

GRIT

RESILIENCE

ENDURANCE



Corporate Responsibility Report

APRIL 2020 ~ MARCH 2021



WOODBINE™
ENTERTAINMENT



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ABOUT THIS REPORT

The 2020/2021 Woodbine Entertainment Corporate Responsibility Report describes our environmental, social and governance (ESG) priorities and performance across all facilities for our stakeholders during the 12-month fiscal year of April 1, 2020, to March 31, 2021.

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.

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ABOUT WOODBINE ENTERTAINMENT

Woodbine Entertainment is the largest racetrack operator in Canada. Operating like a not-for-profit corporation, without any owners or shareholders, our sole mandate is to sustain the horse racing industry in Ontario. Any profits made are re-invested into our core operations and other initiatives strategically intended to benefit and serve the industry and the tens of thousands of jobs it supports throughout the province.

In addition to owning and operating Woodbine Racetrack in Toronto (home of The Queen’s Plate) and Woodbine Mohawk Park in Milton, Woodbine Entertainment also owns and operates WEGz Stadium Bar in Vaughan, Greenwood Teletheatre in Toronto, more than 50 Champions off-track-betting locations (which exist within third-party establishments across Ontario), and HPIbet, Canada’s first legal single-event betting platform that offers horse racing from all tracks across the country and hundreds of tracks from around the world.

Woodbine Entertainment employs more than 1,500 employees and generates approximately 90% of all commerce generated in the Canadian horse racing industry. On top of managing its own operations, Woodbine Entertainment also manages all wagering operations for all Ontario racetracks and licenses HPIbet.com to all horse racing jurisdictions in Canada.

As part of its strategy of becoming a fully self-sustained organization that supports the entire horse racing industry in Ontario, Woodbine Entertainment is currently embarking on the most exciting development project in Canada that will responsibly develop the nearly 700 acres of land that surrounds Woodbine Racetrack in Rexdale and will include a brand-new casino resort with a 5,000 seat concert venue and a hotel, a new privately funded GO Station, restaurants, shops, office spaces, green spaces including sports fields, and eventually mixed-use residential housing, post-secondary institutions and athletic facilities.

Largely supported by Woodbine Entertainment, Canada’s horse racing industry generates approximately 50,000 full-time equivalent jobs across rural and urban Canada and contributes \$5.6 billion annually to the national economy. The production, care and racing of horses has economic benefits flowing through several sectors including agriculture, entertainment, tourism, manufacturing and gaming.

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 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.

OUR VALUES

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




2020/21 HIGHLIGHTS

2020/21 HIGHLIGHTS

- + Continued the tradition of the longest continually-run horse race in North America with the 161st running of The Queen's Plate, alongside a new COVID-19-safe celebration, QP@Home.
- + Successfully launched Mohawk Million, a brand-new race with a purse of \$1 million, for two-year-old trotters.
- + Introduced the Heritage Stakes Series for Ontario-sired horses, supporting the local breeding industry with eight additional Thoroughbred stakes race opportunities.
- + Initiated a new vision for the 684-acre property development at Woodbine Racetrack, enabling plans and negotiations with Metrolinx to move forward with the development of a new transit station in the underserved Rexdale area.
- + Rallied the horse racing industry and led the advancement of conversations and advocacy on single sports wagering and historical horse racing at the federal level.
- + Launched Dark Horse Bets, a mobile application featuring advanced artificial intelligence designed to make wagering easier to understand and enjoyable for the next generation of fans.
- + Launched a two-hour, prime time weekly TSN show, "Racing Night Live," to feature both live Thoroughbred and Standardbred races. In 2020, The show cumulatively reached more than 2.4 million viewers, showcasing racing to a new audience.

2020/21 CORPORATE RESPONSIBILITY HIGHLIGHTS

- + Initiated a focus on Diversity, Equity, Inclusion & Belonging that was approved by the Board of Directors. Planning and execution will begin in 2021.
- + Received the Imagine Canada Caring Company designation, surpassing the 1% minimum community investment requirement with an achievement of 3%, including both financial and in-kind donations.
- + Expanded the role of the Environment & Sustainability Committee to include representation from across the organization, to broaden the scope of green, environmental and sustainability efforts organization-wide.
- + Unveiled the Woodbine Entertainment Inspiration Hub at Humber College to mark a renewed financial commitment that will culminate in a 50-year partnership.
- + Donated more than fifteen thousand pounds of food to the Daily Bread, SEVA and Vaughan food banks.



“We, as an organization, have taken responsibility and recognized our own fiduciary duty to be resilient, to protect this industry, to safeguard and build a stronger future for all the people involved in horse racing and the generations to follow.”

LEADERSHIP MESSAGE

2020 will forever be a year to remember; what did it mean to Woodbine?

Reflecting on Woodbine’s pandemic year is complex. Our business, rooted in horse racing and equine athletes who have unique health and care requirements, as well as our hospitality properties, came to a full stop in March 2020. We have a deep understanding of our responsibility as a corporation that serves a large employee base in the province and supports an industry of 25,000 individuals who rely on us to keep horse racing going. I’m proud to say that faced with seemingly insurmountable challenges, Woodbine demonstrated remarkable resilience, grit and endurance.

How did you prioritize and what did you focus on?

The health and safety of our people and our athletes is our number one priority. So on March 11, 2020, we made the first of many tough decisions that year: Woodbine shut down racing and its hospitality services. To soften the economic impact of this decision, we approached the Alcohol and Gaming Commission of Ontario (AGCO) and requested that some of the purse monies that would not be earned go towards supporting industry families and their horses, which was approved and then administered through Ontario Racing.

We facilitated a lightning-speed pivot for IT services to enable employees to work from home; made difficult personnel decisions; and provided support to over 1,500 horses living on the Woodbine backstretch, as well as 1,200 trainers and caregivers who required enhanced safety measures. We took guidance from the William Osler Health System and worked diligently to comply with new safety protocols. As a result, there was zero transmission of COVID-19 on the backstretch in 2020.

This not only got racing up and running safely in early June 2020 at both of our racetracks, but it also demonstrated true leadership in how we operated.

What did you do new and differently?

Woodbine was a pioneer in broadcasting live sports in a COVID-19 environment, establishing protocols and procedures for the weekly TSN broadcast “Racing Night Live,” which were subsequently shared with other broadcasters.

Woodbine’s business also experienced a digital transformation. Our existing online wagering platform, HPIbet, allowed us to bring in new revenue in 2020 while our in-person operation was shut down; this was instrumental in keeping the horse racing industry alive. We also fully launched Dark Horse, a mobile application that co-exists with HPIbet. It provides a more streamlined and exciting online wagering experience that will help position us as a strong competitor on the global wagering stage.

Last but not least, the Woodbine Districts property development planning continues. The 684-acre parcel of land is like no other in its size, location and potential. We’ve sharpened our vision of what a sustainable and inclusive community looks like and we are committed to creating a place where people come to work, live, play and learn about horses, and where people also have access to convenient, connected public transportation.

Your thoughts on the future?

With all the changes this year — the starts, the stops, the challenges and the successes — the one thing we hope for is to have our people back at work and our guests back at the track enjoying our hospitality services.

Thank you for taking the time to read our 2020–2021 Corporate Responsibility Report.

See you soon,



Jim Lawson
CEO, Woodbine Entertainment Group

Christine Magee, Chair of the Board for Woodbine Entertainment, is interviewed by Zenia Wadhvani, Director of Corporate Citizenship, on the organization's 2020 commitments, advancements and vision for a new sustainable community.



Horse racing was the first sport to be reinstated in phase one of the province's re-opening. What does this mean for Woodbine going forward?

Ongoing communication with the Premier's and Mayor's offices about our health and safety efforts and the sheer number of people dependent on us for employment was, in large part, why the Province announced that horse racing was included in the first phase of re-opening. Responding quickly to establish the proper and comprehensive health and safety protocols, we were excited to start up horseracing at Woodbine, with an exciting Queen's Plate program, and racing at Woodbine Mohawk Park until late December. This clearly demonstrates Woodbine's agility to adapt to and address any challenges and circumstances that arise and illustrates that Woodbine prioritizes the health and safety of our people and our equine athletes, through collaboration and hard work to keep our doors open serving the broader industry and community of horse racing alike.

What role did technology and innovation play in how Woodbine survived a year where hospitality revenue ground to a halt?

It was clear before the pandemic that Woodbine would need to innovate in order to compete with the rest of the sports and entertainment world. Through capital investment over the last five years, we were able to expand our digital wagering offering with HPIbet, and more recently with the launch Dark Horse Bets. These secure platforms allow guests to experience horse racing anywhere they choose.

HPIbet in particular saved Woodbine and the industry from financial catastrophe and both are exciting steps towards competing on the growing global stage of sports wagering.

How does the vision of the property development at Woodbine Racetrack align with our ESG strategy?

The vision of Woodbine Districts as a thriving community that benefits the various stakeholders and partners of this project will help drive Woodbine's overall ESG strategy. One is a property development, the other is a business, but they are interconnected in how they share the same ESG values and Woodbine's unwavering core mission of sustaining the horse racing industry and the livelihoods of tens of thousands of people across the province.

There is a substantial capital investment required for the vision of the property development to come to life. Why do you think this would be an attractive opportunity for investors?

The investor checklist is evolving as they evaluate this type of potential investment. They want to know how mixed-income housing and long-term resilience of the property and its infrastructure will be addressed. For instance, will the development ultimately bring greater economic development and facilities such as improved transportation to the area of Rexdale? Yes, the 30-year vision for Woodbine Districts absolutely ticks off all of these boxes and that will result in a sustainable, thriving and inclusive community.



OUR COVID-19 RESPONSE

Our highest priority is the safety of our employees and equine athletes. Our response to COVID-19 was guided by Dr. Omolayomi Akinremi and Michelle DiEmanuele, advisors to the Woodbine Entertainment Group's COVID-19 Health & Safety Committee, which led and managed all pandemic-related matters and prevention strategies.

Ongoing and frequent communication and direction by the Ministry of Labour also helped ensure essential workplaces remained safe for all team members and stakeholders.

These practices, along with the commitment of employees and all on-site personnel, resulted in the successful re-start of several restaurants and casino areas.



SHOWING RESILIENCE & LEADERSHIP THROUGH COVID-19

Woodbine developed a comprehensive guide in advance of racing re-starting to help keep participants and staff safe. The guide was further developed to safely welcome limited guests to our venues as government-imposed restrictions were eased.

These new policies and procedures were supported through new communications that included weekly updates distributed to Standardbred and Thoroughbred stakeholders.

These practices, along with the commitment of employees and all on-site personnel, resulted in the successful re-start of several restaurants and casino areas when they reopened. Responsive and comprehensive planning, and continuous engagement with health officials, the Province and the City of Toronto, also contributed to horse racing being named as the first professional sport in Canada allowed to operate since pandemic closures. Additionally, Woodbine shared its protocols across Ontario and Canada, with the Thoroughbred Racing Associations of North America and with most racetracks in the U.S.

Other measures that we implemented as part of our COVID-19 response included the following:

- + Rigorous health and safety protocols and on-site screening of 800–1,000 essential workers every day to allow them to provide essential care to approximately 1,200–1,700 horses on the backstretch.
- + Dormitory protocols serving 300 people that live on-site during racing season (100 people off-season).
- + Allowing horses from the U.S. to be shipped and boarded on-site and race without their trainers, jockeys or owners, who trusted Woodbine to care for their animals.
- + A food and care program to support dormitory residents who required self-isolation due to exposure risks.
- + Continued comprehensive contact tracing efforts that successfully mitigated further exposure risks across our properties.
- + Creation of an action-oriented COVID-19 Health & Safety Committee, composed of cross-functional senior leadership members whose primary role is to monitor all pandemic-related risks and develop critical safety protocols and guidelines to help keep all stakeholders safe.



BUSINESS TRANSFORMATION

The following strategic imperatives were established to drive growth and sustainable success from 2020 onwards, and were influenced by factors including a changing workforce, the evolution of technology and its impact on the sports wagering landscape, and the long-term viability of the horse racing industry in Ontario.

Transformation Pillars

- + **Core Business Transformation.** Grow our business, reduce operating costs and increase delivery efficiency.
- + **Legalized Sports Betting.** Actively participate in the legalization of sports betting in Canada.
- + **Optimal Land Development.** Transform Woodbine's real estate assets to generate long-term revenue streams consistent with fulfilling our mandate to support horse racing in Ontario.
- + **Relaunch the Woodbine Culture.** Invest in our people to drive our business transformation and support future success while considering the impacts that COVID-19 has had on our business.

Core Business Transformation Strategies

- + **Recover, Reset, Grow.** Reset our baseline and re-evaluate our workforce, guest engagement and internal practices.
- + **Right Sizing Racing.** Support the foundation of horse racing in Ontario, grow our business and reduce costs.
- + **Nurture the New Wagerer and Grow All Sources of Wagering.** Focus on new horse-player recruitment for our future wagering growth.
- + **Optimize for Growth.** Align memorable guest experiences with digital engagement and revenue growth.
- + **Default to Digital.** Expand digital products and new opportunities to deliver a better user experience.



GOVERNANCE & CORPORATE RESPONSIBILITY

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

GOVERNANCE

Responsibility for risk management for the company and compliance oversight with respect to our overall operations rests with our Board of Directors. At the time of publication, the Board is composed of 12 members: 10 men and 2 women. Our Chair is independent (not an executive officer), and our Board includes six committees: Governance and Compliance; Pension, Human Resources and Compensation; Audit; Thoroughbred Racing; Standardbred Racing; and the newly created Board-led Property Development Committee.

The Chief Development Officer leads the directives related to the property development project set out by Woodbine Entertainment Group’s Board of Directors, along with our Chief Executive Officer. The Property Development Committee provides guidance and feedback to the Chief Executive Officer and Chief Development Officer on approach, options and high-level issues that deal with topics such as affordability and sustainability. This ensures Board alignment at the community engagement stage, and also ensures the Board as a whole is committed to the overarching corporate ESG strategy to which the vision of the development is deeply connected. Our ESG strategy will help guide the stewardship of the land and the implied considerations and decisions that accompany that responsibility, such as those relating to inclusive and affordable housing, accessibility, and long-term resilience of the property and the infrastructure.

GOVERNANCE HIGHLIGHTS

- + Corporate Governance Documentation: We are committed to transparency of our corporate governance. In keeping with this view, we have created a suite of documented governance guidelines and committee charters that are available to review on our website.
- + Board Membership: We are also committed to ensuring that our Board of Directors is composed of members who are best able to position Woodbine for the future; therefore, we have policies relating to director competencies as well as term limits on Board positions. To attract individuals with a broad range of skills and areas of expertise, we offer remuneration for Board positions.

KEY PILLARS & PRIORITIES

As our business and industry face different challenges and opportunities from year to year, we will be guided by our strategic imperatives and by addressing the issues that matter most to our organization and our stakeholders. This is the lens through which our people work, how we conduct ourselves in our community and how we will sustain growth in the sport of horse racing and wagering:

SOCIAL RESPONSIBILITY

- + For the Love of Horses
- + Responsible Gambling
- + Vibrant & Connected Communities
- + Diversity, Equity, Inclusion & Belonging
- + Cyber Risk Management



PEOPLE & CULTURE

- + Health & Safety
- + Employment
- + Engagement
- + Learning & Development



OUR FOOTPRINT

- + Energy
- + Emissions & Waste
- + Water





ENGAGING OUR STAKEHOLDERS

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

To ensure our level of engagement with key stakeholders remains robust, in 2020–2021 we introduced the following new ways of communicating:

- + Overall increased frequency and engagement methods through remote, recorded and playback messages that involve senior leadership town hall-style sessions featuring CEO Jim Lawson are regularly scheduled where employees are able to ask any question and receive a response in real time.
- + Enhanced horse person communications through centralizing distribution, optimizing frequency and improving response time.
- + The table on the following page 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 were 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	Weekly

COMMUNITY GROUPS

Meeting with all charitable and community partners	Annually
Employees volunteering on community boards	By Invitation
Partner agencies invited to attend Woodbine Entertainment fundraising events	Annually
HR employees participating in community career fairs	Annually
Employees attending community events	By Invitation

CUSTOMERS

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 & Woodbine Mohawk Park	Regularly
Focus groups and qualitative research studies	As Needed

CONTRACTORS, SUPPLIERS & BUSINESS PARTNERS

Meetings to review contracts	Annually
Meetings prior to large events	Weekly
Meetings with development partners	Continuously

SPONSORS

Meetings to review contracts	Annually
Invited to attend media events at racetracks	Quarterly
Customer Service Desk	Daily

HORSE COMMUNITY

Communications with horse persons	Daily
Attendance at industry association meetings	Quarterly
Communications with horse industry associations	Daily

INDUSTRY ALLIANCES

The Global Tote (pari-mutuel betting system)	Regularly
World Lottery Association (WLA)	Regularly

MEDIA

Interviews	Continuously
Press releases	Weekly
Media events	Quarterly

GOVERNMENT/REGULATORS/LOCAL AUTHORITIES

Meetings	Monthly
Lobbying	Quarterly



SOCIAL RESPONSIBILITY

Investing in the health and wellbeing of our people, the members of the communities in which we operate, and those connected to the horse racing and equine industry is deeply connected to who we are as a company.

Through programs that instill a sense of caring and belonging, Woodbine not only impacts the lives of others, but instills a sense of purpose into our culture where our employees understand that they are part of something special. This in turn creates a dedicated workforce that elevates our business and makes us stronger and more resilient in the long term.

We implement the highest standards for a safe environment for both horses and humans.



FOR THE LOVE OF HORSES

The welfare of our equine athletes has always been a top priority, and we approach the care of the horses that stable and race at our facilities. We implement the highest standards for a safe environment for both horses and humans, positioning Woodbine as an industry leader. As a result, we are often called upon to share our best practices not only in Ontario and across Canada, but also across North America.

In conjunction with the horse racing regulators, we promote safety and integrity in the sport. Other efforts that supported animal welfare and a safe racing environment in 2020 included:

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

We received an increase of close to 30% in Thoroughbred stall applications for the 2020–2021 race season, which was unusual given the historical challenge of adequate horse supply. This demand in an uncharacteristic year demonstrates our reputation as a world-class horse racing organization.

We aim to provide a positive gaming experience at all of our venues and for all of our customers.



RESPONSIBLE GAMBLING

We aim 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 where all wagering pages have direct links to the ConnexOntario website, which provides problem gambling services to Ontario residents and is supported by the Responsible Gambling Council (RGC).

This initiative provides individuals with important information regarding safe betting practices, risk factors and signs of problem gambling behaviour, and helpline information for anyone concerned about their or someone else's gambling.

To help customers stay within reasonable wagering limits, Woodbine places deposit thresholds when new accounts are created so individuals do not deposit excessive funds; these thresholds can only be opened up after a certain period of time. Additionally, customers have the ability to set limits on their own deposits, which cannot be changed until certain conditions are met. If attempts are made to deposit funds beyond the deposit limit, the customer is notified that they have reached their deposit limit and the transaction is rejected.

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

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

Additionally:

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

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

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

We are a company that fosters excellence and leadership in corporate citizenship.



VIBRANT & CONNECTED COMMUNITIES

As a company that fosters excellence and leadership in corporate citizenship, we adjusted to the pandemic by honouring most of our financial commitments as well as several in-kind contributions. As an Imagine Canada Caring Company, not only did we maintain our status by donating the minimum required 1% of pre-tax profits, we exceeded this threshold by donating 3%.

The following is a summary of our community investment initiatives for the past fiscal year:

- + Recommitted to our longstanding partnership with Humber College with the signing of another three-year commitment of \$20,000 annually. This will culminate in marking a 50-year relationship that has been recognized through a naming opportunity: the Woodbine Entertainment Inspiration Hub in the Barrett Centre for Technology Innovation.
- + Donated over 15,000 lbs of food to the Daily Bread Food Bank, the SEVA Food Bank and the Vaughan Food Bank, feeding thousands of families.
- + Enabled a social media “takeover” by Trust 15, a non-profit organization that provides mentorship and growth to youth in Rexdale. On July 22, hosted by Tracy Moore from Cityline, the takeover shared stories by Trust 15’s executive director, Marcia Brown, and her team.
- + The Woodbine Cares Community Investment Program invested micro-funds in the following organizations and initiatives:
 - » Albion Neighbourhood Services – Virtual Holidays
 - » Community Association for Riders with Disabilities – Help our Herd
 - » Community Living North Halton – Christmas Dinner on your Own
 - » Ernestine’s Women’s Shelter – Transitional Housing & Outreach Program
 - » Food4Kids Halton
 - » Good Shepherd Ministries – Meals to Go
 - » Halton’s Women’s Place – Safe Shelter Program
 - » Pathways to Education & Rexdale Community Health Centre – Digital Learning Capacity Development
 - » Peel Children’s Aid Foundation – Skills for Success
 - » SEVA Food Bank – Covid-19 Expansion of Food Delivery
 - » Sunrise Therapeutic Riding & Learning Centre – Happy Horses
 - » Trust15 – Virtual Winter Program
 - » Youth Without Shelter – Emergency Residential Program

We will continue our contribution towards making a positive difference in the lives of community members and supporting an end to gender-based violence.



ONE OF OUR INVESTMENTS: ENDING GENDER-BASED VIOLENCE

Ernestine's Women's Shelter

Ernestine's Women's Shelter is a 32-bed emergency Violence Against Women (VAW) shelter that provides support and shelter for women and children escaping violence, with facilities that accommodate temporary housing from six months to more than one year, until more permanent housing is found.

Woodbine is proud to be a supporter of Ernestine's Women's Shelter and the 10-year relationship continues to grow stronger each year. The pandemic was, and continues to be, a period when community service agencies as well as businesses of all sizes feel financially vulnerable; however, Woodbine's continues to support the shelter to help break the cycle of violence against women and their children.

In addition to shelter clients, Ernestine's supports more than 400 women and children from across the GTA through their outreach program, providing a range of holistic services, including 24-hour crisis assistance; individual and group-based counselling support; child and youth programs and food bank support; as well as legal, housing and immigration support and advocacy.

Our support for this essential community agency takes many different forms. In addition to providing Ernestine's with the resources to continue delivering life-changing and life-saving programs to women and children fleeing abuse, we share information through our vast network to help raise awareness about gender-based violence, Ernestine's services and programs in the community about early intervention and crisis and violence prevention. Financially, Woodbine has supported Ernestine's through vital sponsorships as well as volunteer engagements at (pre-pandemic) events like the shelter's annual Winterfest at the Woodbine Centre's Fantasy Fair and its annual Back-To-School BBQ.

The impacts of this partnership are felt by Ernestine's and their clients. Ernestine's 2019 Elder Abuse Awareness Program saw the support of seniors through educational workshops on topics such as self-care, gender-based violence, elder abuse and healthy relationships. The result was a sense of community and togetherness, and a decrease in isolation among the participating women. This year, Woodbine supported Ernestine's Transitional Housing & Outreach Program, which supported senior women and women with precarious status and provided programs and services to outreach clients to help them heal from their trauma and provide them with the resources, skills and knowledge to successfully break the cycle of violence and lead lives free from abuse.

We will continue our contribution towards making a positive difference in the lives of community members and supporting an end to gender-based violence.

We will use these recent insights to inform our future partnerships, so our people have meaningful opportunities to give back to their community.



DIVERSITY, EQUITY, INCLUSION & BELONGING

While a positive culture has always been an important part of working at Woodbine and has contributed significantly to our prior Great Places to Work scores, the topic of diversity, equity, inclusion and belonging was recognized in 2020 as an area that required a new approach and increased attention.

The Board was presented with the following commitment by senior leadership:

- ✦ Serving as an example to the horse racing industry, Woodbine Entertainment is a workplace that demonstrates a strong commitment to advance, nurture and sustain a wholistic culture of diversity, equity, inclusion and belonging.

Our efforts include awareness building, data gathering and most importantly, employee engagement, to understand what matters most to our workforce. We will also use these recent insights to inform our future partnerships, so our people have meaningful opportunities to give back to their community. Our policies and initiatives relating to diversity, equity, inclusion and belonging will be publicly available in 2021.

Despite having fewer races and opportunities to wager due to mandatory COVID-19 restrictions, online wagering transactions doubled in Woodbine-supported jurisdictions.



CYBER RISK MANAGEMENT

Accompanying this unprecedented volume of online wagering is the urgency to direct our attention towards protecting our business and our customers from cyberattacks.

We introduced the following measures in 2020 to understand our customer better and prevent catastrophic breaches:

- ✦ Enhanced two-factor authentication to reduce exposure and threats such as money-laundering, identity fraud and phishing both internally and for customers.
- ✦ Timestamping last login and location for customers to identify any fraudulent activity on their account.
- ✦ Enhanced reporting that provides visibility into customer transactions and flags anomalies in user data and customer profiles (e.g. a spike in a customer's betting threshold).
- ✦ Robust, manual "Know Your Customer" process for those customers who don't want to scan their driver's license but are still required to validate their identity before wagering.

We also joined the World TOTE Association, a global horse racing group that shares regulatory information among members to help monitor, manage and control the new standards, fraud issues and complexities of the flow of cash across multiple jurisdictions as racing becomes increasingly global.

Innovation can create new experiences for the next generation of horse and horse racing enthusiasts.



INNOVATION & TECHNOLOGY

Our investment in technology and innovation in the years leading up to 2020 proved to be a key driver in the survival and success of not only our business during the pandemic, but also most of the other horse racing and wagering jurisdictions in North America.

- + The continual shift to online wagering, with a touch of acceleration, was the lifeblood of an industry that only a few years ago was mostly dependent on live events to generate revenue.
- + The launch of Dark Horse Bets, in June 2020 simplifies the online wagering process and allows customers to stream, watch and participate in horse racing on their mobile phones, an experience designed to engage a new and younger demographic in horseracing.
- + The sustainability of horse racing is closely linked to our commitment to innovation and will continue to drive Woodbine's business by enabling us to compete in new markets and new product opportunities when they arise. Woodbine is working on ownership models that will allow racing fans and horse lovers to own micro shares of Canadian Thoroughbred racehorses; this is an example of how innovation can create new experiences for the next generation of horse and horse racing enthusiasts.
- + With the approval of Bill C-218 in June 2021 that will legalize single-event sport gambling in Canada, there will be significant opportunity to compete for market share in the wagering sector. This is yet another reason that digital innovation must be included as a strategic imperative.



PEOPLE & CULTURE

The commitment and passion that our employees bring to work every day is a big reason why Woodbine and Woodbine Mohawk Park is the premier destination for horse racing. By prioritizing our people and ensuring their safety and wellbeing, we create a connected culture that helps us drive the business forward.

We invested in and leveraged new technology to enhance our communication tools, ensuring employee engagement was immediate and robust, and that employment relationships remained intact for when employment resumes.



HEALTH & SAFETY

The health and safety of employees is our utmost priority and in a year of uncertainty, it was important that we prioritize not only the physical, but also the financial, health and safety of our people due to concerns about job security.

To prevent COVID-19 transmission, we maintained frequent and open communications with Public Health to receive the most up-to-date information, then shared that with our workforce. It was a complex process to navigate with unique safety measures: in many respects, we operate not only as a business with people working in offices, but as a farm, with people tending to animals who require special care and attention.

Communicating with the unions, public health and employees as the biggest stakeholder was key, as was using targeted communications through a variety of channels including Facebook and working as a team to reach groups like the hospitality workforce. We invested in and leveraged new technology to enhance our communication tools, ensuring employee engagement was immediate and robust, and that employment relationships remained intact for when employment resumes.

Actions that the company took in 2020 to support the health and safety of our employees, whether they remained working on site, returned to work or started working at Woodbine, included the following:

- + **Creating the COVID-19 Health & Safety Committee.** The purpose of the COVID-19 Committee is to ensure that the re-opening of sites/facilities and operations, and the maintenance going forward, are done with the utmost care for with the health and welfare of all people who are physically on-site.
- + **Creating 19 COVID-19 safety documents consisting of policies, protocols and guidelines for the employees and horse community.** Additionally, we created department specific protocols to ensure departments like Security and Racing had clear processes in place, ensuring the safety of all.
- + **Creating a thorough Onboarding and Reboarding training program for employees working on-site, and another for employees working remotely.** These programs provided education and background on our COVID-19 policies and protocols to help employees feel safe and included at work.

We made many difficult decisions that impacted our employee population through downsizing, COVID-19 leaves and layoffs. The financial health of our employees was always part of the decision-making process when making these workforce changes. We always asked the question, “What would benefit our employees the most?” in an effort to keep employee benefits intact while also using government programming.

In keeping with the employee-first approach, Woodbine believed that in a time when people were placing themselves at risk, they deserved to be rewarded. Salary increases for union and non-union employees were maintained, although, along with incentives, they were reduced compared to pre-pandemic levels. We also issued a pandemic incentive to recognize employees who were working on the front line, such as the security and cleaning teams who went above and beyond their duty doing work that was sometimes reactive and sometimes out of scope.

HEALTH AND WELLNESS

As we prepare for the future of work, we take careful note of overwhelming data that shows the extent to which individuals are experiencing conditions like burnout and mental health challenges. There are consequences for both the individual (declining mental health) and the organization (absenteeism, presenteeism). We are committed to supporting our people by offering flexible work conditions and wellness programs to ensure we have a healthy and safe place where people want to work.

Employee-led programs are one way for our workforce to learn about and understand how to cope with mental health challenges that they, their families or their colleagues may be facing. The idea for our first-ever book club was sparked by the SVP People Experience and the Wellness Coordinator who both learned a great deal from a trending book on the topic of burnout and stress. Using the best-selling book as a starting point, they held an intimate and powerful lunch and learn session that focused on identifying some of the causes of burnout and offering coping strategies to empower attendees to create positive change in their lives. The session also provided an opportunity for attendees to share their experiences about the pandemic’s impact on their lives and offer their insights to support their peers. The session was a resounding success and led to requests for more lunch and learn sessions on burnout and other wellness topics.

Priorities in 2020–2021 and over the next few years aim to support our business transformation. This will require considerable change management, a workforce strategy for a different kind of workplace when people are back, and a constantly evolving people strategy that aligns with a renewed and re-envisioned culture. It will be an ongoing practice to understand if and where the cracks exist in our foundation and to repair them through engagement, listening and action.

EMPLOYMENT

Total HR Active as at March 31, 2021

Employee Status	Count	% of Total	Count (M)	% Male (row)	Count (F)	% Female (row)
Full Time	998	67.57%	533	53.41%	465	46.59%
Part Time	267	18.09%	112	41.95%	155	58.05%
Casual	212	14.35%	117	55.19%	95	44.81%
Total	1477	100%	762	51.69%	715	48.41%

Total Employees with IDEL* Records (April 1, 2020–March 31, 2021)

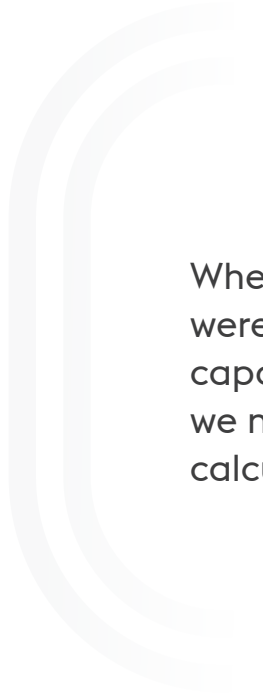
Employee Status	IDEL /Count	% of Total	Count (M)	% Male (row)	Count (F)	% Female (row)
Full Time	747	72.38%	386	51.61%	361	48.33%
Part Time	127	12.31%	53	41.73%	74	58.27%
Casual	158	15.31%	79	50%	79	50%
Total	1032	100%	518	50.19%	514	49.81%

*Infectious Disease Emergency Leave



OUR FOOTPRINT

Our environmental footprint and targets related to waste diversion, greenhouse gas emissions and energy consumption remain a priority, especially as the planning and envisioning advances for the Woodbine Districts development. Despite pauses in 2020 of our three-year action plan due to COVID-19 related priorities, we remain committed to decreasing our environmental impacts as we expand our physical footprint. Woodbine did, however, reach achievements in other areas and we can focus on these to inform our efforts moving forward.



Where traditionally decisions were based primarily on hardware capabilities and processing ability, we now consider energy consumption calculations and the effect on costs.



ENERGY

Our energy consumption improved in 2020, due to overall decreases in heating, water and electricity usage because of our workforce moving to a fully virtual office model, and due to a major initiative to migrate all of our digital data centres from those with large servers – and footprints – to a virtual (cloud) environment.

A cloud environment demands a much lower direct consumption of energy, whether that means heating, cooling, water or electricity, resulting in a much smaller environmental footprint. It also allows us to assign as much processing power to our systems as we need instead of running at full capacity 100% of the time.

When we see a jump in online wagering activity, for instance, we can quickly increase the capacity in our systems, and then reduce the power – and our footprint – when these volumes decline. Where traditionally decisions were based primarily on hardware capabilities and processing ability, we now consider energy consumption calculations and the effect on costs. This is an example of the changing way we approach the business case for new systems throughout our operations.

District Energy Systems are networks of hot and cold-water pipes, typically buried underground, that are used to efficiently heat and cool buildings, using less energy than if the individual buildings were each to have their own boilers and chillers.



PLANNING FOR A GREEN FUTURE

Early planning and collaboration with government partners and experts in sustainable development will allow us to build low-carbon future-proof infrastructure; improve water quantity, quality and control; enhance plantings; and improve air quality and solid waste systems.

The following are sustainable solutions currently in the exploration and planning phase:

- + **District Energy Systems:** The District Energy project is proposed for a number of different neighbourhoods, that currently include the residential village neighbourhood within the Masterplan, life science/technology neighbourhood, the parks neighbourhood, the station neighbourhood, and the east neighbourhood, in an area totalling 330 buildable acres. District Energy Systems are networks of hot and cold-water pipes, typically buried underground, that are used to efficiently heat and cool buildings, using less energy than if the individual buildings were each to have their own boilers and chillers. It also 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.
- + **Stormwater Diversion, Controls, and Reuse:** Enhanced stormwater management (SWM) is a new opportunity for Woodbine to include lot-level SWM quantity controls as well as a new SWM pond for quality control. Other methods to filter and reuse water are other possibilities. There is a complex system of quality control ponds proposed in the northwest and southwest along with low impact development (LID) treatments throughout the area.
- + **Mobility Solutions:** We are exploring ways to create alternative methods for members of the community to get from Point A to Point B such as biking, walking, shuttles and potentially autonomous vehicles to help reduce car volumes and associated emissions. Proposed systems are electric.
- + **Wireless Technology:** Continued migration to wireless network topology, including 5G, resulting in a reduction of physical copper wiring throughout our grandstands and Woodbine properties.

The following are additional energy reduction projects at Woodbine completed in 2020:

- + We installed LED lighting at the Mohawk parking lot which included new pole and foundation replacement, funded through the Energy Retrofit Program.
- + With the migration of key technology platforms to SAS (Software as a Service), Woodbine has been able to shut down several key processing systems including legacy mainframe servers resulting in an overall reduction in energy consumption.
- + Feasibility studies were conducted for site-wide district energy and site-wide solar. In addition, a site-wide resiliency and smart mobility plan was created and will inform development plans as they move forward.

A project involving energy storage (i.e., batteries) to reduce peak demand power and diesel fuel consumption was planned for construction in 2020; however, plans were disrupted due to the pandemic. We plan to move forward with this program.

ENVIRONMENTAL CHART FY21

(April 1, 2020 – March 31, 2021)

OUR ENVIRONMENTAL RESPONSIBILITY				
	2018/2019	2019/2020	2020/2021	Unit
Direct Energy Consumption by Primary Source				
Natural Gas	116,732	107,988	71,078	GJ
Indirect Energy Consumption by Primary Source				
Electricity	136,906	138,779	94,408	GJ
Total Water/Sewage Withdrawal				
Surface Water	498,004	349,597	425,564	M3
Ground Water	87,227	138,100	68,977	M3
Total	585,231	487,697	494,541	M3
Total Weight of Non-Hazardous Waste				
Total Waste	2982	3143	712	MT
Total Recycled	947	840	142	MT
Total Disposed	0	0	0	MT
Total Reused	2035	2303	570	MT
Total Recycled Organic Waste	310	255	7	MT
Total	6,274	6,541	1,431	MT
Total Weight of Hazardous Waste				
Recycled Electronics	4012	935	0	kg
Recycled Batteries	0	619	0	kg
Total	4012	1554	0	kg
Total Indirect/Direct Greenhouse Gas Emissions by Weight				
Facility Energy & Electricity (Indirect)	1569	2968	2019	tCO2e
Natural Gas (Direct)	5906	5328	3507	tCO2e
Fleet & Other Equipment (Direct)	657	1007	565	tCO2e
Total	8132	9303	6091	tCO2e

We draw surface water from the municipality for the Woodbine Grandstand and Table, WEGZ & Greenwood.



ECONOMIC DEVELOPMENT

The development of 684 acres of underutilized lands is expected to support our core mission: to create and sustain the horse racing industry and equestrian community in Ontario and the 25,000+ related jobs across the province.

The negotiations with Metrolinx that would provide the transit connection, not only for Woodbine as a destination, but for all of northwest Toronto - an area that is underserved by transit - is a key piece of advancing the vision.



THE VISION & PLANNING OF A SUSTAINABLE WOODBINE COMMUNITY

The potential benefits include 30,000 units of mixed-income housing that could house up to 50,000 people; 13 million sq. ft. of commercial space that can provide upwards of 25,000 jobs; 73 acres of new parks, open spaces and naturalized water elements, horse and Woodbine employee facilities; and other elements that create a vibrant district.

In addition to Board support of the vision, as a long-term, phased project, the property development requires extensive engagement with multiple stakeholders - from the City of Toronto for new planning permissions, investors and suppliers, to the surrounding community and its residents and businesses - as Woodbine builds out this 25-year-and-beyond plan.

The negotiations with Metrolinx that would provide the transit connection, not only for Woodbine as a destination, but for all of northwest Toronto - an area that is underserved by transit - is a key piece of advancing the vision. This station would then connect Waterloo, Kitchener, Guelph and Brampton into Union Station, with the potential to create a transfer station to Pearson Airport.

A development that includes mixed-use and mixed-income housing is a significant step towards creating an inclusive community. There are opportunities to provide housing for seniors, for students and faculty from nearby Humber College, and for Etobicoke Hospital and Woodbine employees. Companies looking to set up new Life and Science, Technology or Industrial campuses would also consider sites in proximity to the Woodbine community desirable locations because of nearby transit and housing for their workforces.

There are a number of ways we can build on current partnerships that add to a vibrant and sustainable community. As an example, there are discussions in the works with our university partners about potentially creating a veterinary satellite facility for graduate students.

Another concept is a vertical farming program that is along the lines of our community garden program that in the past provided thousands of pounds of food to people in need in the community, as well as volunteer opportunities for our employees and external groups including corporate teams. The property is a space that can function in so many ways that are economically beneficial, healthy and sustainable for a diverse population.

“The ESG principles that underlie the vision for the property inform the development plans that will come to life in the Woodbine community. The homes, businesses, parkland, retail spaces, gardens and all of the physical components of a sustainable and resilient city will create a community for people to gather, live their lives and thrive.”

William Fleissig
Chief Development Officer



FINANCIAL OVERVIEW

		12 MONTHS	12 MONTHS
DIRECT ECONOMIC ACTIVITY FROM WEG-BASED OPERATIONS	COMMENTS	APRI/20 TO MAR 31/21	APRI/19 TO MAR 31/20
Payments to Government and Agencies		64,173,577	80,527,201
Federal taxes & regulatory levy	Note 1	14,526,893	17,082,589
Provincial taxes & regulatory levies	Note 1	26,923,156	34,144,955
Joint Federal/Provincial payroll taxes	Employer & employee contributions	13,302,737	20,697,329
Municipal charges & their Utilities		9,420,791	8,602,328
Municipalities Share of Slot Revenue (estimated)	Paid by OLG for Woodbine/Mohawk slots	-	-
Purses on Races at Woodbine/Mohawk	Note 2	101,620,895	124,299,182
Payments to Vendors & Suppliers		56,792,383	103,469,261
Annual Payroll & Benefits	Note 3	44,469,910	79,785,726
Racing Industry Contributions		1,585,159	1,958,291
Payments to Charitable Causes / In-Kind Donations		395,122	844,970
Capital Expenditures		9,059,000	25,038,000

- NOTES:
- Some levies fund regulatory expenses while the provincial Horse Improvement Program levy, net of oversight costs, is returned to various industry stakeholders. WEG contributes a larger share of levies than it receives, resulting in it subsidizing the Canadian racing industry.
 - 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.
 - Includes a company-wide profit-sharing plan for employees of WEG and ORM. Excludes payroll for employees of trainers working in the Woodbine/Mohawk barn areas, many of whom are housed in WEG dormitories; DB Pension remeasurement; government funding under the Canada Emergency Wage Subsidy; and the COVID pay subsidy.



WOODBINE.COM

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