



WOODBINE™

WOODBINE ENTERTAINMENT'S GUIDE TO WORKING & RACING SAFELY

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INTRODUCTION

After having nearly all our operations shutdown and our business disrupted for more than two months due to the COVID-19 pandemic and subsequent Provincial Declaration of Emergency, Woodbine Entertainment is gradually and safely re-starting. Importantly, throughout the Declaration of Emergency, we continued to provide essential care for racehorses housed at Woodbine Racetrack and support for approximately 15,000 racehorses in Ontario.

As a significant employer and leader of an industry that employs tens of thousands of Ontarians, it is vitally important for us to re-start our business, and in turn, stimulate the entire provincial horse racing industry. However, of equal or greater importance, is doing so with the safety of our employees, horsepeople, partners, suppliers, and eventually, our guests, at the forefront. Furthermore, as an industry and community leader, it is incumbent on us to lead by example, instill confidence in our employees, stakeholders and the public, develop and share best practices, communicate openly and frequently, and provide support during these unprecedented times.

To help us achieve these goals, we will follow the latest direction from the government and best practices from local health authorities.

This guide provides an overview of our principles, our commitment to safety and the policies and procedures we are implementing to re-start our business and our industry in the very safest way possible.





RE-STARTING WOODBINE ENTERTAINMENT & THE PROVINCIAL HORSE RACING INDUSTRY

A Gradual & Phased Approach

While the closure of our business due to COVID-19 was quite sudden, the reopening of our business will be gradual, calculated and following the latest direction from the government.

As such, we will follow a phased approach as described below:

Phase #1 - The Lifting of Restrictions

As the Provincial Government reopens the economy and allows for non-essential businesses to open its doors again, Woodbine Entertainment will safely achieve the following:

- The continued essential care for racehorses stabled on our sites;
- The safe operation of Standardbred and Thoroughbred training;
- The safe operation of spectator-free Standardbred and Thoroughbred live racing;
- The generation of revenue through wagering operations;
- Efficiently and effectively re-boarding limited employees who are essential to racing and wagering operations;
- The ongoing restriction of only essential personnel accessing our facilities as related to the above operations;
- Safe and limited food and beverage services for essential employees and racing participants only.

Phase #2 - Increasing Capacity

As directed by government and public health officials, Woodbine Entertainment will safely allow further access to our facilities, including:

- Limited public access to our grandstand seating;
- Limited public access to our on-site simulcasting wagering areas;
- Limited and restricted employee groups returning to work in our facilities;
- Resumption of very limited food and beverage operations, primarily quick-serve outlets such as Tim Hortons.

Phase #3 - Further Increasing Capacity

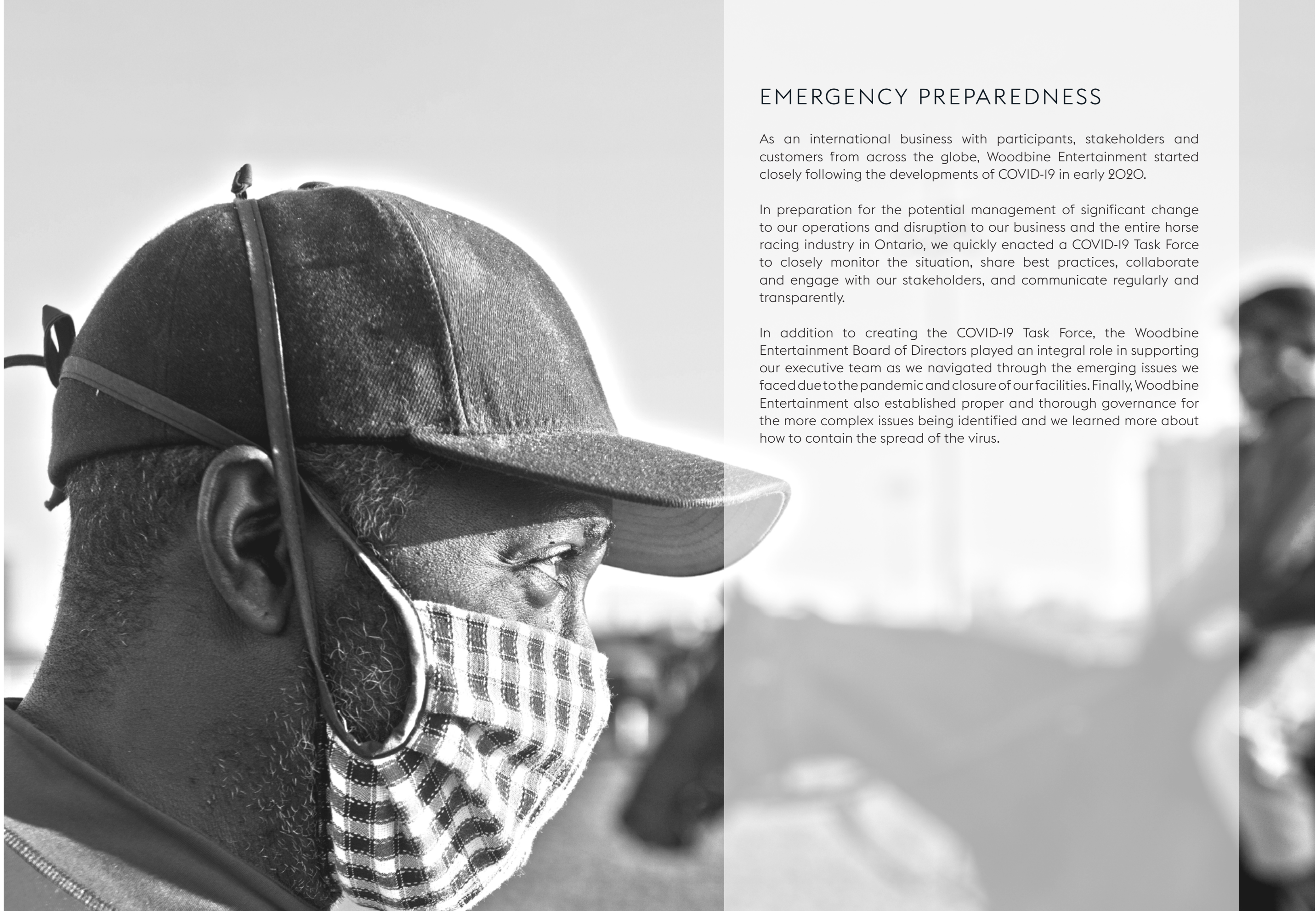
As directed by government and public health officials, Woodbine Entertainment will safely allow even further access to our facilities, including:

- The resumption of on-site gaming with the required food and beverage services;
- The reopening of select restaurants in our grandstands with limited capacity and any other restrictions imposed by government;
- Increased number of employees re-boarding to return to on-site work;
- Increased grandstand access and further easing of restrictions to our simulcast wagering business.

This guide acknowledges all phases but focuses on the actions required for Phase #1 - Lifting of Restrictions. Subsequent editions will be prepared to address succeeding phases.

To ensure that we are achieving the necessary measured, safety-conscious, and decisive steps within the Lifting of Restrictions phase, we have outlined our plan in the following subsections:

- Emergency Preparedness and the COVID-19 Task Force
 - » How we will react, including contact tracing, if the virus is found on-site.
- Preparing the Workplace
 - » What we will do to ensure our employees feel confident and safe to return to work.
- Preparing to Race
 - » How we will resume live racing for both breeds while ensuring the safety of our employees and racing participants.
- Preparing Our Facilities
 - » How our facilities can support the safe operation of live racing and increased site activity.
- Control Access
 - » How we will ensure the correct people have access to the necessary spaces but not more than needed.
- Physical Distancing
 - » How we will support employees on-site to easily understand guidelines in maintaining physical distancing whenever possible, and what to do when physical distancing is not possible.
- Hospitality
 - » How we will restart hospitality outlets and essential guest services as permitted by government and health authorities.
- Next Steps
 - » How we will prepare for the opening of casinos, the introduction of spectators to our facilities and the oversight of Off Track Betting outlets.
- Key Leaders
 - » Contact information of COVID-19 Task Force.



EMERGENCY PREPAREDNESS

As an international business with participants, stakeholders and customers from across the globe, Woodbine Entertainment started closely following the developments of COVID-19 in early 2020.

In preparation for the potential management of significant change to our operations and disruption to our business and the entire horse racing industry in Ontario, we quickly enacted a COVID-19 Task Force to closely monitor the situation, share best practices, collaborate and engage with our stakeholders, and communicate regularly and transparently.

In addition to creating the COVID-19 Task Force, the Woodbine Entertainment Board of Directors played an integral role in supporting our executive team as we navigated through the emerging issues we faced due to the pandemic and closure of our facilities. Finally, Woodbine Entertainment also established proper and thorough governance for the more complex issues being identified and we learned more about how to contain the spread of the virus.



COVID-19 TASK FORCE

The COVID-19 Task Force consists of a cross-functional group of senior leaders who lend their expertise to ensure the entire business is receiving thought leadership as it relates to COVID-19 and the impact it had, and continues to have, on our business and operations.

To provide our COVID-19 Task Force with expert medical advice as it relates to the virus, we retained Dr. Omolayomi Akinremi, who is affiliated with the Osler Health Network. Dr. Akinremi has been consulted regularly throughout our planning and will remain an integral resource for us for the foreseeable future.

In support of their mandate, the COVID-19 Task Force will:

- Recommend or create COVID-19 policies, protocols, and guidelines;
- Oversee the COVID-19 exposure or diagnosis and response programs;
- Manage incident reporting, exposure investigation and contact tracing;
- Oversee the enhanced disinfection program;
- Recommend technology and/or best practices to help prevent the spread of the virus;
- Decisions made by this committee apply to all of Woodbine Entertainment, including additional site stakeholders. All department specific decisions should follow the directives set by this Task Force.

COVID-19 Task Force Members:

- Tom Via, Chief Operating Officer
- Bill Ford, General Counsel and Corporate Secretary
- Tania Caza, Senior Vice President, People Experience
- Jessica Buckley, Senior Vice President, Standardbred and Thoroughbred Racing
- Jorge Soares, Vice President, Operations
- Spencer Parazader, General Manager, Woodbine Mohawk Park
- Jamie Dykstra, Director, Communications and Content
- John Catalanotto, Senior Manager, Health and Safety

Additionally, the above group benefits from consulting expertise from the following:

- Brent Stone, Director, AGCO Regulatory Compliance Branch, or delegate representing AGCO
- Dr. Omolayomi Akinremi, Osler Health Network

Woodbine Entertainment Executive Team

The Woodbine Entertainment Executive Team meets semi-weekly to manage the business, issues and ensuing change stemming from COVID-19. As the industry leader in Canada, the entire horse racing industry is dependent on a healthy Woodbine Entertainment. Therefore, as the Executive Team navigates through the various issues, they consistently consider the impact in the short, near and long term. As the COVID-19 pandemic continues to progress, our Executive Team will continue to play a significant role in managing the issues alongside the Task Force.

The Woodbine Entertainment Health & Safety Department

Closely supporting the COVID-19 Task Force, Woodbine Entertainment's Health and Safety department provides key leadership, expertise and advanced training to fellow employees and other key stakeholders as necessary. The Health and Safety department leads the recording of data, investigating and updating the COVID-19 Task Force Committee on potential COVID-19 occurrences on Woodbine Entertainment sites.

Collaborating with Key Stakeholders

From the onset of the COVID-19 pandemic, Woodbine Entertainment recognized the fundamental importance of engaging and collaborating with all our stakeholders. Throughout the last several months, we have consulted and communicated regularly with The Alcohol and Gaming Commission of Ontario (AGCO), Ontario Lottery and Gaming Corporation (OLG), Ontario Racing, Horsemen's Benevolent Protective Association of Ontario (HBPA), Central Ontario Standardbred Association, horsepeople and all levels of government.

Policies & Protocols

The COVID-19 Task Force quickly responds to business needs through gathering vital information provided by governments or local health authorities, business best practices and accrued acumen. To date, the COVID-19 Task Force has developed the following:

- COVID-19 Prevention Policy
- COVID-19 Communicable Illness Policy
- COVID-19 Essential Travel Policy
- COVID-19 Remote Technology Access Policy
- COVID-19 Working Remotely Policy
- COVID-19 PPE Policy
- COVID-19 Exposure or Diagnosis Response Policy
- COVID-19 Essential Personnel Access Protocol
- COVID-19 Access Control & Mandatory Screening Policy
- COVID-19 Cleaning Sanitizing Your Workstation Protocol
- COVID-19 Internal Events, Meetings & Gatherings Policy
- COVID-19 WMP & WDB Backstretch Access Protocol
- COVID-19 Safe Operation of WEG Vehicles Protocol
- COVID-19 Exposure or Diagnosis Response Protocol
- Protocols for Standardbred & Thoroughbred Racing

PREPARING THE WORKPLACE

As Woodbine Entertainment gradually re-starts our business and operations, we are committed to ensuring the successful on-boarding of our recalled employees. We appreciate that the environment has changed due to COVID-19, which has the potential to bring anxiety, confusion and fear to our workforce.

To help prepare our employees, we have created a variety of policies, protocols, training and coaching support programs. These programs and documents are designed to engage, reassure and set-up employees for success while meeting important expectations surrounding how to work safely.

Mitigating Anxiety & Managing Change

We understand that for many, the COVID-19 pandemic is very stressful and causes anxiety. As a leading employer with certified workplace culture, we will support employees in a variety of ways that will help mitigate anxiety.



OUR APPROACH IS BASED ON THE FOLLOWING FIVE PRINCIPLES:

Communication

Company-wide or department communications will be clear, transparent and accessible. It will also encourage feedback from employees. More information about Woodbine Entertainment's approach to communication can be found below in the Employee Communications section.

Personal Protective Equipment

We will ensure an adequate supply of personal protective equipment for employees to use. Through a site-wide mandate to always wear personal protective equipment, employees can be assured that all employees and others on-site will follow our physical distancing protocols. More information about Woodbine Entertainment's approach to personal protective equipment can be found below in the Worker Safety and Personal Protective Equipment section.

Re-Imagined Workspaces

When returning to work at our facilities, employees will experience re-imagined spaces designed to promote physical distancing and provide a safe work environment. Examples include a maximum number of people permitted to be in one space at a time, floor markings noting physical distance requirements, partitions or other means of providing separation, and more disinfection tactics including sanitization stations. More information about Woodbine Entertainment's approach to re-imagined spaces can be found in the applicable policies, guidelines and protocol documents (full list below).

Site Access

Through strictly limiting access to our sites, we can help prevent the spread of COVID-19. Employees can be assured that only those essential to the business operations will be permitted on-site and will be subject to access protocols detailed in the Control Access section of this guide.

Comprehensive Approach

Through training and re-boarding, employees will become familiar with our extensive and thorough policies, protocols and guidelines implemented to create a safe work environment. More information about Woodbine Entertainment's comprehensive approach can be found in the below Training and Re-boarding Program section.

New Policies & Protocols

As we begin to ease restrictions and more employees return to work at our sites, it's imperative that we ensure the safety of our employees, participants and stakeholders.

In order to achieve this, we have created new policies, protocols and guidelines. These documents provide clarity on our commitment to safety as well as outlining the responsibilities of employees. Where applicable, employees will receive further guidance or training to ensure compliance and a safe workplace.

The following documents have been created to promote a safe working environment and to prevent the spread of COVID-19 in the workplace.

Policies

Policies are applicable and enforceable to all Woodbine Entertainment employees and are distributed both to managers and directly to employees. All policies will be stored on MyWoodbine.ca (an internal website accessible by all employees).

- COVID-19 Internal Events, Meetings & Gatherings Policy
- COVID-19 Prevention Policy
- Working Remotely Policy
- Remote Technology Access Policy
- Essential Travel Policy
- Communicable Illness Policy
- COVID-19 Exposure or Diagnosis Response Policy
- COVID-19 Exposure or Diagnosis Leave of Absence (LOA) Policy
- COVID-19 PPE Policy

Guidelines

Guidelines are best practices that support creating a safe environment at work. They are applicable to particular employee groups and deployed as determined by the department manager or Vice President.

- Physical Distancing & COVID-19 Prevention at Work
- COVID-19 Enhanced Guideline for Cleaning & Disinfection for Building and Premises
- Working Remotely
- Leading Remotely

Protocols

Protocols are applicable and enforceable to all Woodbine Entertainment employees. They differ from policies because they describe specific actions required by the employee to help complete tasks safely and effectively.

- COVID-19 Woodbine Mohawk Park Backstretch Procedures Access
- COVID-19 Woodbine Mohawk Park Paddock Procedures
- COVID-19 Essential Personnel Access
- COVID-19 Backstretch Procedures Access
- COVID-19 Emergency Personnel Access
- COVID-19 Backstretch Dormitory Plan

- COVID-19 Safe Operation of Woodbine Entertainment Vehicles
- COVID-19 Cleaning & Sanitizing Your Workstation
- COVID-19 Cleaning & Sanitation Procedure
- COVID-19 Exposure or Diagnosis Response Protocol
- COVID-19 PPE Protocol
- COVID-19 Woodbine TB Race Day Protocols

Training and Re-Boarding Program

All employees will participate in training programs specific to their needs (based on what department they work in), and their work environment (working on-site or working remotely).

The following programs have been developed and/or implemented with the guidance of Woodbine Entertainment's in-house Learning & Development team who will ensure all managers receive the necessary training that focuses on leadership traits including how to lead, coach and develop employees in this new environment.

Training Program Overview:

- 1/ Online Compliance and Policy Review**
All employees, including those recalled to work and essential employees who have remained working are required to complete this online training prior to their first day back on-site, or by a specific date for those who have remained working. This easy-to-access program is available online 24 hours a day, meets all AGCO requirements, and includes applicable new policies and protocols. The training is self-led and individual completion is tracked by the company.
- 2/ Working Remotely**
In addition to the above training, Working Remotely training includes all policies and guidelines specific to those working remotely. This program will be trained by the employee's manager.
- 3/ Leading Remotely**
All managers leading teams who work remotely will complete this training. This program includes conversations and tools around how to set direction and follow up with team members, how to coach and develop your team remotely, and how to hold your team accountable.

4/ Working on Site

Recognizing that those working on-site have a great responsibility in preventing the spread of COVID-19, this in-person training will reinforce all policies, guidelines and protocols specific to working on-site, and specific to their department.

5/ Leading on Site

All managers leading teams who work on-site will complete this training which includes conversations and tools around how to ensure staff follow policies, protocols and guidelines, how to support employees dealing with anxiety, as well as how to escalate and report emerging scenarios (such as a need for further personal protective equipment, an employee with a suspected COVID-19 case, etc.).

Worker Safety & Personal Protective Equipment

Woodbine Entertainment will provide and ensure proper usage of personal protective equipment.

Employees will wear personal protective equipment:

- According to the safe operating procedures of equipment being used;
- As described in material safety data sheets for all hazardous materials;
- As a preventative measure to limit the spread of COVID-19.

Additional safety precautions and expectations are explained in the following policies and protocols:

- COVID-19 PPE Protocol
- COVID-19 Prevention Policy
- Physical Distancing & COVID-19 Prevention at Work Guidelines
- COVID-19 Cleaning & Sanitizing Your Workstation Protocol

Employee Communications

Since closing our facilities to employees and the public in March, much has changed as a result of the COVID-19 pandemic. The amount of change is unprecedented, and a comprehensive program has been developed to communicate and engage employees as Woodbine Entertainment gradually resumes business operations.

We recognize that employees may have anxiety associated with COVID-19. To address this, the company has taken the following approach to ongoing communication

1/ Daily Email

All employees receive, via company email, a curated list of news articles about the COVID-19 pandemic and the horse racing industry. This daily email ensures employees can easily stay up-to-date with information from accredited news sources.

2/ Town Hall Meetings

Performed through a remote live stream with CEO Jim Lawson, employees can learn the latest information about the company's response to COVID-19 as well as ask questions about the impacts on their jobs and the industry.

3/ Weekly Memo

Each week, a dedicated memo is issued to all employees which summarizes new policies and procedures as well as an update on how the business is resuming operations.

4/ CEO Letter

Woodbine Entertainment CEO Jim Lawson regularly issues updates to employees on the latest COVID-19 developments and the impacts on our business and industry.

5/ InTouch News Bulletins

Deployed as needed, branded news bulletins are issued to staff and managers through email and/or MyWoodbine.ca.

6/ Confidential Communications

Information that is personal or confident, most likely financial or employment status-related, can be securely stored on a password-protected section of MyWoodbine.ca.

7/ Online Internal Resource

MyWoodbine.ca is accessible by all employees and has dedicated sections for COVID-19 news and information, COVID-19 policies, confidential communications, live and recorded Town Halls, and other valuable information.

8/ Leadership Training

Employees in leadership positions will receive training on how to support employees with compassion and understanding. Leaders will understand the value of honest and consistent communications in order to help employees feel supported when returning to work.

9/ Signage

Employees will benefit from a comprehensive signage program that provides awareness and ongoing reminders around physical distancing, handwashing, and wearing personal protective equipment.

BACKSTRETCH ACCESS AND PROTOCOLS

•
SAFETY CHECKS

•
SHIP-INS (HORSES) – WITHIN AND OUT OF PROVINCE

•
IMMIGRATION (PEOPLE)

•
DORMITORY EMERGENCY OPERATING PROCEDURES

•
SAFE OPERATIONS OF VEHICLES (GUIDELINES)

•
CARE OF HORSES

•
TRAINING

•
RACE DAY

•
SHIP-INS (HORSES) – WITHIN AND OUT OF PROVINCE

PREPARING TO RACE

As the leader of horse racing in Canada, Woodbine Entertainment owns and operates the premier racing facilities in the country -- Woodbine Racetrack in Toronto (Thoroughbred) and Woodbine Mohawk Park in Milton (Standardbred).

Through safely conducting live racing at both sites, we will lead the reopening of an industry that employs tens of thousands of people and provides the care for upwards of 15,000 racehorses.

In order to operate live horse racing safely, we have worked closely with our regulators and followed direction from the government and public health officials to develop and implement physical distancing protocols. The following is an overview of these protocols.



THOROUGHBRED RACING AT WOODBINE RACETRACK

Backstretch Access

Woodbine Racetrack's stable area has remained operational during the Provincial State of Emergency as an essential business providing care and stabling for more than 1,200 horses. During that time, access to the backstretch has been restricted to essential personnel only. All personnel accessing the backstretch will continue to be screened daily including mandatory temperature checks, by Woodbine Security and must wear a face mask at all times. Furthermore, as live racing resumes, we will continue to restrict access to the backstretch to essential personnel only.

Specific details regarding the safe operation of the Woodbine Backstretch, including training and race day protocols can be found within the following documents:

- COVID-19 Essential Personnel Access
- COVID-19 Backstretch Procedures Access
- COVID-19 Backstretch Dormitory Protocols
- COVID-19 Woodbine TB Race Day Protocols

All essential personnel and participants are encouraged to always observe the following guidelines:

- Limit exposure to others while outside of the racetrack.
- Stay two metres from others at all times.
- Wear a face mask whenever on-site.
- Avoid touching your face.
- Wash or sanitize hands frequently.

The Woodbine Backstretch will only be accessible from the East Stable Gate Entry. Pre-screening is mandatory for all personnel accessing the Woodbine Backstretch. This includes:

- Questions relating to potential exposure to the virus or to confirm any recent travel from anywhere outside of Canada will be posed to each person requesting access by a member of the Woodbine Security team.
- The Backstretch will be closed daily from Noon to 3 p.m.;
- A temperature of less than 100.5 degrees Fahrenheit validated by a member of the

Woodbine Security team or on-site EMS personnel through a no-touch temperature check;

- Woodbine Security will ensure compliance with the all PPE policies through the increased COVID-19 patrols. Individuals with multiple violations will be charged with Trespassing and barred from the Woodbine Racetrack backstretch.

The COVID-19 Exposure or Diagnosis Response Protocol details further steps that will be taken by the Woodbine Security team should a risk become known through the above process.

Essential Personnel includes:

- Licensed Stable Area Employees, Regulators and Racetrack Officials, Trainers, Grooms, Hotwalkers, Exercise Riders, Jockeys, Vets/Vet Techs, Blacksmiths/Ferrier, Horse Dentist & Feed Delivery.

Non-Essential Personnel not permitted to access the Backstretch include:

- Owners, Jockey Agents, licensed personnel who do not have active work that day.
- Visitors are not permitted in the dormitories, maintenance building, Race Office or Sunrise Kitchens.
- Children under 16 will not be allowed to enter the Woodbine Backstretch for any reason, until further notice.

Dormitory Areas

- Backstretch dormitory areas will be regularly monitored on a daily basis by Woodbine Entertainment Security Team Members and assigned Racing personnel.
- Designated Quarantine Rooms have been secured for the sole purpose of providing Dormitory residents a safe area to be isolated in, if required. Security Team members will ensure these rooms are always kept fully secured.
- No visitation allowed to dormitory rooms of people in self-isolation.
- The Dormitory Gates leading into the Stable Area will be closed nightly and emergency after-hours access will be exclusively through the East Gate checkpoint.



- This process is repeated daily and all dorm residents are thoroughly screened each day.
- Further details are available within the COVID-19 Backstretch Dormitory Plan.

Backstretch Cleaning & Sanitizing Protocols

The Facilities Lead department has developed enhanced cleaning and sanitizing protocols which includes increased frequency cleaning of high-risk surfaces.

Travel Restrictions

Anyone traveling between provinces or from outside of Canada will be required to self-isolate for 14 days and prove their date of return to Ontario.

Woodbine strongly recommends that all personnel who live or work daily on the Woodbine Backstretch, including but not limited to jockeys, exercise riders, grooms and starting gate personnel, refrain from traveling between racetracks.

Ship-Ins

Woodbine Entertainment will enforce the following conditions for horses entering the backstretch from within and out of the province.

- Security must be informed in advance of all arrival times;
- Arrangements must be made for horses to be trained and cared for by AGCO licensed backstretch personnel not under 14-day quarantine;
- All horses entering the Woodbine backstretch from out of province, must enter through the Sales Barns south entrance;
- Drivers are not permitted to exit vans / vehicles;
- Only Canadian personnel working for transportation company are permitted to enter the vans / vehicles, the same personnel will release the horse to barn staff outside of the van / vehicle;
- All barn personnel must wear personal protective equipment including face masks and gloves.

Morning Training

Jockeys will be permitted to breeze (train) horses under the following guidelines:

- Face masks must always be worn including when mounting, receiving instructions from trainers or assistants, or when being escorted by a pony.
- Jockeys are always recommended wear gloves.

- Jockeys are to limit exposure by not entering any barns.
- Jockeys must meet the horse and groom outside the shedrow.
- Following track work, grooms must meet jockeys outside of the shedrow to hand off the horse.
- All tack to be cleaned and sanitized daily.

Race Day

Where applicable, the above provisions remain to ensure participant safety in addition to the following Jockey Race Day Access protocol:

Jockey Race Day Access

- Jockeys must wear face masks at all times including when receiving instructions from Trainers, Assistants, when mounting, when being escorted by a pony, and when entering the Starting Gate (Starting Gate crew must also wear face masks).
- Face masks may be pulled down during the race if required.
- In order to ensure that face masks do not fly off during a race, the face mask must have head, neck ties and not just ear loops.
- Face masks must be worn for unsaddling with Valet and weighing out with the Clerk of Scales.
- Jockeys are recommended to wear gloves at all times.
- Jockey Valets will follow new cleaning protocols in the Jockey room and will be situated in new areas created to allow for physical distancing. All tack to be cleaned and sanitized frequently.
- Sauna, steam rooms and baths are closed until further notice.
- Three pounds (3 lbs) has been added to the overweights.

Food and Beverage

The Woodbine Grandstand building remains closed to non-essential personnel and is without food and beverage services until further notice (under the direction of the Provincial Government).

A coffee truck will service the Apron / Paddock area during live racing in Phase I, and the Backstretch Cafeteria will operate normal hours to serve essential personnel.

Race Office

The Race Office will operate behind closed doors until further notice to limit staff exposure. Please reach out to staff through phone or email.

STANDARD BRED RACING AT WOODBINE MOHAWK PARK

Paddock Access

Access to the paddock at Woodbine Mohawk Park will be controlled by the Woodbine Security team and restricted to essential personnel only. Essential personnel who are granted access to the paddock must wear a face mask at all times and follow all physical distancing protocols.

Specific physical distancing protocols for the Woodbine Mohawk Park Paddock including training and race day protocols can be found within the following documents:

- COVID-19 Woodbine Mohawk Park Backstretch Procedures Access

All Essential Personnel and participants are strongly encouraged to observe the following guidelines:

- Limit exposure to others while outside of the racetrack;
- Stay six feet or two metres from others at all times;
- Wear a face mask whenever outside the home;
- Avoid touching your face;
- Wash or sanitize hands frequently.

Essential Personnel Includes:

- Paddock Judge, Horse Identifier, Saddle Pad Attendant, Parking Lot Attendant, Outrider, and two Starting Car Persons, Security, Blacksmith, Veterinarians, TCO2 Tech, Test barn Technicians, Property Services Labourer, Trainers, Grooms, Drivers, Judges;
- Only the Paddock Judge and Equipment Inspector will have access to the Paddock Office.

Paddock Cleaning & Disinfecting Protocols

- The Paddock will be thoroughly cleaned and disinfected after each racing, qualifying and training day. Also, sanitizing stations will be placed throughout the Paddock.

Horse Stall Allocation

- In the original paddock, horses will be placed in every other stall;
- Horses racing out of the new paddock expansion will be placed in stalls side-by-side, as these stalls are much wider, and the wall between stalls raises over ten feet high;
- Handlers of horses must always keep a safe distance from other handlers and must always be wearing a mask.

Racing Office

- Race Office Staff must ensure physical distancing is practiced;
- Woodbine Entertainment will endeavour to have all Trainers make their entries online;
- No more than one person shall be permitted to be at the counter at a time. All others must wait patiently outside of office doors with a minimum of at least two metres between each person. A protective barrier (plexiglass or plastic sheet) is being installed between employees and horsepeople at the Race Office counter.

Drivers' Race Day Access

- The Drivers' Lounge and showers will remain closed until further notice;
- Drivers and trainers are encouraged to change into their driving suits in their vehicle or before they arrive to Mohawk Park.

Should drivers and trainers need to change at the track the Drivers & Trainers locker room will be open, with the following conditions:

- A maximum of three drivers/trainers will be permitted in the locker room at a time. While using the locker room, all participants must always keep at least six feet apart or two metres;
- Drivers / Trainers are required to vocally call out to see how many are in the locker room prior to entering;
- Drivers must always wear face masks, except when driving during the race;
- In between races, Drivers must always practice physical distancing. Following their last race, Drivers are asked to leave the paddock immediately after notifying the Paddock Judge.

Morning Training

- Morning training will take place on Wednesday's and Saturday's from 6:30 a.m. to 2:30 p.m.;
- In order to control the number of participants, training slots will be limited to 50 horses per two-hour block;
- Trainers must sign-up in advance using the online sign-up tool on a first-come first-serve basis;
- Contact Dylan Allain, Assistant Race Secretary with any questions (dallain@woodbine.com).

Food & Beverage

- The Paddock Kitchen remains closed until further notice;
- All essential personnel must bring their own food and beverages if they require a meal.





PREPARING OUR FACILITIES

As we resume our operations, special attention will be given to preparing our facilities for the gradual re-introduction of employees, customers and participants to the physical workplace. This section focuses on tactics and provisions developed to create a safe workplace that prevents the spread of COVID-19 at Woodbine Racetrack and Woodbine Mohawk Park.

Additional details about how we are preparing our facilities can be found within the following documents:

- COVID-19 Cleaning & Sanitizing your Workstation Protocol
- COVID-19 Cleaning & Sanitation Procedure

Building Re-Occupancy

As operators of large facilities, we have taken a methodical approach to identifying all considerations contributing to re-occupying our physical spaces. This includes the following pre-operational checklist:

- Flush water systems in reoccupied areas;
- Ensure the viability of life safety systems;
- Assess and optimize waste management systems;
- Test and resume HVAC and mechanical systems including:
 - » Inspect and replace air filters;
 - » Check and restore operational sequences, schedules and set points modified during temporary shutdown;
 - » Implement new sequencings to optimize air quality;
 - » Flush areas to be reoccupied with fresh air;
 - » Increase outdoor air percentage circulating within facilities;
 - » Implement new schedules based on site traffic.

Supporting Mitigation Efforts

How we prepare our facilities will have a big impact on our ability to significantly reduce the likelihood of COVID-19 spreading in the workplace.

Examples of supporting mitigation efforts include:

- Deploy additional sanitation stations;
- Close or further restrict access to non-essential amenities;
- Procure hardware to reduce touchpoints such as automatic door openings and closings;
- Deploy shields and/or barriers to workspaces or applicable areas where distancing is difficult;
- Prohibit the use of common water fountains or water coolers and identify items such as microwaves that require disinfection after each use.

Enhanced Disinfection Program

While always having high standards for the cleanliness of our facilities, we are committed to going above and beyond previous disinfection programs to fight against COVID-19 and protect our employees, customers and other stakeholders.

The below tactics are in addition to previously established sanitation best practices.

- Implement the new Disinfecting Standard Operating Protocol which describes increased routine cleaning and disinfecting of all high touched surfaces.
 - » Advanced training for applicable staff on how to execute the Disinfecting Standard Operating Protocol and other proactive cleaning protocols;
- Implement Workstation Cleaning Protocol advising staff on how to sanitize workstations daily;
- Enhanced quality control for the delivery of housekeeping services;
- Engage third party support for electrostatic disinfecting services.

CONTROL ACCESS

Controlling Access to our Facilities

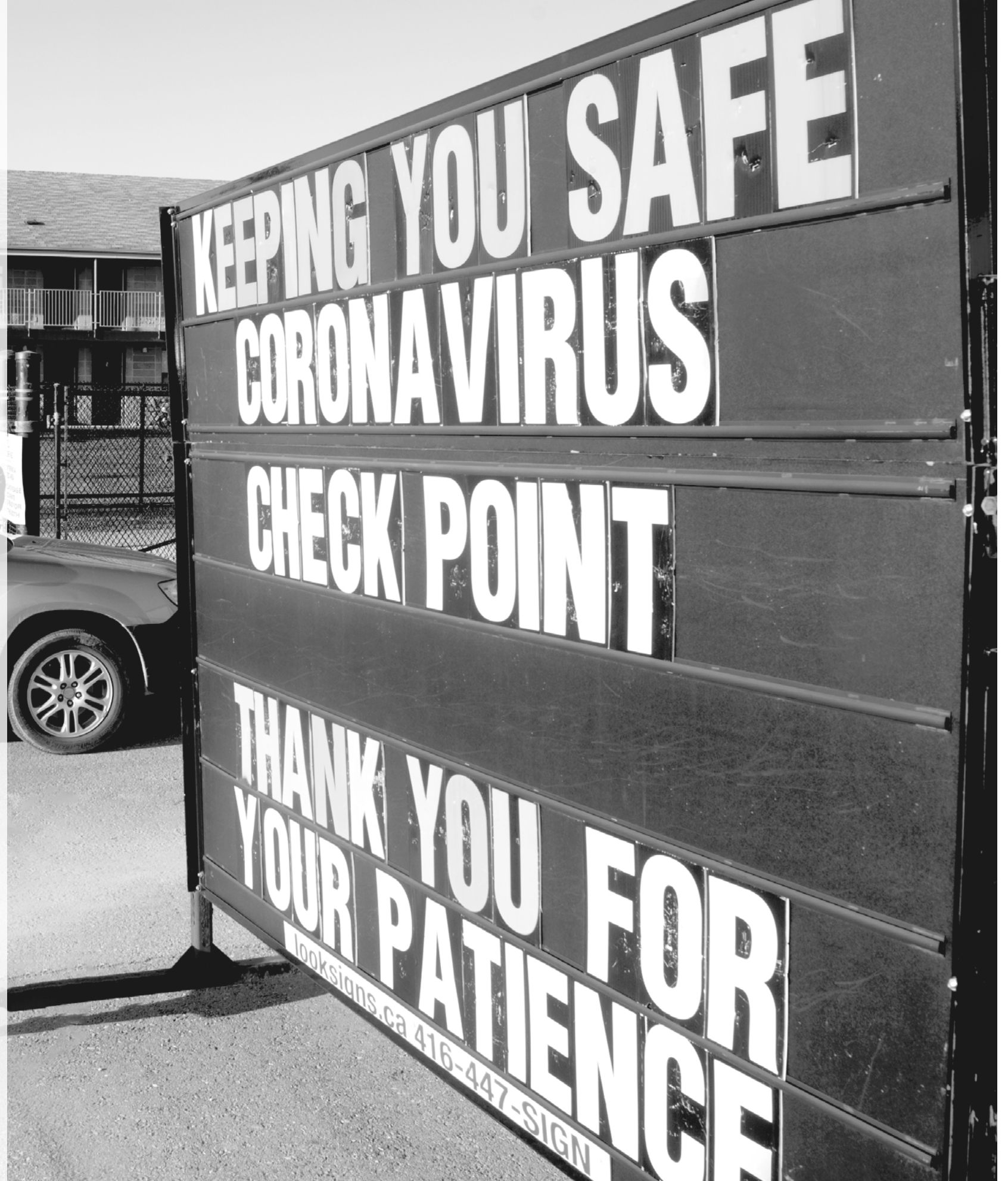
Upon temporarily closing facilities in March, Woodbine Entertainment implemented a mandatory Essential Employee Access Protocol that prevents non-essential personnel from accessing our sites. As operations resume, the company will continue to ensure only essential and required personnel have access to the sites to mitigate the ongoing risks of COVID-19 virus spread in the workplace.

This section outlines the procedures in place to prevent unauthorized access to our sites and is applicable to all employees, contractors and stakeholders.

Site Access (Key Points)

Access to Woodbine Entertainment facilities remains limited to only those performing essential duties:

- All individuals requesting access to a Woodbine facility will enter through a designated entrance and be subject to mandatory screening;
- Mandatory Screenings may include a temperature check using a no-touch thermometer administered by a trained member of our Security team and a series of questions that describe the employee's health and if the employee has recently travelled;
- Security to follow Stage One through Stage Three risk procedures should there be a need to escalate the response;
- Security will validate the employee pre-approved to access the site;
- Anyone not on the authorized list or those who may be at risk will not be granted access;
- Daily in and out privileges will be permitted, however upon re-entry, all Essential Personnel will be required to enter through the mandatory screening checkpoint;
- All Essential Personnel must show their employee I.D. badge or other applicable form of identification to confirm their identity.



CONTROL ACCESS

Employees Exposed to or Diagnosed with COVID-19

The COVID-19 Exposure or Diagnosis Response Policy outlines appropriate steps to properly assist employees who have been exposed or diagnosed with COVID-19. The policy highlights include:

- The policy is applicable to all employees, consultants, independent contractors or service providers when they are performing any work on any Woodbine Entertainment premises;
- As soon as practical, employees will contact their immediate manager or supervisor to notify of the exposure or confirmed case of COVID-19;
- The employee will be required to self-isolate for a minimum of 14 days from the latter of the last date of being symptomatic, or from the last date worked;
- If the employee is able to get tested, if the results are negative for COVID-19 and they are no longer showing symptoms, then the employee may return to work under the following considerations:
 - » The employee will be required to complete a Return to Work Questionnaire that will confirm that A) COVID-19 symptoms are not present, B) they have not been in close contact with someone who is sick or is a confirmed case of COVID-19 within the past 14 days, and C) they have not returned from travel outside of Canada in the past 14 days.

COVID-19 Leave of Absence

Employees that have been diagnosed as positive for COVID-19 or in close contact with a person who has been diagnosed positive will be required to take a leave of absence. The terms of the leave will vary between employment groups and can be found within the COVID-19 Exposure or Diagnosis Leave of Absence (LOA) Policy.

COVID-19 Exposure or Diagnosis Response

Further details about how Woodbine Entertainment will respond should a confirmed or suspected case of COVID-19 be found within one of our facilities can be found within the COVID-19 Exposure or Diagnosis Leave of Absence (LOA) Policy.

The policy highlights include:

- The policy is applicable to all employees, consultants, independent contractors or service providers when they are performing any work on any Woodbine Entertainment premises;
- Any employee who is a confirmed COVID-19 case, and/or has had direct exposure to an individual who is a confirmed case, and/or is experiencing or exhibiting COVID-19 symptoms, will not be permitted to be at any Woodbine Entertainment premises.

If the above circumstances have happened to an employee that has been on Woodbine Entertainment premises during the prior 14-day period, the following actions will take place:

- Perform contact tracing using information provided by the employee regarding their whereabouts at the workplace;
- Close applicable areas as necessary;
- Deep cleaning and disinfection of affected areas;
- Review the personal protective equipment program and ensure proper use of all necessary personal protective equipment program.

Vendor Access & Deliveries (Loading Dock Access)

Woodbine Security will monitor all delivery areas at both sites and only provide access to those suppliers who are included in the approved Vendor List as determined by the Procurement Department. No contractors, employees, or deliveries will be permitted to enter any delivery areas without security clearance.

Racing Access

For information relating to racing participants accessing the Woodbine Racetrack Backstretch or the Woodbine Mohawk Park Paddock, please see the Prepare to Race section.

- COVID-19 Prevention Policy
- COVID-19 Communicable Illness Policy
- COVID-19 Exposure or Diagnosis Response Policy
- COVID-19 Access Control & Mandatory Screening Policy
- COVID-19 PPE Policy
- COVID-19 WMP & WDB Backstretch Access Protocols
- COVID-19 Essential Personnel Access Protocol
- COVID-19 Exposure or Diagnosis Response Protocol
- Racing Protocols for Standardbred & Thoroughbred Racing





PHYSICAL DISTANCING

Physical Distancing at the Workplace

As Woodbine Entertainment resumes business operations, more employees will return to the workplace. In addition to the mandated use of Personal Protective Equipment to prevent the spread of COVID-19, physical distancing will be paramount to operating a safe facility. The information below notes some of the tactics Woodbine Entertainment will use to ensure employees, participants, and contractors remain physically distant.

Additional details regarding physical distancing, policies and protocols can be found within the following policies and protocols:

- COVID-19 Prevention at Work & Physical Distancing Guideline
- COVID-19 Working Remotely Policy
- COVID-19 Internal-Events, Meetings, & Gatherings Policy
- COVID-19 Remote Technology Access Policy
- Essential Travel Policy

Working Remotely

Pre-authorization is required to access Woodbine Entertainment facilities. As such, wherever possible, employees with the ability to work from home will do so until further notice. Employees working remotely are to use teleconferencing or platforms such as Microsoft Teams to conduct business.

Other scenarios when an employee may work from home include:

- If the employee is presumed to have, or confirmed to have, COVID-19;
- If the employee resides with a person who is quarantined due to COVID-19;
- If Woodbine Entertainment facilities operate under a partial or full shut down.

Building Access

Woodbine Entertainment will strictly enforce controlled building access at all sites. Details regarding our approach can be found in the Control Access and Preparing to Race sections.

Working On-site

Woodbine Entertainment will ensure the safety of our employees, horsepeople, and other on-site stakeholders through a conscientious approach to ensure physical distancing takes place whenever possible.

The steps Woodbine Entertainment is taking are highlighted below:

- Restrict access to shared spaces such as lounges, lunchrooms, kitchens, water coolers and photocopy rooms;
- Implement a comprehensive signage program that provides awareness and ongoing reminders around physical distancing, hand-washing, wearing personal protective equipment;
- Install Plexiglas shields where physical distancing is challenging;
- Install barriers and floor markings to direct traffic flow to help maintain a distance of at least two metres (or more) from physical distancing;
- Define the number of people that can be in one space while maintaining a distance of two metres (or more) from each other;
- Re-design break areas to support physical distancing;
- Restrict visits to the workplace by non-essential people, including supply chain partners, vendors, delivery people and others.

Employee Guidelines

Employees working on-site will follow the guidelines and procedures outlined within the **Woodbine Entertainment's Guide to Working and Racing Safely**. The additional considerations and guidelines outlined below:

- Woodbine will ask employees to consider ways to get to work that avoid crowded public transit; flexible working hours will be available to accommodate off-peak public transportation travel;
- Exercise caution with person-to-person engagements; always keep at least two metres from another person and keep in-person physical interactions brief;
- Do not shake hands and avoid unnecessary physical personal contact by greeting others from a distance with a wave or a nod;
- When possible, or as much as possible, avoid large gatherings where physical distance cannot be maintained;
- In-person meetings are currently prohibited and employees will instead use teleconferencing or platforms such as Microsoft Teams to conduct business;
- Employees are required to eat lunch and take breaks in personal workspaces rather than attending the cafeteria or communal spots.

As we continue down the path to gradually restart Woodbine Entertainment, our approach will continue to follow the guidance and instructions from national, provincial, and local governments as well as national, provincial and local health organizations, and be executed in close consultation with the Alcohol and Gaming Commission of Ontario.

Additionally, and when applicable, our approach will be coordinated with Ontario Racing to help stabilize and support the horse racing industry in our province.



NEXT STEPS

While not immediately in-scope for Phase One, this guide acknowledges the next steps as it relates to the following business areas.

Hospitality (Food & Beverage)

We very much look forward to the day when we can offer our hospitality as part of the Woodbine Entertainment experience once again. However, the safety of our employees and guests is most important. As we continue to gradually reopen our business, our hospitality leadership team will follow the latest direction from government and public health agencies.

Critical Areas for Planning and Consideration

The operational planning to gradually re-open any hospitality outlets or services must fully comply with the latest direction from government requirements and local health authorities and be focused on the following areas.

Physical Distancing Protocols

We will implement various tactics to ensure physical distancing protocols are followed. This may include, but would not be limited to, new signage, limiting capacity in certain areas, installing floor markings, new furniture layouts, back of house operations and workflow, installing plexiglass partitions and delivery management.

Cleaning, Sanitation and Disinfection

In addition to our regular thorough cleaning procedures, we will also fully clean and disinfect all areas prior to opening, enhance our sanitation program and resources appropriately, and revise our operating procedures to support an enhanced cleaning, sanitation and disinfection program and deep clean response plan.

Health and Personal Hygiene

To further reduce the risk of spreading COVID-19, we will promote hygiene best practices for guests and staff. Furthermore, appropriate staff will receive additional Safe Food Handling training.

Casino Hospitality Operations

Woodbine Entertainment is actively developing a comprehensive re-start plan of our casino hospitality operations at Woodbine and Mohawk Park. The plan will clearly define all required operating procedures in close collaboration with our casino partners and internal stakeholders.

Additional details regarding the safe operation of Woodbine Entertainment hospitality, can be found within the following documents:

- COVID-19 Cleaning & Sanitation Procedure
- COVID-19 Prevention at Work & Physical Distancing
- COVID-19 Enhanced Cleaning Program & Guidelines

Spectators

Spectators will not be allowed in Woodbine Entertainment facilities until permitted by the Provincial and Municipal Governments. Once permitted to allow spectators into our facilities, Woodbine Entertainment will apply local health authorities recommended best practices, including those relating to the following:

- Ensuring physical distancing between spectators;
- Ensuring physical distancing between spectators and employees;
- Recommending or enforcing the use of personal protective equipment including face masks;
- Performing advanced disinfection of frequently touched surfaces;
- COVID-19 checkpoints and appropriate escalation;
- Sanitation stations to complement hand-washing in thoroughly cleaned washrooms.

Our Casino Partners

We will work very closely with our on-site gaming partners to ensure all operations throughout our facilities are as safe as possible. Coordination will occur with site or regional directors of Elements Casino Mohawk and Casino Woodbine and be conducted by senior management with executive support. Examples of coordination may include:

- Establishing communal COVID-19 checkpoints for those accessing the site;
- Implementing consistent messaging through all areas of the facilities;
- Enhancing cleaning and disinfection schedules;
- Conducting risk assessment and escalation.

Woodbine Entertainment staff working within gaming areas will be supported by the same robust procedures and protocols described through this document.

Off-Track Betting

Woodbine Entertainment has approximately 50 Off-Track Betting (OTB's) parlours operating in mostly third-party establishments throughout Ontario. Woodbine Entertainment owns and operates two OTB's (WEGZ Stadium Bar, Greenwood Teletheatre) and supports the remaining through use of technology and shared marketing materials. Whenever possible, Woodbine Entertainment will ensure that OTB's are following provincial local health authority guidelines.

Document Updates

This guide is a living document that will be updated as needed. Updates will occur as described below:

- As additional or revised recommendations from national, provincial, or local government and/or health authorities are released;
- As new information and best practices become available;
- In response to de-escalation or escalation of the spread of COVID-19 within the communities we operate in;
- As restrictions are imposed or lifted.

The guide will be available to all internal stakeholders on MyWoodbine.ca and issued to external stakeholders as appropriate.





KEY LEADERS

The following Woodbine Entertainment leaders are members of the COVID-19 Task Force and available to support or clarify information within this document.

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All Standardbred and Woodbine Mohawk Park photos by Clive Cohen, New Image Media.