



WOODBINE™

BREAKING NEW GROUND

WOODBINE ENTERTAINMENT CORPORATE RESPONSIBILITY REPORT
APRIL 1, 2019 - MARCH 31, 2020

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ABOUT THIS REPORT

The 2019/2020 Woodbine Entertainment Corporate Responsibility Report describes our performance across all facilities for our stakeholders during the 12-month fiscal year of April 1, 2019 to March 31, 2020. Our previous report covered our 12-month fiscal year from April 1, 2018 to March 31, 2019.

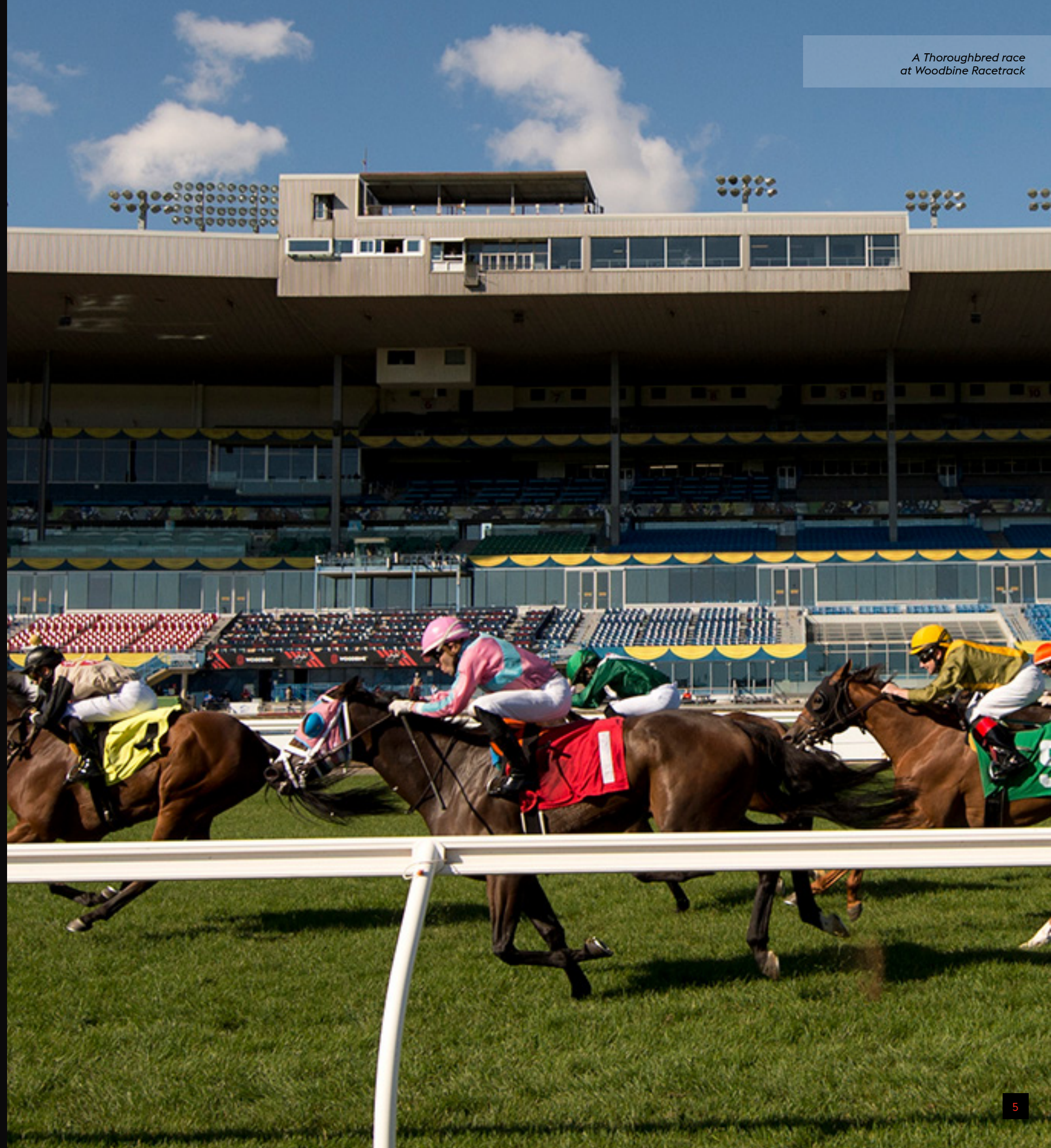
All information in this report focuses on the facilities and operations owned and/or operated by Woodbine Entertainment. The metrics in this report are established and measured by the Woodbine Entertainment operational departments responsible for achieving them. All financial figures are in Canadian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

ABOUT WOODBINE ENTERTAINMENT

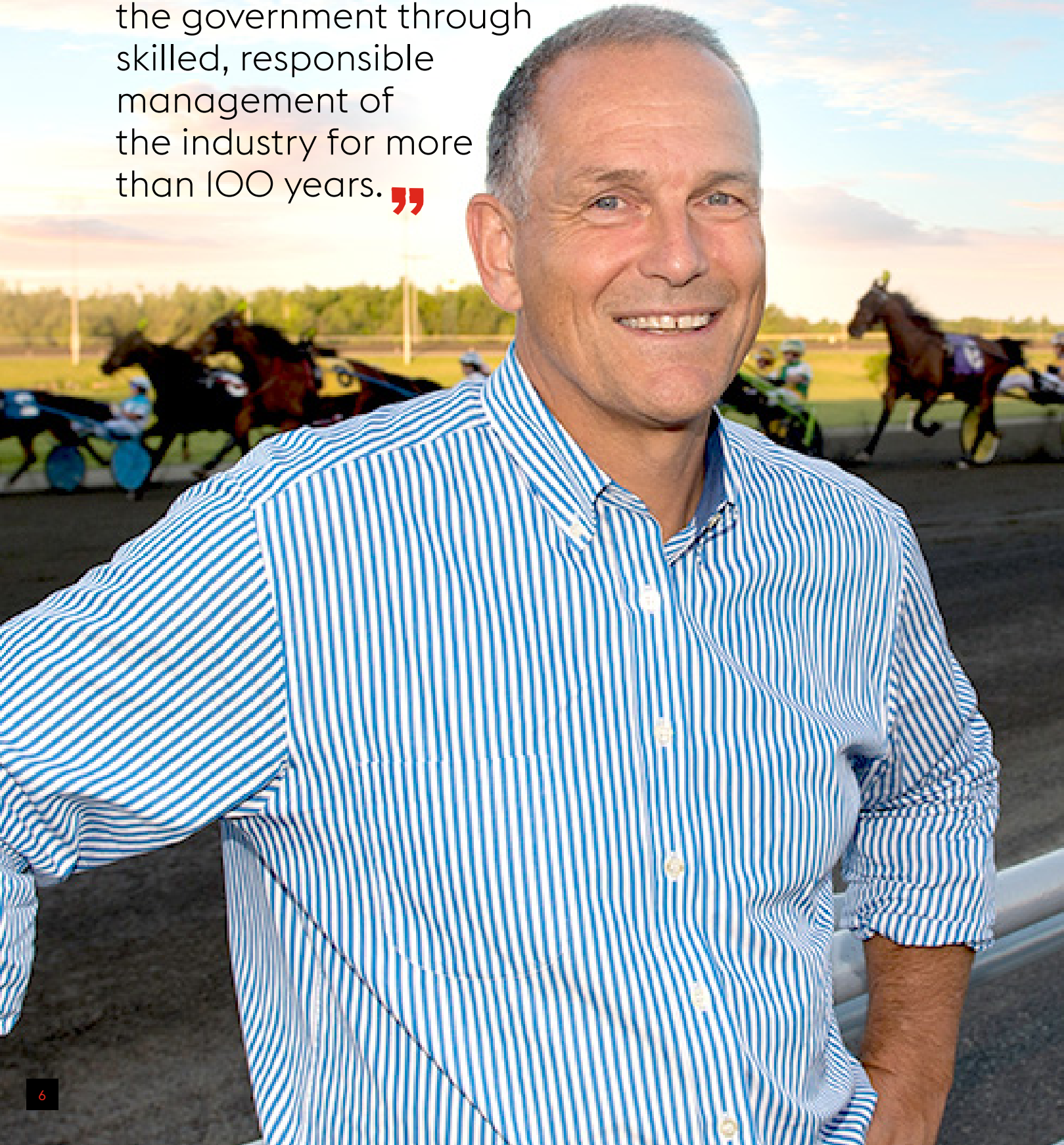
Woodbine Entertainment is the largest horse racing operator in Canada offering world-class horse racing at both Woodbine (Toronto) and Woodbine Mohawk Park (Milton) racetracks. Woodbine Entertainment also operates off-track wagering through its Champions teletheatre network, which includes WEGZ Stadium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

Remote wagering is also available to customers through HPIbet, the company's telephone, Internet and mobile account wagering service as well as Dark Horse, a new mobile application featuring advanced artificial intelligence designed to make wagering easier to understand and enjoy for our next generation of fans. Woodbine Entertainment also operates HPItv, a CRTC-licensed digital television channel that broadcasts our racing product into homes across Canada.

A Thoroughbred race at Woodbine Racetrack



“ We’ve earned the trust of the community and the government through skilled, responsible management of the industry for more than 100 years. ”



LEADERSHIP MESSAGE

It is often said in business and in life that with the biggest challenges come the greatest opportunities. At Woodbine Entertainment, as our latest fiscal year ended and the COVID-19 global pandemic began, this was definitely the reality for us as an organization, and for the horse racing industry more broadly.

We’ve earned the trust of the community and the government through skilled, responsible management of the horse racing industry for more than 100 years. Now we feel an unprecedented level of accountability to have our eye on the ball to ensure the industry is sustained for the thousands of people that rely on it for their livelihoods.

This report documents our corporate responsibility journey in the fiscal year 2020, including Woodbine’s commitment to social, environment and governance leadership and continued efforts in animal welfare. On the heels of this fiscal period we faced tough decisions coupled with bold, strategic planning to drive new opportunities. Now, led by technology and real estate development, we are transforming our business to sustain the next era of horse racing and wagering.

As we continue to work with key government stakeholders, including Ontario Lottery & Gaming, and regulators – both the Alcohol and Gaming Commission of Ontario and Canadian Pari-Mutuel Agency – to play a role in safe and secure wagering and broadening our presence in new jurisdictions around the globe, there are other innovative developments in the works. From audience-building tools and mobile applications to direct-to-consumer content products and new sources of sports wagering, this foray into new technology will benefit Woodbine Entertainment and elevate the entire industry.

On the real estate development front, we are encouraged to be continuing as the master developer of the Woodbine Racetrack site.

At 684 acres, the site is the single largest contiguously owned, largely undeveloped parcel of land remaining in the City of Toronto – Canada’s largest city and one of the most robust real estate markets in North America.

From the early planning stages, we have been transparent and communicative with all stakeholders about our vision to build a modern pedestrian- and bicycle-friendly community that will be environmentally and socially conscious; that will include medical and educational institutions, housing, expanded entertainment facilities, cultural offerings, food and shopping outlets; as well as GO and UP rail stations funded by Woodbine Entertainment to ensure a connected and vibrant community.

Through these last challenging months, we are pleased to have kept up discussions with Great Canadian Gaming, Brookfield, EllisDon, Metrolinx and the provincial and municipal governments, and we are committed to responsible stewardship of the land, and to creating beautiful functional spaces for the sustained benefit of horse racing and the surrounding communities.

As we move into a new era, we are cognizant of the need to be flexible and adaptable to the needs of our community and in supporting emerging government policy. Woodbine Entertainment is only as strong as the rest of the industry, and as we work diligently to overcome the challenges we face, we call on the industry as a whole to work together. What is good for one is good for all.

Thank you for taking the time to read our 2019/2020 Corporate Responsibility Report.

In health,

Jim Lawson
CEO, Woodbine Entertainment Group

OUR APPROACH

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.

OUR VALUES & BELIEFS

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

MANDATE

Woodbine Entertainment 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.

STRATEGIC IMPERATIVES

The following strategic imperatives were established to drive growth and sustainable success from 2018 to 2020. Achievements are highlighted in this report as well as considerations and refinements that were required due to the onset of the COVID-19 global pandemic that emerged in the final quarter of Fiscal Year 2020.



TWO BREEDS OF WORLD CLASS HORSE RACING



ENTERTAINMENT & EXPERIENCE BRAND



TECHNOLOGY, INNOVATION & GROWTH



PEOPLE & CULTURE



INDUSTRY LEADERSHIP



OPTIMAL LAND DEVELOPMENT



2019/20 HIGHLIGHTS

CORPORATE RESPONSIBILITY

- ▶ Created the Stronger Together Summits as a tool to bolster communication to industry stakeholders.
- ▶ Created the first ever Breeders Crown Charity Challenge that donated \$282,996 to five local charities.
- ▶ Supported more than 100 community-based organizations.
- ▶ Invested in our industry through the opening of the new seven-furlong Kentucky Bluegrass inner turf course and new Standardbred paddock.
- ▶ Commenced the first phase of land development at Woodbine Racetrack, including a planned Metrolinx train station and municipal infrastructure necessary for the development of a world-class casino resort.
- ▶ Addressed food insecurity through production and distribution of hundreds of pounds of food from the Woodbine Cares Community Garden to local community organizations.
- ▶ Given naming rights of the emergency waiting rooms at Etobicoke General Hospital and Milton District Hospital for long-term and sustained financial support.

COVID-19 RESPONSE

- ▶ Backstretch remained open to provide essential care to upward of 1,700 horses.
- ▶ Increased communications with Standardbred and Thoroughbred stakeholders via new Weekly Updates.
- ▶ Developed "Woodbine Entertainment's Guide to Working & Racing Safely" that documents policies and procedures created to operate in the safest way possible.
- ▶ Responsive and comprehensive planning contributed to being the first professional sport in Canada allowed to operate since pandemic closures.
- ▶ Rigorous health and safety protocols saw screening of 500-1,000 essential workers per day on site.
- ▶ Pivoted to safely hosting spectator-free premier races, including the Queen's Plate, Pepsi North America Cup, Ricoh Woodbine Mile and Mohawk Million.

GOVERNANCE & POLICIES

RELATING TO CORPORATE RESPONSIBILITY

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 12 members: 10 men and 2 women.

Our Chair is independent (not an executive officer), and our Board includes five committees: Governance and Compliance; Pension; Human Resources and Compensation; Audit; Thoroughbred Racing; and Standardbred Racing.

MANAGEMENT APPROACH HIGHLIGHTS

Corporate Governance Documentation

Woodbine Entertainment is committed to transparency with respect to its corporate governance. In keeping with this view, the company has created a suite of documented governance guidelines and committee charters that are available to review on our [website](#).

Board Membership

Woodbine Entertainment is also committed to ensuring that its Board of Directors is composed of members who are best able to position the company for the future; therefore, the company has policies in place with respect to director competencies as well as term limits on Board positions. Two long-serving directors have recently stepped down from the Board, and we are now focused on a Board renewal and refresh that will see diversity in the form of two additional female directors. 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.



A close-up of a horse & cart on the track

KEY PILLARS & PRIORITIES

Every day at Woodbine Entertainment, we do our best to live up to our core values and in large part this means caring deeply about our community.

For us, community has many different meanings: from our neighbours who live in proximity to our sites, to our people who bring their enthusiasm and passion to work every day, to our industry partners with whom a mutual trust exists enabling sustained growth in the sport of horse racing and wagering.

The following illustrates the issues that matter most to Woodbine Entertainment, and to our community.



SOCIAL RESPONSIBILITY

- ▶ Economic impact
- ▶ Community investment
- ▶ Stakeholder experience
- ▶ Responsible gambling
- ▶ Animal & athlete safety



PEOPLE & CULTURE

- ▶ Employment
- ▶ Engagement
- ▶ Learning & development
- ▶ Diversity & inclusion
- ▶ Health & safety



OUR FOOTPRINT

- ▶ Energy
- ▶ Emissions & waste
- ▶ Water

ENGAGING OUR STAKEHOLDERS

Woodbine Entertainment Group operates 24 hours a day, 7 days per week on multiple sites, with a diverse network of stakeholders across the province and the continent. As a result, we recognize that stakeholder relations and the communication tools required to support this level of engagement are business priorities.

The following are examples of measures introduced in the fiscal year 2020 to elevate our level of engagement with key stakeholders:

- ▶ Overall increased frequency and engagement methods through remote, recorded and playback messages that involve senior leadership
- ▶ Town hall-style engagements travelled between sites to ensure face-to-face communication
- ▶ Added methods for stakeholders to provide feedback (e.g., point people assigned to interest groups and “helpline” style email addresses for staff)

The adjacent table outlines engagement tactics and frequency with each of our stakeholder groups before the onset of the COVID-19 pandemic. We continue to engage with these groups, but our methods in some cases have adapted in the current fiscal year.

HOW WE ENGAGE	HOW OFTEN
EMPLOYEES	
Bulletins and updates on corporate intranet	Continuously
Employee newsletter	Weekly
Town hall meetings with CEO and senior executives	Quarterly
Health & Safety Committee	Regularly
COMMUNITY GROUPS	
Meetings with charitable and community partners	Annually
Employees volunteered on community boards	By Invitation
Partner agencies were invited to attend Woodbine Entertainment fundraising events	Annually
HR employees participated in community career fairs	Regularly
Employees attended community events	By Invitation
GOVERNMENT/REGULATORS/LOCAL AUTHORITIES	
Meetings	Regularly
Lobbying	Regularly
HORSE COMMUNITY	
Horse persons community	Continuously
Industry association meetings	Regularly
Horse industry associations	Regularly
CONTRACTORS, SUPPLIERS & BUSINESS PARTNERS	
Meetings to review contracts	Annually
Meetings prior to large events	Regularly
Development partners	Continuously
SPONSORS	
Meetings to review contracts	Annually
Invited to attend media events at racetracks	Regularly
CUSTOMERS	
Customer service desk at Woodbine Racetrack & Woodbine Mohawk Park	Continuously
Customer Feedback System – ensures all comments, questions, suggestions or complaints are captured and responded to in a professional and timely manner	Continuously
Exit interviews at Woodbine Racetrack & Woodbine Mohawk Park	Regularly
Focus groups and qualitative research studies	As Needed
MEDIA	
Interviews	Continuously
Press releases	Continuously
Media events	Regularly



SOCIAL RESPONSIBILITY

In the absence of a for-profit business model, Woodbine Entertainment is able to proudly take on a leadership role within communities and the horse racing industry. We assume a significant responsibility to keep communities vibrant and to maintain high levels of racing, wagering and purses to sustain an industry that thousands of people rely on for their livelihoods.

Our commitment to our neighbouring communities has been unwavering for decades, but more recently has shifted from being mostly financial to meaningful in-kind initiatives that seek to make an impact.

Although our ability to carry out programs like fundraisers, community outreach and in-person assistance has diminished as a result of COVID-19, our commitment to maintaining these relationships and improving the lives of others continues. As we move forward, Woodbine Entertainment continues to evaluate how it will effectively deliver these important programs.

2019/20 ECONOMIC IMPACT

Woodbine Entertainment recognizes that recovery may be a long road, and we are prepared to help support our communities while being focused on ways to transform our business, ensuring the industry remains intact and robust for decades to come.

The following are indicators of the scale of the industry that we aim to support and sustain:

- ▶ The horse racing industry employs 60,000 people or 45,433 full-time equivalent jobs (more than half of employment related to the agricultural sector).
- ▶ \$2.3 billion of Ontario's GDP is generated annually by the horse racing industry.
- ▶ Total population of horses related to the industry is 29,283.
- ▶ Woodbine Racetrack has approximately 2,000 horses stabled on its property in the backstretch.
- ▶ More than one full-time staff and one part-time staff are required to care for and train each horse in the horse racing industry.

OUR COMMUNITIES

It is our principal belief that being a good neighbour and supporting each other and the many organizations that work with families, children and communities is central to the success of our business and for building and maintaining vibrant communities. Recognized as an **Imagine Canada Caring Company** since 1997, Woodbine Entertainment are a proud member of this national program that fosters excellence and leadership in corporate citizenship. Caring companies donate at least 1% of pre-tax profits to supporting communities.

As we look ahead, we remain committed to pre-COVID levels of support and are developing new ways that complement our historic and traditional “giving back” methods while also recognizing the unique challenges currently facing our communities. The following are initiatives and performance highlights from the fiscal year 2020 that relate to communities, customers, animal welfare and responsible gambling.

100 community-based organizations were recipients of either in-kind or financial donations and include the following:

- ▶ Albion Neighbourhood Services
- ▶ Alzheimer Society of Toronto
- ▶ Arts Etobicoke
- ▶ The Children’s Book Bank
- ▶ Conservation Halton Foundation
- ▶ Community Association for Riders with Disabilities
- ▶ Credit Valley Conservation Foundation
- ▶ Earth Rangers
- ▶ Easter Seals Ontario
- ▶ Ernestine’s Women’s Shelter
- ▶ Etobicoke General Hospital
- ▶ Girls Inc. of Halton
- ▶ Halton Learning Foundation
- ▶ Halton’s Women’s Place
- ▶ Humber College Institute of Technology & Advanced Learning
- ▶ Interval House
- ▶ LongRun Thoroughbred Retirement Society
- ▶ Milton District Hospital Foundation
- ▶ Ontario Standardbred Adoption Society
- ▶ SEVA Food Bank
- ▶ Sunrise Therapeutic Riding & Learning
- ▶ Trust15
- ▶ Tiger Jeet Singh Foundation
- ▶ Youth Without Shelter
- ▶ **Community Investment Program** - Annual corporate giving program to registered Canadian charities with a focus on Vibrant and Connected Communities, the Love of Horses, as well as the Environment & Sustainability, that saw 35 charitable organizations receive funding and 2,400 lives impacted.
- ▶ **Breeders Crown Charity Challenge** – A record one-time donation of \$282,996 to five local charities, including \$109,484 won by the Ontario Standardbred Adoption Society.
- ▶ Hosted six 50/50 draws at Woodbine Racetrack and Woodbine Mohawk Park, raising more than \$27,500 for five different charities.
- ▶ Received the Osler Award for Philanthropic Leadership for being a long-term supporter of the Etobicoke General Hospital.
- ▶ Hosted for the third time, the Road Hockey to Conquer Cancer event that saw 1,900 participants raise a record-breaking \$3.1 million for the Princess Margaret Cancer Foundation.
- ▶ Hosted three industry summits entitled “Stronger Together” to increase communication to industry stakeholders and educate them on the workings of the industry, our operations and policies, and generally introduce a new level of transparency.





FOR THE LOVE OF HORSES

Woodbine Entertainment takes great pride in its safety record at Woodbine Racetrack and Woodbine Mohawk Park. We invest significant resources in safety which has resulted in both racetracks having among the lowest catastrophic injury rates in North America.

The care and the welfare of our equine athletes is of paramount importance and we look to positively impact animal welfare at every opportunity. This includes our approach to investing in the safest track surfaces, such as Tapeta, which provides a consistent synthetic surface to mitigate injuries; championing the rules to monitor safer urging by jockeys and drivers; and taking major steps to work with regulators to ban race-day medications and realize stricter regulations to promote horse health.

Woodbine Entertainment facilitates a joint Equine Health and Welfare Committee with **The Horsemen's Benevolent and Protective Association of Ontario** and racetrack veterinarians to work on initiatives regarding horse health and safety.

With a seat on the North American Jockey Club Safety Committee, Woodbine Entertainment is actively involved in global issues relating to the safety and welfare of horses and will continue to share perspectives and insight with other equine welfare groups and stakeholders.

The following horse welfare initiatives were achieved in the past fiscal year:

- ▶ Re-accreditation for the **National Thoroughbred Racing Association (NTRA) Safety & Integrity Alliance**.
 - » Alliance certification standards address an extensive list of safety and integrity concerns within six broad areas: injury reporting and prevention, creating a safer racing environment, aftercare and transition of retired racehorses, uniform medication and testing, jockey health and welfare, and wagering security.
 - » Process involved meeting with the NTRA Alliance officials for on-site reviews, including interviews with track executives and personnel (veterinary and regulatory consultants) and inspections of all facets of the racing operations.
- ▶ Led by a significant personal donation by CEO Jim Lawson and his wife Susan, Woodbine Entertainment executed a funds matching donation program with **LongRun Thoroughbred Retirement Society**, resulting in the most funds raised for the organization through a single fundraising initiative.
- ▶ Woodbine Entertainment partnered with the Alcohol and Gaming Commission of Ontario (AGCO), along with the Horsemen's Benevolent and Protective Association of Ontario (HBPA) and the Jockey's Benevolent Association of Canada (JBAC) on a new urging rule test period at Woodbine Racetrack towards the end of the 2019 meet. Following a successful test period, the AGCO implemented the new rule for the 2020 season for all Thoroughbred and Quarter Horse racetracks in the province.

RESPONSIBLE GAMBLING

Woodbine Entertainment aims to provide a positive gaming experience at all of our venues and for all of 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 venues, including on HPIbet and Dark Horse. This initiative provides individuals with important considerations like safe betting, risk factors and signs of problem gambling behaviour, as well as Helpline information should someone be concerned about their or someone else's gambling.

Woodbine Entertainment ensures that all staff undergo annual training in prevention, policies and procedures to assist our customers and commits to the following:

- ▶ Compliance with all laws and regulations to provide a safe and secure gambling experience.
- ▶ Provision of information to customers on responsible gambling.
- ▶ Provision of assistance to those who may be experiencing problems.
- ▶ Promotion of 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.

Materials about responsible gambling are available to customers throughout the premises and we have partnered with the Responsible Gambling Council (RGC) and the Ontario Lottery and Gaming Corporation (OLG) to provide PlaySmart, an interactive kiosk and resource centre where, should a racing gambler go to the kiosk for support, they are referred to the RGC.



Hands holding
a seedling in soil



FEATURED PARTNERSHIPS

SUPPORTING COMMUNITY HEALTH

In keeping with our principle to be a good neighbour and support communities to become vibrant and connected, Woodbine Entertainment continues to be a proud partner of two essential cornerstones of the community.

Woodbine Entertainment has long supported Etobicoke General Hospital, with donations totalling \$400,000 and a renewed \$100,000 commitment over the next five years. In honour of this steadfast commitment, Woodbine Entertainment was presented with the Osler Award for Philanthropic Leadership at the 2019 Gala.

Woodbine Entertainment has also supported the Milton District Hospital Foundation since 2004, with donations totalling \$227,000 and a renewed \$100,000 commitment over the next five years.

This year, to showcase these partnerships, Woodbine Entertainment was given naming opportunities for emergency department waiting rooms at both hospital locations.

CASE STUDY: WOODBINE CARES COMMUNITY GARDEN

In 2016, when Evergreen, a not-for-profit organization that aims to create and sustain healthy urban environments, approached Woodbine Entertainment with the idea of creating a community garden, we listened.

With food insecurity as much a local as it is a global concern, we decided to use 10,000 square feet of our land for a garden that would see fresh produce grown, harvested and delivered to local community organizations.

The garden also provided opportunities for employees of Woodbine Entertainment and outside corporate groups to volunteer their time, get their hands dirty and support the important issue of food access and security.

HIGHLIGHTS FROM THE 2019 GROWING SEASON

- ▶ 170 individuals volunteered their time
- ▶ 80 local youth participated in garden programming
- ▶ 1,500 pounds of vegetables and herbs harvested and distributed to community organizations

While planting was not possible due to COVID-19 restrictions in the spring of 2020, we are actively looking at ways in which we can support food access and security in 2021.

PEOPLE & CULTURE

Woodbine Entertainment recognizes that people are the engine that drives our success and our future.

Despite this core belief, at the end of the fiscal year 2020 the global pandemic forced us to make tough decisions early on so that we could come out as a stronger and more resilient company. While we have aimed to be as transparent, responsive and communicative as possible, we understand that for many of our people this is not an easy time. Additionally, we remain committed to continuously improving – while adapting – the employee experience.

For those working remotely, we have developed training and support to best ensure employees are prepared and set up for success. Examples include implementing technology to facilitate collaboration and communication, training and guidelines to provide clarity or further instructions on how to work efficiently, as well as additional development for people leaders to aid in managing a remote workforce. Having an enriched and engaged workplace experience remains vital to expanding our reputation as a destination for world-class racing and entertainment.

As we continue to create a secure future for horse racing in Ontario, we will always need great people to create great products and experiences for guests. For this reason, company culture – however it evolves in our current and fluid work environment – is an important element of our business strategy.

NUMBER OF EMPLOYEES



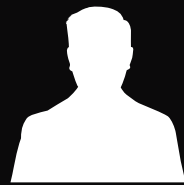
FULL TIME
1,189



PART TIME
339



CASUAL
247



MALE
51.7%



FEMALE
48.3%



PEOPLE & CULTURE

The following section outlines initiatives and performance highlights relating to employee development, health and wellness, engagement and volunteerism in the past fiscal year:

EMPLOYEE ENGAGEMENT

CULTURE SQUAD

Woodbine Entertainment's internal group, Culture Squad, was created to inspire and drive excitement for our company culture. As brand ambassadors, the 35 members of the Culture Squad serve as the face and voice of our Woodbine Entertainment employees with the goal of "making work awesome" through fun and engaging events and activities.

The team planned and executed 10 company-wide events that included a golf tournament, yoga classes, holiday parties for both adults and children, Appreciation Day events and the Walk for Autism fundraiser.

In total, Culture Squad members contributed more than 800 volunteer hours towards events to make work awesome and to help connect and inspire employees.

LEADERSHIP AND TRAINING

Continuous development of our people, from those in the most senior levels to employees in entry-level positions, is one of the most significant contributors to Woodbine's world-class guest experience.

The fiscal year 2020 saw the launch of the inaugural Unlocking Potential (UP) Program for seven of our high-potential employees. These employees participated in self-directed development through a personal development plan that is driven by 360 reviews, goal-setting sessions, peer group development and experiential learning.

Additionally, Woodbine Entertainment started executing weekly orientation sessions with new employees and saw attendance in these sessions increase from 30% to 70%.

In total, leadership, development and training hours totalled 16,400 in this reporting year.



DIVERSITY AND INCLUSION

Woodbine Entertainment benefits from a diverse cross section of stakeholders that fuel our industry and support our products. Committed to workplace equity, Woodbine Entertainment actively looks for ways to further engage our stakeholders and community to learn from, embrace and celebrate the ways we are unique. Our approach extends beyond acceptance as we embrace new ideas, concepts and ways of working that are inclusive and that promote diversity.

Tania Caza, SVP, People Experience at Woodbine Entertainment, together with her team, hosted a special afternoon of learning, empowerment and discovery as part of the inaugural Woodbine Women's Network. Canadian business leader, co-founder and President of Sleep Country Canada and newly appointed Chair of Woodbine Entertainment's Board of Directors, Christine Magee, presented this valuable session.

CASE STUDY: CELEBRATING WOMEN LEADERS IN HORSE RACING

Q & A with Jessica Buckley, Senior Vice President, Standardbred and Thoroughbred Racing

Jessica Buckley leads Standardbred and Thoroughbred Racing for Woodbine Entertainment and leads a team of racing professionals, working closely with the horse person groups, the regulators and all industry stakeholders. Her responsibilities include creating a world-class racing product that attracts participation from owners, horse people and wagering customers while delivering a safe environment for horse and rider/driver, integrity in racing and the welfare of the horse.

Q: What is one of the biggest challenges in your role?

A: Along with racing operations at Woodbine Mohawk Park where we race all year long, and Woodbine Racetrack, the location for training and stabling operations for thoroughbred horses, my team is tasked with modernizing a very old sport by continuously developing new ideas while respecting traditions

Q: Has it ever been tough for you working in an industry where leadership positions are historically occupied by men?

A: Racing leadership has been dominated historically by men, but that is changing. Many women are having great success in this industry as trainers, jockeys, owners, drivers and also in racetrack leadership.

While there have been challenges for me, they have been few. I found that speaking up is important as well as building trusting relationships.

Q: Did you ever have doubts about your chosen career path?

A: I have never doubted my career path, as I have been continually challenged and have always stayed close to our core mission of creating a sustainable industry for racing. I personally connect to this purpose which drives me every day.

If I am faced with a frustrating issue, I persevere because I know that the ecosystem of horse racing depends on Woodbine Entertainment to make tough decisions and sustain a business in order for thousands of jobs to remain intact, and investments in horses are realized.

Q: How has Woodbine Entertainment supported you in your career?

A: I have been fortunate to work with men that see equal opportunity for women in leadership in this industry. This is a complex business and I have always been open to learning more and understanding different facets of the industry. I have had the opportunity to hold roles in six areas of the business over the years, and I am grateful for the development and perspective these roles provided.

Q: To what do you attribute your successful career?

A: I don't think it's one thing but rather a combination of building trusting, respectful relationships and putting in the time to do so; also, knowing that every problem has a solution that can be solved over time with creativity, collaboration, hard work and difficult decisions when necessary.

Horse hooves digging in during a race

OUR FOOTPRINT

As our footprint expands, we recognize an increasing need to create a robust strategy demonstrating our commitment to care for the land that we use and share with our neighbouring communities.

Although our goal for this three-year action plan has been delayed due to COVID-19, as we adjust and adapt our business, measurement and targets related to the issues of waste diversion, greenhouse gas emissions and energy consumption remain priorities to address in 2021. However, through reducing our food waste and areas of operation, we have positively impacted our footprint in 2020.

NEW PROPERTY, NEW OPPORTUNITIES

The Woodbine Racetrack development plans have given us a significant opportunity to introduce and enhance green initiatives on the property.

Early planning and collaboration will allow us to improve water quantity, quality and control; enhance plantings; and improve air quality and solid waste systems.

The following initiatives are in development as we strive to work towards a better future on our site:

- ▶ Enhanced stormwater management (SWM) – new development to include lot-level SWM quantity controls as well as a new SWM pond for quality control.
- ▶ Green roofs – to be implemented on all development blocks and currently included in the design of the casino expansion.
- ▶ Peak load management (for the Grandstand) – as part of the Global Adjustment Program this will help reduce Woodbine Entertainment's peak loading on the grid by running off our battery-powered generator resulting in a reduction in fossil fuel usage.

STEWARDS OF THE URBAN FOREST

Woodbine Entertainment is proud to be a partner of the Toronto Tree Cover Project (TTCP) that will see over 200 trees and shrubs planted this year within the land development project.

The TTCP is a pilot project proposed by Toronto and Region Conservation Authority (TRCA) and funded through a grant from the City of Toronto on an annual basis. The main goal of the project is to increase urban canopy cover in the City of Toronto through tree planting on private lands that include commercial, industrial and institutional property.

This initiative will assist the City in meeting the 40% canopy cover target outlined in its Strategic Forest Management Plan (2012–2022), while also engaging the communities in which the work will be completed.

CLEAN SLATE, CLEAN ENERGY

Woodbine Entertainment will take a community approach to heating and cooling new residential and commercial buildings to significantly reduce the carbon footprint of the development and ongoing operational costs.

The District Energy Project is proposed for two significant parcels in the Woodbine Districts Development: the Transit Integrated District (TID) and the Residential Village District (RVD), totalling almost 200 buildable acres.

District energy is a network of clean energy systems that connect to multiple buildings. It allows the buildings to exchange their clean energy (excess heat and cooling) to minimize energy taken from the grid, leading to large-scale reductions in energy consumption.

Geothermal and solar are the clean energy sources proposed for the TID and RVD. This community approach to energy reduction is representative of the forward thinking, environmentally focused community proposed for the Woodbine Districts.

ECONOMIC DEVELOPMENT

The following initiatives helped drive revenue, excitement and continued interest in horse racing and wagering. We are now considering the many ways to adapt our programs and venues to accommodate a safe and dynamic experience for our guests and employees as we move into a new business era.

INVESTMENT IN THE INDUSTRY

- ▶ Launched in June 2019, a seven-furlong inner turf course helps to establish Woodbine Racetrack as the premier turf destination in North America with 363 turf races this year (252 on the E.P. Taylor course, 111 on the Inner Turf course).
 - » The video can be viewed [here](#).
- ▶ Standardbred Race Paddock at Woodbine Mohawk Park completed – a \$6 million expansion project saw a 22,000 square foot addition to the Standardbred paddock opened in October 2019, including 60 new box stalls designed for the wellbeing of the horses, a new women’s driver-trainer locker room, a viewing area for fans and on-site offices for the Central Ontario Standardbred Association.

HOSPITALITY

- ▶ Developed the quick-service concept “GR8 Burger Co.,” specializing in freshly prepared burgers and shakes with intent to roll this concept out beyond Mohawk Park.
- ▶ Introduced The Cheesecake Factory products at quick-service outlets which saw a dramatic increase in dessert sales.
- ▶ Opened ProsperiTEA Bubble Tea Shop at Woodbine Racetrack.

LAND DEVELOPMENT

- ▶ Commencement of first phases of real estate development at Woodbine Racetrack, including foundational work for the new casino, hotel and entertainment venue.
- ▶ Finalizing the development and business plans essential to all of Woodbine’s future property development efforts for the Transit-Integrated District and the Residential Village District.
- ▶ Continued work with construction partner EllisDon to produce initial GO Station designs.
- ▶ Planning stage of mixed-use development in the area surrounding the proposed station site, including building transit connections from the station to Woodbine’s core racing and entertainment activities.

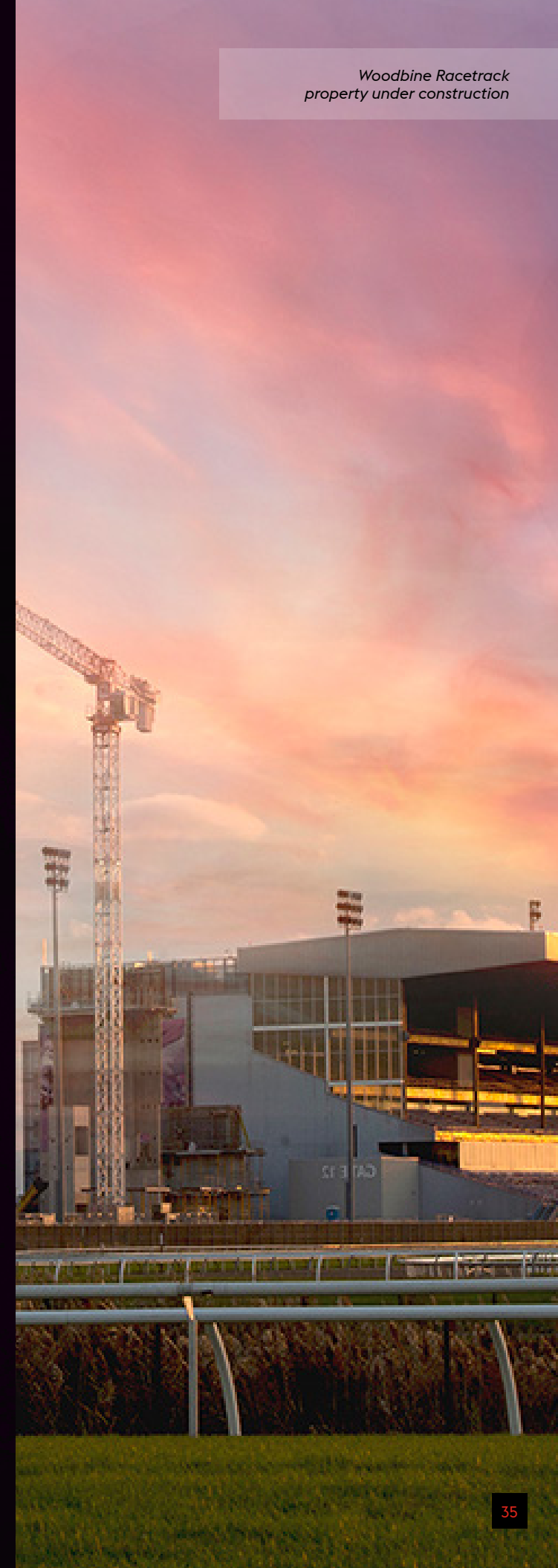
EVENTS

- ▶ Hosted a series of major events that include the following:
 - » The Queen’s Plate, a two-day festival that included a record handle of \$18 million (up 23% from 2018), fashion, food and two concerts by The Washboard Union & High Valley.
 - » The Pepsi North America Cup, a signature event on the Standardbred racing calendar with a handle of \$3.8 million (up 3.5% from 2018).
 - » The very best in harness racing converged on Woodbine Mohawk Park in October for the Breeders Crown. The Breeders Crown features \$6 million (USD) in purses and the very best Standardbreds, drivers, trainers, owners and breeders from around the world.

- ▶ Introduced **Mohawk Million**, a race for two-year-old trotters with a \$1 million (USD) purse, making it the richest harness race in Canada.
- ▶ Opened a new 640-square-foot luxury Valet Lounge in partnership with Dilawri, located at Woodbine Racetrack and built by conjoining two shipping containers.
- ▶ Opened the Trackside Clubhouse event space.
 - » Situated on the infield of the E.P. Taylor Turf Course with a 6,500-square-foot patio that sits adjacent to the Tapeta synthetic dirt track, putting fans close to the action of live Thoroughbred horse racing.
 - » The 10,000-square-foot interior has a modern industrial feel which can be customized to suit any type of corporate or private event.
- ▶ Developed and launched Turf Cup Racing Simulator which brings the excitement of horse racing on the road and provides a unique experience giving fans the chance to feel the thrill of being in a race.

INDUSTRY AWARDS

- ▶ Top 100 Events in Toronto by BizBash for Queen’s Plate.
- ▶ Nominated this past year for several of America’s Best Racing Fan Choice Awards: Best Racetrack for Bettors; Best Racing Fashion Event (The Queen’s Plate); Best Racetrack Food (roast beef); and Best Race Call with Robert Geller.
- ▶ O’Brien Award Winner for Outstanding Broadcast for the Pepsi North America Cup Broadcast, produced by Woodbine Entertainment.



A backstretch worker
on duty wearing a mask

ECONOMIC & CORPORATE RESPONSIBILITY PERFORMANCE

The following table links to our priorities and related economic, environmental and social metrics for the fiscal year ending March 31, 2020.

DIRECT ECONOMIC ACTIVITY (\$)	2018/2019	2019/2020
Payments to Government Agencies	84,199,484	80,527,201
Federal Taxes & Regulatory Levy	20,549,441	17,082,589
Provincial Taxes & Regulatory Levies ¹	34,897,375	34,144,955
Joint Federal/Provincial Payroll Taxes (Employer & Employee Contributions)	19,926,984	20,697,329
Municipal Charges & Their Utilities	8,825,684	8,602,328
Purses on Races at Woodbine Racetrack & Woodbine Mohawk Park ²	120,124,397	124,299,182
Payments to Vendors & Suppliers	106,605,083	103,469,261
Annual Payroll & Benefits ³	75,203,267	79,785,726
Racing Industry Contributions	1,905,877	1,958,291
Payments to Charitable Causes/In-Kind Contributions ⁴	1,234,532	844,970
Annual Debt Payments (Principal & Interest)	0	0
CAPITAL EXPENDITURES	33,146,000	24,541,000

1. Some levies fund regulatory expenses while the provincial Horse Improvement Program levy, net of oversight costs, is returned to various industry stakeholders. Woodbine Entertainment contributes a larger share of levies than it receives, resulting in it subsidizing the Canadian racing industry.
2. Gross purses paid from all sources 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. Excludes payroll for employees of trainers working in the Woodbine/Mohawk barn areas, many of whom are housed in Woodbine Entertainment dormitories.
4. Funds from the previous year include dollars received from the OLG that were distributed to LongRun and OSAS as part of an agreement that was transferred to the ORM for Fiscal 2020 onwards.

ECONOMIC & CORPORATE RESPONSIBILITY PERFORMANCE

A jockey and horse competing
in a Thoroughbred horse race

OUR ENVIRONMENTAL RESPONSIBILITY

	2018/2019	2019/2020	UNIT
DIRECT ENERGY CONSUMPTION BY PRIMARY SOURCE			
Natural Gas	116,732	107,988	GJ
Indirect Energy Consumption by Primary Source			
Electricity	136,906	138,779	GJ
Total Water/Sewage Withdrawal			
Surface Water	498,004	349,597	M3
Total Water Withdrawal			
Groundwater	87,227	138,100	M3
All Sources	585,231	487,697	M3
Total Weight of Non-Hazardous Waste			
Total Waste	2,982	3,143	MT
Total Recycled	947	840	MT
Total Disposed	0	0	MT
Total Reused	2,035	2,303	MT
Total Weight of Recycled Organic Waste	310	255	MT
Total Weight of Hazardous Waste			
Recycled Electronics	4,012	935	kg
Recycled Batteries	0	619	kg
Total	4,012	1,554	kg
Total Indirect/Direct Greenhouse Gas Emissions by Weight			
Facility Energy & Electricity (Indirect)	1,569	2,968	tCO ² e
Natural Gas (Direct)	5,906	5,328	tCO ² e
Fleet & Other Equipment (Direct)	657	1,007	tCO ² e
Total	8,132	9,303	tCO ² e





WOODBINE.COM

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