

Curaleaf Massachusetts, Inc. d/b/a Curaleaf

25 Winter Street

December 13, 2023

Boston Cannabis Board Meeting

curaleaf

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Summary of Proposal

- Applicant Name and d/b/a: Curaleaf Massachusetts, Inc. d/b/a Curaleaf
- Address of proposed licensed premise: 25 Winter St. Boston, MA 02108
- License type sought: Adult Use Marijuana Retailer
- Proposed hours of operation: Monday – Sunday 9am – 8pm

Diversity and Inclusion Goals and Measurements

GOAL #1: Curaleaf intends to recruit and retain Boston retail store Team members based upon the following targets for demographic representation:

- 50% Women
- 5% Veterans
- 5% People with Disabilities
- 35% Minorities
- 10% LGBTQ+

Measurement: The company shall prepare an annual report identifying the demographics of its employee population including but not limited to identifying the gender, race, sexual orientation and disabled status of its Team Members without identifying the employee specifically, and to the extent each employee is willing to share such information.

The company shall report the following metrics on an annual basis: number of individuals from the target demographic groups who were hired and retained after the issuance of a license; number of jobs created since initial licensure; number of job postings.

Diversity and Inclusion Goals and Measurements

GOAL #2: Make basic skills training available to management and employees through virtual learning environment in an effort to build competencies intended to build team member's strengths and address weaknesses. This encourages success not only within Curaleaf, but in the general job market.

CuraCampus is our in-house, interactive training platform that provides a holistic library of company educational resources to further enhance the professional development of our Team Members, allowing them to feel excited and confident to succeed in their roles. Through CuraCampus we allow all team members to take both voluntary and mandatory training throughout the year. Our Organizational Development & Learning team is responsible for creating, implementing, and tracking these trainings so that we can provide real-time data and analytics. Each quarter, new topics are added so that our Team Members can feel a continuous flow of educational topics.

Diversity and Inclusion Goals and Measurements

GOAL #2: CONTINUED

Examples of professional development courses:

- Emerging leaders
- How to develop your team
- How to have tough conversations
- Mentorship – How to mentor others
- Driving your career

Measurement: The company shall track the names of Massachusetts attendees, dates of attendance and course names for an annual report of participation. In the last 12 months, 945 individual learning sessions were completed by Massachusetts employees. Relevant topics include: “Diverse Talent in Recruiting and Hiring”, “Fostering Belonging as a Leader” and “Manager Bootcamp”.

Diversity and Inclusion Goals and Measurements

GOAL #3: Provide annual anti-discrimination/harassment training to all Massachusetts Team Members. Curaleaf's harassment prevention training includes modules on hostile work environments, quid pro quo, gender protections, unwanted romantic attention, bystander intervention and retaliation.

Current diversity-related courses available:

- How to be an Ally for Diversity & Inclusion
- Cultivating Diversity, Inclusion & Belonging in the Workplace
- Diversity Basics
- Power & Pride – The Origins of Pride Month
- What is Unconscious Bias, and What are the Consequences
- Recognizing 5 Types of Unconscious Bias
- How to Overcome Your Unconscious Bias
- Uncovering the Hidden Prejudice That Shapes What We Can See, Think & Do

Measurement: The company shall track the names of Massachusetts attendees, dates of attendance and course names for an annual report of participation. All Team Members are required to complete anti-harassment/anti-discrimination training annually.

Diversity and Inclusion Goals and Measurements

GOAL #4: Curaleaf aims to do business with 420 new cannabis brands, ancillary suppliers and advocacy organizations from underrepresented communities including veteran-, women-, LGBTQIA+-, disabled-, and minority-owned businesses by 2025. Since its launch in February 2021, Curaleaf's Rooted in Good program has focused on setting industry standards around commitment to developing a more equitable, sustainable and diverse cannabis industry. To date, there are 18 Massachusetts-based organizations and businesses participating in our 420x2025 initiative.

Our intent with the 420x25 initiative is to create pathways to sustainable and tangible economic benefits for businesses owned by a diverse range of individuals and groups. By committing to partnering with women, veteran, BIPOC, disabled, and LGBTQIA+ owned and operated businesses, Curaleaf will broaden its roster of diverse suppliers and do so in ways that help repair social harm and address institutional oppression in the cannabis industry.

Diversity and Inclusion - Programs

At Curaleaf, we understand that being a leader in cannabis comes with great responsibility for customers, our industry, our communities, and our planet. We're dedicated to ensuring that our actions and decisions prove that being a leader in the industry enables us to bring about positive impact—for businesses, customers, patients, communities, and causes. Through our initiative Rooted in Good, we're prioritizing resources for social equity throughout the industry, and sharing the wealth and opportunities with those disproportionately impacted by the War on Drugs. From supplier diversity programs to community partnerships, to new environmentally friendly practices, we're working to build a more diverse, equitable, and sustainable cannabis ecosystem.

Curaleaf's Rooted in Good Overview

- We believe in a healthy, inclusive, well-regulated cannabis industry that provides for social, financial and environmental benefits shared by all.
- Four Foundational Pillars of Rooted in Good: Diversity, Equity and Inclusion; Social Equity; Sustainability
- We give back to our communities by focusing our initiatives on social justice, food insecurity, health & wellness and cannabis education.
- We're able to achieve our Rooted in Good goals through our strategic social partnerships with organizations such as:
 - Women Grow
 - Black Farmer Fund
 - onePULSE Foundation and more.

Diversity and Inclusion - Programs

- Rooted in Good includes Curaforce. Curaforce is a workforce development group comprising cross-functional hiring partners and talent acquisition experts. The group's goal is to identify and overcome hiring roadblocks as we aim to create a diverse organization that reflects the communities where we live and work.
- Rooted in Good also includes Supply Change. Supply Change is a group that has worked together to create policies and organizational change related to Curaleaf's supplier diversity goal (420 x 25, as discussed above). This group defined terminology and roadblocks to implementation and worked to develop supply chain transparency at Curaleaf.

Learn more about Curaleaf's Rooted in Good initiatives here: [Curaleaf is Rooted In Good - Curaleaf](https://curaleaf.com/rooted-in-good)

<https://curaleaf.com/rooted-in-good>).

Diversity and Inclusion - Programs

EMPLOYEE RESOURCES

Employee Resource Groups (ERGs) - ERGs are employee-led, self-directed voluntary groups that offer opportunities to network internally, to attract and retain a diverse employee base, to provide the inclusion of ideas and solutions, and to create a culture of building opportunities for mentoring and career development.

- Curaleaf Cares (Community & Volunteerism Group)
- Curaleaf In Color (BIPOC Group)
- FamiLeaf (Working Parents Group)
- NiCE (Neurodiversity in Curaleaf Employee Resource Group)
- QUSH (Queer-Centered Unity & Service Huddle Group)
- STEM (Science, Technology, Engineering, Math Group)
- Women's Cannabis Collective (WCC) (Women in the workforce Group)

Diversity and Inclusion - Programs

EMPLOYEE RESOURCES CONTINUED

Employee Resource Groups Objectives

- Support global diversity and inclusion and serve as a resource when needed.
- Share knowledge, raise cultural awareness and act as a bridge across cultural issues – improving Curaleaf's cultural competence.
- Work as an employee support system providing education, personal growth, information, and idea sharing.
- Help with recruitment and retention efforts when possible.
- Support managerial effectiveness, leadership development, and communication with employees
- Bring new ideas to management.
- Work to enhance civic engagement and strengthen Curaleaf's branding and image in the industry and in the community.
- Share best practices and learnings with other ERGs.
- Remain neutral on political, religious, and ideological issues, both inside and outside Curaleaf.
- Comply with all policies, guidelines, and rules.

Diversity and Inclusion - Programs

EMPLOYEE RESOURCES CONTINUED

OPEN DOOR POLICY

Curaleaf has a philosophy of open communication, where all team members have the right, and are encouraged, to speak freely with management about their job-related concerns.

The most important relationship you will develop at Curaleaf will be between you and your supervisor. We urge you to go directly to your supervisor to discuss your job-related ideas, recommendations, concerns, and other issues that are important to you. However, should you need support from someone other than your supervisor, the entire management team, including the CEO, is committed to addressing your individual concerns in a timely and appropriate manner.

Diversity and Inclusion - Programs

EMPLOYEE RESOURCES CONTINUED

ETHICS AND COMPLIANCE HOTLINE

Every Team member has a responsibility for reporting violations of our Team member Handbook, Code of Conduct, Policies and Procedures, Federal and State Laws and Regulations. Team members are encouraged to raise questions or concerns to their supervisor or other members of the management team including P&C, Compliance and Legal.

However, if you prefer to raise your concern anonymously, we have established an external ethics and compliance hotline where Team members may report concerns. EthicsPoint is a comprehensive and confidential third-party reporting tool that enables management and employees to work together to address fraud, abuse, and other misconduct in the workplace while cultivating a positive work environment.

We are committed to maintaining a culture where open and honest communication is the expectation, not the exception. Every employee has a responsibility for reporting concerns, including violations of our Code of Conduct, Policies and Procedures, and Federal and State Laws and Regulations. Employees are encouraged to raise questions or concerns to their supervisor, HR, Legal or Compliance or they can always use the Ethics and Compliance Hotline.

Curaleaf has zero tolerance for any form of retaliation and will promptly review and investigate every concern that is raised. The information provided will be securely sent to us through EthicsPoint, our compliance hotline provider on a confidential or anonymous basis if you should choose.

Honors and Awards

MG MAGAZINE'S INFLUENTIAL PEOPLE OF COLOR IN CANNABIS, 2022

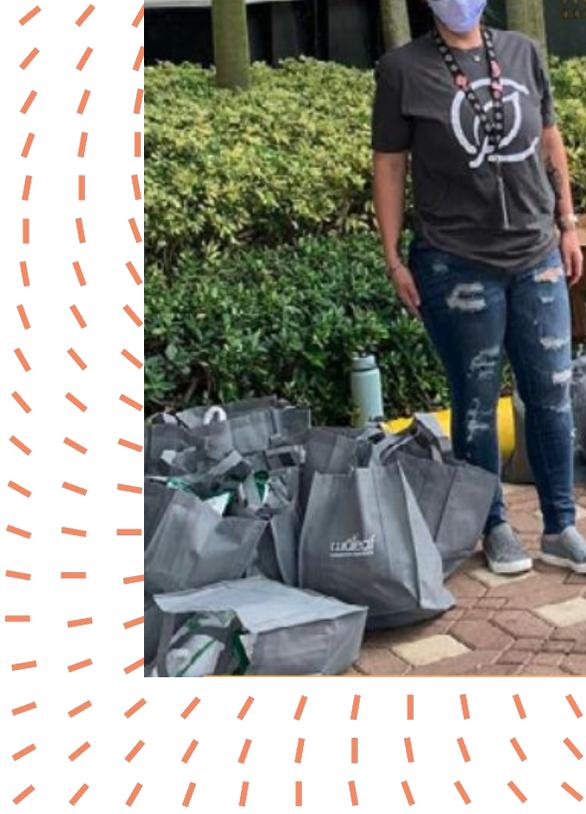
CSR Director Raheem Uqdah was recognized in January 2022 for his contributions to the cannabis industry, and his work on Curaleaf's Rooted in Good program.

AMNY INDUSTRY POWER PLAYERS LIST, 2022

Executive Chairman Boris Jordan and SVP of CSR Khadijah Tribble were recognized in January 2022 for their contributions to the New York cannabis industry.

2022 SOCIAL IMPACT AWARDS "CSR TEAM OF THE YEAR"

The Curaleaf CSR team was listed as a finalist in the "CSR Team of the Year" category for its Rooted in Good work.



Social Impact Initiatives

Combined with monetary donations from patients and customers at dispensaries, a portion of proceeds from select products sales helped us donate more than 10,000 meals and \$100,000 to organizations fighting food insecurity across the country—including **Friendly House, Inc.** right here in Massachusetts.



Social Impact Initiatives

Located in Massachusetts, **Mass**



MASS CultivatED

CultivatED is the first jails-to-job training programs specific to the cannabis industry. Curaleaf was proud to support this nonprofit through a \$100,000 donation in addition to supporting the organization's record expungement clinics.

Location

25 Winter Street

Curaleaf's roots are in Massachusetts. Being one of first licensed medical marijuana stores in the Commonwealth, Curaleaf has sought out locations that represent an opportunity to do good for the community, the neighbors and the surrounding businesses.

Winter Street provides Curaleaf the opportunity to invest in a part of Boston that needs investments in security, infrastructure and store fronts and to be a good corporate partner that is here to stay. Curaleaf believes that its investment in Winter Street will serve to immediately address many of the issues within the neighborhood today.

Curaleaf also chose this location because of the very high level of pedestrian traffic with very few options to serve customers walking through the area. Downtown Boston residents, workers and visitors are greatly underserved by cannabis stores. Having only two other adult use cannabis stores in the entire Downtown neighborhood creates a lack of product diversity, supply, and a lack of pricing competition, which negatively impacts cannabis customers who work, live and visit this area of Downtown.

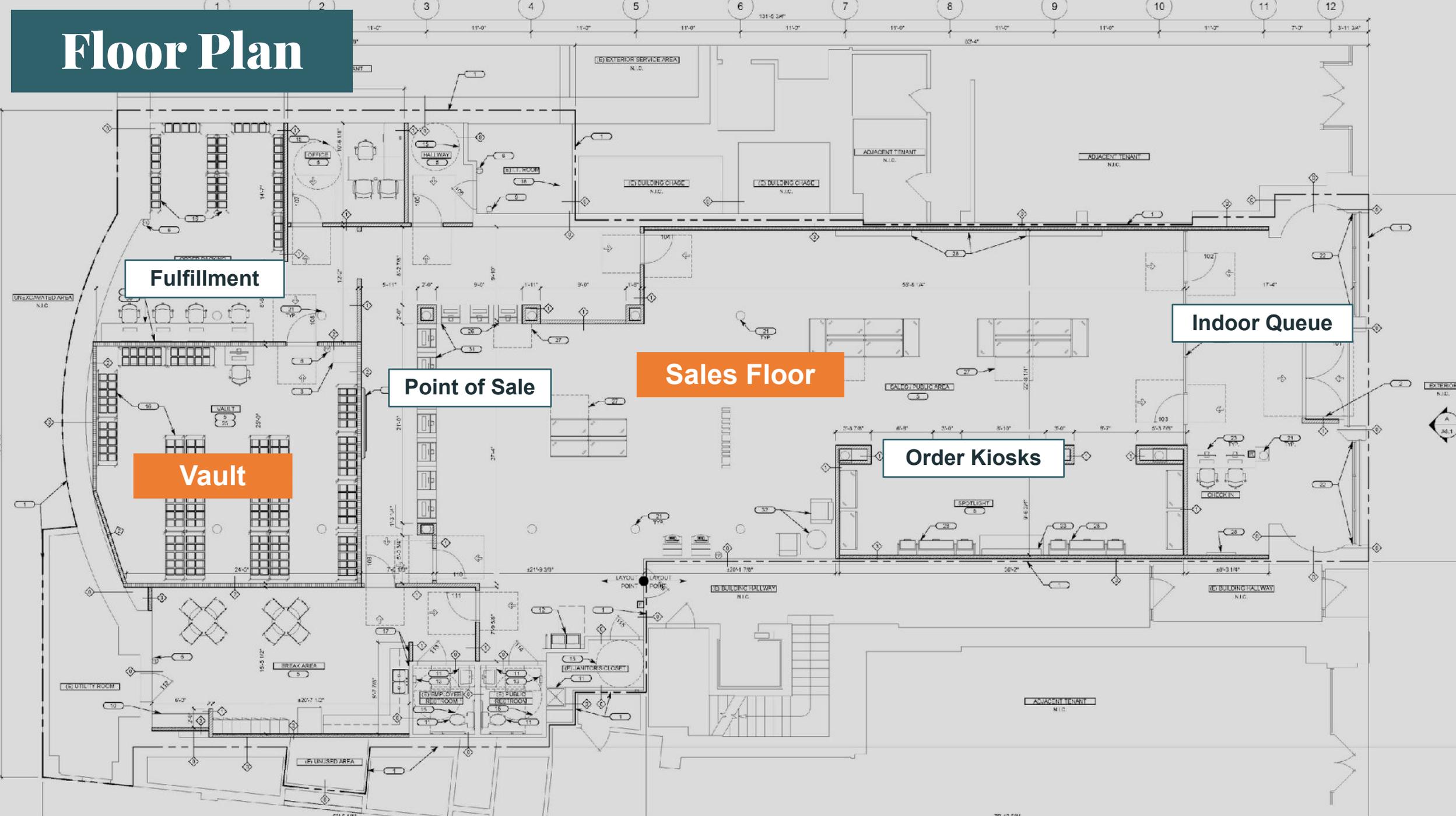
Proposed Location

An aerial photograph of downtown Boston, Massachusetts. The image shows a dense urban grid with numerous buildings, streets, and green spaces. A prominent red location pin is placed on Winter Street, marking the proposed location for a Curaleaf dispensary. The pin is circular with a white outline and a red fill, containing a white icon of a leaf. The surrounding area includes a mix of residential and commercial buildings, with a large park area visible to the west of the pin. The city extends to the waterfront on the right side of the image.

Curaleaf Massachusetts, Inc (Curaleaf) is proposing to open an adult-use retail marijuana dispensary at **25 Winter Street** (prior CVS) in the Downtown District of the City of Boston.

Boston Community Outreach Meeting

Floor Plan



Location

Curaleaf understands that it is outside of all required buffers, other than the proximity to another cannabis retail store. Please find the specifically requested information below:

- Distance from a licensed retail marijuana establishment – The store is located approximately ¼ mile (0.2 miles) from the nearest licensed marijuana establishment.
- Residential and commercial density near the site. – The store is located on a primarily commercial street with some residential units. It represents a typical downtown commercial location.

Location

Distance from schools, social services, or treatment centers – The store is located 685 ft. from William J. Ostiguy High School and approximately 854 ft. from Bridge Over Troubled Waters, Inc (BOTW). The William J. Ostiguy High School is outside of the required buffer zone. While Curaleaf understands the sensitivity of the proximity to Ostiguy and BOTW, both are outside of any legally required buffer. The Board could make a reasonable consideration related to the positive impacts of a legal cannabis store doing business in this neighborhood. These include: displacing the illicit market from the Winter Street area by providing regulated, tested and labeled products to adult consumers. When adult consumers have access to highly regulated products, adults do not participate in the illicit market, which in turn forces the illicit market to move away from the area; the strict limit and enforcement on 21+ sales; a significant investment in improving security and infrastructure not currently in place along Winter Street, which will also deter the illicit market from continuing to operate on Winter Street as it does today.

Location

- Access to public transportation. – The access to public transportation for this location is very high. The store is located only **300 ft. from Park Street Station servicing the Red Line, all branches of the Green Line, and Bus 43.** Additionally, the store is located only **269 ft. to the Downtown Crossing Station which provides access to the Orange Line and Red Line, as well as Bus 11.**
- Accessibility and amount of on-site parking. – The store itself is ADA accessible, however, this location does not provide for on-site parking as it is very easily accessible from public transportation as indicated above.

Employment Plan

Curaleaf's plan is to hire 28 Team Members for our flagship store in Boston.

Plan for employment of Boston residents:

Curaleaf will use best efforts to hire a minimum of fifty percent (50%) Boston residents, and will prioritize residents from an area of disproportionate impact, as defined by the Cannabis Control Commission.

Plan for employment of minorities and women:

As described in the Diversity Plan above, Curaleaf shall endeavor to hire the following:

- 50% Women
- 5% Veterans
- 5% People with Disabilities
- 35% Minorities
- 10% LGBTQ+

Employment Plan

Plan for employment of individuals with criminal records:

Curaleaf is committed to seeking a workforce that includes at least ten percent (10%) of its team persons with a past drug conviction or with a parent, or spouse with a drug conviction. We include the following statement on all job postings “Individuals adversely impacted by the war on drugs are encouraged to apply”.

Additionally, Curaleaf currently partners with Elevate Northeast Events and Education, Inc. by funding the ELEVATE Northeast Scholarship Fund, which was created to help a diverse pool of students take advantage of various workforce trainings to gain education and real-world experience designed to bolster their ability to earn viable positions, or be an entrepreneur, in the cannabis industry. Scholarship awards to attend the Cannabis Education Center at Holyoke Community College prioritize students from areas of disproportionate impact as defined by the Massachusetts Cannabis Control Commission.

Curaleaf will also post job notices with the City of Boston, including with the City’s Operation Exit Program and the Mayor’s Office of Returning Citizens.

Employment Plan

Plan for offering competitive wages and benefits for local residents:

Curaleaf's Boston retail store will pay employees no less than the City's living wage, as defined in the Boston Jobs, Living Wage and Prevailing Wage Ordinance. Part time employees have access to an employee assistance program (EAP), commuter benefits (MBTA Perq program), employee referral payment program, employee product discounts, and employee resource groups (ERG). In addition to these benefits, full time employees are offered a benefits package that includes medical, dental and visions benefits, healthcare and dependent care flexible spending accounts (FSA), health savings account (HSA), a 401(K)-retirement plan, short- and long-term disability, paid parental leave, and paid time off (PTO).

Please find additional information related EMPLOYEE RESOURCES, OPEN DOOR POLICY and the ETHICS AND COMPLIANCE HOTLINE included as part of Curaleaf's Diversity and Inclusion information.

Community Outreach

- List of letters of support, opposition, or non-opposition from local elected officials including the date of the letter and the position of the elected official.

City Councilor Ed Flynn - November 2, 2023 – Letter of Opposition

- List of letters of support, opposition, or non-opposition from local community organizations including the date of the letter and the position of the local community organization.

None

- Overview of other correspondence submitted to the BCB from residents or businesses including the number of letters or the number of names any petitions submitted.
 - Winter St. Building Owner - Letter of Support
 - Winter St. Business Owner and Downtown Crossing Resident - Letter of Support
 - Winter St. Business Owner - Letter of Support
 - Winter St. Building Owner - Letter of Support

Community Outreach

Community Engagement Meetings

- March 20, 2023 - Call with Midtown Park Plaza Association (MPPNA)
- March 22, 2023 - Meeting with Downtown Boston BID (BID)
- March 27, 2023 - Meeting with Downtown Boston Residents Association (DBRA) (Leadership)
- March 31, 2023 – Meeting with City Councilor Staff
- March 31, 2023 – Key Stakeholders Communication (Recipients: BID, MPPNA, DBRA, BPD, ONS, City Councilor)
- April 6, 2023 - Mayor’s Office of Neighborhood Services – Community Outreach Meeting
- April 12, 2023 – Meeting with Midtown Park Plaza Association (MPPNA)
- April 13, 2023 - Key Stakeholder Site Visit (Attendees: Boston Police Department, Boston BID, Office of Neighborhood Services (ONS), City of Boston Security Vendor) Additional Invitees not in attendance (City Councilor Office, MPPNA, DBRA)
- April 18, 2023 - Key Stakeholders Communication (Recipients: BID, MPPNA, DBRA, BPD, ONS, City Councilor)

Community Outreach

Community Engagement Meetings CONTINUED

- June 29, 2023 – Meeting with City Councilor
- July 17, 2023 – Meeting with Downtown Boston BID (BID)
- August 9, 2023 - Meeting with Midtown Park Plaza Association (MPPNA)
- September 14, 2023 – Meeting with City Councilor Staff
- September 20, 2023 – Meeting with Downtown Boston BID (BID)
- November 20, 2023 – Meeting with Downtown Boston BID (BID)

The list of meetings above does not include dozens of additional communications to:

Downtown Boston BID (BID), Midtown Park Plaza Association (MPPNA), Downtown Boston Residents Association (DBRA), City of Boston Police Department, City Councilor's Office, Bridge Over Troubled Waters, William J. Ostiguy High School and the Mayor's Office of Neighborhood Services

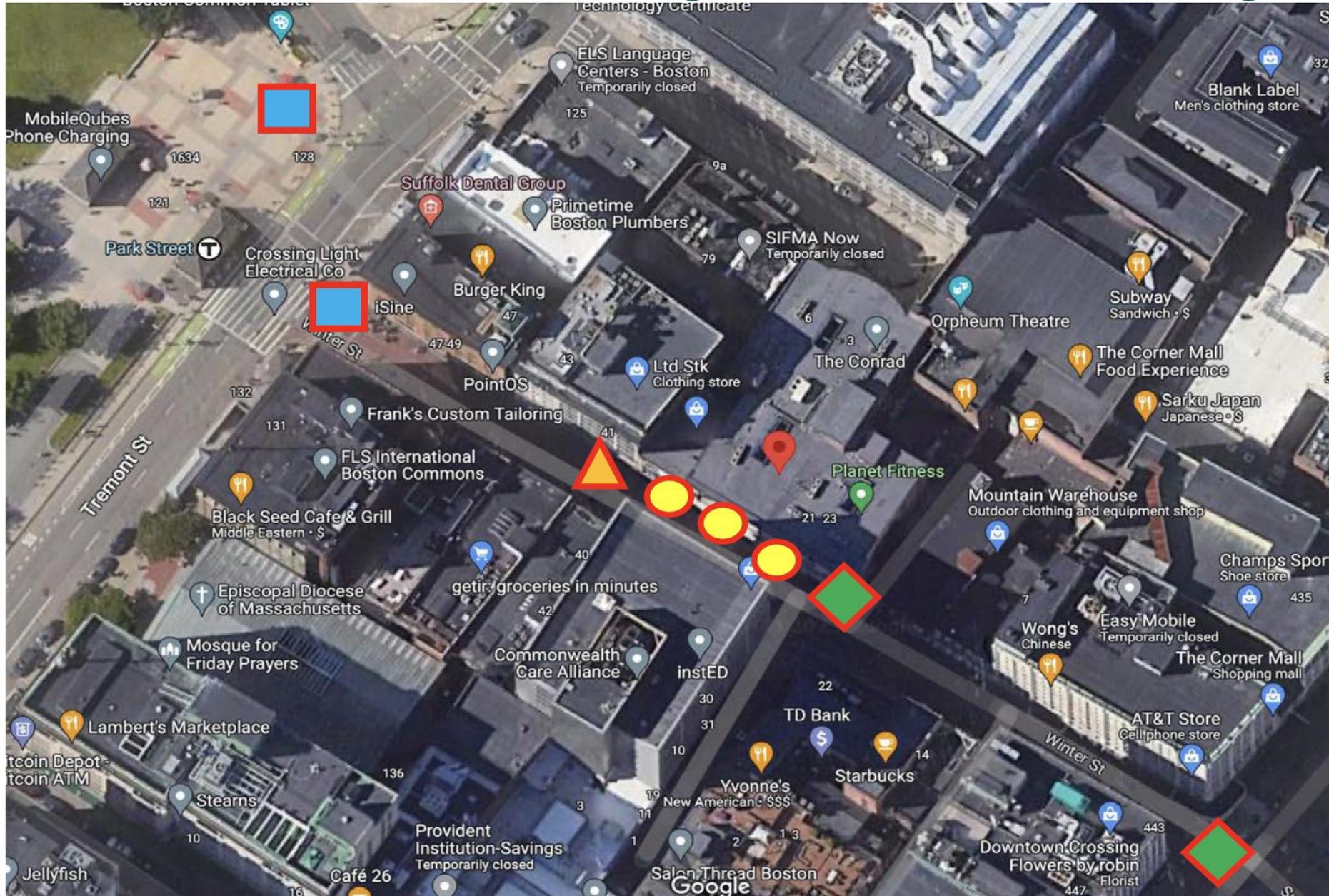
Safety and Security

Plan to provide enhanced security for the Winter St. area.

Curaleaf conducted an onsite visit with the Boston Police Department (BPD), the City of Boston Security Vendor, the Mayor's Office of Neighborhood Services and the Boston BID to evaluate the potential improvements that could be made to the Winter St. neighborhood. As a result of the feedback received during the site visit, Curaleaf developed a plan directly in response to and addressing all security improvements that were discussed during the site visit. These security improvements include:

1. Agreement by Curaleaf to enter into a Memorandum of Understanding (MOU) to fund Boston Police Department, District 1A overtime that is directly in support of the Winter Street neighborhood. Overtime will be at the discretion of the District Captain.
2. Upgrade existing BPD camera at the corner of Park Street and Tremont Street.
3. Upgrade existing BPD camera at the corner of Winter Street and Tremont Street.
4. Relocate existing BPD camera on the left side of 25 Winter Street to a new location as determine by BPD.
5. Add a new (additional) BPD camera on the right side of 25 Winter Street to provide new camera coverage.
6. Add new BPD camera to the Boston BID Kiosk at the intersection of Winter Street and Washington Street.
7. Add new lighting along the face of 25 Winter Street to match the existing Boston BID installed lighting at the top and bottom of Winter Street which will serve to enhance continuous lighting coverage along Winter Street.

Safety and Security



-  Upgrade Existing Camera
-  Relocate Existing Camera
-  Add New Camera
-  Add New Lighting

Safety and Security

Plan for on-site security personnel including number of security individuals

The on-site security personnel will conduct regular comprehensive patrols across the facility premises and its adjacent areas, verifying the operational integrity of technical security measures while actively enforcing compliance with company policies and procedures. Currently, Curaleaf anticipates using 3rd party security during the opening period. Furthermore, all employed staff members will undergo thorough training sessions to ensure a comprehensive understanding and adherence to the company's robust security protocols.

Plan for building and product security including number of security cameras

Video cameras shall be positioned in all areas that may contain marijuana including vaults and safes as well as all points of entry and exit. Cameras shall be angled so as to allow for the capture of clear and certain identification of any person entering or exiting the cannabis establishment or area. Currently, Curaleaf anticipates approximately 20 cameras subject to final approval of the CCC.

Safety and Security

Plan for protecting youth from accessing the product

The company shall require that all Marijuana Establishment Agents, visitors and customers are 21 years of age or older. The company will positively identify individuals seeking access to the premises of the cannabis establishment, or to whom marijuana or marijuana products are being transported (if applicable) to limit access solely to individuals 21 years of age or older.

The company shall immediately inspect an individual's proof of identification and determine that the individual is 21 years of age or older upon entry to the cannabis establishment. The company shall also inspect an individual's proof of identification at the point of sale and determine that the individual is 21 years of age or older.

The identification shall contain a name, photograph, and date of birth, and shall be limited to one of the following: 1. A driver's license; 2. A government issued identification card; 3. A military identification card; or 4. A passport.

Safety and Security

Plan for the transportation and delivery of product

The company will be receiving marijuana and marijuana products from locally sourced and properly licensed Massachusetts Marijuana Establishments. The company anticipates approximately seven (7) deliveries per week.

Plan for the transportation of monies to and from the site

All procedures will be in accordance with 935 CMR 501.110(7), including, but not limited to:

- On-site secured locked safe or vault
- Video cameras observing cash transactions throughout the facility
- A written process for securing cash and ensuring transfers of deposits
- Use of a licensed armored transport provider

QUESTIONS

