



2024

STEWARDSHIP AND SUSTAINABILITY

## INSIDE

ESG Mission Statement

1

Company Description

1

Stewardship & Sustainability

2

Stewardship

3

Sustainability

9

## ABOUT THIS REPORT

CrossHarbor Capital Partners® ("CrossHarbor") has operated for three decades with a commitment to deliver the highest standard of fiduciary care. With the adoption of an Environmental, Social and Governance ("ESG") Policy five years ago, the Firm commenced a formal process to integrate its corporate values and business practices with industry-leading ESG frameworks to create a sustainable program tailored to CrossHarbor's business.

Our **2024 Stewardship and Sustainability Report** summarizes our accomplishments completed during the year, our ongoing policy implementation, and progress towards achieving the Firm's ESG goals. CrossHarbor continues to make strides in tracking metrics and achievements, enhancing transparency and expanding reporting. The data and information provided in this report is as of December 31, 2024.





## ESG MISSION STATEMENT

With our focus on stewardship and sustainability, CrossHarbor is committed to integrating ESG practices at both the firm and investment levels of the organization. We believe that considering and managing material ESG risks and opportunities over the investment lifecycle helps us to mitigate undue risks and unlock value-enhancing opportunities, allowing us to invest intelligently and better meet the financial objectives of our institutional investors. In addition, our ESG integration framework allows us to implement and measure specific actions that support our commitment to be a responsible community citizen that promotes resource efficiency, enhanced sustainability, ethical values, equal opportunity, and high standards of transparency and integrity.

## COMPANY DESCRIPTION

Founded in 1993 by loan workout and property turnaround specialists, CrossHarbor is a longstanding, privately-owned investment and asset management firm focused exclusively on commercial real estate located within the United States. The Firm manages multiple investment strategies that invest across the risk/return spectrum on behalf of a diversified and highly regarded group of endowments, foundations, public and corporate pension plans, financial institutions, family offices and sovereign entities.

32

YEARS IN BUSINESS

\$34B

INVESTMENT TRACK  
RECORD

370<sup>+</sup>

TRANSACTIONS

\$10.7B

GROSS ASSETS UNDER  
MANAGEMENT<sup>1</sup>

100<sup>+</sup>

INSTITUTIONAL INVESTORS

220<sup>+</sup>

EMPLOYEES<sup>2</sup>

<sup>1</sup> As of December 31, 2024

<sup>2</sup> Includes 70 CrossHarbor Capital Partners and 150 Lone Mountain Land Company employees



## STEWARDSHIP AND SUSTAINABILITY

At CrossHarbor, **stewardship and sustainability are central to how we invest, operate, and create value.** We believe responsible investing and superior financial outcomes are compatible and interconnected. Through disciplined capital deployment, collaborative partnerships, and a value-oriented investment mindset, we make investments that balance opportunity and reward with risk and responsibility.

We view ESG frameworks as valuable tools to help build resilient portfolios that perform well across market cycles and create lasting value. Our ESG strategy is grounded in three core tenets: generating attractive risk-adjusted returns for investors, prioritizing the needs of stakeholders, and demonstrating

the return on investment of ESG initiatives that enable informed, performance-driven decision-making.

For all CrossHarbor strategies, be it debt or equity, long or short duration—we implement practical and flexible ESG practices tailored to the scope, strategy, and investor profile. As stewards of capital, we partner with best-in-class operators and long-term-minded sponsors to pursue enduring outcomes. By engaging deeply with our stakeholders, including tenants, investors, partners, local communities, and staff, we strive to shape investments to deliver positive, measurable impact well beyond our investment horizon.

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We strive to shape investments to deliver positive, measurable impact well beyond our investment horizon.

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# STEWARDSHIP

## Aligning Standards and Practices

### *ESG Policy Enhancements*

Guided by our ESG Committee, we maintain and regularly refine our comprehensive suite of policies that support ESG implementation and risk management across the Firm and investments. Our ESG Policy serves as a guideline for incorporating ESG assessments in due diligence and executing ESG initiatives throughout the investment process. The Policy allows for tailored approaches based on asset class, property type, property lifecycle, and investment stage—applied case by case, depending on our role and ability to influence ESG integration during due diligence and execution.

We continuously evaluate our ESG Policy to ensure alignment with our investment priorities and update it to reflect evolving standards and firm-level goals. In 2024, we updated the Policy with support from our ESG consultant, ACA Group, implementing a more integrated and forward-looking risk assessment approach. We moved beyond a checklist model to a holistic framework that more effectively captures and assesses ESG-related risks, opportunities, and outcomes during and beyond the life of our investment.

This enables us to identify investment-specific factors early that could materially affect operational resilience, tenant satisfaction, community health, and long-term value, allowing us to incorporate these considerations in our investment process. We also updated the Policy to align and comply with the most recent enhancements to the Principles for Responsible Investment (PRI), supporting our ongoing commitment to best practices and transparency.

### *Public and Regulatory Reporting Advancements*

#### Principles for Responsible Investment

CrossHarbor became a signatory at the end of 2023 to the PRI, a UN-backed framework designed to help investors understand and incorporate ESG factors into their investment decision making. CrossHarbor voluntarily chose to report within a first-year grace period, creating a baseline for tracking policy enhancement, reporting improvements and alignment with the PRI principles.



With the submission of its first annual reporting in 2024 for activities and policies in place during calendar year 2023, the firm demonstrated its commitment to responsible investing, transparency, and accountability. The annual report cadence allows CrossHarbor to track progress over time, publicly disclose our ESG practices, and gain benchmarking insights through peer comparisons. We anticipate upcoming changes to the PRI reporting. We will work closely with the ACA Group to adapt our reporting to meet the evolving standards and fulfill the PRI requirements.

#### Sustainable Finance Disclosure Regulation

CrossHarbor also prepared its first Sustainable Finance Disclosure Regulation ("SFDR") Article 8 annual report submission. This European Union regulation seeks to enhance ESG financial market participants' transparency, reduce greenwashing, and







encourage the integration of sustainability risks into investment decisions. Article 8 requires reporting by registered financial products regarding environmental or social characteristics and adherence to good governance practices. CrossHarbor's Article 8 report submission highlights 2024 ESG achievements and compliance for the CrossHarbor Debt Strategies SCSp SICAV-RAIF (the "MFI I Fund" or "MFI I"), a Luxembourg-domiciled fund that finances Class A multifamily and industrial developments in leading U.S. markets.

### *New Policy Development* **Responsible Contractor Policy**

Together with our joint venture partners, we seek to engage general contractors and subcontractors who uphold ethical business practices and provide fair wages and benefits in line with international labor and human rights standards. In 2024, CrossHarbor formalized our existing process into the firm's **Responsible Contractor Policy ("RCP")** to

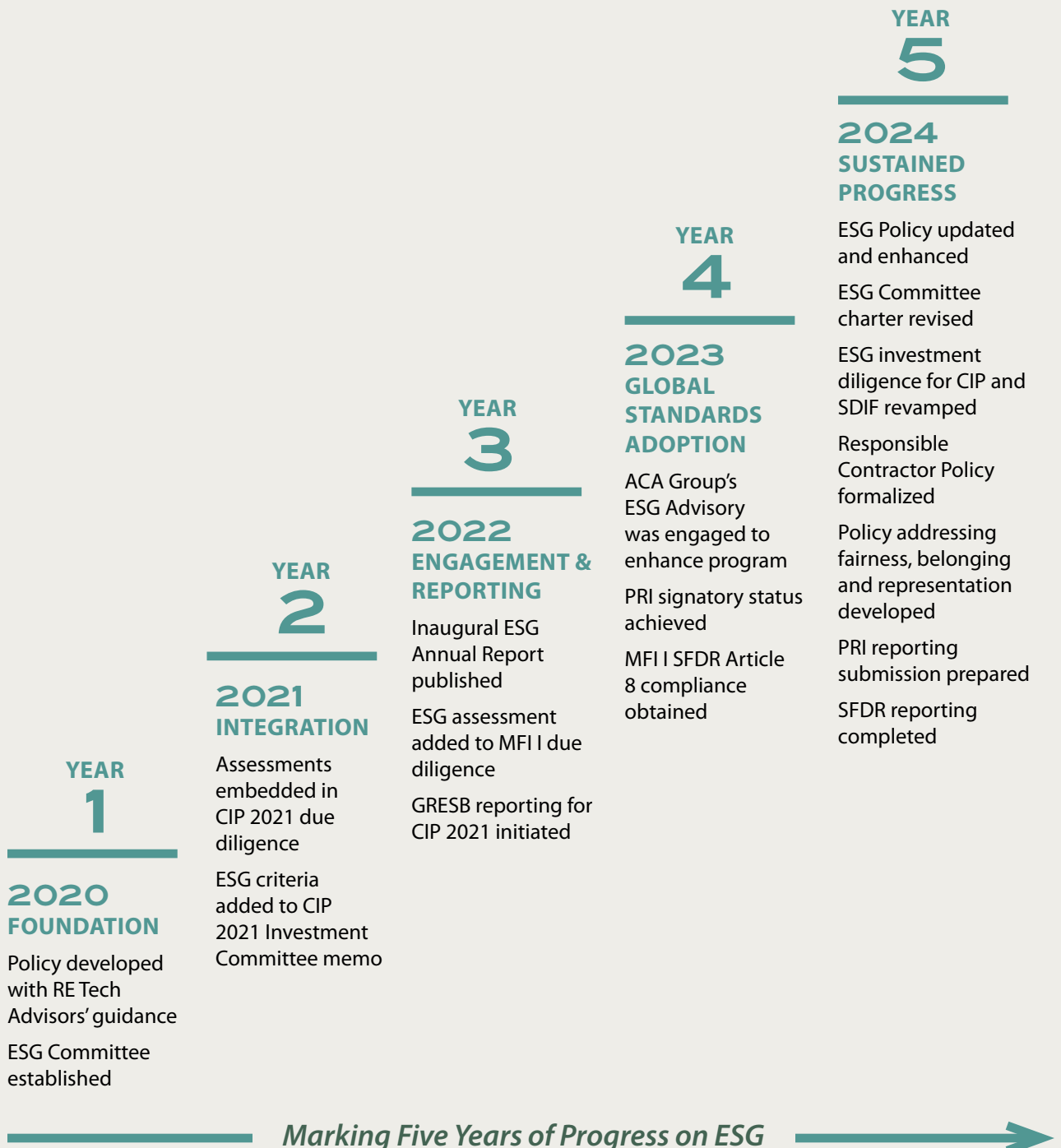
codify our contractor selection standards and process, ensuring contractors represent our corporate values and investor expectations.

We believe that a fairly compensated and trained workforce delivers higher quality properties—benefiting all stakeholders, including workers, contractors, partners, investors, and community members. If CrossHarbor enters a transaction with pre-selected vendors, we conduct due diligence alongside our JV partner to confirm compliance or recommend corrective actions. Where vendor selection is still underway, we collaborate with our partners to prioritize competitive bidding for construction, improvements, capital expenditures, and operations.

In addition to pricing and quality, our diligence assesses key risk factors through detailed contractor background checks, including financial health, ethics, and procurement practices. Contractors with a history of labor, wage, safety, or cybersecurity violations are excluded to maintain our legal and ethical standards.

## Tracking Progress & Impact








We continuously improve and regularly look for innovative ways to add value to CrossHarbor fund portfolios through our ESG activities. Over the past five years, we have made considerable progress, building upon our work and further enhancing our approach and application of ESG frameworks.





Corporate Goals

Throughout the year, we strive to achieve progress on CrossHarbor’s firm-level initiatives in order to shrink our corporate environmental footprint by implementing actions that reduce waste, conserve water, and prioritize sustainable building operations that optimize operating costs. Our three areas of focus include:

GOAL	ACTIONS	2024 HIGHLIGHTS
 WASTE	<p><b>Reduce or eliminate waste production</b></p> <p>Provide Bevi water machine smart-dispenser</p> <p>Supply staff with reusable water bottles</p>	<div><b>55,776</b> Bottles saved</div> <div><b>2.87 TONS</b> Boston office waste reduction</div> <div><b>106</b> gallons of oil conserved</div> <div><b>622</b> hours of electricity conserved</div>
 RECYCLE	<p><b>Reduce or eliminate the use of paper products</b></p> <p>Minimize printing by maximizing the use of digital reports and presentations</p> <p>When hard copies are necessary, print double-sided reports</p>	<div><b>1 TON</b> Company-wide paper recycling</div> <div><b>5</b> Trees saved</div> <div><b>51</b> gallons oil preserved</div> <div><b>541</b> Hours electricity conserved</div> <div><b>1,621</b> Gallons water saved</div>
 CLIMATE	<p><b>Decrease Scope 3 GHG emissions by increasing employee use of alternative transportation</b></p> <p>Provide a monthly subsidy on commuting passes</p> <p>Publicize links of local transit opportunities</p>	<div><b>40%</b> of employees use the commuting subsidy</div>



It is also a goal to reduce CrossHarbor’s firm-level Scope 1 and 2 greenhouse gas ("GHG") emissions. To that end, in 2024, we engaged the ACA Group to conduct a GHG emissions assessment by analyzing and quantifying the CO2e produced by our firm activities, including staff travel and electricity use at our corporate offices. With the baseline figures below, we can now establish key performance indicators to drive emission reduction policies and track our progress year over year.

	DESCRIPTION	2024 BASELINE ASSESSMENT
SCOPE 1	<b>Scope 1 emissions account for direct emissions from owned or controlled sources, including air transportation used by the team.</b> In 2024, ACA reviewed total statute miles flown by aircraft, using model-specific data from publicly available information to estimate fuel consumption based on maximum speed, fuel burn rates, and flight times, as well as EPA emission factors for mobile combustion sources.	<b>Scope 1 Total: 1,175.06 MtCO<sub>2</sub>e</b>
SCOPE 2	<b>Scope 2 emissions account for indirect emissions from the purchase of electricity.</b> In accordance with the GHG Protocol, CrossHarbor’s Scope 2 emissions were estimated using regional emission factors and the square footage of the firm’s offices in Boston, Chicago, and Los Angeles, as utility bills were unavailable.	<b>BY OFFICE</b> Boston: 16.2 MtCO <sub>2</sub> e Newport Beach: 12.6 MtCO <sub>2</sub> e Chicago: 22 MtCO <sub>2</sub> e <b>Scope 2 Total: 50.8 MtCO<sub>2</sub>e</b>



## Guiding Implementation

### *Collaborative Approach*

CrossHarbor's ESG Committee is responsible for overseeing the successful integration of ESG strategy across the firm. This includes refining internal processes to support responsible investment priorities and address changing market factors. The Committee works with our ESG consultant to advise on goal setting at firm, strategy and investment levels, reporting, and opportunities to advance ESG practices.

Formed in 2020, the ESG Committee is a specialized, cross-functional team with representation from the C-Suite, Originations, Asset Management, Investor Relations, Compliance, and Human Resources. The Committee brings together professionals with diverse expertise and senior-level insight, ensuring a wide range of perspectives in shaping the firm's ESG direction.

The Committee meets quarterly to:

- Coordinate ESG initiatives across teams.
- Track progress and identify areas for improvement.
- Communicate ESG performance, strategy, and successes to both internal and external stakeholders.
- Stay current on evolving ESG frameworks, investor expectations, and innovations shaping the market.

This structure ensures that ESG efforts remain dynamic, well-governed, and aligned with CrossHarbor's long-term investment goals.

### ESG COMMITTEE MEMBERS



**Jay Hart**  
Managing Partner  
Co-Chair, ESG Committee



**Caroline Janson**  
Director, Investor Relations,  
Co-Chair, ESG Committee



**Brian Davis**  
Partner, Originations &  
Asset Management



**Courtney Williams**  
Director & Chief  
Compliance Officer



**Shawn Hurley**  
Partner, EVP Investments,  
Lone Mountain Land  
Company



**Dan Morgan**  
Associate, Asset  
Management



**Merete Giurlani**  
Vice President,  
Human Resources



# SUSTAINABILITY

## Investing with Purpose

We connect capital with impact—aligning financial objectives with outcomes that support more sustainable properties and better long-term performance and lead to stronger communities. This section highlights examples of sustainable investments made across our **debt, workforce housing and Opportunity Zone strategies**—where our ESG practices have played a role in underwriting, investment decision-making and solid performance.

Through rigorous underwriting, thoughtful sponsor engagement, and deep local insight, we have acquired properties, financed high-

quality developments, and implemented investment strategies that contribute critically needed housing supply and produce state-of-the-art logistic facilities while supporting community viability and generating economic growth. CrossHarbor’s investment process prioritizes cost savings, operational efficiency, and building performance by partnering with sector and market specialists with well-honed sustainability best practices. **The following case studies demonstrate how our purpose-driven approach creates resilient properties and enhances property value while achieving investor goals.**

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We connect capital with impact—aligning financial objectives with outcomes that support more sustainable properties and better long-term performance and lead to stronger communities.

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## Bridge Point Vernon II

VERNON, CA

**Bridge Point Vernon II is a newly built, Class A property developed by Bridge Industrial, a repeat CrossHarbor sponsor. Bridge Industrial has successfully acquired and developed over 72 million square feet of industrial real estate across the U.S.**

CrossHarbor's debt strategy, MFI I<sup>1</sup>, is a diversified portfolio of short-duration senior loans that finance Class A multifamily and industrial developments. MFI I seeks to promote environmental and social characteristics through its investment strategy, including offering borrowers an interest rate reduction incentive to achieve Leadership in Energy and Environmental Design ("LEED") Gold or higher certification, to incentivize building owners and operators to be environmentally responsible and use resources efficiently. For the construction of Bridge Point Vernon II, which spans 209,078 square feet on 9.4 acres in the Los Angeles market, a first mortgage of \$58.2 million was provided.

Bridge Industrial is a preferred borrower because of its track record of building institutional-quality properties that meet



the highest levels of energy efficiency and sustainability. For Bridge Point Vernon II, Bridge achieved LEEDv4 BD+C and Shell Gold Certification in October 2024, with sustainable features, including LED motion sensor lighting, natural daylight, occupancy sensors, and 15 EV charging stations in a bikeable location. The property is built in compliance with California's statewide energy benchmarking and disclosure laws and meets building code energy-efficiency standards.

Located in Vernon, CA, a high barriers-to-entry, supply-constrained last-mile logistics submarket, the property has multiple points of ingress and egress and exceptional intermodal access for distribution to over 20 million people in Southern California via major freeways and the ports of Long Beach and Los Angeles. Vernon II features 36-foot clear heights, 4,000 amps of power, ESFR sprinkler systems, 24 dock doors and two drive-in doors, five trailer parking stalls, 213 car parking stalls, and truck-court depth of 135 feet.

<sup>1</sup> The legal entity name is CrossHarbor Debt Strategies SCSp SICAV-RAIF, or "MFI I."

### HIGHLIGHTS



**LEEDv4 BD+C and  
Shell Gold Certification**  
achieved October 2024



**38,352 kg**  
CO<sub>2</sub>e Operational Carbon  
Footprint Reduction



**100%**  
**LED Lights**—for interior and  
site lighting, reducing mercury  
extraction, usage, and exposure



**131,050**  
**Gallons of Annual Indoor Water  
Savings**—through water efficient  
plumbing fixtures compared against  
the LEED baseline



**166,958**  
**Gallons of Annual Outdoor  
Water Savings**—through efficient  
landscape design and water-conscious  
irrigation controls compared against  
LEED baseline standards



**63%**  
**Energy Use Reduction**—  
compared to similar warehouse  
buildings based on ASHRAE 90.1-  
2010 energy efficiency standards

## Bridge Point South Bay II

TORRANCE, CA

CrossHarbor Strategic Debt Fund, L.P. ("SDIF") is an open-ended private real estate investment fund that originates first mortgage loans secured by core, core plus, and value-add properties in the U.S. In 2021, SDIF provided \$48.1 million in first mortgage financing to Bridge Industrial to develop Bridge Point South Bay II.

Bridge Industrial's sustainable development practices earned Bridge Point South Bay II a LEED v4 Core & Shell Certification in 2024. The project utilized over 34% recycled materials, and a construction waste management plan successfully diverted at least 50% of waste, significantly reducing overall landfill impact. Situated on 8.98 acres in a previously developed area, building on the site preserved greenfield and natural habitats.

The 203,877-square-foot industrial property in Torrance, CA, offers 32-foot clear heights, 4,000 amps of power, ESFR sprinkler systems, 21 dock doors, two drive-in doors, 14 trailer parking stalls, and 219 car parking stalls. Energy-efficient design elements include skylights, high-efficiency LEDs, occupancy sensors, and lighting



controls to reduce energy use and meet building requirements. Water conservation initiatives utilize drought-tolerant native landscaping and low-flow plumbing fixtures.

A photovoltaic (PV) system produces electricity for on-site use. To improve nighttime visibility and minimize negative impacts on wildlife, the exterior lighting design is optimized to minimize light trespass and night sky pollution.

Located just 10 miles from the San Pedro Bay Port, tenants have lower drayage costs with multiple truck turns daily. To promote eco-friendly logistics, Bridge Point South Bay II offers financial incentives for tenants using zero-emission and alternative fuel trucks, supporting local and regional sustainability targets.

### HIGHLIGHTS



**LEED v4 Core & Shell  
Certification** achieved  
October 2024



**4,504,818 Kg**

**CO<sub>2</sub>e/m<sup>2</sup> embodied carbon**  
11% reduction in global warming  
potential vs. baseline



**58%**

Lower project/site potable water  
usage



**53%**

Outdoor water consumption reduction



**44%**

Indoor water usage



**41%**

Lower annual energy consumption

## Modera Riverside

MIAMI, FL

Through its Qualified Opportunity Zone (“QOZ”) fund strategy, CrossHarbor Capital Partners facilitated the \$163.3 million development of Modera Riverside, a 428-unit multifamily community, built by Mill Creek Residential, on the Miami River, across from the Brickell submarket. This 36-story project includes market-rate (90%) and affordable (10%) units, 3,600+ square feet of ground-floor retail, and amenities designed to appeal to modern renters.

Opportunity Zones were established under the 2017 Tax Cuts and Jobs Act to stimulate long-term investment in underserved communities. The program is designed to promote economic growth and job creation by attracting capital investment and revitalization. Investors benefit from deferral of capital gains tax until 2026 and, if the investment is held for at least 10 years, exemption from tax on future gains from the QOZ investment.

Modera Riverside aligns with the program’s goals by delivering new housing supply to an underserved market while offering investors exposure to a multifamily investment in a high-demand rental market.



Developed in collaboration with Mill Creek Residential, a nationally recognized multifamily developer and long-time recurring partner of CrossHarbor, with a track record and commitment to sustainable construction and environmental management. Residences feature energy-efficient design, smart home technologies, oversized windows, ENERGY STAR appliance packages, and high-end finishes. Amenities include coworking spaces, a rooftop pool, a fitness center, EV charging, and structured parking.

This investment reflects CrossHarbor’s QOZ strategy: supporting economic revitalization through sustainably built, institutional-quality housing in locations poised for growth—while creating meaningful tax advantages for long-term investors. Completion is expected in early 2025.

### HIGHLIGHTS

#### Access & Connectivity

 **92**  
Walk Score

 **100**  
Transit Score

 On-site Bike Storage

#### Building Materials and Features

 Energy Star Windows & Appliances

 SMART Thermostats & Sustainable HVAC

 LED Lighting Controlled Systems

 Low Flow Plumbing

 Green Roof with High Efficiency Irrigation System



## Modera Founders Row Phase II

FALLS CHURCH, VA

Through a separate account, CrossHarbor Capital Partners invested \$60.8 million in the development of Founders Row Phase II, a 280-unit, Class A apartment building with 22,300 square feet of ground-floor retail. This project is part of a vibrant, multi-phased, mixed-used community in Falls Church, Virginia, developed in partnership with Mill Creek Residential, a trusted CrossHarbor sponsor with a strong track record in sustainable development.

Phase II builds on the success of this dynamic, walkable community, which includes two other apartment buildings, an age-restricted over-55 community, 80,000 square feet of upscale retail stores, and a rich mix of dining and entertainment. Residents enjoy high-end amenities, including a resort-style pool, co-working space, pet spa, and secure bike storage.

Mill Creek is pursuing LEED Gold certification with features designed to reduce environmental impact, including 2,000 square feet of green roof area, solar panel conduits, stormwater retention tanks, ENERGY STAR appliances, and EV charging stations for at least 5% of parking. Twelve



percent of units are designated affordable dwelling units to address housing needs. The community design, with direct access to a 45-mile trail, encourages walking, running, and cycling and promotes a more sustainable lifestyle, reducing reliance on cars.

Conveniently located near top-rated schools and less than a mile from the Metro's Orange Line, residents enjoy easy access to employers in downtown Washington, DC, and Arlington, VA. Modera Founders Row II exemplifies CrossHarbor's investment strategy—combining sustainable construction, energy-efficient property operations, community-enhancing features, and long-term value creation in a prime location with strong demand.

### HIGHLIGHTS

#### Access & Connectivity

 **90**  
Walk Score

 **76**  
Transit Score

 **On-site Bike Storage**

#### Building Materials and Features

 **Energy Star Windows & Appliances**

 **Low Flow Plumbing**

 **EV Charging Stations**

 **Green Roof Area**

## RiverView Workforce Housing

BIG SKY, MT

With an investment of \$40.9 million from the CrossHarbor Housing Access Partners LP ("CHAP"), Lone Mountain Land Company ("LMLC"), CrossHarbor's wholly owned subsidiary, led the development of RiverView, a workforce-attainable housing campus with three dormitories, two apartment buildings, and commercial space leased to the Social Impact Hub. RiverView reflects the CHAP II strategy of acquiring and developing housing that alleviates housing supply and affordability constraints for workers in Southeast Montana.

Due to sky-high housing costs, 75% of the Big Sky workforce endure long daily commutes over challenging terrain, which makes attracting and retaining employees in the region challenging. RiverView is one of several projects where LMLC has partnered with Big Sky-based non-profits to provide housing solutions to reduce commute times, strengthen the local workforce, and support community sustainability.

RiverView provides access to various transportation options and promotes worker health with desirable amenities and recreational spaces. Fully occupied through a master lease, it has 36 shared living units for seasonal workers in 4- and 8-bedroom



configurations (total 216 beds), as well as 24 apartment units in 1-, 2-, and 3-bedrooms for year-round occupancy. A third building is scheduled to deliver in mid-2025.

All units are deed-restricted, keeping rents at 33% or less of qualified workforce participants' gross income. To help qualified tenants reduce utility costs, the buildings are equipped with solar infrastructure that offsets approximately eight months of annual electricity usage. Funding and technical guidance from LMLC, and local organizations, Moonlight Community Foundation, Big Sky Thrift, Big Sky Resort Area District, Big Sky Community Housing Trust, and the Big Sky Sustainability Network Organization ("SNO"), support energy efficiency and sustainability. Through collaboration, CHAP and LMLC are ensuring there are viable options to help attract and house workers in the Mountain Region for years to come.

### HIGHLIGHTS



Modular Construction



Energy-Efficient Units



Solar Photovoltaic  
System



Transit-served

*“We believe that good fortune in investing is the product of good thinking. And good thinking is the product of having a wide range of diverse perspectives and experiences across our firm.”*

Samuel Byrne, Co-Founder & Managing Partner

## Attracting and Retaining Talent

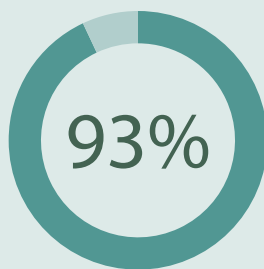
### Cultivating a Diverse Team

**At CrossHarbor, building and sustaining a high-performing, diverse team is essential to delivering long-term value for our investors and communities.** Creating a desirable work environment and retaining team members are our top priority and our results are highlighted by our strong 2024 retention rate of 93%.

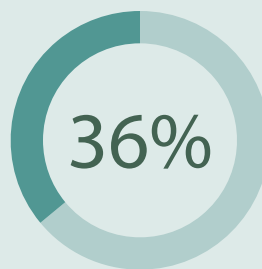
We value the diversity of thought, background, and experience that our team members bring, so we are continually working to attract diverse candidates. Our organization experiences low turnover, allowing us to concentrate on cultivating a diverse talent pool for our open positions, particularly in junior roles.

Yet, over the last five years, we have tracked changes at the senior levels. Since 2019, female representation on the senior leadership team has grown from 9% to 28%, and racial and ethnic diversity at the senior level has increased from 0% to 15%. While we recognize there is more to be done, we are encouraged by this upward trend.

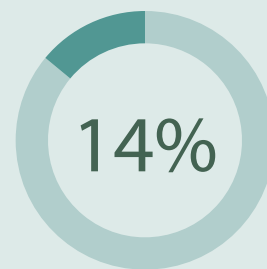
Firmwide, 36% of our employees are female, exceeding the North American industry average of 21.9% for real estate investment managers.<sup>1</sup> Minority representation across the firm is 14%.



2024 retention  
rate



Female employees  
firmwide



Minority representation  
across the firm

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Since 2019, female representation on the senior leadership team has grown from 9% to 28%, and racial and ethnic diversity at the senior level has increased from 0% to 15%.

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<sup>1</sup><https://www.preqin.com/insights/research/reports/women-in-alternatives-2024>



## Building the Talent Pipeline

We have taken deliberate steps to create a more inclusive and intentional recruitment process. Through a structured intern program and co-op placements, we focus on fostering a workplace where new ideas can flourish, careers can begin, and leadership is developed from within. Our recruitment strategy aims to continuously broaden and enhance our outreach to candidates.

### Revamped Intern Program

In 2024, we redesigned our intern program to better identify and nurture talent with long-term potential. By targeting our outreach to local universities and smaller regional colleges in our key markets, we are connecting with students who bring fresh perspectives, strong interest in commercial

real estate, and a desire to grow with the firm, turning entry-level roles into long-term career paths, and live in locations where our team has offices. We continue to participate in well-established recruitment initiatives led by industry and affinity organizations to broaden and diversify our candidate pool.

### Top Tier Co-Op Program



In 2024, CrossHarbor began participating in Northeastern University's immersive Co-op Program, offering multi-month rotations in Tax, Capital Markets, and Finance. These hands-on placements give students real-world exposure while helping us identify and mentor emerging talent early in their careers.

## ADVANCING OPPORTUNITIES FOR MONTANA'S NEXT GEN

**In 2024, together with its Montana-based subsidiary, LMC, CrossHarbor made a multi-million dollar donation to Montana State University's Gallatin College,** supporting construction of a dedicated facility for a hospitality and culinary arts educational program. Gallatin College MSU is the fastest-growing two-year college in the state, yet until now, it lacked a permanent home. The new facility will offer hands-on training and career-focused education for students pursuing careers in Montana's thriving culinary and hospitality sectors, including future opportunities at hotels and resorts developed by LMLC in Big Sky.

Our financial support reflects our long-standing commitment and investment in southwest Montana, where CrossHarbor has operated properties for over two decades. As a result of this investment, CrossHarbor's portfolio now accounts for over 75% of the tax base in the Big Sky region.



With Big Sky's growing appeal as a year-round resort destination, our donation to Gallatin College supports a crucial local educational resource, making an important investment in the people, skills, and long-term sustainability of Big Sky.

*"We are honored to partner with Gallatin College as we work together to create opportunities for students in our community. We believe that collaboration is key to inspiring the next generation of leaders in hospitality and beyond. This partnership reflects our commitment to nurturing talent and driving innovation, ensuring that local students are equipped to shape a prosperous future for Montana's industries."*

— Matthew Kidd, president of Lone Mountain Land Co.

## Supporting Our Communities

### Corporate and Volunteer Initiatives

At CrossHarbor, we believe in strengthening the communities where we live, work, and invest—through leadership, volunteerism, and meaningful financial support. In 2024, we launched a formal volunteering program with quarterly events to serve the community during the workday; participation is encouraged by all employees.



In March 2024, members of the CrossHarbor team **volunteered**

**at the Cradles to Crayons' The Giving Factory, the nonprofit's distribution hub in Boston**, where they sorted and packaged donations. The nonprofit supports local children living in homeless and low-income housing by providing clothing and essential items. Our team helped process and assemble 100 clothing packs, each with a week's worth of outfits, and a monetary donation also ensured that an additional 60 children receive the essentials to support their learning, play, and daily life.



In November 2024, **CrossHarbor's Boston staff served meals at**

**Rosie's Place—the first women-only shelter in the U.S.** and a vital multi-services center for women facing homelessness and hardship in Boston. In addition to a financial donation, CrossHarbor team members prepared and served meals to guests, contributing to the 100,000 meals the organization provides annually. Rosie's Place offers emergency shelter, wellness care, and educational programs, all in a safe, dignified environment to 12,000 women a year.

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### Team Engagement

CrossHarbor staff also showed their community support by participating in two recurring annual sponsored events which reflect our ongoing commitment of giving back and building stronger communities where we do business.



Each year, we organize and fund a team to participate in **School on Wheels' 5K Run, 2.8 Mile**

**Walk, and Dog Wag** to support children in Massachusetts affected by homelessness. School on Wheels offers children vital academic tutoring, mentoring, and social and emotional support in their program.



CrossHarbor recruits a team for **Boston Children's Hospital Corporate Cup**—a fun and friendly field day,

which brings together the Boston business community for a day of athletic competition and fundraising. Proceeds support life-saving care and research at Boston Children's Hospital.

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### Charitable Activities

CrossHarbor philanthropic impact includes financial contributions to various organizations.



Boston Children's Hospital Youth Enrichment Services





#### Disclaimer

No representation or warranty is given in respect of the information contained herein and CrossHarbor Capital Partners is under no obligation to (and expressly disclaims any obligation to) update any of the information provided in this report.

Past performance is not indicative of future performance. Any projections or forward-looking statements regarding future events, investment strategies, markets, properties, or ESG initiatives are not necessarily indicative of, and may differ from actual events or results.

This information has not been independently verified, and no assurances can be given by CrossHarbor Capital Partners regarding the accuracy or completeness of this information.

This report does not constitute an offer to sell or a solicitation of an offer to buy any securities and may not be used or relied upon in evaluating the merit of investing with CrossHarbor Capital Partners.

#### **Caroline Janson**

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