats to its simulcast and race-calling crew, it was an all-women cast at the helm. Nine women drivers competed with their colleagues for a very timely and significant race.

### Own It

The Property Development team hosted two virtual community and stakeholder meetings to connect and share the plans for the Woodbine Community Plan. Taking this extra step meant that local residents and business stakeholders understand why Woodbine can support the future of horse racing through a long term land use vision - and how this Plan will support a connected and flourishing neighbourhood.

### Woodbine Cares

The People Experience team was responsible for reboarding sessions for over 500 staff and did so with thoughtfulness that not only included the required education and training but the personal touches to reconnect colleagues with one another socially and answer questions with care and compassion.

### Be All In

Broadcast celebrated their team and their dedication to Woodbine Entertainment. Of the 44 salaried staff, 25 started their 10+ years with Woodbine Entertainment; 19 started their 15+ years; 9 started their 20+ years; and two are starting 30+ years! That's what you call being all in!

### Listen & Connect

The Operations team held weekly COVID-19 communications update meetings that provided an opportunity for cross-departmental leaders to come together, hear about important pandemic related updates and safety protocol changes that they then shared with their respective teams. This also provided an opportunity for leaders to share challenges and seek clarification and guidance.

### Trust in Our Team

I.T. made it possible for staff to be flexible in their preferred hours for work. This meant some started at 5 a.m. and others worked until midnight. Trust was required to enable this. As a result, productivity increased.

### Pursue Your Potential

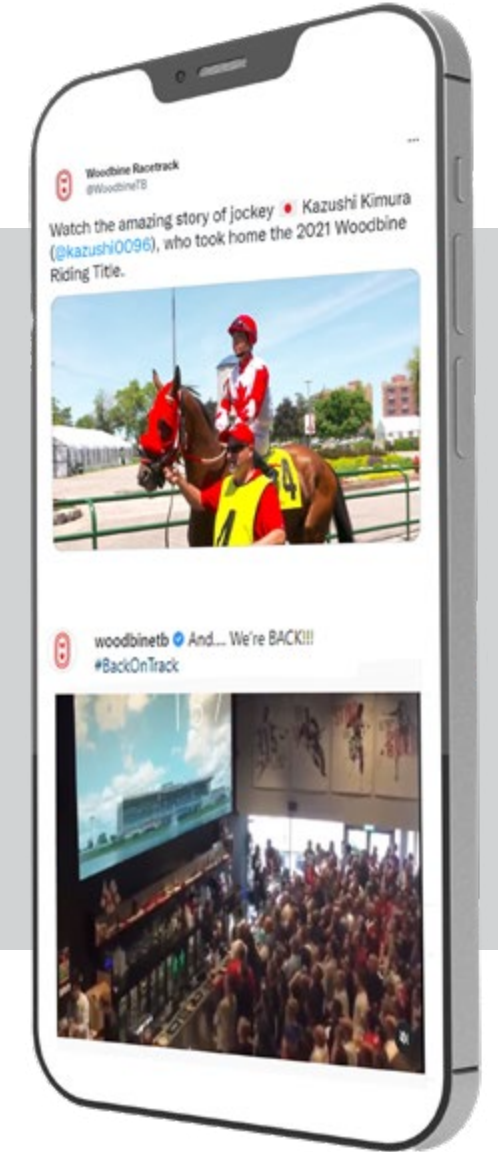
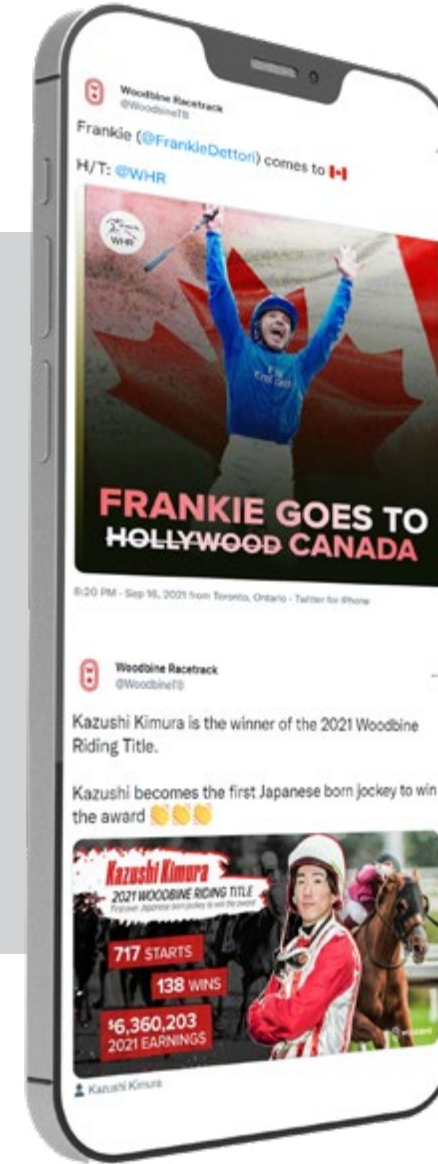
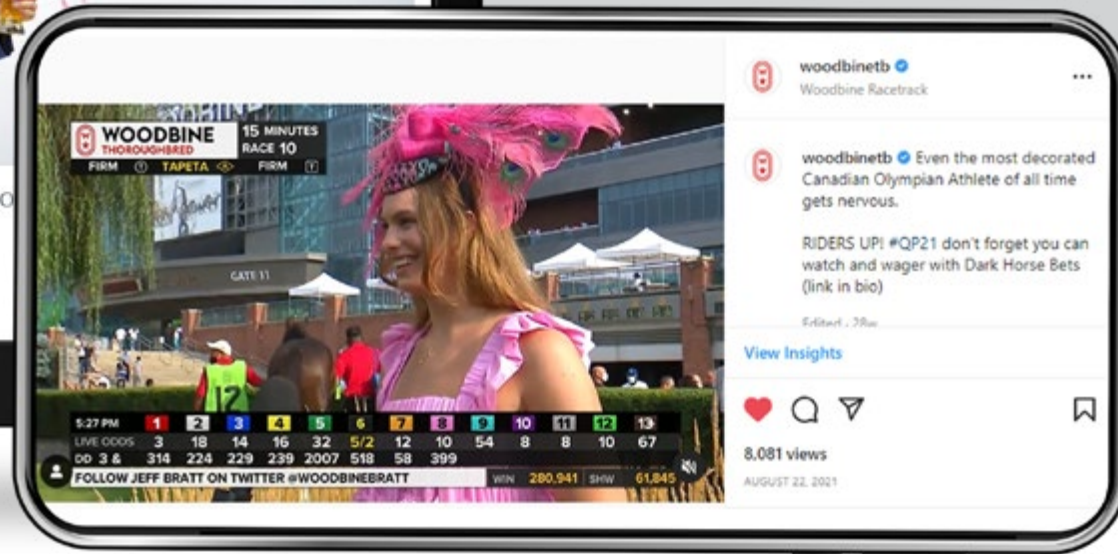
Woodbine continues to promote an environment of learning and growth both within and outside of Woodbine. In the Project Management Office's small team, individuals are currently pursuing professional development opportunities such as Masters in Finance, Masters in Business Administration, designations in Professional Engineers and Supply Chain Management.

“ It was a great way to connect, share and laugh. ”



### And the kudos goes to...

WE's social media team as they were recognized as a finalist in the **Hashtag Sports Awards** in the category of **BEST USE OF INSTAGRAM** for Queen's Plate.







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