
2021 ESG REPORT





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About This Report

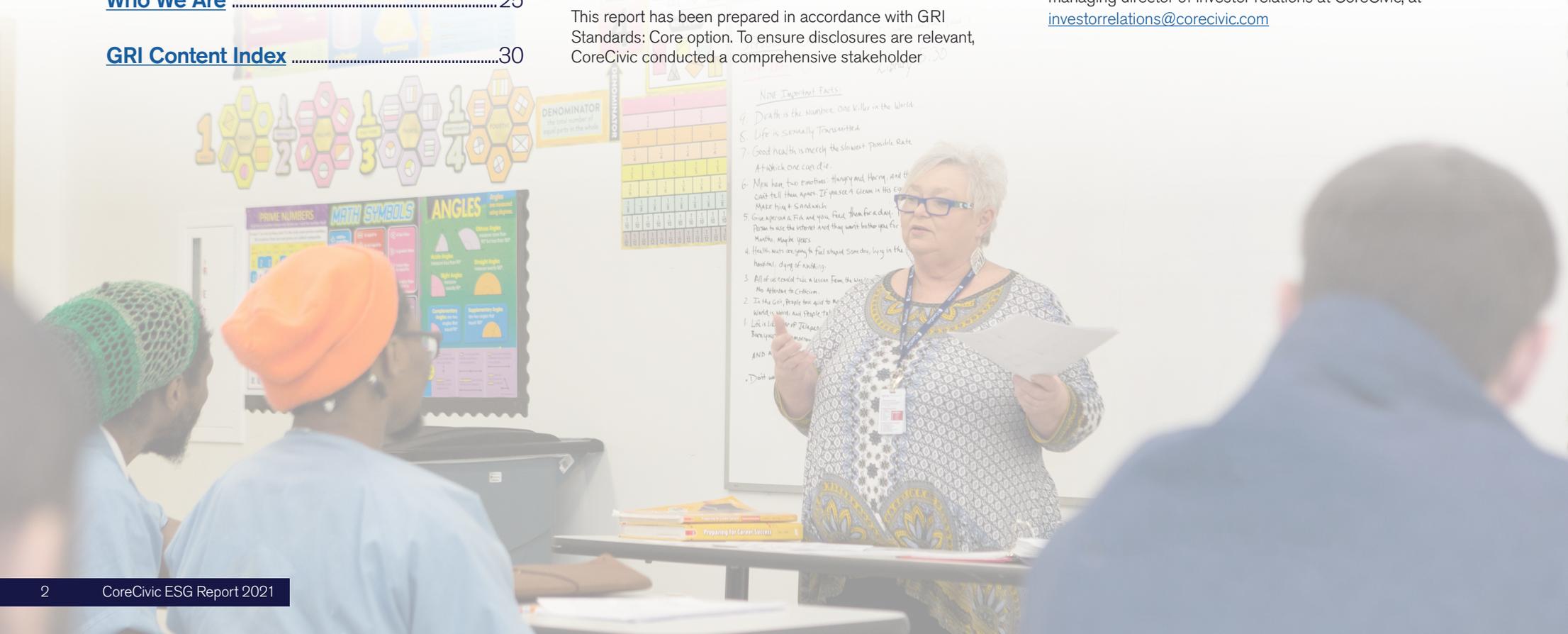
CoreCivic is committed to consistent reporting on our impact to the Environmental, Social and Governance (ESG) topics of greatest interest to our stakeholders. In this, CoreCivic's fourth ESG report, we update our progress against relevant goals, describe our management approaches to material topics and detail how we continue to manage the challenges presented by the COVID-19 pandemic.

We recommend that this report be reviewed alongside CoreCivic's [2021 annual report \(Form 10k\)](#), most recent [proxy statement](#), and our [most recent shareholder letter](#), all available at our [public filing reports hub](#). Unless otherwise noted, this report covers the fiscal year January 1, 2021 to December 31, 2021 and includes information about CoreCivic, Inc. with select references to activities conducted by our wholly-owned subsidiaries.

This report has been prepared in accordance with GRI Standards: Core option. To ensure disclosures are relevant, CoreCivic conducted a comprehensive stakeholder

materiality assessment in 2020. Disclosures based on GRI Standards are listed in the GRI Content Reference Index at the end of this report. This material references GRI Standards effective on or after July 1, 2018.

Our management approach to ESG reporting includes participation and review across many levels of the organization. Authority for reporting is delegated to our vice president and chief ethics and compliance officer by the president and CEO. A cross-functional team works to collect disclosure data and provide updates to material topics. The report is reviewed by members of our senior management team, and ESG matters are reported to the risk committee of the CoreCivic Board of Directors. Questions about this report can be directed to Cameron Hopewell, managing director of investor relations at CoreCivic, at investorrelations@corecivic.com





It's said that adversity builds character. I think it reveals character.

In CoreCivic's fourth annual ESG report, you can see how a company with sound cultural values can reveal character when times remain as challenging as they did in 2021. Our company punched through the tiresome reality of a stubborn, resurgent pandemic to deliver our mission to better the public good. We did our work right and did right by the environment, social needs in our communities and contemporary standards of good corporate governance.

I am proud to lead a critically important enterprise like CoreCivic and fortunate to draw energy and inspiration from our people as a fellow employee. Our team defines and practices flexibility and innovation each day. You witness it at the facilities, in the classrooms, at the meeting tables, around the neighborhoods we call home, and in the back office.



We provide win-win solutions that help our government partners meet the ever-changing challenges that face them. For example, [CoreCivic inked a renewable three-year lease agreement](#) in September that transfers operating responsibility at our North-west New Mexico Correctional Center to the state's corrections department.

CoreCivic now leases five facilities to five different state partners where CoreCivic handles financing and maintenance of the facility while government partners manage facility operations. [Solutions like this](#) provide our government partners with increased flexibility and value.

When COVID-19 vaccinations became available in early 2021, CoreCivic adapted as we have throughout the pandemic. We quickly shifted from conventional social distancing protocols to promoting vaccinations, an effort administered by an executive-level Coronavirus Response Committee empowered at the board level when the pandemic began. We held vaccine events for staff and those in our care. We communicated the effectiveness of life-saving vaccines through an [aggressive education campaign](#). With new strains such as Delta and Omicron, the nation remains challenged, but I'm thankful for the close alignment we've maintained with local and federal authorities and our government partners.

Despite the pandemic but with the benefit of online learning, our reentry participants in 2021 earned nearly 3,300 high school equivalency diplomas and industry recognized certifications and 35 college degrees. Nearly 1,700 participants enrolled in substance use disorder programs. Separately, we launched new programs at properties across the country, including a culinary arts program at our Lake Erie facility in Ohio, a computer coding program at our Red Rock facility in Arizona and a carpentry program at our Crowley facility in Colorado. I'm looking forward to seeing our newly minted cooks, coders and carpenters go out in the world and get on with life.

To that end, we are getting our reentry participants in front of the right people — connecting graduates with those important first jobs by simple human networking. At our CoreCivic Community reentry centers, our teams have networked with community members to match our graduates with jobs ready to fill. For example, nearly 100% of residents at our Cheyenne Transitional Center are gainfully employed. Most landed jobs within the first two weeks of arrival at the facility. Without doubt, community involvement acts as a force multiplier to our success rate.

In 2021 we partnered with community members and stakeholders to further explore new ways for people in our care to succeed

in life outside the judicial system. In conjunction with the Frederick Douglass Project for Justice we piloted a program where over 200 community members joined in conversation with our residents to discuss incarceration and barriers to reentry.

Last year, we promised to stand with organizations that are expanding access to education, putting criminal justice reform at the top of the agenda and supporting minority-owned business. To that end our CoreCivic Foundation will support research by Historically Black Colleges and Universities (HBCUs) working to identify barriers to opportunity in the areas of criminal justice, education and economic mobility. We will fund work that promotes economic growth in Black communities by supporting organizations like the National Black Chamber of Commerce and the Coalition to Back Black Business. We will also partner with the Prison Fellowship's Warden Exchange program that enables wardens to share reentry best practices and discuss problem solving in a peer group format.

Just as our community support seeks to better the public good we recognize the need to be responsible environmental stewards of the real property we own and maintain. In 2021 we continued to retrofit all company facilities with energy efficient lighting systems and are integrating water conservation and control measures in water-scarce regions. You can expect further advances and updates in the near future about our climate strategy and work to align environmental management to widely recognized standards.

To put it in big-picture terms, I am pleased with our progress in a difficult year. The company's character revealed itself. Fortunately, our diligence got long-deserved national recognition. A highlight of 2021 was our inclusion among Newsweek's listing of [America's Most Responsible Companies](#). That was a deeply rewarding and well-deserved tribute.

I am grateful for all my colleagues who take our mission to better the public good to the forefront of all that they do. I admire their resilience. I admire their emphasis on safety. I love the focus on second chances.

Stay safe.

Damon T. Hininger
President & CEO, CoreCivic



Our Company | CoreCivic at a Glance

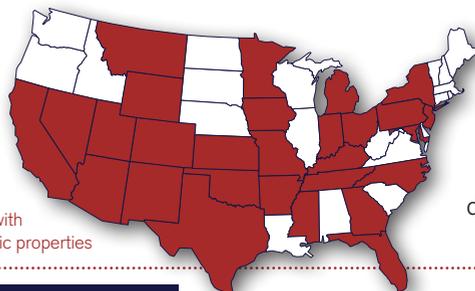
Our Purpose: To help government better the public good



Over 10,000 dedicated and trained staff provide a variety of services to those in our care, ranging from health services and mental health professionals to case managers and security personnel. In addition to [pre-service and on-the-job training](#),

our qualified staff have access to professional and leadership development opportunities during their careers at CoreCivic.

We engage with stakeholders and seek opportunities to connect with our local communities. For example, in 2021 we engaged with external stakeholders in our [human rights policy](#) development, [racial equity audit](#) and support of the [Frederick Douglass Project for Justice](#).



We operate 46 Safety facilities, 26 Community facilities, and lease 10 properties across the U.S. to provide a diverse geographic portfolio of property and professional services.



We help government agencies solve some of the most challenging and complex issues they face. We offer solutions spanning transportation, real estate and facility operations services. CoreCivic Safety offers correctional and detention services and CoreCivic Community offers residential reentry and remote monitoring services.



We partner with government agencies like departments of correction and federal law enforcement agencies to provide solutions that bring value to our stakeholders. We believe in a partnership-based correctional model where our services can better the public good by meeting evolving needs.



We apply [evidence-based practices](#) that reduce recidivism. This means that we prepare justice-involved citizens for success and give them the tools and structure needed to experience lasting change.





Our Company | ESG Highlights



Vocational Training

Continued to forge new relationships with programming partners and implemented new education and vocational programs at several facilities. For example, we partnered with the Home Builders Institute to launch a [new program](#) offering vocational certificates for in-demand construction jobs.



Community Engagement

Celebrated resident volunteers at our Bent County Correctional Facility who packed the one-millionth food package as part of a backpack fulfillment program benefitting children in need.



Human Rights

Adopted a new human rights policy that will form the basis of human rights activities over the coming years, and also designed and piloted two facility-level human rights risk assessments.



Environmental Impact

Partnered with Commute with Enterprise to offer alternative transportation options that in 2021 saved over 6.7 million commuter miles, up to \$3 million in employee commuting expenses and over 5.2 million pounds of CO₂ emissions.



Education Services

Developed new educational opportunities for residents, including the first class of [college graduates](#) from our partnership with Ashland University. In total, 35 degrees were awarded through this program in 2021.



Diversity, Equity and Inclusion

Developed CoreCivic's DEI roadmap, including a vision statement and goals, that illustrates what we believe, where we are going, how we plan to get there, who is involved and how DEI impacts us.



ESG Approach | Process and Stakeholder Engagement

Understanding the key topics, needs and priorities of our stakeholders guides the development of our ESG reports and informs our business strategies. We engage with our stakeholders in formal and informal settings. We refreshed our ESG materiality assessment by interviewing stakeholders with emphasis on how COVID-19 has impacted or introduced new focus areas. The content of this report originates from topics identified via our engagement channels, including our most recent materiality assessment.

Stakeholder Group	Engagement Channels	Focus Areas of Significant Interest
CoreCivic Board & Employees	<ul style="list-style-type: none"> Engagement and culture surveys Action plans informed by organizational culture survey Focus groups and town halls Digital and print media Formal reporting mechanisms (e.g., CoreCivic ethics line) 	<ul style="list-style-type: none"> Operational Excellence Organizational Culture and Employee Value Proposition Resident Treatment and Reentry Services Community Relations Improving Environmental Performance
Inmates, Residents & Detainees	<ul style="list-style-type: none"> Daily interaction Resident climate surveys Formal reporting and grievance mechanisms Facility-level human rights risk assessments 	<ul style="list-style-type: none"> Resident Treatment and Reentry Services
Government Partners	<ul style="list-style-type: none"> One-on-one dialogue Requests for information/proposals Oversight and monitoring Audit and corrective action planning On-site contract monitors 	<ul style="list-style-type: none"> Operational Excellence Resident Treatment and Reentry Services
Industry & Labor Associations	<ul style="list-style-type: none"> One-on-one dialogue Meetings and conferences Negotiations 	<ul style="list-style-type: none"> Operational Excellence Organizational Culture and Employee Value Proposition Resident Treatment and Reentry Services
Investors and Banks	<ul style="list-style-type: none"> Annual meeting of stockholders Quarterly earnings calls Investor presentations and events Shareholder proposals Industry events ESG and proxy analyses Facility tours 	<ul style="list-style-type: none"> Operational Excellence Organizational Culture and Employee Value Proposition Resident Treatment and Reentry Services Community Relations Improving Environmental Performance
NGOs, Faith-Based Organizations, & Advocacy Groups	<ul style="list-style-type: none"> National and local partnerships One-on-one dialogue Employee volunteering and non-profit service Written communications and media Facility tours 	<ul style="list-style-type: none"> Resident Treatment and Reentry Services Community Relations
Community Members	<ul style="list-style-type: none"> One-on-one dialogue Employee volunteering and non-profit service Community Relations Committees Community member in-facility volunteer services Written communications and media 	<ul style="list-style-type: none"> Operational Excellence Organizational Culture and Employee Value Proposition Resident Treatment and Reentry Services Community Relations Improving Environmental Performance

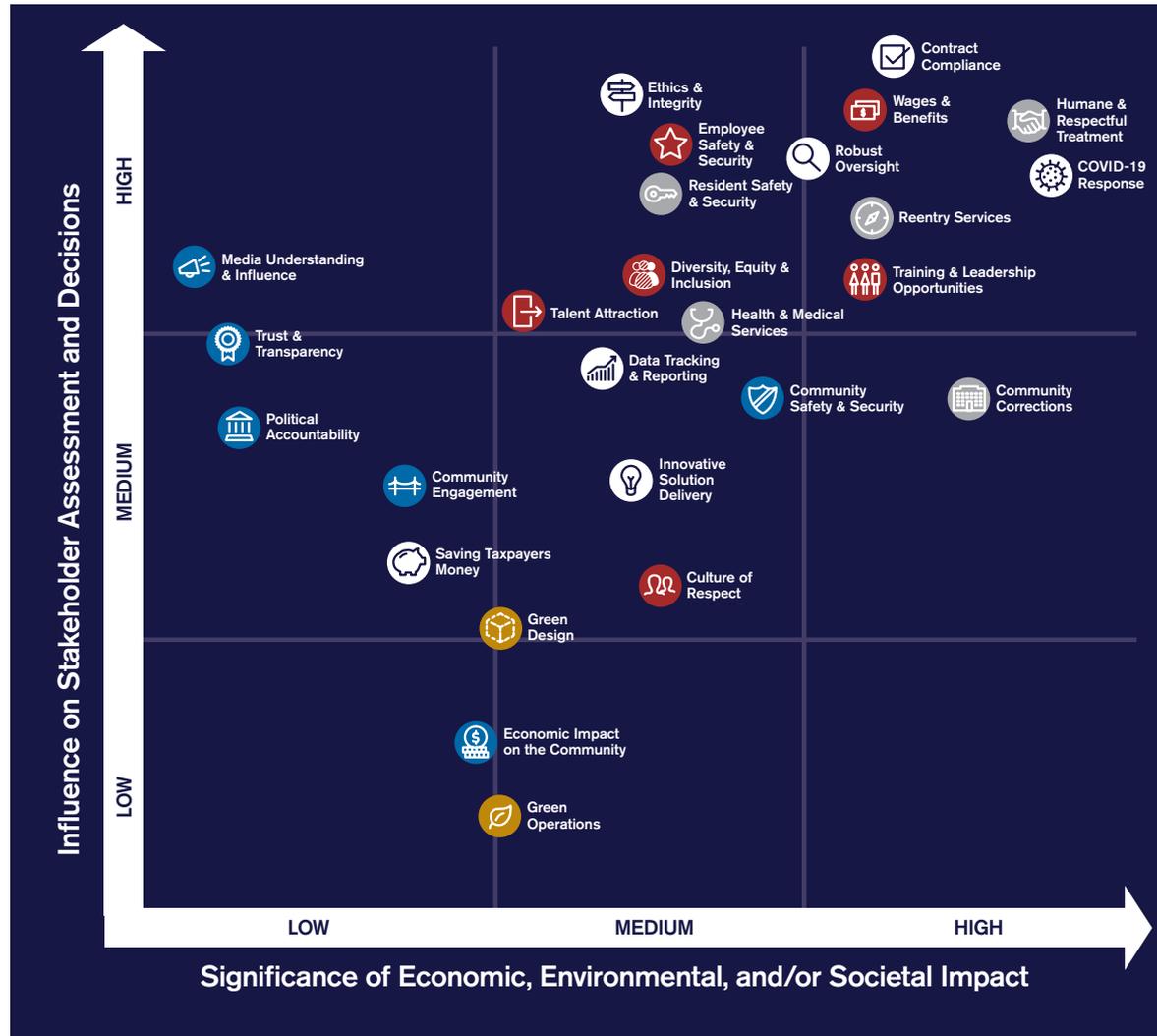
ENGAGEMENT HIGHLIGHTS:

CoreCivic engaged a leading organizational culture consultancy to conduct an enterprise-wide culture survey, which included unique modules covering human rights, DEI, safety and COVID-19 resilience. In 2021, we developed and executed on location-specific action plans keyed to areas for improvement and bolstering existing strengths. This process included pairing facility leaders with headquarters leaders to analyze survey findings, brainstorm creative solutions and develop plans of action. We tracked progress against our plans and monitored effectiveness to drive positive change.

CoreCivic has successfully engaged with various stockholders over the years to adopt and implement proposals, including proposals relating to political and lobbying disclosure and human rights, and has worked to maintain long-term constructive relations with those same stockholders. Most recently, in late 2020 and early 2021, CoreCivic agreed to conduct a racial equity audit at the request of a stockholder. During 2021 and early 2022, Moore & Van Allen, PLLC, an independent law firm engaged by the company to conduct the equity audit, completed the audit and a comprehensive report documenting its efforts, which is [posted on our website](#). As stated by Moore & Van Allen in the report, "As far as we know, CoreCivic was the only company to receive such a racial equity audit request from the [stockholder proponent] in 2020 and agree to conduct the audit as requested that same month, without seeking regulatory intervention, attempting to mount a vote against the proposal, or engaging in lengthy negotiations with the [stockholder proponent]. CoreCivic also appears to be in the minority of companies of its size across all industries and the only company in the prison industry that so far has agreed to conduct a comprehensive racial equity audit."



ESG Approach | Findings and Materiality Matrix



Key topics as illustrated on the materiality matrix apply to various and sometimes overlapping areas of this report. To help identify where a topic addresses multiple key topics, we have placed those topics in the footer of each section.

FOCUS AREAS	KEY TOPICS
Operational Excellence	<ul style="list-style-type: none"> Contract Compliance Data Tracking & Reporting Ethics & Integrity Innovative Solution Delivery Robust Oversight COVID-19 Response
Organizational Culture and Employee Value Proposition	<ul style="list-style-type: none"> Culture of Respect Employee Safety & Security Talent Attraction & Retention Training & Leadership Opportunities Wages & Benefits Diversity, Equity & Inclusion
Resident Treatment and Reentry Services	<ul style="list-style-type: none"> Community Corrections Health & Medical Services Humane & Respectful Treatment Resident Safety & Security Reentry Services
Community Relations	<ul style="list-style-type: none"> Community Engagement Community Safety & Security Economic Impact on the Community Media Understanding & Influence Political Accountability Trust & Transparency
Improving Environmental Performance	<ul style="list-style-type: none"> Green Design Green Operations

Key topics identified by our internal and external stakeholders can be organized into five focus areas. Many key topics are interrelated, and this report will cross-reference to other topics to more fully disclose how we manage and perform in such areas. Additionally, some topics and focus areas have been updated to better align with the changing nature of our business and the way in which we manage key topics.

Topics were assessed based on the GRI's definition of "materiality" as displayed in the matrix to the left. The expected economic, environmental and social impact of a topic appears on the X axis. Our calculation of impact includes consideration of many factors, including the United Nations Sustainable Development Goals (UN SDGs). Topics are plotted vertically on the Y axis according to the degree of influence on stakeholder assessment and decisions with respect to CoreCivic.



How We Operate | Corporate Governance

A majority independent board of directors governs CoreCivic. All 11 board members bring a strong mix of experience, knowledge and perspective gained from varying professional backgrounds and life experiences. When nominating and selecting members, we take many factors into account such as diversity, age, skills, experience or expertise with human rights, and educational and professional background. We are pleased to hold a “3+” rating from [50/50 Women on Boards](#) indicating that three board of directors at CoreCivic are women. More information on our corporate governance can be found in our most recent [proxy statement](#).

Governance Best Practices

- ✓ Majority director independence (82%)
- ✓ Separation of chair and CEO roles
- ✓ Annual director re-elections
- ✓ Meeting attendance requirements
- ✓ Stock ownership requirements
- ✓ Anti-hedging restrictions

100% Independent Committees

- ✓ Audit
- ✓ Compensation
- ✓ Nominating & Governance
- ✓ Risk

ESG IN CORPORATE STRATEGY

We incorporate ESG into our overall corporate strategy and continue to develop ESG-specific governance for certain topics covered in this report. Our approach to ESG includes multiple levels of the organization spanning several different initiatives throughout our operations. At the highest level, our board of directors engages with executive leaders on ESG topics and how ESG issues are incorporated into corporate strategy. The risk committee provides oversight of ESG reporting matters, while each standing committee shares oversight of ESG topics consistent with the duties specified in each committee's charter.

Our executive leaders oversee the implementation and performance of corporate strategic goals, which are tracked through our strategic management goals and objectives program. Compensation for our executive leadership team is tied to performance in ESG areas identified in our corporate strategic plan.

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    graph TD
      Board[Board of Directors] -.-> Risk[Risk Committee]
      Board -.-> CEO[President & CEO]
      CEO -.-> CSGP[Corporate Strategic Goals Program]
      CSGP -.-> ESGSC[ESG Steering Committee]
      ESGSC -.-> ERWG[ESG Reporting Working Group]
    
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Board of Directors Key Facts



Independence



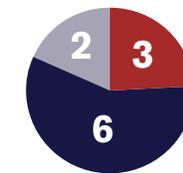
Board and Standing Committee Attendance



CEO or Senior Leadership Experience

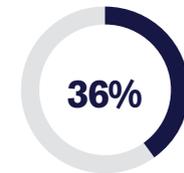


Human Rights Knowledge, Skills and Experience



Board Tenure

- 1-4 years
- 5-9 years
- 10+ years



Gender or Racially Diverse

Includes incumbent director intending to retire by not standing for re-election, effective as of the virtual Annual Meeting to be held in May 2022.



CoreCivic

COVID-19 Response

COVID-19 affected nearly every facet of our operations in 2020 and 2021. Principles of preparedness, control and management anchor our approach to the ongoing pandemic. We maintain the ability to respond rapidly to emergency scenarios of many kinds, including communicable diseases and pandemics. While COVID-19 presented challenges on an unprecedented scale, our pandemic-related policies, procedures, and experience enabled us to communicate timely and relevant information to stakeholders as developments occurred.

Our pandemic response is led by our vice president, core services, who brings extensive experience in contagious disease prevention and response within the correctional setting. We activated our emergency operations center (EOC) at the beginning of the pandemic in 2020 as part of our pre-existing policy and procedure, and we maintained the EOC throughout 2021. The EOC tracks and monitors developments and resources in real time with state-of-the-art emergency management software. Our COVID-19 Response Committee — an interdepartmental group of 50 subject matter experts and operational leaders, including our chief medical officer — continued to manage and control the pandemic throughout 2021. The committee is responsible for ensuring all aspects of our operations understand, implement and communicate our COVID-19 response plans. The committee meets regularly to discuss our control and management efforts to ensure our decisions align with Centers for Disease Control and Prevention (CDC) recommendations and other best practices. Senior management receives daily updates from data generated through the EOC. Other key personnel receive weekly updates, including counts and locations of confirmed cases, hospitalizations, deaths, recoveries and vaccines administered.



COMPREHENSIVE PLANS

Routinely distribute mitigation procedures and management policies around all aspects of virus prevention, response and vaccination



EMERGENCY OPERATIONS CENTER

Activated our EOC for 24/7 monitoring and response



HEALTH SCREENINGS

Conduct health screening entry controls at our facilities and follow CDC guidance on sanitation and prevention procedures



PERSONAL PROTECTIVE EQUIPMENT

Continue to assess our supply chain to ensure access and distribution of PPE for residents and employees



SOCIAL DISTANCING

Continue to use modified food service, programming and visitation practices to follow partner agency direction and CDC guidelines, with particular focus on accelerating tablet programs and providing free phone calls to address restrictions on programming and visitation



ACCESS TO MEDICAL CARE

Continue to work with government partners to maintain medical co-pay waivers for residents



COMMUNICATIONS

Provide routine updates for families, employees and the public regarding all aspects of COVID-19 best practices and changes to our operations



EMPLOYEE SUPPORT

Continue to provide paid time off and sick leave procedures for COVID-19 symptoms/exposures

Provide paid time for employees to receive COVID shots from clinics in their community plus sick time for vaccine side effects



VACCINE ADMINISTRATION

Developed logistical capability to administer vaccine and created [education campaigns](#) for employees and residents

HIGHLIGHT: VACCINE TRACKING

We track data and monitor results in real time with our web-based EOC software. This resource, combined with our team's experience, enables detailed planning, streamlined organization and the situational awareness needed to respond effectively. Those responses include targeted education campaigns and logistical reassessments for proper distribution of supplies.





How We Operate | Ethics & Compliance Program

CoreCivic's ethics and compliance department follows best-practice design principles to develop and deliver an effective program. The CoreCivic code of ethics provides the framework for turning integrity into action and exhibiting our values in what we do. CoreCivic's vice president and chief ethics and compliance officer leads the independent department and reports directly to our president and CEO and the chair of the risk committee of the board of directors.

Our program is designed to meet the guidelines outlined in the Federal Acquisition Regulation and the U.S. Department of Justice "Evaluation of Corporate Compliance Programs," among other considerations. It is subject to internal and external assessments, which have led us to make changes such as giving the department an independent structure. The company's executive ethics and compliance committee and risk committee of the board of directors also contribute to the program evaluation by providing feedback and direction on the program's strategic priorities.

As a government contractor, we identify special commitments and rules relevant to our industry to ensure responsible business practices. We maintain [policies and procedures](#) to prevent and detect misconduct related to corruption, fraud, bribery and kickbacks. We also provide protections against reprisals for anyone reporting misconduct in good faith.

The ethics and compliance office:

- Administers the CoreCivic [ethics line](#)
- Gives guidance regarding the CoreCivic [code of ethics](#) and ethics policies
- Conducts annual CoreCivic code of ethics training
- Provides risk-based training and education for targeted audiences
- Produces company-wide communications through a variety of channels
- Administers the ethics liaison program for ethics champions at our facilities

Ethics & Compliance Facts

All

new and continuing employees required to take code of ethics and harassment prevention training

97%

returning employees completed code of ethics and human rights training

41

facility ethics liaisons that connect facility employees with Ethics & Compliance

1,300+

contacts to the ethics helpline

282

investigations conducted by the general counsel's office of investigations

35%

investigation substantiation rate compared to benchmark rate of 43%



SUPPLIER CODE OF ETHICS

CoreCivic developed and adopted a [supplier code of ethics](#) in 2021 that communicates our expectations of suppliers when joining us in our mission to better the public good. The guidelines found in the supplier code of ethics are grounded in the CoreCivic code of ethics that highlights the values and behaviors expected from all CoreCivic employees. We believe we best serve our stakeholders when our company and our extended teams are aligned in what we do and how we do it. Our development process was informed by several inputs, including a third-party risk identification exercise and feedback from a cross-functional working group. Our supplier code of ethics requires our business partners to act with integrity and comply with applicable laws and regulations in areas like human rights, labor laws, equal opportunity, anti-corruption, cybersecurity, environmental responsibility and respectful treatment of our employees and those in our care.

ETHICS AND COMPLIANCE PROGRAMMING

CoreCivic Ethics & Compliance seeks to empower each other to do business with integrity and treat people the right way. To continue developing maturity and effectiveness of our program, we seek opportunities to collaborate with business leaders to cultivate a culture of respect and proactively address ethics-related topics. For example, in 2021 we enhanced our ethics line data reporting capabilities to keep operations leaders apprised of emerging trends and worked closely with business units to develop and deploy an employee anti-corruption training specific to our industry. We also teamed with the company's DEI council to assist in implementing our [DEI strategy](#) that promotes a culture of inclusion and respect.





How We Operate | Quality Assurance

CoreCivic facilities' operations are subject to oversight and accountability measures, both internally and externally. Many of CoreCivic's government partners maintain full-time, on-site monitors to promote transparency and ease of communication. Frequent meetings and communication with on-site monitors lead to strong working relationships with partner representatives, enabling CoreCivic facilities to provide high-quality services to those in our care. CoreCivic is subject to routine oversight and performance requirements based on a combination of rigorous contract, accreditation and government-established performance standards. Thirty-seven (37) of CoreCivic's 39 Safety division facilities eligible for accreditation by the American Correctional Association (ACA) were accredited in 2021 with an average score of 99.6%.

Our vice president, quality assurance (QA) oversees all QA activities and regularly reports contract compliance and service quality metrics to senior management and the board of directors. The staff dedicated to quality assurance at our corporate headquarters and embedded throughout our facilities follow procedures to manage compliance monitoring with a broad range of contractual and regulatory requirements. We evaluate our approach by tracking metrics and, when needed, changing operational procedures informed by data related to evolving industry best practices, audit performance, corrective action plans, and employee and resident climate surveys, all overseen by QA. For more information, please see our [Quality Assurance and Facility Oversight report](#).



Quality Assurance Highlights 2021		
<p>37</p> <p>ACA accredited Safety facilities</p>	<p>99.6%</p> <p>Average ACA audit score</p>	<p>395</p> <p>Number of government partner audits</p>
<p>37</p> <p>Number of Quality Assurance audits</p>	<p>1,315</p> <p>Average number of audit indicators reviewed per annual audit and corporate review</p>	<p>75</p> <p>Staff dedicated to Quality Assurance</p>

HIGHLIGHT: HEALTH SERVICES AUDITS

Health services are a key area in our operations and QA helps ensure the quality of care we provide. Our director of health services audits oversees two full-time health services auditors, both of whom are certified or licensed health care providers with experience as health system administrators. Together, these three staff bring over 60 years of health services operations and audit experience to the hundreds of hours each year auditing facilities' health services. Our audits occur both onsite and remotely through reviews of health care information found in electronic health care records. Audits evaluate several major operational areas within each facility's health services department, such as HIPPA compliance, staffing, scheduling, licensure and continuing medical education, among others. They also audit clinical services delivery, such as intake screenings, physicals, chronic care clinics, mental health care, pharmacy operations, vaccinations, medication compliance, dental services and documentation of care delivery.





How We Operate | Safe and Secure Operations



Safety and Security Approach

Safe and secure operations are foundational to our business and are a baseline requirement for us to promote a positive environment for our employees and those in our care. This topic encompasses the safety of our residents, employees and the communities in which we operate. Our security-oriented operations are governed by external standards developed by organizations like the [American Correctional Association](#) (ACA) or by our government partner's own standards, such as the [Federal Performance-Based Detention Standards](#). Our policies and operating procedures are also informed by corrections-specific laws such as the [Prison Rape Elimination Act](#) (PREA) and regulatory standards of general application like Occupational Safety and Health Administration standards. All security-related personnel receive comprehensive [pre-service and ongoing training](#) on relevant safety and security topics.

At CoreCivic Safety and CoreCivic Community our security operations are carried out by professionals at all levels, from our frontline correctional and detention officers to other security-oriented roles such as chiefs of security, security threat group (STG) coordinators and facility investigators. Safety and security operations are overseen by wardens at our CoreCivic Safety facilities and by facility administrators or directors at CoreCivic Community facilities. Each facility reports through business unit leadership chains to our chief operating officer. Subject matter experts at our corporate headquarters provide specialty support in areas like PREA compliance, occupational health and safety, emergency preparedness and security threat group intelligence. Developments in safety and security best practices are shared in multiple forums, including our series of leadership conferences and participation in external associations.

Key safety and security metrics are shared on a weekly basis with operations management, and on a quarterly basis to the board of directors. Additional oversight is provided by our [Quality Assurance \(QA\)](#) department and audits conducted by accrediting organizations, government partners and various federal, state and local agencies.

Our operations management team, together with support from our human resources and other divisions, routinely assess safety and security risks and develop programs or initiatives to address them. For example, for the past two years our operations management team has worked collaboratively with internal subject matter experts and our government agency partners to maintain safe and secure operations in the face of unprecedented labor market constraints and the COVID-19 pandemic by staying abreast of industry COVID-19 best-practices and constant monitoring of pandemic metrics within our facilities and the communities we serve.



Occupational Health and Safety

Our "Team Safety" program and associated company policies outline our management approach to occupational health and safety. They are overseen by the senior director, safety & environment and staff at our facility support center. Our Safety Department supports facility-level safety managers and facility safety authorities in fire safety, Occupational Safety and Health Agency (OSHA) regulation compliance, loss control programs, and injury and illness prevention. The Safety Department works with other corporate-level departments to identify trends, assess risks and deliver prevention strategies.

The Team Safety program includes several components tailored to the unique mission and security needs of a facility. At a minimum, the program covers procedures needed for safe operations (e.g. hazard communication, respiratory protection, personal protective equipment, annual hazard assessments), injury and illness reporting procedures, OSHA inspection guidelines and applicable federal, state and local safety requirements. A designated safety manager at each facility receives specific training and leads a team safety committee to share information and evaluate effectiveness of program elements. The facility safety manager also investigates work-related incidents and records relevant data in a centralized team safety system, which includes identification of root causes of an incident and corrective action taken.

WORK-RELATED INJURIES			
	2019	2020	2021
Work-related fatalities	0	0	0
High-consequence work-related injuries / rate	33/0.23	56/0.43	23/0.20
Work-related injuries / rate	517/3.73	552/4.26	400/3.52
Number of hours worked	27,712,579	25,917,087	22,716,612

*Data does not include COVID-19 related illness

**Rates calculated on a 200,000 hours rate basis



How We Operate | Health Services – Scope of Care

A wide range of health and medical services are provided at our correctional and detention (“CoreCivic Safety”) facilities. We work to ensure access to timely and quality care for residents by coordinating with our partners, community physicians, hospitals, ambulatory care providers and staff. Licensed health care professionals, including physicians, nurse practitioners, mental health counselors and dentists, staff our on-site medical clinics. Depending on the partner agency’s needs, CoreCivic can provide a suite of medical services or coordinate with other service providers for a wide range of care.

We directly provide health services at most of our CoreCivic Safety facilities, and our

robust policies, procedures and clinical protocols govern all aspects of the care we provide. Our services include health screenings, access to care, patient records, chronic care and correctional medicine topics. Our vice president, health services, oversees our overall delivery of health care services, while licensed staff monitor the networks of staff, providers and third parties involved in patient care. Our Quality Assurance division and government partner auditors assess our delivery of services. Where applicable, accrediting agencies like the American Correctional Association and the National Commission on Correctional Health Care also provide accreditation standards and periodic reviews.



Scope of Typical Care Delivery

We recognize the unique nature of correctional health services and its challenges. Our approach to delivering care considers the higher degree of emergent needs in detention populations and the higher-than-average degree of chronic and non-acute care needs of inmate populations. The range of treatment services we provide to residents is summarized by category of service in the table at right. While we develop and maintain individual care plans for each resident, the most common types of health services are summarized here.

MEDICAL SERVICES

 We screen for infectious diseases and urgent medical needs upon admission. Referrals are made as needed. Initial health assessments are provided within two weeks of admission with access to care for the duration of the resident’s time in our care.

 We verify and continue current medications based on patient history of medical issues, mental health and infectious diseases. If new diagnoses are discovered, new medications are ordered as clinically indicated.

 We protect patients exhibiting signs of self-harm. In 2021 CoreCivic assembled a task force of 15 mental health professionals to examine existing challenges and identify best practices to protect against self-harm. Six work streams were identified to institute a treatment model that will begin implementation in 2022.

 We create treatment plans for those with complex and chronic medical and mental health conditions and continue management as needed until reentry.

 We treat acute and episodic medical problems 24/7 and work with area providers when emergent off-site care is required.

DENTAL SERVICES

 We screen new residents within two weeks of admission.

 We provide emergency dental care 24/7.

 We provide dental sick call for pain, swelling and infection within 24-48 hours.

 We provide oral hygiene instructions.

 All residents have in-facility access to a dentist for existing or new dental issues.

OPTICAL SERVICES

 Vision needs are provided on site by an optometrist.

MENTAL HEALTH SERVICES

 Licensed staff conduct mental health evaluations for new residents within two weeks.

 We renew current psychiatric medications upon arrival with follow-up by licensed mental health professionals within 30 days.

 Qualified mental health professionals provide counseling and medication for diagnosed psychiatric conditions.



How We Operate | Health Services – Care Delivery

Whether CoreCivic directly provides health services or coordinates with partner agencies and third-party providers, we are committed to providing quality care in line with correctional health standards set by organizations like National Commission on Correctional Health Care (NCCHC). Our focus on care delivery standards starts with quality providers. Our provider credentialing process ensures that all medical providers are board certified and dentistry providers are appropriately vetted. We seek continuous improvement through regular medical peer review and group review of serious incidents. Our focus on delivering therapeutic care includes the range of care delivery standards summarized at right:

HIGHLIGHT: Value-Based Care

In 2021 CoreCivic added a new chief population health officer position that will focus on developing a framework and culture for our health services which will bring contemporary practices for providing value-based care to our population.

This framework will include a number of initiatives beginning in 2022, including:

- Aligning the correctional environment of care with community standards
- Supporting health care quality outcomes that are recognizable and accepted by patients and the community
- Introducing innovative practices to the correctional health care setting

We look forward to reporting on our progress in these areas in future reports.



Clinical Outcomes – Residents have access to medical care 24/7 inside the facility. Patients generally see a nurse face-to-face within 24 hours of requesting care. We track performance to document applicable timing and access standards.



Chronic Care – Patients with chronic conditions are seen regularly. Patients who are not improving are seen as often as clinically necessary, as often as daily. Patients who are improving and have no other needs may be seen up to every six months.



Patient Watch List – Each facility administers a “watch list” of patients who are fragile, high-risk or sick and not improving. Nurses monitor these patients and alert physicians when early warning signs occur. This watch list is regularly reviewed and updated through a multidisciplinary process.



Initial Assessments – Newly arriving residents are screened twice on arrival — first for any emergent needs, second for current/past medical issues and medications, mental health observations, immunization needs and infectious diseases. Residents are also screened for participation in any special programs or work assignments within the facility.



Medications – Licensed medical directors decide which medications are preferable for use for routine, chronic, urgent and emergency conditions. Our pharmacy partner processes prescriptions and delivers them to the facilities where they are distributed to patients as many as six times a day. Patients typically are provided medication within 24-72 hours of the order.



Standardized Clinical Processes – All facilities follow a standardized best practice template for care delivery. Flexibility is integrated into the standard design to permit government partner-directed processes.



Dental – Dental services follow American Dental Association standards of care. Dental sick calls for pain, swelling or infection are seen within 24-48 hours for their chief complaint. Dental emergencies are evaluated by dental or medical care providers 24/7.



Mental Health – A licensed psychiatrist evaluates patients with chronic conditions who require psychotropic medication. Patients are reevaluated every 90 days and before medications are renewed or changed. All patients prescribed psychotropic medication provide an informed consent before administration occurs.



Patient Care in Restrictive Housing Units (RHU) – Medication is delivered to patients in RHUs. Nurses visit the units at least daily, mental health staff visit at least weekly, and medical providers as needed. Mental health staff conduct reviews of each patient within seven days of placement and every 30 days thereafter. Patients can schedule regular appointments with medical or mental health providers as needed or requested. Patients with serious mental illness are evaluated by qualified mental health staff who coordinate with other staff to house the patients in the safest option to meet their specific needs.



Optical – Optometry services are provided on site with occasional referral to offsite specialists. Patients with co-morbidities who require regular exams receive care, and others can request services as needed.



Emergent Care – Emergent needs inside the facility are subject to 24 hour nurse coverage or on-call physical coverage.



How We Operate | Political Activity

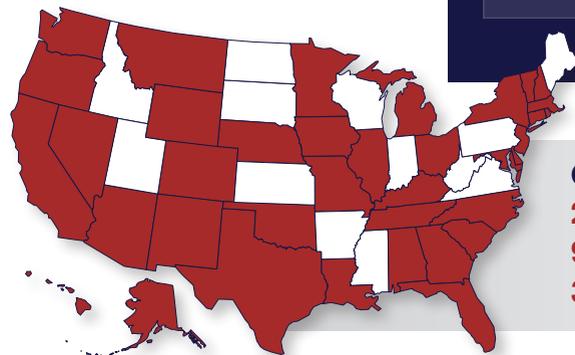
The foundation of CoreCivic's political and government relations work is a need to educate officials at all levels about the challenges facing the criminal justice system and CoreCivic's small, but valuable role as a dependable, competent and efficient service provider. To provide transparency and promote accurate public understanding of our government relations activities, we publish an annual report disclosing political contributions and lobbying activity on our [website](#). We have issued the report since 2013.

CoreCivic policy establishes compliance procedures and provides guidance for political activities such as corporate contributions, lobbying and personal political activity. Our [policies](#) also include anti-corruption procedures to avoid unlawful gifts or gratuities and promote compliance with foreign anti-corruption laws. Our offices of general counsel and ethics and compliance oversee compliance with CoreCivic policies, while the board's nominating and governance committee reviews our political and lobbying activity. Our ethics and compliance office also administers targeted trainings and communications on our policies and associated risks.

Policy Advocacy

CoreCivic prioritizes targeted support of state and federal legislation aimed at reducing recidivism and removing barriers to reentry for returning citizens. In 2021 alone, we sent 700 letters of support for 24 bills covering reentry policy areas in Connecticut, Iowa, Maryland, Massachusetts, Michigan, Minnesota, Nebraska, Nevada, New Hampshire, New Jersey, North Carolina, Washington, and the United States Congress.

Since launching our public policy advocacy initiative in 2017, we have sent **2,660** letters to federal and state officials in support of **93** bills aimed at helping people succeed in their communities after incarceration.



**States in red represent where CoreCivic has advocated in support pro-reentry legislation.*

2021 Public Policy Support

700
Letters of support

24
Reentry-friendly bills

12
States and U.S. Congress

PASSED Washington HB 1078* Restores voting rights for returning citizens	PASSED New Hampshire HB 555* Restores voting rights for returning citizens	PASSED Maryland SB 86* Increases access to correctional education programming	PASSED Connecticut HB 6402* Establishes a task force to explore an expansion of prison education programs	PASSED REAL Act* Reinstates Pell Grant eligibility for incarcerated individuals
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*Legislation supported by CoreCivic

CoreCivic Policy Advocacy Since 2017:

- 2,660** Letters of Support
- 93** Reentry-friendly bills
- 37** States and U.S. Congress



How We Operate | Environmental Sustainability

Green design and green operations at CoreCivic share the primary goals of reducing the carbon footprint of our operations and providing stakeholder value through reduction of utility-related expenses. We define green design at CoreCivic as the use of energy conservation measures in both new construction and retrofit projects to reduce utility usage. Green design elements also improve the physical environment for residents and our employees. Green operations at CoreCivic encompasses all utility-related operations. These include electricity, natural gas, propane, water, wastewater, stormwater and refuse (to include trash and recycling of all forms).

Green operations performance measurements in this report are limited to facilities where we own the property and have financial responsibility for utility payments. We exclude non-owned facilities because we are limited in the types of energy conservation measures we can employ, as all capital expenses at these facilities must be approved by the owner/government-partner. The type of facility and its mission also play a large role in how utilities are consumed, and we organize our performance by facility type for the most meaningful year-over-year comparisons.

We maintain policy requirements to examine recycling, energy/water conservation, pollution reduction and utilization of renewable energy alternatives. Our facilities pursue monthly utility usage reduction goals, and we train employees on environmentally-friendly practices. Day-to-day oversight of facility and company-wide goals in these areas are overseen by our director, energy management. Oversight activities include weekly usage data compilations and monthly reports shared with our operations finance and facility operations leaders. Progress on energy conservation measures is reported quarterly to the board of directors. We evaluate the effectiveness of our management approach by comparing data year-over-year, leveraging reliable information stored in a utility management software database. Both usage reductions and cost avoidance are easy to calculate using readily available data.

CASE STUDY: Water Scarcity Management

Recognizing the risks water insecurity presents, CoreCivic has established a “Mega Drought” Committee. The committee includes representatives from several functions within the organization, including core services, facility management, security, foodservice, energy management and tactical & emergency training.

The committee monitors drought conditions and follows drought-related news developments. Together, they discuss innovative solutions to conserve water at our facilities. Currently, nine of our facilities have water control systems. These systems assist in water conservation through fixed scheduling and cycle timing control.

Additionally, all our Arizona facilities have low-flow shower fixtures. Beginning in 2023, CoreCivic intends to shift the focus of our energy/utilities management capital budget from LED lighting retrofits to water control systems. The initial focus will be at the remaining four of our five Arizona facilities which do not yet have water control systems, followed by our Nevada and California facilities. These are the three states in which we operate that we foresee the most potential operational impact from continued drought.



COMMUTE
with **enterprise**

HIGHLIGHT: Employee Ride Share Program

CoreCivic teams with Commute with Enterprise to provide alternative transportation options for staff at our South Texas Family Residential Center in Dilley, Texas. The personal benefits for participants include savings on commute costs and more usable time during the commute. In addition to direct employee benefits, the program helps contribute to a reduction in Scope 3 emissions through commuter miles saved over the life of the program. Environmental highlights from this partnership, including program totals since 2017, include:

2021

Commuter Miles Saved

2021: 6,777,343

Program Total: 34,950,326



Annual Pounds of CO² Reduction

2021: 5,254,278

Program Total: 27,225,418



How We Operate | Environmental Performance

CoreCivic discloses energy consumption, water consumption, waste and greenhouse gas reductions defined by the Global Reporting Initiative (GRI) standards. The table at right summarizes these across our entire portfolio of property locations and types. We break out data by the four facility types below to better reflect our progress in light of the different uses our facilities have. For any locations that changed ownership during 2021, data are included for the duration CoreCivic owned a property.

SECURE | Currently occupied prisons/jails/detention centers for which CoreCivic is fiscally responsible for utilities.

NON-SECURE RESIDENTIAL | Currently occupied residential reentry and family residential centers for which CoreCivic is fiscally responsible for utilities.

NON-RESIDENTIAL | GSA and similar primarily office-use facilities for which CoreCivic is fiscally responsible for utilities.

VACANT | Any type of facility not currently occupied.

Environmental Sustainability Goals

Our energy usage intensity (EUI) metrics use rate-based measurements to show how efficiently a building, or in our case a facility portfolio segment, uses energy on a per-square-foot bases. This metric helps provide a more concise picture of our performance and accounts for consistent changes in our overall portfolio size and variations in facility types.

Environmental Sustainability Goals	For the year ended December 31		
	2021		2022
	Goal	Actual	Goal
Energy Usage Intensity (EUI)			
Secure EUI	109	108	106
Non-secure Residential EUI	105	93	92
Emissions			
GHG Reductions (metric tons CO2 equivalent)	10,000	20,950	18,900
Water			
Secure GPSF (gallons per square foot)	157	160	151
Non-secure Residential GPSF (gallons per square foot)	93	101	95
Waste			
% Diverted	3.5	2.9	3.5

Environmental Performance Metrics	2019	2020	2021
Energy (consumption, by type)			
Electricity (kWh)	245,824,411	236,987,814	212,042,204
Secure kWh	207,499,172	198,461,515	183,600,374
Non-secure Residential kWh	21,250,520	18,502,108	18,694,482
Non-residential Portfolio kWh	6,421,481	9,976,297	N/A
Vacant Portfolio kWh	10,653,238	10,047,894	9,747,348
Natural Gas (thm)	8,436,936	7,645,537	6,958,492
Secure thm	7,083,714	6,710,813	6,228,687
Non-secure Residential thm	480,395	351,047	278,024
Non-residential Portfolio thm	98,930	135,479	N/A
Vacant Portfolio thm	773,897	448,198	451,781
Propane (gal)	625,228	534,158	575,065
Secure gal	540,593	480,003	524,136
Non-secure Residential gal	15,197	10,525	10,032
Non-residential Portfolio gal	0	0	N/A
Vacant Portfolio gal	69,438	43,630	40,897
Emissions (total reductions)			
GHG Reductions (metric tons CO2 equivalent)	12,304	11,244	20,950
Water			
Water (gal)	2,210,688,650	2,139,443,388	2,026,769,908
Secure gal	2,091,584,795	2,012,989,921	1,922,581,302
Non-secure Residential gal	106,979,016	100,153,949	100,289,582
Non-residential Portfolio gal	2,793,577	15,520,369	N/A
Vacant Portfolio gal	9,331,262	10,779,149	3,899,024
Waste			
Tons of Refuse	25,344	25,261	23,560
Tons of Trash (Landfill)	24,484 (96.6%)	24,453 (96.8%)	22,880 (97.1%)
Tons of Diverted (Recycled)	860 (3.4%)	808 (3.2%)	680 (2.9%)
Tons of Mixed Recycling	422 (1.7%)	482 (1.9%)	384 (1.6%)
Tons of Old Corrugated Cardboard	335 (1.3%)	252 (1.0%)	205 (0.9%)
Tons of Organics	103 (0.4%)	74 (0.3%)	91 (0.4%)

*CoreCivic no longer operates the non-residential portfolio



How We Make an Impact | Innovative Solution Delivery

We recognize that in a world of changing circumstances and evolving priorities, our government partners' short- and long-term needs will change. While our partners rely on us to help solve current, specific challenges, they also seek a reliable partner that can develop long-term solutions. That's why our management engages with our stakeholders to better understand — and anticipate — how we can best serve them. We have formalized our approach to innovation with a committee of cross-functional leaders headed by our vice president, strategic development. This committee monitors industry developments and shares ideas for innovation. The committee hosts quarterly innovation summits to share ideas and explore opportunities in areas like risk mitigation and life cycle cost reductions. The committee also explores new business opportunities or service offerings to meet emerging partner needs.

COVID-19 did not stop our pursuit of innovation in 2021. While some initiatives are in pilot stages or scheduled for implementation in coming months, the highlights below represent just some of our innovative work to meet our partners' needs and promote a culture of dignity and respect for our employees.

HIGHLIGHTS: 2021 INNOVATIVE INITIATIVES



Real Estate Solutions - We offer our partners a state-of-the-art portfolio of facilities that can be leased for various needs. For example, in 2021 we entered into a lease agreement to transition operations of the Northwest New Mexico Correctional Center to the state government, while CoreCivic keeps responsibility for regular facility maintenance. This arrangement marks the fifth state partner CoreCivic supports through facility lease and maintenance.



Human Rights - CoreCivic designed and piloted two facility-level [human rights risk assessments](#) in 2021. These risk assessments identified human rights flashpoints for residents and employees, and they were designed and conducted with a leading international human rights consultancy. Results from the pilot assessments will form the basis for additional facility-level assessments going forward.



Normalization - In 2021 we developed a new initiative, beginning in our CoreCivic Community facilities, to bring living conditions for residents as close as possible to living conditions outside of a corrections-based facility. Select CoreCivic Community leaders developed facility self-assessments and plan schedules to normalize life for residents. Our CoreCivic Community facilities will focus first on updating the physical environment, such as updating room decor and making more everyday items readily available for residents.



Community Engagement - Our partnership with the [Frederick Douglass Project for Justice](#) began in 2021 when we facilitated visits by over 200 community members to engage in structured meetings and respectful conversations between members of free society and justice-involved individuals so that they can learn from each other, form powerful human connections, and transform both their own lives and society at large.



Reentry Services - Our [Reentry Services](#) section highlights programs and initiatives launched in 2021, including new educational and vocational training programs, developments to our evidence-based practice approach to reentry programming and incorporation of modern technologies like tablet computers for self-paced substance abuse treatment.



Staffing and Talent Attraction - Unprecedented labor market changes heightened the need to ensure access to adequate staff. We created our Resource Staging and Deployment Center as a "virtual" facility where employees willing to take temporary travel assignments can fill critical posts in challenged locations. This approach helps address the problem of filling high priority jobs while also giving CoreCivic team members the opportunity to expand their skills and grow their careers while remaining with the company. We are also assisting employees in areas of little or no housing inventory to find housing options that ensure a quality standard of living in select markets.



How We Make an Impact | **Supply Chain and Supplier Diversity**

CoreCivic delivers quality, cost-effective services to our government partners using high-quality products. Our managing director, purchasing, leads a team of purchasing and supply chain professionals to meet requirements included in our government contracts. Federal, state and local agencies have small business goals that we track, monitor and report on quarterly or annually. The primary goods and services procured to support operations include health and medical supplies, food and services, commissary supplies, clothing, bedding, uniforms, telecommunications and facility maintenance items. We source our goods from throughout the U.S. and Canada, and about 17% are sourced from the state where the procuring facility operates.

We also combine support for diversity and small businesses through our Diversity Business Inclusion Program (DBIP). In keeping with this commitment to patronize diverse businesses, the DBIP raises the standards for how we engage with and support small businesses.



2021 Diversity Spend Summary

29%

spend on all small businesses

\$107+

million spend on all small businesses

\$3.6

million minority-owned business spend

\$3.7

million veteran-owned business spend

\$36

million women-owned business spend

HIGHLIGHT: Centralized Procurement and Distribution of PPE

In response to the increase in demand and diminishing supply of personal protective equipment (PPE) at the start of the pandemic and broad availability of ineffective or counterfeit product, CoreCivic developed a plan to source, warehouse, distribute and sustain an inventory of PPE for CoreCivic Safety and Community facilities. The objectives of the centralized distribution of PPE program are to provide a consistent quality of product that meets CoreCivic standards and guarantee availability through any surge in demand that may occur inside or outside of the organization.



HIGHLIGHT: The Military Friendly program reviewed over 8,800 employers before identifying 183 companies that demonstrated their commitments to the veteran community through their inclusion of veteran-owned businesses in their supplier diversity programs. The methodology used to make this determination was developed by Ernst & Young, a global leader in assurance and consulting. Of those committed 183 companies, CoreCivic was awarded Gold Level and #2 company of its size.



How We Make an Impact | **Community Engagement and Support**

CoreCivic's longstanding community engagement is central to our mission to better the public good. Our management approach to community engagement starts with our facility-based Community Relations Committees (CRCs) that offer the local community a forum to voice concerns. CRCs are made up of facility staff and community stakeholders, including elected officials, law enforcement, business owners, facility neighbors and members of the media. Due to the pandemic, many on-site community relations events were not possible in 2021. However, community support efforts continued with activities like food and supply drives and monetary support.

In 2021, CoreCivic entered into new partnerships and expanded existing ones related to criminal justice reform and underrepresented minorities. Through a mix of corporate and facility giving, and gifts through the CoreCivic Foundation, CoreCivic contributed nearly \$2.5 million in 2021 to charitable organizations and those impacted by the pandemic.



The CoreCivic Foundation is a 501(c)(3) nonprofit foundation supporting charitable organizations that work with former offenders, victims of crime and abuse, and underserved youth. It is governed by a set of

by-laws enforced by the board of directors with input from an internal advisory committee. The board meets annually and as-needed throughout the year to review fundraising and grant application data and vote on action items. Operations are subject to an annual external, independent audit conducted in accordance with industry-recognized auditing standards. Audit results are communicated to the board of directors via the board treasurer.

2021 by the Numbers

- Corporate Giving: **\$1.8 million**
- Foundation Giving: **\$536,000**
- Facility Giving: **\$180,000**



The CoreCivic Charity Golf Tournament raised \$565,000 for the nonprofit community.

HIGHLIGHT: BACKPACK PROGRAM HELPS COMMUNITIES WHILE TEACHING VALUABLE SKILLS

In Colorado, CoreCivic's Bent County Correctional Facility packed its one-millionth food package in 2021 through a [backpack fulfillment program](#) benefitting children in need. The food packages are sent to food banks across the country that work with school systems to get the food in the backpacks of children facing food insecurity at home.



HIGHLIGHT: FREDERICK DOUGLASS PROJECT FOR JUSTICE PILOT PROGRAM

In 2021, CoreCivic partnered with the Frederick Douglass Project for Justice to pilot a program in which members of the community engage in productive conversations with returning citizens around incarceration and barriers to reentry. In its inaugural year, 268 community members took part.





Human Rights | Management Approach and Goals Progress

Human rights are foundational in all that we do. This report addresses human rights as a discrete topic with its own management approach and operational goals; however, the salient rights of residents and employees are considered throughout our ESG and corporate strategies. We recognize the inherent dignity of every person and the benefits of promoting a culture of individual respect. Respecting the rights of those in our care is fundamental to our mission and a core component of the ethical framework that governs our business and operations.

Our commitment to human rights is embodied in the CoreCivic human rights policy adopted by our board of directors and implemented by CoreCivic's vice president, chief ethics and compliance officer. The company's ethics and compliance committee and the risk committee of the board of directors oversee human rights performance. Human rights-related performance indicators are a component of executive compensation, which is detailed in our most recent [proxy statement](#).

We operationalize our approach through the following management practices:

Residents

- Maintain detailed policies and procedures that promote and protect human rights
- Train all security personnel on risks to our operations during live, in-person training before interacting with residents and annually thereafter
- Provide grievance mechanisms for residents and their friends and family members to report issues
- Audit and monitor facility-level performance against key industry-specific obligations
- Engage with external stakeholders on human rights issues

Employees

- Maintain detailed policies on employee rights, including equal employment opportunities; sexual harassment; harassment based on race, sex, and other protected characteristics; and accommodations for persons with disabilities
- Train all employees on harassment and discrimination policies annually
- Train all security personnel on human rights risks associated with corrections and detention operations
- Maintain multiple grievance mechanisms for reporting concerns and prohibit retaliation or reprisals for such reports
- Apply investigative resources and disciplinary mechanisms to enforce employee rights

Freedom of association We recognize employee freedom of association, and we support the right of employees to decide freely if they want to be represented by a labor union. Approximately 11% of our workforce is represented by labor unions.

Human-rights related allegations We acknowledge certain human-rights allegations and public controversies concerning our facility operations. Statements on our positions can be found on our [website](#). We also encourage you to review other sections of this ESG report to understand our commitment to provide safe and secure operations, quality health services and a positive work environment.

HIGHLIGHT: Updated Human Rights Policy

In 2021, we worked with internal and external stakeholders to update and present to the board of directors a revised, robust [human rights policy](#). For a more detailed discussion of the process of revising the policy, please see the CoreCivic [Human Rights Policy Background, Approach & Next Steps](#).

As described in our [2019 Human Rights Risk Assessment](#) summary, we have identified rights belonging to residents and employees and have rated the associated risk level for each right. This process led to the development of a series of annual goals with our progress in 2021 summarized below.

Human Rights Governance

- ✓ Updated [human rights policy](#) with input from steering committee and external stakeholders
- ✓ Designed process for and conducted two pilot facility-level human rights risk assessments
- ✓ Held workshops with pilot facility leaders to communicate findings and discuss opportunities for improvement

Management of Rights

- ✓ Exceeded human rights training targets for continuing employees and for new hire pre-service training
- ✓ Incorporated accepted standard to assist formalizing stakeholder engagement

2022 Goals

- Communicate the updated [human rights policy](#) via coordinated communications plan to all relevant stakeholders
- Complete four facility-level human rights assessments using the model developed and piloted in 2021
- Identify key performance indicators (KPIs) for monitoring and reporting on our performance relative to our human rights policy
- Begin execution on formal external stakeholder engagement plan



Reentry Services | Management Approach and Evidence-Based Practice

Most citizens involved in the justice system will return to their communities. Whether they have the skills and tools to succeed upon their return depends largely on the opportunities provided during their incarceration or participation in treatment services. At CoreCivic, our objective is to prepare the people in our care for long-lasting success.

An inter-disciplinary reentry services team under senior management guidance develops the strategic model guiding the way we deliver reentry services, such as continued development of our [Go Further](#) curriculum; how we track and measure data, such as education diagnostic testing; and how we communicate progress to senior management, such as monthly metrics and quarterly updates. Senior management evaluates our approach to reentry services, which includes exploration of non-contractually required programs like [Go Further Release](#).

Whether we are evolving our reentry programming in small increments to more effectively reduce recidivism or responding in a big way to a global pandemic, we recognize opportunities to grow and evolve. To that end, our reentry services team regularly shares lessons learned and best practices. They also share recent developments in broader reentry-related research, such as the guiding [principles](#) discussed in this report. The team also regularly consults with facility staff to define success, measure it, and understand operational challenges. We intend to adapt when needed and provide the most effective programming possible.

Overview of Evidence-Based Practice in Our Reentry Services

Evidence-based practice (EBP) is the use of scientific research to guide and inform efficient and effective reentry services. We integrate EBP into our reentry services strategy by focusing on widely recognized principles of EBP used by the [National Institute of Corrections](#). We believe this process aligns with our stakeholders' interest in measuring effective reentry outcomes and determining how our operations as a whole support recidivism reduction. EBP principles are based on [leading research](#) and help us disclose in greater detail how our activities impact our reentry goals and reduce recidivism.

We offer integrated reentry services that maximize the positive impacts that everyone plays in the reentry process, including our own employees, community members and government partners.



2021 EVIDENCE-BASED PRACTICE HIGHLIGHTS

- **Personnel Investment:** Added significant EBP capacity to the reentry services team with a new position focused entirely on integrating EBP into our operational culture, and a new research analyst position focused on the impact of our reentry services.
- **EBP Training:** Launched a new initiative to train all programs staff on EBP, including delivery of a six-hour EBP training program to 363 programs staff in 2021.
- **Urge to Use Scale:** Piloted and fully launched a new program that has been researched and validated as a tool to track a participant's urge to consume drugs or alcohol while in substance abuse treatment. This scale helps determine effectiveness of addiction treatment and provides additional insight for measuring and providing feedback in accordance with EBP principles.
- **Criminal Thinking Scales:** Cognitive-behavioral interventions are recognized as one of the most effective treatments to justice-involved individuals, and we implemented new measurement capabilities across six criminal thinking sub-scales that allow us to measure participant criminal thinking changes at various states of programming delivery.
- **Program Development:** Explored partnership opportunities with groups like schools, businesses, faith-based organizations and non-profits to identify new programming options at our facilities. In 2021 we identified 41 new organizations to explore partnerships with, resulting in 8 new programs already implemented with another 17 in the pipeline. For example, we partnered with the [Home Building Institute](#) to offer a new 12-week program in highly-sought skilled trades.
- **Research Sharing:** Launched a new internal publication series, "Reentry Research Today," that highlights external EBP-related research and helps increase institutional knowledge around EBP and the impacts to our operations.
- **COVID Impact:** While most of our goals for program completions remained suspended in 2021, we are pleased that our higher education programs saw 33 residents achieve associate's degrees and 2 residents awarded with bachelor's degrees.



Reentry Services | 2021 Reentry Services Highlights



STORYBOOK DADS PROGRAM

Introduced the Storybook Dads program at our Jenkins Correctional Center, enabling family connection between fathers and their children during incarceration. With the help of CoreCivic staff members, participants record a video of themselves reading a book that their children can watch at home. Research shows that family reunification programs are critical to the reentry process.



VOCATIONAL TRAINING

Launched a 10-month program with the Ohio Department of Rehabilitation and Correction and the Trinity Food Services Group where participants can earn an industry-recognized certificate (IRC) in food services. Nine residents enrolled in the pilot program, including Shawn C. who said "I always wanted to open up a restaurant. Food makes people happy because everyone's happy when they taste great food."



CAREER READINESS

Partnered with Phoenix College in Arizona to pilot a [work readiness credentialing program](#) where foundational career skills like effective communication, professionalism, problem solving, and applied mathematics are taught. This award-winning program feeds into over 500 job locations across Arizona that recognize the certificate, preparing graduates for streamlined workforce reentry upon release.



TREATMENT SERVICES

Piloted digital delivery of Breaking Free from Substance Abuse, a tablet-based substance abuse program developed for correctional facilities by clinical psychologists rooted in evidence-based research. The personalized program uses clinically validated assessments to address the root causes driving participants' substance abuse.



WHEELS FOR THE WORLD

Opened our third Wheels for the World location at the Tallahatchie County Correctional Facility. This faith-based program trains residents on how to repair and restore wheelchairs, which offers life-changing mobility to people impacted by disability worldwide.



GO FURTHER MONEY SMART

Introduced a pilot component to our Go Further curriculum that provides an easy-to-understand approach to financial literacy. This program, developed with the Federal Deposit Insurance Corporation (FDIC), provides a phased approach to preparing participants to understand and effectively use financial skills.



Reentry Services | Community Corrections



CoreCivic Community provides justice-involved individuals with rehabilitative services to help them successfully reenter their communities. Whether an individual is transitioning away from incarceration or participating in community corrections as an alternative to incarceration,

we offer structure for individuals to receive the support they need. Our offerings in this segment of the criminal justice system are critical not only for the long-term success of the individuals we serve, but present a uniquely diverse portfolio of services scalable to our partners' needs. Our individualized case management services are paired with "wrap-around" services that vary depending on the population. These wrap-around services include direct services provided by our employees like case management and employment assistance. Our staff also work to develop relationships with local community groups and link residents to resources available to them like health and wellness services, mentorship programs, housing assistance and religious services.

CoreCivic's vice president, community corrections, leads the business unit and reports directly to our chief operating officer. Community facility directors and administrators lead our day-to-day operations and oversee progress against key performance indicators like contract compliance and reentry program delivery. CoreCivic Community maintains a comprehensive policy library that covers applicable operating procedures based on the partner's requirements, including procedures for raising resident grievances and how they are resolved. Similar to our correctional and detention facilities, our residential reentry centers are subject to oversight and accountability through partner agency audits and ACA accreditation standards. Additionally, our CoreCivic Community facilities are subject to oversight from local agencies for life/safety compliance, food service safety and environmental regulations. We maintain consistent channels of communication and feedback with our agency partners and local community groups to continuously evaluate our approach and ensure that our services meet stakeholder needs.

HIGHLIGHT: Employment Services

A key component of our work builds resident job skills and helps them navigate obstacles to staying on the right track. One of the top barriers to reentry is finding employment, which may be especially difficult with a felony conviction. Our CoreCivic Community staff [work with residents and community contacts](#) to ensure that residents have ample opportunities to find gainful employment. To



aid in a resident's job search, our team of employment specialists work directly with residents to pair them with employers and raise awareness among employers about the benefits of hiring former offenders.

"We find that residents are looking for a new beginning when they come to our facility. It gives them an opportunity to rebuild what they had lost prior to going into prison. It's rewarding for us to be able to see residents come into our care, get the services that they need, and for us to be able to provide them so they can successfully reintegrate into society."

– **Jamie Goerner, Facility Director Cheyenne Transitional Center**

"Most of our younger residents come to us with no job skills because they have never had a job. So in addition to job readiness skills development, we partner with the state's NC Works network to coordinate free vocational training to our residents. Many residents opt to earn their CDL license because the training center is just about a mile away and the course is provided free of charge. This ties into a referral program where trainees can go straight into a job with their CDL. We've even had residents who, after completing the program and their time with us, acquire their own vehicles and start their own transportation business."

– **Linda Bryant, Facility Director South Raleigh Residential Reentry Center**

"I like my job because it allows me to see people get their life back on track. First, it's very important for me to show residents sympathy because they've spent many years away from society and don't know how to get started on their new path. So the initial challenge is to understand where they are coming from and have patience with them. From there, I can help motivate them and create some positive momentum. After this, I can help them take on the obstacles they face and help them find a job that matches with their interest. Sometimes when I go out for employment site visits former residents come up to me and thank me for helping them to get back on their feet. And I love that."

– **Philip Ntagbu, Employment Specialist Dallas Transitional Center**



Who We Are | Diversity, Equity and Inclusion

Our employees come from many different backgrounds, and their diversity is integral to our individual and collective performance as an organization. We believe that diversity, equity and inclusion (DEI) improves our quality of operations, increases employee engagement and fortifies a culture of dignity and respect.

Our vice president, talent, organizational development and DEI, leads our management of DEI-related initiatives under the direction of our chief human resources officer. Our DEI advisory council comprises a diverse and engaged group of employees that represent our workforce's diversity by gender, race, ethnicity, tenure and geography. It actively manages our enterprise-wide initiatives according to its formal governance framework. The hard work and dedication of the council is highlighted on this page, which includes descriptions of our DEI vision statement, goals and work streams that will form the basis of our DEI-related work. More details are included in the independent [racial equity audit](#) completed in early 2022 and in our [first DEI annual report](#), which is expected in the second quarter of 2022.

CoreCivic policy prohibits harassment and discrimination on the basis of race, color, religious creed, sex, national origin, ancestry, age, physical disability, mental disability, medical condition, genetic information, gender identity, gender expression, sexual orientation, marital status, military or veteran status, or any other protected classification in accordance with applicable laws and regulations. We maintain multiple grievance mechanisms to report harassment and prohibit reprisals for reporting.

VISION STATEMENT

Diversity, equity and inclusion is about creating a culture of respect where we value everyone's differences, appreciate individual contributions, and support people so they reach their highest potential.



DEI Goals

- ✓ Create a common language and shared understanding of diversity, equity and inclusion at CoreCivic reflected in our policies, practices and procedures and the behavior of our people within and across differences
- ✓ Create a culture where the value of belonging and respect eliminate the opportunity for isolation and disrespect
- ✓ Create a pipeline of diverse leadership talent so that teams at all levels are more broadly reflective of our employees and the larger communities in which we work and serve

DEI Advisory Council Milestone Accomplishments

- Establish DEI charter and vision statement
- Develop a heritage celebration calendar that will serve as basis for recognizing and celebrating the diverse backgrounds of our workforce
- Include a DEI module in enterprise-wide organizational culture survey, communicate module results and begin action plans
- Launch the six work streams (Strategy, Communications, Learning, Talent Management, Culture, Measurement) that will advance the work of our DEI goals
- Deliver live conscious inclusion training to all senior leaders in the company
- Design and deliver DEI eLearning for all people leaders across the company



Who We Are | Talent Attraction and Retention

Our strength as an organization is rooted in the quality of service we provide to our partners. Creating value for our stakeholders, therefore, relies on our ability to attract, develop and retain a diverse and talented workforce. The past two years have introduced unprecedented [labor market constraints](#) and [COVID-19 challenges](#) that continue to [affect all industries](#). In response, we have emphasized the strategic importance of developing pipelines of new talent while cultivating a positive culture to retain our team. For example, we completed 56 compensation adjustments during 2021 outside of our normal annual cycle and routinely evaluate and update our benefits package. For more information on our retention efforts, please see our pages on [compensation and benefits](#), [employee training and leadership opportunities](#), [human rights](#) and [DEI](#).

Our managing director, talent acquisition and compliance, oversees day-to-day talent attraction activities and reports to our vice president, talent acquisition, organizational development, and DEI. Weekly reports capturing key talent attraction metrics are distributed to management, and quarterly updates are provided to the company's board of directors. Our recruiters play an integral part of our talent acquisition strategy. Some recruiters focus on highly skilled positions such as registered nurses and other health services providers. In addition to traditional talent recruitment, our talent acquisition team has incorporated virtual hiring events during the pandemic, and in 2021 participated in over 150 recruiting events across the country.

2021 Talent Attraction by the Numbers

51%
Female

49%
Male

10%
Veterans

56%
Underrepresented
minorities

4,145
Total hires

Talent Attraction Highlights

- \$8.9 million invested in talent attraction efforts to reach prospective candidates
- More than 51,000 job applications received and processed
- Over 150 recruiting events attended
- Recognized by GI Jobs as a Military Friendly Employer for the 11th consecutive year, earning Bronze Level status for the first time for the year 2022
- Recognized for the first time as a Top 10 Military Friendly Diversity Supplier (ranked #2 in our category) and earned Gold Level status
- Recognized for the first time as a Military Friendly Spouse Employer



HIGHLIGHT: Innovative Talent Distribution

To address [labor market challenges](#) for various regions across the country, CoreCivic created an innovative approach to match facility needs with employee interest in short-term assignments at different locations. Our Resource Staging and Deployment Center acts as a "virtual" facility where employees interested in travel assignments can opt to be assigned to facilities where staffing needs are greatest. This approach fills high priority jobs while giving CoreCivic team members the opportunity to expand their skills and grow their careers while remaining with the company.

HIGHLIGHT: Refer a Hero Program

CoreCivic launched its "Refer a Hero" program in late 2021 to help source new talent. This program allows our employees to earn up to a \$5,000 referral bonus for a new employee referred to any open facility position across the company. In its first full quarter since launch, 174 employees made qualified referrals, bringing 44 new employees to the company.



Who We Are | Training and Leadership Development

We understand the importance of investing in our people. CoreCivic's management approach to training and development is overseen by our chief human resources officer and managing director, enterprise learning and development. A network of learning and development managers at the facility level implements our training. Our training activity and records are managed according to our learning and development policy, and the board of directors receives periodic updates on delivery of strategic training programs, including CoreCivic University.

For new and existing employees, we provide training that meets or exceeds ACA and government partner standards. Average employee training times and topics typically covered in pre-service and annual refreshers are listed below.

PARTNER ACADEMIES AND LICENSURE Some of our state partner agencies have additional, specific training academy standards that we meet as a part of our training governance. Additionally, many of the services our staff provide are subject to continuing education or training credits associated with certifications/licensures as applicable.

ANNUAL IN-SERVICE FOR RETURNING EMPLOYEES
Minimum of 40 hours of training per employee



PRE-SERVICE AND ON-THE-JOB TRAINING FOR NEW EMPLOYEES
200 hours

TRAINING TOPICS		
Safe Operations	Respectful & Humane Operations	
Facility safety	Communication and de-escalation	PREA
CPR, first-aid/medical referral	Cultural awareness	Inmate-resident grievances
Emergency Plans	Management of special populations	Restrictive housing
Opiate/opioid safety and response	Respectful workplace and workplace violence	Code of ethics and human rights
Risk assessment	Stress management	Suicide prevention
Search procedures	Treatment counseling	Inmate-resident rights



Investing in the long-term career development of our employees at all levels provides many benefits to our employees and the company. We offer targeted leadership and operational development through CoreCivic University. The university curriculum is updated regularly through partnerships with industry experts, learning institutions and career learning and development professionals. CoreCivic University delivers tailored development curricula based on skills critical to success at the respective participant's employment level. Individual development not only increases our ability to provide operational excellence, but prepares participants to advance in their career at CoreCivic. This strategic approach also increases the strength of our leadership bench and is linked to benefits effects in turnover and promotion rates. The learning sessions cover industry-relevant certifications, leadership development and best practice sharing.

CORECIVIC UNIVERSITY HIGHLIGHTS

- Includes three distinct colleges of learning
- Developed internally and keyed to the core skills and competencies unique to our operations
- Prepares participants for the next step in their careers and helps to build future leadership pipeline
- Governed by more than 200 leaders (including 30 leaders/teachers) representing 15 facilities and the corporate headquarters
- Has graduated more than 4,000 employees since its inception
- Integrated and leveraged various learning technologies and partnerships to include virtual instructor-led training (VILT), and enhanced our cloud-based learning management system to continue delivering leadership development training despite COVID-based restrictions
- Reduces turnover and increases promotion rates for participants



Who We Are | Compensation and Benefits

Our ability to serve our customers depends on our employees who work directly with the individuals in our care. That's why we offer employees plans and programs to help them succeed in their daily jobs and personal lives through healthy living and financial security.

Our compensation and benefits team is led by the vice president, human resources, and reports to the chief human resource officer. We maintain policies and procedures for compensation practices, paid leave and ongoing compliance with applicable wage and benefit regulations. Compensation plans for executives and senior leaders are reviewed annually to ensure alignment with strategic goals, which may include human rights and other ESG-related goals. We also monitor external developments, such as changes in local labor market conditions, to ensure competitive wage offerings for attracting new talent and retaining existing employees. For example, in 2021 we completed 56 wage reviews and raises outside of the regular adjustment period to account for changing economic conditions.

We offer competitive wages and salaries, with an average correctional/detention officer starting wage at \$17.93/hr and a median employee salary of \$44,154. Our benefits package includes health insurance options, paid leave benefits, life and AD&D insurance, and an employee assistance program. We also offer our employees a 401(k) retirement plan. Our plan includes a company matching component for all employees once the hours requirement and waiting period has been met.

We review our benefit plans annually using a variety of criteria: they need to be affordable; responsive to the needs of our employees; meet federal, state, and contractual requirements; and fall within budgetary limits. In recent years, these reviews have resulted in significant changes to our medical plan offerings to encourage and reward healthy behavior among our employees and to improve their access to care.

Multi-Faceted Approach to Employee Wellness Benefits



Voluntary Wellness Platform: Provides financial incentives to employees to obtain preventive medical services and screenings, participate in disease management programs, and adopt better habits in regard to activities like exercise, diet and sleep. More than half of our eligible employees voluntarily participate in these plans. Financial incentives are provided to employees in the form of HRA dollars that can then be used to offset their portion of healthcare expenses.



No-Cost Virtual Visits: Offers greater access to primary care for employees by offering no-cost virtual care on a 24/7 basis. The plan provided more than 2,200 visits in 2021. Patients reported that more than half of these visits would have resulted in a trip to the ER in the absence of the virtual visit option.



No-Cost Generic Rx for Chronic Conditions: We waive copays when participants use mail order services to obtain preventive care medications and drugs for chronic conditions like diabetes, high cholesterol and hypertension. These programs encourage the consistent treatment of significant medical conditions by removing cost barriers. Thousands of prescriptions, worth more than \$2 million annually, are provided to our employees and dependents at no cost to them.



Enhanced Care Management Assistance: Provides direct support for complex health claims incurred among our workforce, assisting employees and their dependents in navigating the healthcare system and accessing the highest quality care available for their serious health conditions. This past year participants represented less than 10% of the covered population, but more than 50% of the claims paid by our medical plan.



Diabetes Management Program: Delivery of free test strips, a wireless blood glucose monitor and real-time health coaching. Approximately 700 employees and spouses have enrolled in this program. Participants with the highest blood glucose measures report material reductions in their scores, and the share of members with controlled diabetes has increased by 12 points.



Advocacy Services Partnership: Free assistance in navigating through the healthcare system and how to best access and utilize the benefit plans we offer. Assistance was provided to employees and their families more than 4,000 times in the past 12 months.

NEW PROGRAM HIGHLIGHT: Financial Wellness

With My Secure Advantage, or MSA, employees can be confident



about their finances in every stage of their life – be it managing student loans, buying a home, growing a family, paying down debt or planning their retirement.

My Secure Advantage provides the following financial services to CoreCivic employees:



Personal Money Coach: Coaching can be activated for a 90-day period every calendar year. Consults are one-on-one, confidential and occur over the phone in 30-minute sessions.



Private Financial Website: Year-round access to online video courses, articles, calculators and worksheets on a secure website. Employees can schedule appointments, share files with their coaches and more.



Assessment and Action Plan: Employees receive an action plan based on the results of their financial assessment and can track their financial well-being score over time to see their progress.



MSA Wallet: Budgeting software for employees to monitor cash flow in one place with 24/7 visibility and bank-level security. Employees can co-browse with a coach and create goals.



Credit Score and Report: Employees can work with a coach to access ID monitoring as well as credit scores and reporting during each benefit period. Employees can get their TransUnion credit score (updated every 30 days) and credit report (updated annually).



Live Events: Employees can enjoy live virtual events covering all areas of finance and related life events. Event recordings are also available.



Who We Are | Notable Memberships, Partnerships, Honors

Industry and Trade Associations

- American Correctional Assoc. (ACA)
- American Probation and Parole Assoc. (APPA)
- Assoc. of Women Execs in Corrections (AWEC)
- International Community Corrections Assoc. (ICCA)
- Convergence (Reentry Ready)
- Correctional Leaders Association
- Ethics & Compliance Initiative
- National Center for Construction Education & Research
- Nashville Business Incubation Center
- National Health Commission on Correctional Health Care
- National Minority Supplier Development Council - Tristate Affiliate
- U.S., Nashville Area, and Other State & Local Chambers of Commerce
- Women's Business Enterprise Nat'l Council - Southern Region Affiliate

Partner Organizations

Volunteers and other partner organizations play key roles in the reentry process. We partner with a wide variety of organizations that provide support to our reentry programs. Examples of various groups we work with include:

- 4th Purpose Foundation
- Alcoholics Anonymous (AA)
- American College of Correctional Physicians
- Ashland University
- Auburn University's Canine Performance Sciences Program
- Canine Companions for Independence
- Celebrate Recovery
- Collie Dawg Music
- Community Service Council's Tulsa Reentry One-Stop
- Crossroads Prison Ministry

- Dismas House
- DREAMi
- Ending Recidivism Alliance
- Essential Education
- FuelED
- GED Testing Service
- Grossmont Community College
- Habitat for Humanity
- HiSET
- Home Builders Institute
- Jenkins County K911 Rescue
- Joni and Friends Wheels for the World
- Men of Valor
- Oconee Fall Line Technical College
- Operation New Hope's Ready 4Work Program
- Persevere
- Philippi Prison Ministry
- Prison Fellowship
- Reading Legacies
- Standing with Hope
- Tennessee Prison Outreach Ministry
- Tennessee Voices for Victims
- The Education and Employment Ministry
- The Frederick Douglass Project for Justice
- Wiregrass Georgia Technical College

Honors and Awards

- Newsweek Most Responsible Companies
- 50/50 Women on Boards
- Maricopa Community Colleges' Diversity Advisory Council Award of Excellence for the Arizona Career Readiness Credential Program (ACRC)
- Military Friendly Employer - Bronze Level
- Military Friendly Spouse Employer
- Military Friendly Supplier - Gold level



Appendix | GRI Content Reference Index

GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
General			
102-1	General Disclosures	Name of the organization	CoreCivic at a Glance, Page 4 Form 10-K , Page 7
102-2	General Disclosures	Activities, brands, products, and services	CoreCivic at a Glance, Page 4 Form 10-K , Page 7
102-3	General Disclosures	Location of headquarters	Form 10-K , Page 7
102-4	General Disclosures	Location of operations	Form 10-K , Pages 21-27
102-5	General Disclosures	Ownership and legal form	Form 10-K , Pages 7-8
102-6	General Disclosures	Markets served	Form 10-K , Pages 8-27
102-7	General Disclosures	Scale of the operation	CoreCivic at a Glance, Page 4 Form 10-K , Pages 7-33
102-8	General Disclosures	Information on employees and other workers	Form 10-K , Page 33
102-9	General Disclosures	Supply chain	Supply Chain and Supplier Diversity, Page 19
102-10	General Disclosures	Significant changes to the organization and its supply change	Form 10-K , Pages 7-8
102-11	General Disclosures	Precautionary Principle or approach	Corporate Governance, Page 8 2022 Proxy Statement , Pages 11-22
102-12	General Disclosures	External initiatives	About This Report, Page 2
102-13	General Disclosures	Membership of associations	Notable Memberships, Partnerships, Honors, Page 29
102-14	General Disclosures	Statement from senior decision-maker	Our Company, Page 3
102-15	General Disclosures	Key impacts, risks, and opportunities	Process and Stakeholder Engagement, Page 6 Findings and Materiality Matrix, Page 7
102-16	General Disclosures	Values, principles, standards, and norms of behavior	Ethics and Compliance Program, Page 10 CoreCivic Code of Ethics , Page 3
102-17	General Disclosures	Mechanisms for advice and concerns about ethics	Ethics and Compliance Program, Page 10 CoreCivic Code of Ethics , Page 13
102-18	General Disclosures	Governance structure	Corporate Governance, Page 8 2022 Proxy Statement , Pages 10-22
102-20	General Disclosures	Executive-level responsibility for economic, environmental, and social topics	About This Report, Page 2
102-21	General Disclosures	Consulting stakeholders on economic, environmental, and social topics	Process and Stakeholder Engagement, Page 6
102-22	General Disclosures	Composition of the highest governance body and its committees	Corporate Governance, Page 8 2022 Proxy Statement , Page 12
102-23	General Disclosures	Chair of the highest governance body	2022 Proxy Statement , Page 10
102-24	General Disclosures	Nominating and selecting the highest governance body	2022 Proxy Statement , Pages 11-15
102-25	General Disclosures	Conflicts of interest	2022 Proxy Statement , Pages 17-19
102-26	General Disclosures	Role of highest governance body in setting purpose, values, and strategy	2022 Proxy Statement , Pages 10-22
102-27	General Disclosures	Collective knowledge of highest governance body	About This Report, Page 2



GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
General (continued)			
102-31	General Disclosures	Review of economic, environmental, and social topics	About This Report, Page 2
102-33	General Disclosures	Communicating critical concerns	Ethics and Compliance Program, Page 10
102-35	General Disclosures	Remuneration policies	2022 Proxy Statement , Pages 35-89
102-36	General Disclosures	Process for determining remuneration	2022 Proxy Statement , Pages 58-89
102-37	General Disclosures	Stakeholders' involvement in remuneration	2022 Proxy Statement , Pages 35-89
102-38	General Disclosures	Annual total compensation ratio	2022 Proxy Statement , Page 87
102-39	General Disclosures	Percentage increase in annual total compensation ratio	2022 Proxy Statement , Page 87
102-40	General Disclosures	List of stakeholder groups	Process and Stakeholder Engagement, Page 6
102-41	General Disclosures	Collective bargaining agreements	Human Rights, Page 21
102-42	General Disclosures	Identifying and selecting stakeholders	Process and Stakeholder Engagement, Page 6
102-43	General Disclosures	Approach to stakeholder engagement	Process and Stakeholder Engagement, Page 6
102-44	General Disclosures	Key topics and concerns raised	Findings and Materiality Matrix, Page 7
102-45	General Disclosures	Entities included in the consolidated financial statements	Form 10-K , Exhibit 21.1 - List of Subsidiaries of CoreCivic
102-46	General Disclosures	Defining report content and topic Boundaries	Process and Stakeholder Engagement, Page 6
102-47	General Disclosures	List of material topics	Findings and Materiality Matrix, Page 7
102-48	General Disclosures	Restatements of information	N/A
102-49	General Disclosures	Changes in reporting	Process and Stakeholder Engagement, Page 6 Findings and Materiality Matrix, Page 7
102-50	General Disclosures	Reporting period	About This Report, Page 2
102-51	General Disclosures	Date of most recent report	May 12, 2021
102-52	General Disclosures	Reporting cycle	CoreCivic expects to report on an annual basis.
102-53	General Disclosures	Contact point for questions regarding the report	About This Report, Page 2
102-54	General Disclosures	Claims of reporting in accordance with the GRI Standards	About This Report, Page 2
102-55	General Disclosures	GRI content index	GRI Content Reference Index, Pages 30-33
102-56	General Disclosures	External assurance	No external assurance is provided at this time.
Economic			
GRI 202 Market Presence			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Compensation and Benefits, Page 28
202-1	Market Presence	Ratios of standard entry level wage by gender compared to local minimum wage	Compensation and Benefits, Page 28
GRI 204 Procurement Practices			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Supply Chain and Supplier Diversity, Page 19
204-1	Procurement Practices	Proportion of spending on local suppliers	Supply Chain and Supplier Diversity, Page 19
GRI 205 Anti-Corruption			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Political Activity, Page 15
205-1	Anti-Corruption	Operations assessed for risks related to corruption	Political Activity, Page 15 Ethics and Compliance Program, Page 10



GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
Environmental			
GRI 302 Energy			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Environmental Performance, Page 17
302-1	Energy	Energy consumption within the organization	Environmental Performance, Page 17
302-3	Energy	Energy intensity	Environmental Performance, Page 17
302-4	Energy	Reduction of energy consumption	Environmental Performance, Page 17
Social			
GRI 401 Employment			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Compensation and Benefits, Page 28
401-1	Employment	New employee hires and employee turnover	Talent Attraction and Retention, Page 26 Form 10-K , Page 33
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation and Benefits, Page 28
GRI 403 Occupational Health and Safety			
103-3	Management Approach	Explanation of the material topic and our management approach	Safe and Secure Operations, Page 12
403-1	Occupational Health and Safety	Occupational health and safety management system	Safe and Secure Operations, Page 12
403-9	Occupational Health and Safety	Work-related injuries	Safe and Secure Operations, Page 12
GRI 404 Training and Education			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Training and Leadership Development, Page 27 Form 10-K , Pages 33-34
404-1	Training and Education	Average hours of training per year per employee	Training and Leadership Development, Page 27
404-3	Training and Education	Percentage of employees receiving regular performance and career development reviews	99% of management and 99% of all other employees Form 10-K , Page 33
GRI 405 Diversity and Equal Opportunity			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Diversity, Equity and Inclusion, Page 25 Form 10-K , Page 34
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Diversity, Equity and Inclusion, Page 25 Corporate Governance, Page 8
GRI 409 Forced or Compulsory Labor			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Human Rights, Page 21
409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Risk Assessment Summary Report
GRI 412 Human Rights Assessment			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Human Rights, Page 21
412-1	Human Rights Assessment	Operations that have been subject to human rights reviews or impact assessments	Human Rights, Page 21 Human Rights Risk Assessment Summary Report
412-2	Human Rights Assessment	Employee training on human rights policies or procedures	Human Rights, Page 21



GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
Social (continued)			
GRI 415 Public Policy			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Political Activity, Page 15
415-1	Public Policy	Political contributions	Political Activity, Page 15 Political Activity and Lobbying Reports



Appendix | Reports and Resources

In an effort to increase transparency and provide easy to access information, this reports summary provides a consolidated list of the reports and information referenced throughout this ESG report.

Public Filings

[Annual Report \(Form 10-K\)](#)

[Proxy Statement](#)

[Annual Letter to Shareholders](#)

[All Public Filings](#)

Our Company

[CoreCivic Safety](#)

[CoreCivic Community](#)

[CoreCivic Properties](#)

[Our COVID-19 Response](#)

[Diversity, Equity and Inclusion](#)

[Racial Equity Audit](#)

[What We Do and What We Don't Do](#)

[CoreCivic Ethics & Compliance](#)

[Our Role in Immigration Detention](#)

[CoreCivic Foundation](#)

ESG Approach

[Global Reporting Initiative](#)

[CoreCivic ESG Reports](#)

Accountability and Oversight

[Quality Assurance and Facility Oversight Report](#)

[PREA Reports Hub](#)

Human Rights

[Human Rights Policy Statement](#)

[Human Rights Policy - Background and Next Steps Supplement](#)

[Human Rights Risk Assessment Summary Report](#)

[Statements on Human Rights Controversies and Allegations](#)

[CoreCivic Code of Ethics](#)

[Supplier Code of Ethics](#)

[CoreCivic Ethics and Compliance Policies](#)

Reentry Services

[Our Commitment to Reentry](#)

[Go Further - Reentry Curriculum](#)

[Go Further Release](#)

[Home Builders Institute](#)

[Culinary Program Pilot](#)

Industry Studies and Research

[National Institute of Corrections Research on Evidence-Based Practice](#)

[Bogue, Brad et al. "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention." *National Institute of Corrections*](#)

[Covergence "Reentry Ready" Project](#)

[Rethinking Prison: A Strategy for Evidence-Based Reform](#)

Industry Studies and Research

[Day 1 Alliance](#)

[Annual Political and Lobbying Activity Reports](#)

[2021 Policy Support](#)

Forward Looking Statement

This report may contain statements as to our beliefs and expectations of the outcome of future events that are “forward-looking” statements within meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of current or historical fact contained in this report, including statements regarding CoreCivic’s business and its future business plans, initiatives, sustainability goals and programs, are forward-looking statements. Forward-looking statements represent our current judgement about possible future events and are often identified by words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “projects,” “will,” “would,” or the negative of any of those words or similar expressions. These forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from historical experience or from those expressed or implied by the forward-looking statements made in this report. Any or all of our forward-looking statements contained in this report may turn out to be inaccurate. In making these forward-looking statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or results (financial or otherwise). Our statements can be affected by inaccurate assumptions we might make or by known or unknown risks and uncertainties, including, but not limited to, the risks and uncertainties described in “Risk Factors” included in our most recent annual report on Form 10-K, or the Form 10-K, filed with the Securities and Exchange Commission, or SEC, and in the other reports, documents, and other information we file with the SEC from time to time. Please consider the forward-looking statements in this report in conjunction with the Form 10-K and with the other reports, documents and other information we file with the SEC. We caution readers not to place undue reliance on forward-looking statements. Any forward-looking statements made in this report are as of the date of this report and, except to the extent required by applicable law, we undertake no obligation to update or publicly revise any of the forward-looking statements included in this report.



