



  
**WOODBINE**<sup>TM</sup>  
ENTERTAINMENT GROUP

**2013/14 corporate responsibility report.**



# sustainable

## about us:

Woodbine Entertainment Group (WEG) is the largest horse racing operator in Canada offering world-class horse racing at both **Woodbine** (Toronto) and **Mohawk** (Milton) racetracks. WEG also operates off-track wagering through its **Champions** teletheatre network throughout Ontario, which includes **WEGZ Stadium Bar** in Vaughan, **Turf Lounge** in the heart of Toronto's financial district and **Greenwood** in the Beach area of Toronto. Remote wagering is also available to customers through **HPIbet** (formerly HorsePlayer Interactive), the company's telephone, internet and mobile account wagering service. WEG also operates **HPItv**, a CRTC licensed digital television channel that broadcasts its racing product into homes across Canada. A "Caring Company" since 1997, Woodbine Entertainment Group is a member of *Imagine Canada*, a national program that promotes public and corporate giving, volunteerism and support to the community.

## corporate vision:

Share the thrill of horse racing experiences with the world.

## corporate mission:

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

## corporate responsibility vision:

Leverage the power of horse racing to revitalize communities.

## corporate responsibility mission:

Create better places to play, live, learn and grow together.



## mandate:

Woodbine Entertainment Group 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 of horse racing. After paying all required taxes, the corporation invests any and all profits back into the business to promote its corporate objectives.

## governance:

The responsibility of our governance rests with our Board of Directors, which establishes our governance based on our mandate and core values. The governance structure, in which the Chair is not an executive officer, includes five Board Committees: Thoroughbred Racing, Standardbred Racing, Governance and Compliance, Pension, Human Resources and Compensation, and Audit. A *Whistle Blower Policy* allows employees to confidentially submit their concerns regarding questionable accounting, internal accounting controls and auditing matters to the Board's Audit Committee. The Board of Directors ensures proper communication of significant compliance issues, and oversees the review of investigation of complaints received from internal and external sources.

## to create stakeholder value.

*Welcome to Woodbine Entertainment Group's 2013/14 Corporate Responsibility Report.*

*This report reinforces our ongoing obligation to responsible corporate citizenship and performance reporting. This report highlights our achievements over the past two fiscal years. As importantly, it introduces our plans for tomorrow as we work towards securing the long-term viability of horse racing in Toronto and across Ontario.*

*As a company able to create stakeholder value, WEG impacts a way of life for over 60,000 Ontarians and generates an annual economic impact of approximately \$4.56-billion, of which \$2.16-billion is directly attributable to our Woodbine facility. We support 7,500 full-time equivalent jobs within the City of Toronto and employ 10% of the workforce in the Rexdale area.*

*That is why, as an engine of economic growth and prosperity, we will embrace our responsibility to lead change, shape our industry and create lasting value.*

*To honour this unwavering commitment, we have adopted a new corporate vision and mission, and identified a five-point strategic plan to help build a vibrant and viable future for ourselves and for those who depend on our financial success for their success.*

*Over the next three years, we will champion our vision to share the thrill of horse racing experiences with the world with our mission to support the foundation and lead the growth of Ontario's horse racing industry by:*

- *shifting our corporate culture to improve trust and employee engagement*
- *enhancing the new guest experience to stimulate growth through new and repeat visitors*
- *investing in the recruitment of racehorses and new racehorse owners to achieve world-class racing*
- *expanding technology and product distribution to attract and retain repeat horseplayers*
- *optimizing land development to achieve its highest and best use*

*Furthermore, WEG and its Board of Directors remain positive that the current provincial government's proposed model for horse racing will evolve through further collaboration, and that a truly successful partnership will include our industry becoming a vital component of Ontario's gaming strategy.*

*Thank you for reading our 2013/14 Corporate Responsibility Report. I hope it informs, inspires and engages those who share our ideals.*

**james j. lawson**

Chief Executive Officer



# account<sup>able</sup>



Our economic responsibility is to operate with the highest level of integrity and accountability, building on the trust we have earned, to ensure the long-term financial viability for our business and for those working in rural Ontario and in the agricultural community who depend on our financial success for their success.

In Ontario, the horse racing industry is the third largest sector of a multi-billion dollar economy that employs over 60,000 people. Expenditures from the horse racing and breeding industries alone total \$1.3-billion in annual salaries and wages\*. Gross purses paid from all sources go directly to owners of horses who, in turn, pay related expenses such as farm and labour costs, transportation, feed, blacksmiths, veterinarians, trainers, jockeys and drivers. WEG's direct operations support over 1,700 employees while providing employment to over 2,500 workers who care and train horses in Woodbine's "backstretch community".



Our financial health and performance allows our customers – over 6-million guests visit Woodbine annually and 1-million visit Mohawk yearly – to enjoy our first-class and world-class facilities and services. By reducing our "take-out" to one of the lowest rates in North America, we have provided added-value to our existing customers' wagering experience and helped attract new ones, furthering our ability to achieve sustained growth in the horse racing and gaming industry.

In many ways, we are not a typical "for-profit" organization.

Based on our mandate, we operate much closer to that of a "not-for-profit" enterprise.

To us, responsible corporate citizenry means being considerate and always taking the greater good into account before taking action. That is why we conduct business with a strong social and environmental conscience, and why we dutifully re-invest our profits back into our business to deliver sustainable growth for all our valued stakeholders.

\*Ontario Racing Commission: Economic Impact of Horse Racing in Ontario.

## quote<sup>able</sup>

*The dramatic revitalization that has occurred at Woodbine in the past several years serves as a model for others to follow, in all corners of the thoroughbred world. The racing program, the facility and the exceptional equine safety record at Woodbine are the envy of many other racetrack operators.*

**OGDEN MILLS PHIPPS, CHAIRMAN, THE JOCKEY CLUB**

# to deliver sustained growth.

## achievements:

- WEG is tasked to lead the newly formed Standardbred Alliance. A consortium of eight Ontario racetracks, the Alliance was created to deliver racing and wagering opportunities, ease-of-access for existing customers, consistent purses, efficient track operations and to attract new standardbred racing customers.
- WEG is named the single operator of Teletheatres and Account Wagering in Ontario. The consolidation of all off-track operations under WEG's Champions and HPIbet brands ensures a consistent customer-focused approach to improving the distribution, value and appeal of horse racing across the province and a seamless customer experience with the integration of a province-wide rewards program.
- Increased international wagering on WEG racing by 3% in 2013, and 7% in 2014.
- Introduced the Woodbine Thoroughbred Jackpot Hi5 wager to provide bigger and better value for horse players in 2013.
- Grew "all-sources" betting total at Mohawk in 2014 to \$152,503,221 – a 15.8% increase over the \$131,622,569 wagered in 2013.
- Posted a record-setting handle of \$5,006,896 on the 2014 Pacing Derby 12-race card – at the time, the highest wagering total ever recorded for one program at Mohawk Racetrack.

## corporate goals:

- Shift our corporate culture to improve trust and employee engagement.
- Enhance new guest experience to stimulate growth through new and repeat visitors.
- Invest in the recruitment of racehorses and new racehorse owners to achieve world-class racing.
- Expand technology and product distribution to attract and retain repeat horseplayers.
- Optimize land development to achieve its highest and best use.

### did you know??

Racehorses are economic engines that drive prosperity long before they set foot on the race track. It takes two acres of open space to raise just one horse. With that comes sizeable economic investment from the farming community including: paying for fences, barns, tractors, feed, hay, veterinarians, horse vans, trucks - and most importantly - the people who make it all come together.

**\$5,406,444**

Record closing day handle for Woodbine's 2014 Thoroughbred Meet

**\$251,508,449**

Total purses paid on races at Woodbine and Mohawk in 2013/14 combined

**15.8%**

Percentage increase in all-source wagering on Mohawk Standardbred Racing vs 2013

## direct economic activity (\$)

	<b>2012</b> 15mth fiscal year	<b>2013</b> 12mth fiscal year	<b>2014</b> 12mth fiscal year
<i>Payments to Government Agencies</i>	<b>100,835,637</b>	<b>56,027,685</b>	<b>77,578,204</b>
<i>Federal taxes &amp; regulatory levy<sup>1</sup></i>	<b>9,477,901</b>	<b>7,775,969</b>	<b>20,270,778</b>
<i>Provincial taxes &amp; regulatory levies<sup>1</sup></i>	<b>32,777,540</b>	<b>25,143,262</b>	<b>35,219,477</b>
<i>Joint federal/provincial payroll taxes (employer &amp; employee contributions)</i>	<b>22,269,477</b>	<b>13,748,707</b>	<b>13,830,855</b>
<i>Municipal charges &amp; their utilities</i>	<b>10,906,932</b>	<b>9,359,747</b>	<b>8,257,094</b>
<i>Municipal share of slot revenue (Note: Paid by OLG for Woodbine/Mohawk slots)</i>	<b>25,403,787</b>	<b>N/A</b>	<b>N/A</b>
<i>Purses on Races at Woodbine and Mohawk<sup>2</sup></i>	<b>163,200,283</b>	<b>120,681,246</b>	<b>130,793,203</b>
<i>Payments to vendors &amp; suppliers</i>	<b>105,902,367</b>	<b>80,815,088</b>	<b>84,747,604</b>
<i>Annual payroll &amp; benefits<sup>3</sup></i>	<b>89,041,422</b>	<b>55,308,677</b>	<b>66,081,368</b>
<i>Racing industry contributions</i>	<b>4,833,858</b>	<b>9,178,686</b>	<b>2,041,171</b>
<i>Payments to charitable causes/In-kind contributions<sup>4</sup></i>	<b>1,093,386</b>	<b>1,062,781</b>	<b>1,148,549</b>
<i>Annual Debt Payments (Principal &amp; Interest)</i>	<b>10,022,402</b>	<b>54,439,363</b>	<b>0</b>
<i>Capital Expenditures</i>	<b>30,893,000</b>	<b>7,091,302</b>	<b>13,906,124</b>

### Notes:

1. 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 subsidising the Canadian racing industry.
2. Gross purses paid from all sources to owners of horses who, in turn pay their agriculture-related expenses such as farm costs, labour costs, transportation, feed, blacksmiths, veterinarians, trainers, jockeys & drivers.
3. Excludes payroll for employees of trainers working in the Woodbine/Mohawk barn areas, many of whom are housed in WEG dormitories.
4. Includes contributions to registered charities caring for retired racehorses funded from WEG purse accounts.

# love *able*



Through the leadership and commitment of our employees, horse racing partners and regulatory partners, we have achieved the highest standards of horse racing safety in North America through the *National Thoroughbred Racing Association* (NTRA) Safety and Integrity Alliance. In 2014, Woodbine earned re-accreditation from the *Alliance* for its thoroughbred operation, and received the highest “best practice” designation in 27 of 29 categories, which placed it among the leading North American racetracks in its commitment to racing safety, and wagering integrity.

To protect the health and welfare of jockeys and drivers, we have implemented numerous best-in-class practices for rider licensing, safety, security and reporting. For more information about WEG’s commitment to safety please visit: [http://weg.bz/NTRA\\_Safety](http://weg.bz/NTRA_Safety)

No place better exemplifies our ongoing commitment to care for our equine and human athletes than Woodbine’s “backstretch.”

Often called a village within a city, it’s a self-sustaining community, where people not only work – often when the city sleeps – but where upwards of 300 grooms, exercise riders, and hot walkers live year-round in subsidized dormitory housing. In total, over 2,500 skilled and passionate labourers are employed in the backstretch – more than 1 worker for each of the 2,000 horses stabled here. Working hard and long hours in this 187-acre facility, they ensure the safety and training of the horses in their care. Located in the heart of the backstretch is the *Jake Howard Centre*. It provides a place for relaxation and reflection. Chaplain Shawn Kennedy oversees the Centre including its chapel, counselling services, computer and language courses, resource library and clothing depot.

## **WEG’s horse welfare policy**

While horse slaughter in Canada is legal and regulated by Agriculture Canada, WEG does not support the inhumane treatment of horses while being transported to federally registered abattoirs. As stated in our *Horse Welfare Policy*, “an owner or trainer who is found to cause horses previously stabled in Ontario to be sent to slaughter will be denied stabling privileges at Woodbine. Overcrowded feedlots, poor transportation and cruel treatment of the horses prior to and at the time of slaughter are unacceptable. Horses must be protected from unnecessary suffering.” To view our horse welfare policy, visit [wegcares.ca](http://wegcares.ca).

### **quote** *able*

*WEG supports us financially each year and the biggest contribution has been allowing us to refurbish and maintain the Jake Howard Centre. We signed a \$1-per-year lease back in 2008 and that meant we are now covered by WEG’s insurance. The biggest role we play here is bringing what the outside world deems ‘normal’ to workers and their families living and working in our backstretch community.*

**WOODBINE CHAPLAIN SHAWN KENNEDY / [rtccanada.com](http://rtccanada.com)**

## to care for our **athletes** and **horse family**.

### **H.O.P.E.**

*The Horses Offering People Encouragement (H.O.P.E.) program was launched in September 2014 by WEG, Halton Regional Police Service's COMMANDE (Community, Mobilization and Engagement), and LongRun Thoroughbred Retirement Society. H.O.P.E. is a therapeutic horsemanship program that brings together retired race horses with the community's most vulnerable citizens. Participants receive hands-on training in basic horsemanship skills such as grooming, haltering, tacking, herd dynamics and horse anatomy by experienced horse caretakers from Woodbine's backstretch. The program also gives retired racehorses a renewed purpose as "therapy horses" while they wait to be adopted into a permanent, loving home. For more information, visit [Facebook.com/HOPEHorsesOntario](https://www.facebook.com/HOPEHorsesOntario).*

### **achievements:**

- Earned re-accreditation from the National Thoroughbred Racing Association (NTRA) Safety and Integrity Alliance.
- Launched H.O.P.E., an equine therapeutic pilot program.
- Supported race horse adoption and placement programs that ensure the safety and dignity of horses through LongRun Thoroughbred Retirement Society and the Ontario Standardbred Adoption Society (OSAS).
- For the sixth consecutive year, Woodbine's 'catastrophic rate per 1,000 races' scored significantly lower than the comparable industry average, ranking Woodbine as one of the safest thoroughbred racing facilities in North America.

### **goals:**

- Install a new thoroughbred racetrack surface at Woodbine to further improve horse and rider safety.
- Expand H.O.P.E. therapeutic horsemanship program to include Ontario Standardbred Adoption Society's retired horses, making it more accessible to more clients.
- Maintain the highest standards of horse racing safety and integrity, and continue to exceed benchmarks set by the NTRA Safety and Integrity Alliance.

### **did you know?**

At the end of the standardbred racing season, the Milton Fire Department uses Mohawk's vacant backstretch as a training centre for local firefighters.

**300+**

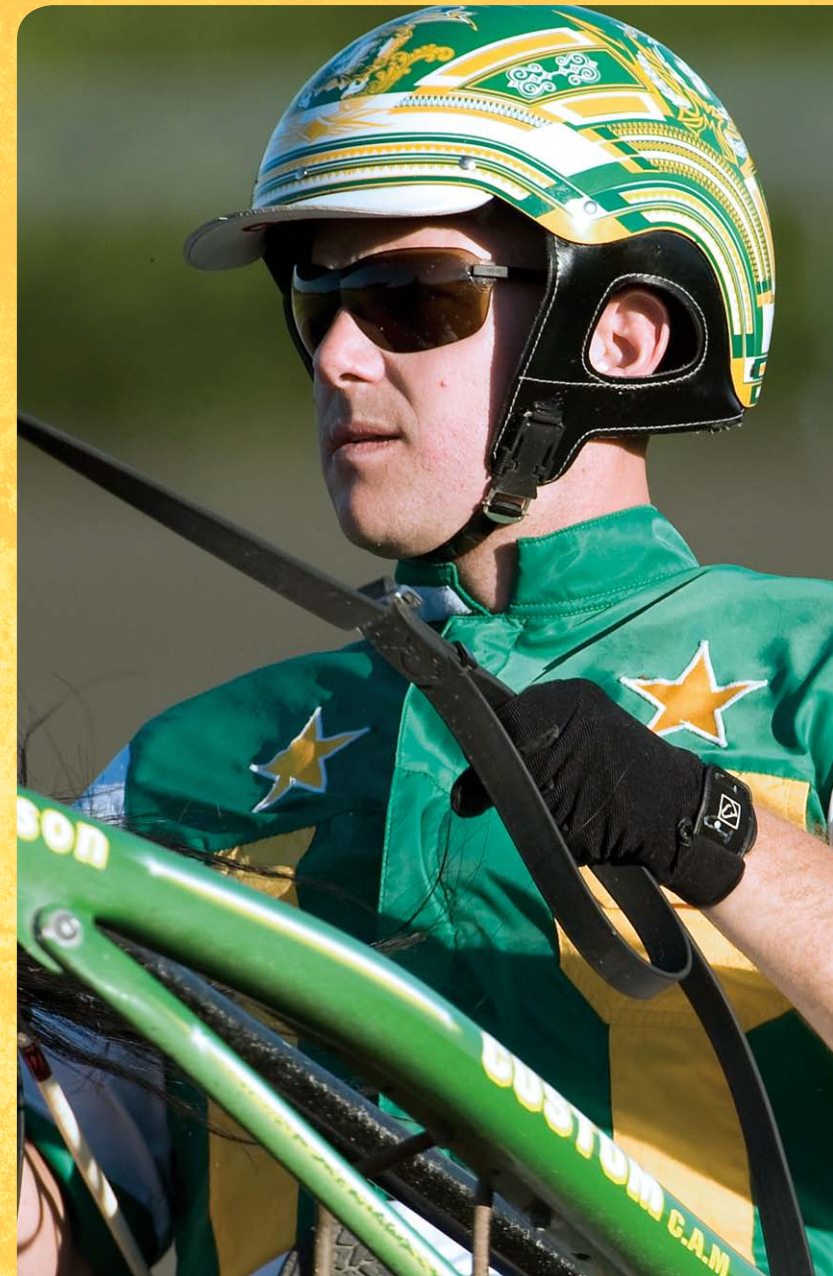
Number of retired race horses placed in loving homes since 1996

**300**

Grooms, exercise riders, and hot walkers reside year-long in subsidized dormitory housing at Woodbine Racetrack

**2,500**

Workers employed in Woodbine's backstretch community



# enjoyable



From the anticipation of picking a winner, to watching the horses in the walking ring, to cheering on your favourite as it races towards the finish line, there isn't a feeling quite like being at the races. That is why we make every visit with us the safest, most exciting and memorable as possible.

It starts by providing customers with first-class service in our world-class and family-friendly facilities, treating everyone with respect and always acting in an ethical, honest and trustworthy manner. We provide a secure gaming environment and comply with all laws and regulations at all our facilities. These include:

- maintaining licences with the *Canadian Pari Mutuel Agency* (CPMA) to offer pari-mutuel wagering on live horse racing at all our venues
- complying with the *Accessibility for Ontarians with Disabilities Act*
- maintaining *Electrical Safety Authority* certification and *Code Compliance* certification by the *Technical Standards and Safety Authority* (elevating devices, fuel safety, boilers and pressure vessels) at all facilities
- ensuring all bar and service staff are trained and certified in accordance with the *Alcohol and Gaming Commission of Ontario*
- ensuring all food is prepared to the highest quality standards and consistent with the policies of WEG's Food Safety Program and government regulations

To strengthen the customer experience, we conduct regular exit-survey interviews at both our racetracks during the live racing season and often invite customers to participate in qualitative research studies. Through an *Online Customer Feedback System* we listen, respond and guarantee our customers' comments are always heard.

As a part of our corporate advertising policy, all marketing material must be consistent with Responsible Gambling Marketing standards. This includes advertising that does not mislead, target people with problems, or minors. Substantial and readily available information is provided to enable customers to make informed decisions about their gambling. Our Opt-In Policy is standard through all WEG brands and cannot be modified. This allows WEG to only directly market to customers who have opted in. All e-mails from WEG directly to our customers promote and link customers to the Responsible Gambling Council. We maintain a firm commitment to the privacy of our customers' Personal Information. To view our commitment to customer privacy and our 10 privacy principles please visit: <http://www.woodbineentertainment.com/corporate/AboutThisSite/Pages/PrivacyPolicy.aspx>.

## quoteable

*In 2013, I attended my first Queen's Plate. Fans were treated to a racing spectacle in all its maple leaf glory. Congratulations Woodbine, no one could have done a better job.*

**CATON BRADER, TV JOURNALIST, ESPN/ABC**



## to strengthen the **customer** experience.

### know when to take the reins.

*Know When to Take the Reins* is our responsible gambling policy that promotes our policies and programs to help ensure we continually provide a positive gambling experience to all eligible wagering customers (18 years of age or older) at all our venues. Managed in partnership with the Responsible Gambling Council of Ontario, this program incorporates customer service staff training on our policies and procedures, and includes an information brochure available via customer service staff at point of sale terminals throughout our facilities and on our website. By doing so, we make sure important information and resources are available to customers to help them make informed decisions about their own gambling practices.

### achievements:

- Signed multi-year deal with TSN to broadcast every race from the Canadian Triple Crown series (Queen's Plate, Prince of Wales Stakes and Breeders' Stakes) to fans across the country.
- Achieved a record-breaking \$9.7-million Queen's Plate wagering handle in 2013 – a 15% increase vs. 2012 – and the second highest handle in Queen's Plate history of just over \$9-million in 2014.
- Elevated on-track customer experience through themed events such as the 2014 "Great Gatsby" Queen's Plate VIP Gala.
- Participated in *Problem Gambling Prevention Week* at Woodbine Racetrack and Greenwood Teletheatre.
- Continued to improve customer brand engagement through the innovative and ongoing use of social media and increasing overall Twitter exposure to 20,624 followers in 2014 – up from 13,740 in 2013.
- Created #WEGcares brand to highlight WEG's corporate responsibility initiatives.

### goals:

- Create a "Learn to Bet/Win" program for new guests in 2015.
- Launch 10 new wagering sites in 2015, and two new bet offerings in FY 2016.
- Achieve a 100% Net Promotor Score improvement at Woodbine and Mohawk by 2018.
- Acquire 100,000 unique repeat horseplayers by 2018.

### did you know?

In 2010, Her Majesty Queen Elizabeth II and His Royal Highness The Duke of Edinburgh attended their fourth Queen's Plate, following previous visits in 1959, 1973, and 1997.

**32,953**

New customers acquired through "Your First Bet is on Us" campaign in 2013 and 2014 combined

**\$9,739,879**

Record-breaking 2013 Queen's Plate wagering handle

**14.95%**

Lowest win pool "take-out" in North America, introduced prior to the start of the 2013 thoroughbred meet at Woodbine Racetrack



# knowledge *able*



To be successful, we depend on the skills, values and dedication of our employees.

We have attracted and retained a highly skilled - and highly specialized - workforce of over 1,700 full and part time employees by delivering a supportive and equitable engagement culture where employees are encouraged to take an active role in shaping our future.

We are committed to keeping employees fully informed, providing competitive compensation and benefits and supporting passionate volunteerism in our community and for local charities.

To help employees tap the full range of their potential and talent, we regularly offer leading educational and training programs including: New Employee Orientation Program, Health and Safety Awareness Training, Respect in the Workplace, Accessibility for Ontarians with Disabilities Act Training and Workplace Hazardous Material Information System (WHMIS) certification training.



An annual "Years of Service Recognition Program" honours employees for their loyalty and dedication to the Corporation. It's not uncommon for employees with 15, 20, 25, 30 and 40 years of service to be celebrated every year. In 2014, a total of 104 employees were recognized for 1,815 'years of service'.

To cultivate the next generation of valued employees, we offer internships and apprenticeships for local area youth. Through our longstanding partnership with *Humber College*, we provide students with hands-on and industry-relevant work experience during their studies. Over the years, Woodbine has hired several of these graduates.

## quote *ables*

*Woodbine helped me to understand how much hard work and dedication it takes to pursue my dream of becoming a chef. Through my entire stay I have learned not only food and service, but how to cope with situations and resolve issues. I have also learned how to manage myself around people and work not only as an individual but as part of a team.*

**MACARENA MORA, THIRD YEAR APPRENTICE STUDENT**

*The experience I gained as a communications intern at WEG was both challenging and rewarding since the world of horse racing was very new to me. WEG has given me the confidence I need to take on any challenge, no matter which direction I decide to take my career in.*

**ALEXIA REID, MEDIA STUDIES GRADUATE and current WEG EMPLOYEE**

# to empower and engage our employees.

## achievements:

- Provided 20 internships and three apprenticeships for students from Humber College's School of Hospitality, Recreation and Tourism.
- Conducted an Employee Engagement Survey with results showing a 62% level of employee engagement, remaining on par with the North American average. Employee participation in the survey was 71%.
- Continued to develop and implement new standards and procedures to ensure workplace health and safety.

## goals:

- Shift our corporate culture to improve employee engagement and reduce entropy.
- Expand training and development opportunities to fuel employee talent.
- Become recognized as a "Great Place to Work" in Canada by 2018.
- Implement a revitalized Food Safety Program and food safety training for all Food and Beverage Employees.

### did you know?

To help grow the horse racing industry worldwide, WEG employees actively participate on committees of international governing bodies such as the United States Trotting Association, World Trotting Council, International Federation of Horseracing Authorities, National Thoroughbred Racing Association, The Jockey Club and the Thoroughbred Racing Associations.

## WEG employees by the numbers:

	male 2013 – 2014		female 2013 – 2014		totals 2013 – 2014	
Full-time	581	627	430	452	1,011	1,079
Part-time	111	162	142	201	253	363
Casual	101	139	198	211	299	350
Leadership positions (VP & Senior Management)	55	55	10	9	65	64
Living in the community					85	95
Living in the GTA					571	655

**10**

Average length of service in years per WEG employee

**1,792**

Number of full time, part-time and casual employees

**2**

Higher Education Awards presented to help children of employees and backstretch workers achieve their goals of post-secondary education in 2014



# commendable



Our involvement and investment to leverage the power of horse racing to improve the quality of life within our communities is an integral part of our corporate culture. We target our human and financial resources to aid those in our communities who need it most.

This obligation is embedded in our corporate culture and implemented through our “*Corporate Community Investment Program*”. We proudly assist numerous programs and charitable organizations with financial donations, sponsorships and in-kind contributions. Our involvement and investment is focused on five key areas including:

- Building healthy and vibrant communities
- Educating and empowering children and youth
- Protecting the welfare of race horses
- Preserving, promoting and celebrating diverse cultures and heritages
- Responsible gambling

WEG cares about the valuable community organizations and causes that combine to contribute so much to the life, health and vibrancy of our communities. We have aligned ourselves with leading organizations with whom we can make the most meaningful, measurable and sustainable difference. These include: social agencies, equine retirement associations, healthcare providers, educational institutions and local businesses who work toward the betterment of local area residents. As one of the largest employers in Rexdale and an employer of choice in other communities in southern Ontario, WEG plays a significant role in the lives of many people – whether they have attended a horse race or not.

Imagine  Caring Company  
Une entreprise  
généreuse

A “Caring Company” since 1997, WEG is a member of *Imagine Canada*, a national program that promotes public and corporate giving, volunteerism and support to the community. A “Caring Company” donates 1% of pre-tax profits to charities.

As proud as we are of our performance to date, we can – and must – do more. That is why we will continue to develop a greater understanding of the needs of our community. And by doing so, continue to find new ways to use horse racing as the platform to better integrate ourselves into the community as a strong and caring partner.

## quoteable

*Woodbine's commitment to education programs has made a difference in the lives of many young people in our community. We applaud their commitment to education as an equalizer of opportunity.*

**KAY BLAIR, EXECUTIVE DIRECTOR, COMMUNITY MICROSKILLS DEVELOPMENT CENTER**

# to make a difference in our **community.**

## achievements:

- Launched *WEGCares* in 2014 to showcase our community and charitable partners, and achieved over 1.5-million impressions during *WEGCares Week* through social media and increased awareness of charitable organizations involved.
- Donated 3,000 lbs of food to the Daily Bread Food Bank in 2014.
- Supported Halton Police *Toys for Tots* campaign & CTV's *19th Annual Toy Mountain Campaign* in support of Salvation Army.
- Partnered with the Toronto Police Services 23 Division at Woodbine and Halton Police at Mohawk on a yearly *Safety Blitz*, a two-day commercial vehicle inspection and enforcement event.
- Raised over \$61,000 through ticket and program sales for Rethink Breast Cancer during the 2014 Queen's Plate.
- Continued to support the United Way, Toronto by holding our annual "Employee Turf Races" – raising over \$55,000 in 2013 and 2014 combined.
- Expanded involvement with Arts for Children & Youth by supporting the *Youth X-Press Project* that engaged youth to create original art murals showcased on the sides of TTC buses and subway cars.
- Hosted the 2014 *Playing for Keeps Rexdale Summer Games* in partnership with Rexdale Community Health Centre, to encourage healthy and active living while recognizing the diversity of our community.
- Provided 30 awards and scholarships for educational development in 2013 & 2014 combined.

## goals:

- Bring communities and nature together to help create a healthy and vibrant city.
- Provide local youth with opportunities for higher education.
- Maintain Imagine Canada "Caring Company" standing, and through its framework, leverage the skills, competencies and resources of the company to strengthen our communities.
- Drive awareness of community and charitable organizations to customers through major racing events.

### did you know?

Since 2001, WEG's combined corporate and facilitated contributions to community programs and charitable organizations has totaled over \$10-million.

**4,097**

Hours volunteered by 184 employees, the equivalent of 585 business days, in support of charitable causes in 2013 and 2014 combined

**\$1,350,845**

Payments and in-kind contributions to charitable organizations (excluding payments from purses) in 2013 and 2014 combined

**\$1=\$5.40**

Social value of every WEG dollar donated



## 2013/14 charitable donations. by Category (\$)

	Cash Donations	In-Kind Contributions	Totals
<b>2013</b>			
Children/Youth	16,550	7,654	24,204
Community	64,000	197,641	261,641
Healthcare	16,600	6,097	22,697
Industry	3,600	341,171	344,771
Environment	0	11,081	11,081
<b>Totals</b>	<b>\$100,750</b>	<b>\$563,643</b>	<b>\$664,394</b>
<b>2014</b>			
Children/Youth	46,200	15,572	61,772
Community	57,650	221,457	279,107
Healthcare	11,417	1,912	13,329
Industry	23,900	295,844	319,744
Environment	5,000	7,500	12,500
<b>Totals</b>	<b>\$144,167</b>	<b>\$542,284</b>	<b>\$686,451</b>

# renewable



Mohawk Racetrack, located in picturesque Campbellville Ontario, occupies 175.6 hectares of vastly treed land. Woodbine Racetrack, located in Rexdale Ontario, occupies 266 hectares of land. If not managed properly, the operation of these two racetracks can have a significant impact on the environment.

That is why we recognize that long-term economic sustainability is dependent on sound business principles and policies that embrace stewardship of the natural world.

To advance a sustainable environmental mandate, we are committed to a five-point policy, practiced in all areas of our operation including energy and water conservation, waste management and procurement.

- measuring and monitoring the impacts of our operations
- integrating environmental priorities into our core business activities
- identifying and implementing best practices
- educating and encouraging employees and stakeholders to make more sustainable choices
- communicating our performance internally and externally



As a champion in waste minimization, we will continue to uphold the highest standards in waste reduction and advance our best-in-class “Zero Waste to Landfill” initiative.

As a leader in clean water management, we have engaged leading consultants to monitor storm water, sanitary and potable water systems, and monitor adjacent landowners’ wells at Mohawk Racetrack. Adaptive management plans for species monitoring have also been conducted and completed. Planning for redevelopment, we have also completed a tree compensation agreement and outlined plans for landscaping and maintenance with the local conservation authority. All told, we are committed to acting conscientiously in respecting the biodiversity at Mohawk Racetrack and remain diligent in enhancing this site as an entertainment destination in the most environmentally sustainable manner possible.

As a demonstration of corporate leadership in protecting the planet, we are proud to be a founding business partner and ambassador for *Partners in Project Green*, a growing community of businesses working together to green their operations by creating an internationally-recognized “eco-business zone” around Toronto’s Pearson International Airport.

## quoteable

*Woodbine Entertainment Group shares our belief and mission that society must minimize its impact on the environment by eliminating waste. We congratulate WEG on their 6th consecutive year winning a RCO Award, and commend their dedication to achieve 3RCertified status for their facility.*

**JO-ANNE ST. GODARD, EXECUTIVE DIRECTOR, RECYCLING COUNCIL OF ONTARIO**

## to protect the **environment.**

### achievements:

- Received the prestigious *Ontario Waste Minimization Platinum Award* in both 2013 and 2014 from the Recycling Council of Ontario.
- Helped divert 149.7-tonnes of household hazardous waste and electronic waste from landfill through Halton Region's "Special Waste Drop-Off Days" held at Mohawk Racetrack since 2009.
- Reduced greenhouse gas emissions by 4,261 metric tonnes due to Woodbine's waste diversion from landfill program.
- Received the *Energy Conservation Leadership Award for Business* from Toronto Hydro through its saveONenergy program in 2013.
- Retrofitted parking lot lighting at Woodbine Racetrack with electronic ballast technology and digital high-intensity discharge lamps significantly reducing energy use and cost.
- Continued to advance a five-year energy curtailment program through the Ontario Power Authority at Woodbine and Mohawk racetracks.
- Implemented a new cigarette waste recycling program with TerraCycle to further strengthen our *Zero Waste to Landfill* commitment while at the same time, using this waste to raise money to help support WEG's charitable partners.

### goals:

- Maintain Platinum level standing for waste minimization by the Recycling Council of Ontario.
- Participate in Partners in Project Green and Toronto Conservation Authority water projects that investigate the reuse of water used in food processing.
- Formalize and operationalize WEG's Climate Change Policy.
- Continue to learn and share best-practices through Partners in Project Green's Sustainability Collaboratives. For more information visit: [partnersinprojectgreen.com](http://partnersinprojectgreen.com).

### did you know?

25,283 metric tonnes of straw manure from Woodbine and Mohawk Racetrack was delivered to *Monaghan's Mushrooms* in Campbellville, Ontario to grow multiple varieties of culinary mushrooms in 2013/14 combined.

**242,526**

Total Kw of electricity sold to the grid as a result of Woodbine's waste diversion from landfill to waste energy program

**8,610**

Trees, shrubs and wildflowers planted by employee volunteers in partnership with *Partners in Project Green* since 2009

**100%**

Waste diversion rate from landfill at Woodbine Racetrack in 2014\*  
\*19,962 MT of waste was diverted from landfill and 1,639 MT to waste energy.



# awardable



In 2013 and 2014, Woodbine Entertainment Group was recognized for its achievements in facility and customer excellence, corporate citizenship and environmental sustainability. It is through these honours, received from numerous organizations in both the private and public sector, that we can better understand how we perform against our peers, and more importantly, how we can continually strive to improve as a responsible corporation.

## our 2013/14 awards:

- Woodbine Racetrack earned the **Top Choice Award** as **Entertainment Complex of the Year** for the sixth consecutive year.
- WEGZ Stadium Bar received the **Top Choice Award** as **Best Sports Bar** in Vaughan for the fourth straight year.
- Turf Lounge named runner-up by NOW Magazine readers as Toronto's **Best Sports Bar**.
- Queen's Plate ranked **#3 sports event** in Canada by BizBash in 2013.
- WEG honoured with its fourth **Ontario Waste Minimization Platinum Award** from the Recycling Council of Ontario for leadership, excellence and continuous improvement in waste reduction and diversion.
- WEG earned the **Energy Conservation Leadership Award** for Business from Toronto Hydro and a **Certificate of Environmental Accomplishment** from Shred-It.
- WEG wins three prestigious industry awards for Broadcast Excellence:
  - **John Hervey Award** (US Harness Writers Association) for its Pepsi North American Cup feature on Sydney Weaver, a 13-year-old with cerebral palsy who is a licensed groom and horse owner. [To view, click here.](#)
  - **O'Brien Award** (Standardbred Canada) for its one-hour presentation of the Pepsi North America Cup – the first live high definition broadcast of a standardbred race in Canada. [To view, click here.](#)
  - **Sovereign Award** (Jockey Club of Canada) for its presentation of the Ricoh Woodbine Mile. [To view, click here.](#)





## to ensure our **legacy.**

### our history:

- 1881** The Ontario Jockey Club (OJC) was founded to improve the quality of horse racing in the City of Toronto.
- 1947** As the newly appointed director of the Ontario Jockey Club (OJC), Edward Plunket Taylor embarked on a bold plan to bring horse racing in the Toronto area up to the same standards as leading race tracks in North America.
- 1956** Woodbine Racetrack opens, sparking an evolution and growth that forever changes the landscape of the Canadian horse racing industry.
- 1963** The Ontario Jockey Club (OJC) opens Mohawk Racetrack in Campbellville, ON for harness racing.
- 1964** Northern Dancer makes history and a nation proud becoming the first Canadian-bred horse to win the Kentucky Derby.
- 1973** Secretariat, called the greatest horse of all-time, races for the last time at Woodbine before retiring, winning the Canadian International Championship.
- 1982** The OJC introduces the first simulcast wagering in North America when live racing at Fort Erie is broadcast via satellite back to Woodbine.
- 1996** Woodbine becomes the first and only racetrack outside of the United States to host the prestigious Breeders' Cup World Championships.
- 2001** The OJC changes its corporate name to Woodbine Entertainment Group (WEG) to better reflect its growing multi-dimensional entertainment business.
- 2006** Woodbine Racetrack becomes the first racetrack in Canada to install a "polytrack" synthetic racing surface to improve horse and rider safety.
- 2007** Emma-Jayne Wilson becomes the first female jockey to win the Queen's Plate.
- 2010** Her Majesty Queen Elizabeth II and His Royal Highness The Duke of Edinburgh attend their fourth Queen's Plate, following previous visits in 1959, 1973, 1997.
- 2011** Woodbine is ranked the second safest race track in North America based on a three-year (2009-2011) Jockey Club Equine Injury Database Report.
- 2012** Ontario Lottery & Gaming (OLG) announces the termination of the Slots at Racetracks program resulting in a year of unprecedented change and uncertainty for WEG and the entire horse racing industry in Ontario.
- 2013** Mohawk Racetrack celebrates its 50th anniversary and the 30th running of the Pepsi North America Cup with Ontario Premier Kathleen Wynne in attendance. Champions celebrates its 20th anniversary and Greenwood Teletheatre celebrates its 15th anniversary.
- 2014** The Horse Racing Partnership Plan – the Ontario government's five-year blueprint to invest up to \$500-million to support the horse racing industry in the province – is announced.





## measuring and reporting our performance.

2013 and 2014 Initiatives	Status
Increase field size and betting pool size	Ongoing
Decrease take-out	Achieved
Increase International Wagering on WEG Racing	Achieved
Maximize WEG Home Market Area (HMA) revenue and pursue opportunities in underserved Ontario Markets	Achieved
Achieve re-accreditation by (NTRA) Safety Alliance	Achieved
Support Racehorse Adoption	Ongoing
Continue to partner with University of Guelph to foster advances in equine research	Ongoing
Conduct Employee Engagement Survey	Achieved
Expand responsible gambling training to include all employees	Delayed to 2015
Reduce the number of employee days lost to injury	Achieved/Ongoing
Formalize WEG's Employee Volunteer & Giving Policy and Program	Ongoing
Encourage and facilitate the personal giving and volunteer activities of our employees	Ongoing
Champion at least one community investment project that leverages the skills and competencies of the company to make a difference in the community	Achieved
Reduce overall facilities waste	Achieved
Reduce electrical, natural gas, and water consumption across all facilities	Achieved
Achieve Recycling Council of Ontario's 3R Certification for Woodbine Racetrack	Delayed to 2015

### WEG customer responsibility.

	2012	2013	2014
<i>Customer comments responded to through online Customer Feedback System</i>	<b>2,863</b>	<b>2,566</b>	<b>2,733</b>
<i>New customers acquired through "Your First Bet is on Us" campaign</i>	<b>7,500</b>	<b>12,602</b>	<b>20,351</b>
<i>PRODUCT RESPONSIBILITY Complaints regarding breaches of customer privacy and losses of customer data</i>	<b>0</b>	<b>0</b>	<b>2</b>
<i>Incidences of non-compliance with regulations and voluntary codes concerning marketing communications</i>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Customers receiving direct marketing</i>	<b>N/A<sup>1</sup></b>	<b>30,000</b>	<b>32,500</b>
<i>RESPONSIBLE GAMBLING public service (PSA) announcements</i>	<b>N/A<sup>1</sup></b>	<b>792</b>	<b>697</b>
<i>Number of HPI tv subscribers with potential of viewing PSA</i>	<b>N/A<sup>1</sup></b>	<b>75,000</b>	<b>75,000</b>
<i>TECHNICAL STANDARDS &amp; CUSTOMER SAFETY: Electrical Safety Authority number of defects</i>	<b>35</b>	<b>46</b>	<b>18</b>

<sup>1</sup> - Did not report on these areas in 2012.

# social and environmental responsibility.

WEG environment – all facilities.				
	2012	2013	2014	Unit
<b>Direct Energy Consumption By Primary Source</b>				
Natural Gas	98,771	97,380	115,950 <sup>5</sup>	GJ
<b>Indirect Energy Consumption By Primary Source</b>				
Electricity	153,129	140,463	139,860	GJ
<b>Total Water/Sewage Withdrawal</b>				
Surface Water	465,639	398,962	353,720	M3
<b>Total Water Withdrawal</b>				
Ground Water	79,146 <sup>1</sup>	89,255	75,897	M3
All Sources	554,785	488,217	429,617	M3
<b>Total Weight of Non-Hazardous Waste</b>				
Total Waste	31,021	28,271	18,600	MT
Total Recycled	915	726	2,295	MT
Total Disposed	1,789	1,775	227 <sup>2</sup>	MT
Total Reused	28,317	25,770	16,028	MT
<b>Total Weight of Recycled Organic Waste</b>				
	323 <sup>3</sup>	214 <sup>4</sup>	163 <sup>4</sup>	MT
<b>Total Weight of Hazardous Waste</b>				
Recycled Electronics	16,460	12,572	2,154	kg
Recycled Batteries	105	200	210	kg
Total	16,565	12,972	2,364	kg
<b>Total Indirect/Direct Greenhouse Gas Emissions by Weight</b>				
Facility Energy, Electricity (Indirect)	7,297	6,579	6,551	tCO2e
Natural Gas (Direct)	5,235	5,161	6,145	tCO2e
Fleet & Other Equipment	1,527	1,427	991	tCO2e
Total	14,059	13,167	13,687	tCO2e

1 - Mohawk well out of commission - using trucked water.  
 2 - Lower due to Woodbine Racetrack's waste diversion from landfill program.  
 3 - Re-stated from 2012 CR report to better reflect and compare third party waste audit results.  
 4 - All organic waste inputted in organic digester at Woodbine site - 0 MT.  
 5 - Natural Gas consumption increased in 2014 due to extreme weather conditions.

WEG employee training.			
	2012	2013	2014
Corporate Orientation Program	210	166	246
Respect in the Workplace including workplace violence	261	28 Management 207 Employees	24 Management 246 Employees
General Health & Safety Orientation (WHMIS)	226	177	244
Competent Supervisor Training <sup>2</sup>	71	78	38
Standard First Aid & CPR <sup>4</sup>	15	61	21
Grounds Keeping Safety (seasonal)	18	8	9
Accessibility for Ontarians with Disabilities Act Training (AODA)	1180 <sup>1</sup>	156	30
Food Service Safety	30	0 <sup>3</sup>	55
Responsible Gambling	79	13	24
Confined Space Awareness (Comprehensive) <sup>2</sup>	94	0	31
High Impact Conversation	69	17	34
The Social Context of Teams	137	24	36
Trust Shift	No Data	31	55

1 - 2012 first year of AODA, all required staff trained- staff now trained upon hire.  
 2 - Every 3 years.  
 3 - Program in process of Updating in 2013.  
 4 - Re-certifications. All security employees require Standard First Aid training.

WEG employee health & safety.			
	2012	2013	2014
Critical injuries involving WEG Employees	0	0	0
Number of lost time injuries	17	21	10
Lost time injury frequency rate (per 100 employees)	1.56	2	0.99
Number of lost days	541	398	227
Lost time injury severity rate (per 100 employees)	49.58	40	26.08

WEG equine injury database report summary findings.			
	2012	2013	2014
Industry catastrophic rate	1.92	1.90	1.89
Woodbine Racetrack catastrophic rate	0.55	1.10	1.13
<b>Woodbine 2013/14 EID Summary Report (Turf Surface):</b>			
Average number of fatalities*	2013: 1 fatality/1679 starts = 0.60		
Average number of fatalities*	2014: 1 fatality/1685 starts = 0.59		
<b>Woodbine 2013/14 EID Summary Report (Synthetic Surface):</b>			
Average number of fatalities*	2013: 11 fatalities/9270 starts = 1.19		
Average number of fatalities*	2014: 11 fatalities/8962 starts = 1.23		

\*per 1000 starts



## clean water responsibility.

### Stormwater – Woodbine Racetrack.

The majority of storm water runoff from the site flows into the Humber River to the north, via storm sewers. Storm water quality reports are submitted to the regulating authority annually.

Parameter	Guideline	Average Measurement			Number of exceedances			Total number of samples from site		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>BOD</b>										
Irrigation Pond	15 mg/L	5.8	5.0	4.0	0	0	0	10	10	10
<b>TSS</b>										
Irrigation Pond	15 mg/L	16.4	8.8	13	5	3	3	10	10	10
<b>TP</b>										
Irrigation Pond	No limit - mg/L	.08	.09	0.1	0	0	0	10	10	10
<b>PH</b>										
Irrigation Pond	6.0–9.5	7.9	8.2	8.2	0	0	0	10	10	10
<b>E. Coli</b>										
Irrigation Pond	200cfu/100mL	23	172	179	1	4	7	10	10	10

### Stormwater<sup>1</sup> – Mohawk Racetrack.

Storm water runoff from the site drains in a southerly direction into a small tributary of the Killbride Creek subwatershed. Runoff contributes to a provincially significant wetland complex, which then contributes flow to cold water fish habitat.

Parameter	Guideline	Average Measurement <sup>mg/L</sup>			Number of exceedances			Total number of samples from site		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>BOD</b>										
Channel up	n/a	2	2	2	n/a	n/a	n/a	10	7	9
Channel down	n/a	2	2	2	n/a	n/a	n/a	12	8	9
Infield	n/a	3.6	2	2.2	n/a	n/a	n/a	12	12	8
Drain up	n/a	2	0	2	n/a	n/a	n/a	2	0	2
Drain down	n/a	2	2	2	n/a	n/a	n/a	2	1	2
<b>Totals</b>								<b>38</b>	<b>29</b>	<b>30</b>
<b>TSS</b>										
Channel up	n/a	3	9.2	4.8	n/a	n/a	n/a	10	7	9
Channel down	n/a	3	2.6	2	n/a	n/a	n/a	12	8	9
Infield	n/a	7	3.0	6	n/a	n/a	n/a	12	12	8
Drain up	n/a	3	0	2	n/a	n/a	n/a	2	0	2
Drain down	n/a	17.8	4.8	2.4	n/a	n/a	n/a	2	1	2
<b>Totals</b>								<b>38</b>	<b>29</b>	<b>30</b>
<b>TP</b>										
Channel up	n/a	0.3	0.3	0.03	n/a	n/a	n/a	10	7	9
Channel down	n/a	0.3	0.3	0.03	n/a	n/a	n/a	12	8	9
Infield	n/a	0.7	0.3	0.04	n/a	n/a	n/a	12	12	8
Drain up	n/a	0.3	0	0.03	n/a	n/a	n/a	2	0	2
Drain down	n/a	0.3	0.3	0.03	n/a	n/a	n/a	2	1	2
<b>Totals</b>								<b>38</b>	<b>29</b>	<b>30</b>

1 - Quality of Storm Water (by Ministry of Environment's Policies, Guidelines, and Provincial Water Quality Objectives)

2 - Quality of sewage system effluent (By Ministry of Environment Compliance #0375-8R9RH4, Condition 8)

3 - Quality of potable water from well supply system (by Ministry of Environment SDWS #73600675, Regulation 319/08)

4 - Quantity of Potable water from well supply system (by Ministry of PPTW#8047-8H6M8H, Regulation 319/08)

### Sewage System Effluent<sup>2</sup> – Mohawk Racetrack.

The facultative sewage lagoon system serving the site consists of two cells operated in series, 4.69ha in size and 77,475 cubic metres by volume. Effluent from ongoing operations at the site is treated, tested, and discharged twice a year to the Killbride Creek subwatershed, following a six month retention period.

Parameter	Guideline	Average Measurement <sup>mg/L</sup>			Number of exceedances			Total number of samples from site		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>BOD</b>	15 mg/L	2	2	3.8	0	0	0	3	3	3
<b>TSS</b>	20 mg/L	7.7	7.7	2.4	0	0	0	3	3	3
<b>TP</b>	.5 mg/L	.03	.03	.04	0	0	0	3	3	3
<b>Totals</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>9</b>

### Potable Water – Mohawk Racetrack.

The well supply system servicing the site is monitored weekly for the quality of treated (chlorination and ultraviolet) water at two pump houses and bi-weekly for the quality of the raw water from two wells. A microbiological water sample is taken weekly at the end of the distribution system. Treated water samples must yield 0 cfu/100mL for both Coliform and E.Coli. A report of water taking quantity is submitted to the regulating authority annually.

Parameter	Guideline	Average Measurement			Number of exceedances			Total number of samples from site		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>Coliform (Raw Water)<sup>3</sup></b>										
		cfu/100 mL								
Well #1 (Deep)	n/a	3	10	0	0	0	0	26	26	26
Well #2 (Gudi)	n/a	29	52	52	0	0	0	26	26	26
<b>Totals</b>								<b>52</b>	<b>52</b>	<b>52</b>
<b>E. Coli (Raw water)<sup>3</sup></b>										
		cfu/100 mL								
Well #1 (Deep)	n/a	0	0	0	0	0	0	26	26	26
Well #2 (Gudi)	n/a	1	1	0.5	0	0	0	26	26	26
<b>Totals</b>								<b>52</b>	<b>52</b>	<b>52</b>
<b>Water (Raw)<sup>4</sup></b>										
		cm <sup>3</sup>								
Well #1 (Deep)	1309 cm <sup>3</sup>	1309	174	181	0	0	0	52	52	52
Well #2 (Gudi)	654 cm <sup>3</sup>	634	37	23	0	0	0	52	52	52
<b>Totals</b>								<b>104</b>	<b>104</b>	<b>104</b>



# materiality assessment



## about this report.

The 2013/14 Woodbine Entertainment Group (WEG) Corporate Responsibility Report describes our performance and efforts across all WEG facilities for our stakeholders during the 24-month fiscal period of April 1, 2013, to March 31, 2015. Our previous report covered a 15-month fiscal year of January 1, 2012 to March 31, 2013.

Now operating as a for-profit company, with no change to its corporate structure, WEG remains an Ontario corporation without share capital which will invest any and all profits back into the business to promote our corporate objectives.

### boundary:

All information in this report focuses on the facilities and operations owned/and or operated by Woodbine Entertainment Group, headquartered at Woodbine Racetrack in Toronto, Ontario, Canada.

### performance measurement and reporting:

The metrics and goals in this report are established and measured by the WEG operational departments that are responsible for achieving them. To provide a meaningful context of our performance, our internal as well as external stakeholders are consulted. Our management team follows a strict system of internal controls, including verification by internal subject-matter experts where applicable, to ensure that this report fairly and accurately represents our results.

### materiality:

A materiality assessment was completed by WEG's department leaders to determine what is material, or important, to the company and what the 2013/14 report should focus on. This was conducted considering government policy changes, related stakeholder group input, as well as corporate risk management and strategic plan documents. Stakeholder group consultations were not designed specifically for the purpose of corporate responsibility reporting, however stakeholder consultations proved valuable in providing an overview of key concerns.

### our stakeholders:

Stakeholders were identified during the materiality assessment as: any person or group that has direct dealings with our facilities, or has any influence over or is impacted by our operations.



## corporate information.

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### head office address:

Woodbine Entertainment Group  
555 Rexdale Boulevard, P.O. Box 156  
Toronto, Ontario, Canada M9W 5L2  
Telephone: 416.675.7223  
Toll Free: 1.888.675.7223  
[www.woodbineentertainment.com](http://www.woodbineentertainment.com)

### officers:

- James Lawson  
*CEO*
- Jamie Martin  
*Executive Vice-President, Racing*
- Sean Pinsonneault  
*Executive Vice-President, Chief Operations Officer*
- Joe Aschaiek  
*Vice-President, Finance*
- Tania Caza  
*Vice-President, Human Resources*
- Garth Essery  
*Vice-President, Property Services & Development*
- Bill Ford  
*Vice-President, Legal Counsel and Secretary*

### we welcome your feedback.

Please direct your inquiries or comments to: Bill Ford.

*To visit our other websites, click on the logos below.*

Thank you for your interest.





  
**WOODBINE**<sup>TM</sup>  
ENTERTAINMENT GROUP

555 Rexdale Boulevard, P.O. Box 156, Toronto, Ontario, Canada M9W 5L2  
[www.WoodbineEntertainment.com](http://www.WoodbineEntertainment.com)

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