



# 2019 ESG REPORT

Environmental ▪ Social ▪ Governance





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## About This Report

We appreciate your interest in our 2019 Environmental, Social, and Governance (ESG) report. In this, our second such report, we continue to document how CoreCivic's activities affect the environment, how we practice our commitment to social responsibility and how we govern ourselves as a corporation.

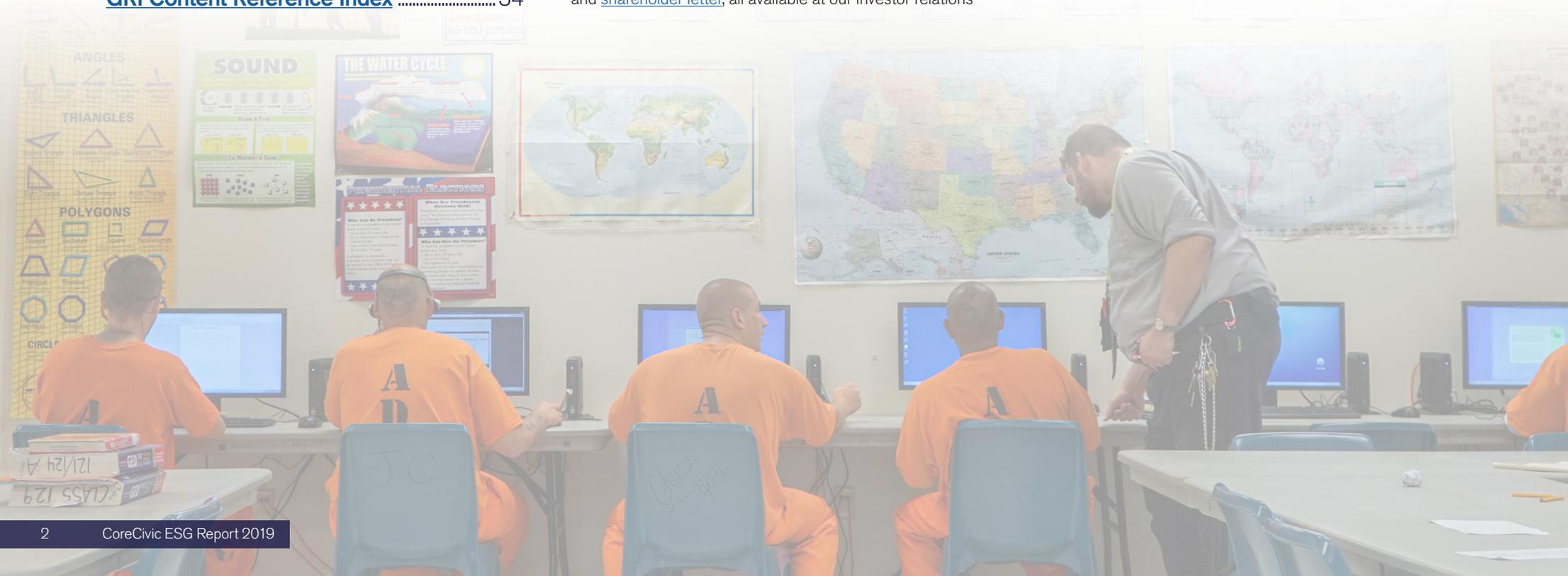
Last year we became the first company in our industry to publish an ESG report. This one builds on last year's recounting, highlighting our progress in key programs, responsibilities and metrics that we identified through a comprehensive stakeholder engagement process. Unless noted otherwise, this report covers the fiscal year January 1, 2019, to December 31, 2019. Notably, this report summarizes activity in 2020 regarding our ongoing COVID-19 response.

We recommend that this report be reviewed alongside CoreCivic's most recent [annual report](#), [proxy statement](#), and [shareholder letter](#), all available at our investor relations

reports hub [here](#). This ESG report and future updates can be accessed [here](#).

This report has been prepared with reference to selected Global Reporting Initiative (GRI) Standards issued by the Global Sustainability Standards Board. Selected disclosures based on GRI Standards are listed in the GRI Content Reference Index found on pages [34-36](#). This material references GRI Standards effective on or after July 1, 2018.

ESG reporting authority is delegated to the chief ethics and compliance officer by our president and CEO with oversight by our board of directors. CoreCivic appointed a cross-functional team to identify material updates and to prepare this report, which has been reviewed by members of our senior leadership team and reported to our board of directors. Questions about this report can be directed to Cameron Hopewell, managing director of investor relations at CoreCivic, at [InvestorRelations@corecivic.com](mailto:InvestorRelations@corecivic.com).





## Damon T. Hininger

President & CEO, CoreCivic

At CoreCivic, our mission to help government better the public good requires us to rise to new challenges daily.

As the nation looked at the likelihood of a COVID-19 outbreak, we took quick and decisive action to prepare and protect those in our care and our employees. We activated our Emergency Operations Center, bringing together subject matter experts well-versed in emergency preparedness to monitor the situation 24/7. We adopted and distributed plans designed to enhance sanitary practices at our facilities to help mitigate transmission of COVID-19. We performed supply chain analyses to ensure availability of protective equipment and supplies. And we worked with our government partners and vendors to minimize the negative impacts of social distancing measures for residents and inmates in our facilities. We continue to see our employees tackle new challenges, and we've responded to their courage and fortitude with "Hero Bonuses" for every frontline employee, as well as a commitment to hire additional staff at our 73 active locations in the U.S.

This is a test point for us, and we remain committed to helping where we can. It is how our mindset works and how we've done business a long time now.

When we began operating more than 35 years ago, we helped governments across the country meet the challenge of providing safe, appropriate housing for inmates in dangerously overcrowded facilities. In fact, at that time, the court system had intervened in 40 states plus the District of Columbia, and eight corrections systems had been declared unconstitutional due to dangerous conditions.

I'm proud that CoreCivic was part of the solution then, and I'm proud of everything we're doing to help solve big problems now.

Our efforts on that score are laid out in detail in the following document, our company's second ESG report. As this report shows, CoreCivic's employees, as always, showed a determination in 2019 to uphold their corporate and individual values. Our employees always impress me. I'm proud to be one — going back to when I started as a correctional officer, a believer in our ability to make a positive difference in the lives of inmates and in our communities.

We're helping people who lost their way get back on track. We're teaching them practical job skills, offering a quality education and helping to build self-confidence. We deliver treatment to those who need it and spiritual guidance to those who ask for it. We strive to be a good corporate citizen and a job maker in communities where employment opportunities are often needed. Our employees volunteer. Our foundation gives to causes that are proven to help reduce recidivism. We try our best to be good neighbors.

CoreCivic's 2019 ESG report shows how our employees achieved measurable, real progress in all of the above. They helped conserve natural resources and limit harmful impacts on the environment; expand proven reentry strategies to fight recidivism and change lives; and govern our business to the highest standards of ethics and transparency. Last year we became the first company in our sector to publish an ESG report, which describes both our progress and shortfalls with consistent year-over-year comparisons of metrics.

To those who have contacted us and offered feedback, thank you. Each day, we also get good questions from public leaders, community members, journalists, inmates, detainees and residents and their families. Where there are issues, we engage, act and work for solutions.

In 2014, I set ambitious and industry-leading reentry goals that refocused our company's efforts on the essential task of making sure every individual assigned to our care is given the tools they need for success. These goals covered a five-year time period that ended in 2019, during which we spent more than \$214 million on reentry programming and related staffing expenses.

The final reporting is captured here, and our efforts have paid off. CoreCivic has tracked our progress to achieve or exceed goals in five programming areas that we deem instrumental

for reentry success based on decades of learning. In three program areas, we exceeded goals. We achieved 98 percent and 74 percent of our goals, respectively, in the other two. One particular highlight is that more than 23,000 individuals assigned to our care have earned industry-recognized certifications in various career fields. More than 7,300 have earned a General Education Degree (GED) or other high school equivalency (HSE) degree.

I am proud of the progress we have made with our reentry programming, knowing there is still — and always will be — more work to do to reduce recidivism in our country. We set these goals hoping we could make a positive impact, and we have. Our employees now view successful reentry for inmates as a day-one priority and part of our company's mission. With that renewed sense of purpose, we will set annual reentry goals that we will measure against each year.

We are also leading the industry in assessing our ability to protect human rights under United Nations guiding principles, making concrete progress in "green design" at facilities and coordinating with local utilities to pursue better sustainability strategies across our portfolio of properties.

In short, read all about it.

Last year, I told you that success does not come by assuming we know what works more than others do. I said then and believe even more strongly now that success happens when we blend the knowledge of our partners in government, business and the nonprofit sector.

Thank you for your interest in CoreCivic. We'd like to hear from you if you have thoughts, questions, a good idea or interest in volunteering at one of our facilities.

Our team hopes that you stay safe and well throughout 2020.



# Our Company | CoreCivic at a Glance

## Our Purpose: To help government better the public good

Three distinct business segments, one shared commitment to solve government challenges in innovative ways.



Operating safe, secure facilities that provide high quality services and effective reentry programs that enhance public safety.



Preparing people for success by delivering innovative and proven services to help them reintegrate into their communities.



Offering innovative and flexible real estate solutions that provide value to governments and the people they serve.

### Facility Portfolio

- 43 owned and managed safety facilities
- 29 owned and managed community facilities
- 28 leased real estate properties
- 16.1 million square feet of real estate used directly or indirectly by government agencies

### Our Employees

- 14,075 total employees
- 52% female employees
- 56.9% underrepresented minorities
- 10.1% military veterans

We serve the public good through high quality corrections and detention management with a focus on evidence-based reentry programming in both our secure facilities and a growing network of reentry centers and non-residential reentry service locations that help address America's recidivism crisis.

Data show that residents who participate in...



EDUCATION



JOB TRAINING



FAITH-BASED PROGRAMS



ADDICTION TREATMENT

...while in prison are **less likely** to return. Investments in services to reduce recidivism not only directly benefit each participant, but make our communities safer and provide overall economic benefits to the public.

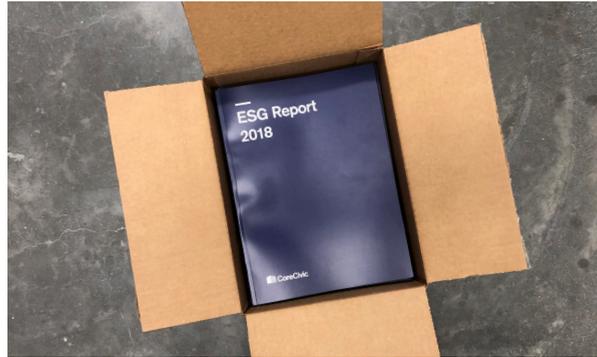


# Our Company | 2019 ESG Highlights



## Reentry Programming 5-Year Goals

Over the previous five years, CoreCivic has tracked our progress against goals in five key reentry programming areas. In three of those program areas, we have exceeded goals. We reached 98 percent and 74 percent of the respective goals achievement in the other two program areas.



## ESG and Human Rights

CoreCivic produced the industry's first-ever ESG report. We also completed an industry-first human rights risk assessment under the United Nations Guiding Principles for Business and Human Rights (UNGP).



## Green Design

CoreCivic's government-leased facility in Baltimore, Maryland, was re-certified as a Gold-level facility under Leadership in Energy and Environmental Design (LEED) v4 with 73 points.



## Green Operations

CoreCivic teamed with woman-owned small business QuotEnergy Energy Advisors to pursue more effective sustainability strategies across our entire portfolio of properties.



## Employee Engagement and Development

CoreCivic celebrated five years of its leadership development program, CoreCivic University, and graduated its 4,000th student.



## Contract Compliance

CoreCivic successfully achieved new American Correctional Association (ACA) accreditation at four facilities and re-accreditation at 13 facilities during the 2019 ACA audit cycle, with an average score of 99.7 percent.



# CoreCivic

## COVID-19 Response

Much like our government partners and the rest of the nation, CoreCivic has been affected by the COVID-19 pandemic. We began closely monitoring the situation in January 2020 and by February were coordinating with local, state and federal agencies and engaged in emergency planning. Our efforts further escalated in March, as we worked to educate staff and those in our care on prevention measures, and communicate with residents' loved ones, the media, and the public about our efforts to keep everyone in our facilities safe and healthy.

We also looked outside of our facilities to support our communities during this unprecedented time. We provided emergency funding from the [CoreCivic Foundation](#) to the nonprofit community and [made idled facilities available](#), at no financial benefit to CoreCivic, for governments in need of medical overflow space. Here is a look at our COVID-19 response to date:

### MITIGATION AND MANAGEMENT

- Activated our Emergency Operations Center to bring together subject matter experts who continuously monitor our facilities and prepare for potential emergencies 24/7
- Distributed comprehensive emergency plans to facilities outlining mitigation and management policies through the pandemic
- Enacted stringent health screenings for anyone entering a CoreCivic facility
- Coordinated with government partners to suspend visitation at facilities
- Negotiated with phone service vendors to provide free calls for those in our care, helping them stay connected with family and friends
- Performed supply chain analyses to ensure availability of personal protective equipment, pharmaceuticals, and COVID-19 testing kits
- Distributed a comprehensive cleaning guide for facilities, adhering to CDC guidelines for disinfection
- Modified food services to provide alternative meal options to achieve social distancing
- Worked with our government partners to waive COVID-related copays for most residents in CoreCivic facilities
- Provided guidance to facility counselors on helping those in our care maintain their mental health amid social distancing efforts



### EMPLOYEE, PUBLIC AND COMMUNITY RELATIONS

- We launched a [special section of our website](#) dedicated to our COVID-19 Response where information for families, employees, the public and media is shared regularly. The site includes a [weekly update blog](#) outlining activities and developments week to week
- We regularly issued [media statements](#), responses, and [op-eds](#) to educate the public on our actions
- CEO Damon Hininger provided [regular updates](#) to staff, shared via email and on our website
- Deployed video messages from executive leadership and health services teams regarding mitigation guidelines
- Instituted a [\\$500 Hero Bonus](#) for all front line employees and publicly committed to maintain hiring levels across the country during the pandemic
- We worked to communicate our appreciation for our front line heroes via [social media](#) and other platforms
- The CoreCivic Foundation donated \$5,000 to [Second Harvest Food Bank](#) to assist with food boxes for children in need due to the COVID-19 school closures
- The CoreCivic Foundation donated \$25,000 to United Way of Greater Nashville's [COVID-19 Response Fund](#) to assist those who are experiencing lost wages or who become ill



# Approach | Process and Stakeholder Engagement

CoreCivic's decision to engage in the ESG process is rooted in our commitment to transparency and quality. As an initial part of that process, we engage with our stakeholders in a variety of formal and informal settings. Through regular interaction with our stakeholders, we believe we can better and more meaningfully assess and address their expressed needs and recommendations. This 2019 ESG impact report will focus on the areas of greatest ESG influence and impact as identified and mapped in the materiality matrix on page 8.

Stakeholder Group	Engagement Channels	Focus Areas of Significant Interest
<b>CoreCivic Board &amp; Employees</b>	<ul style="list-style-type: none"> <li>Engagement and culture surveys</li> <li>One-on-one dialogue</li> <li>Focus groups and town halls</li> <li>Digital and print media</li> <li>Formal reporting mechanisms (e.g., CoreCivic ethics line)</li> </ul>	<ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Employee Engagement</li> <li>Resident Treatment and Reentry Services</li> <li>Community Relations</li> <li>Improving Environmental Performance</li> </ul>
<b>Inmates, Residents &amp; Clients</b>	<ul style="list-style-type: none"> <li>Daily interaction</li> <li>Resident climate surveys</li> <li>Formal reporting and grievance mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Resident Treatment and Reentry Services</li> </ul>
<b>Government Partners</b>	<ul style="list-style-type: none"> <li>One-on-one dialogue</li> <li>Requests for information/proposals</li> <li>Oversight and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Resident Treatment and Reentry Services</li> </ul>
<b>Industry &amp; Labor Associations</b>	<ul style="list-style-type: none"> <li>One-on-one dialogue</li> <li>Meetings and conferences</li> <li>Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Employee Engagement</li> <li>Resident Treatment and Reentry Services</li> </ul>
<b>Investors and Banks</b>	<ul style="list-style-type: none"> <li>Annual meeting of stockholders</li> <li>Quarterly earnings calls</li> <li>Investor presentations and events</li> <li>One-on-one dialogue</li> <li>Industry events</li> <li>ESG and proxy analyses</li> <li>Facility tours</li> </ul>	<ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Employee Engagement</li> <li>Resident Treatment and Reentry Services</li> <li>Community Relations</li> <li>Improving Environmental Performance</li> </ul>
<b>NGOs, Faith-Based Organizations, &amp; Advocacy Groups</b>	<ul style="list-style-type: none"> <li>National and local partnerships</li> <li>One-on-one dialogue</li> <li>Employee volunteering and non-profit service</li> <li>Written communications and media</li> <li>Facility tours</li> </ul>	<ul style="list-style-type: none"> <li>Resident Treatment and Reentry Services</li> <li>Community Relations</li> </ul>
<b>Community Members</b>	<ul style="list-style-type: none"> <li>One-on-one dialogue</li> <li>Employee volunteering and non-profit service</li> <li>Community Relations Committees</li> <li>Community member in-facility volunteer services</li> <li>Written communications and media</li> </ul>	<ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Employee Engagement</li> <li>Resident Treatment and Reentry Services</li> <li>Community Relations</li> <li>Improving Environmental Performance</li> </ul>

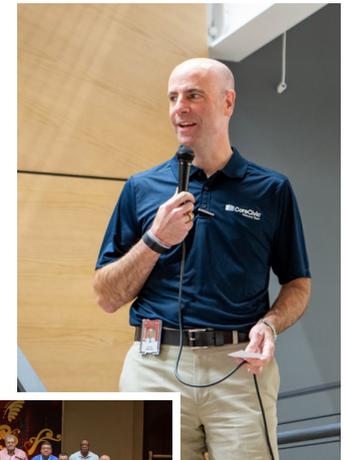
**ENGAGEMENT HIGHLIGHTS:**

## CONVERGENCE



Daren Swenson, CoreCivic vice president of Community Corrections, participated in the Convergence [Reentry Ready Project](#) aimed at removing barriers and integrating systems to support successful reentry of former offenders.

*President and CEO Damon Hininger welcoming employees to the new Facility Support Center in July 2019.*



*CoreCivic's facility leaders convening to learn from each other and engage in panel discussions with external stakeholders on key industry issues, including human rights and criminal justice.*





# Approach | Findings and Materiality Matrix

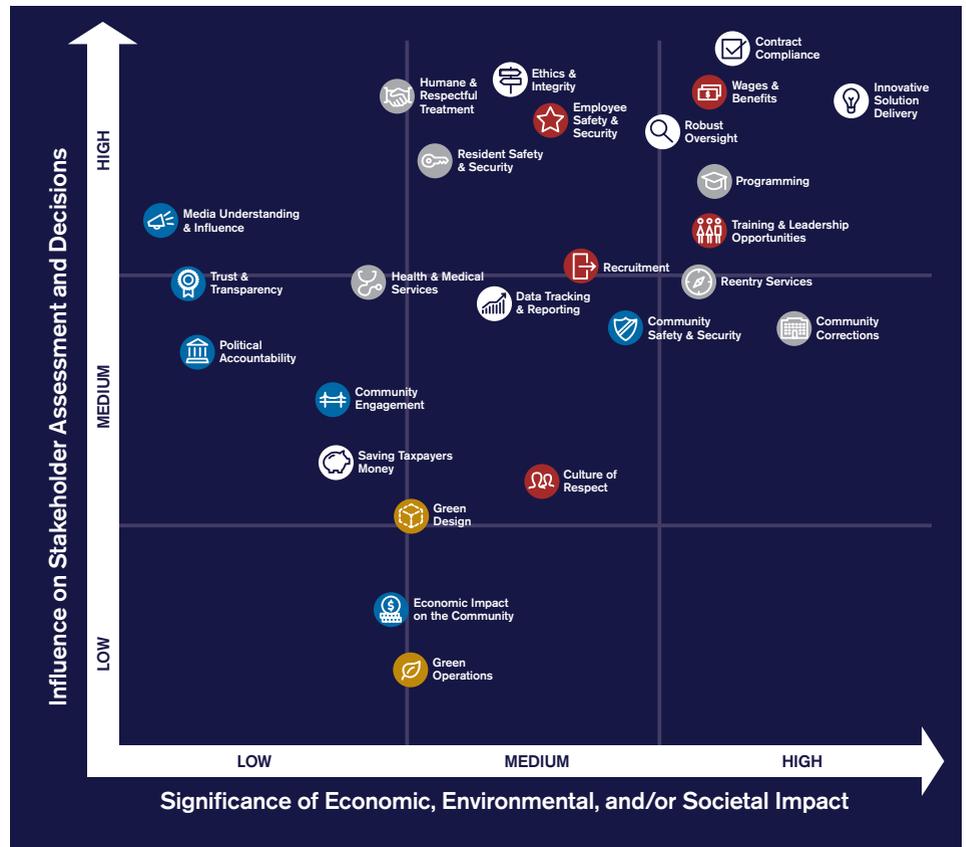
Our stakeholder engagement efforts shape how we assess materiality of stakeholder interests and how we shape the focus of this report. Our approach to stakeholder engagement is team-oriented and multi-disciplinary, seeking to take advantage of all opportunities for constructive dialogue with interested parties. On a regular basis, leaders from finance, partnership development, operations, legal and ethics and compliance engage with stakeholders, including investors, financial institutions, criminal justice reform initiatives, think tanks, labor groups, and others.

Key topics can be generally organized into five focus areas. Many of our key topics are interrelated, fitting together into other stakeholder interests addressed in this report. For example, our commitment to human rights is a foundational element in all that we do, encompassing multiple key topics across each of the five focus areas.

The key topics were assessed based on expected economic, environmental, and social impact, taking into account, among other things, the United Nations Sustainable Development Goals (UN SDGs), and ranked on the X axis. To determine placement on the Y axis, areas were assessed for the degree of influence on stakeholder assessment and decisions with respect to CoreCivic.

The following pages document our efforts to support these findings across our business units in our day-to-day activities.

Focus Areas	Operational Excellence	Employee Engagement	Resident Treatment and Reentry Services	Community Relations	Improving Environmental Performance
Key Topics	<ul style="list-style-type: none"> <li>Contract Compliance</li> <li>Data Tracking &amp; Reporting</li> <li>Ethics &amp; Integrity</li> <li>Innovative Solution Delivery</li> <li>Robust Oversight</li> <li>Saving Taxpayers Money</li> </ul>	<ul style="list-style-type: none"> <li>Culture of Respect</li> <li>Employee Safety &amp; Security</li> <li>Recruitment</li> <li>Training &amp; Leadership Opportunities</li> <li>Wages &amp; Benefits</li> </ul>	<ul style="list-style-type: none"> <li>Community Corrections</li> <li>Health &amp; Medical Services</li> <li>Humane &amp; Respectful Treatment</li> <li>Resident Safety &amp; Security</li> <li>Programming</li> <li>Reentry Services</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement</li> <li>Community Safety &amp; Security</li> <li>Economic Impact on the Community</li> <li>Media Understanding &amp; Influence</li> <li>Political Accountability</li> <li>Trust &amp; Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Green Design</li> <li>Green Operations</li> </ul>



Key topics as illustrated on the materiality matrix apply to various and sometime 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.



# Reentry Services | Five-Year Overview

At CoreCivic, our commitment to reentry is founded on the premise that people deserve a second chance. We continue to help people succeed when they leave our care and reenter society, and we plan to expand upon those efforts in the future. The [Bureau of Justice Statistics](#) reports that more than half of released inmates return to prison within five years. Recidivism remains a common occurrence in part due to the significant barriers that people discharged from our care face when reentering their communities. Our goal at CoreCivic is to help remove barriers and serve as a catalyst for change by delivering quality reentry programming, services and support to all individuals entrusted to our care.

In 2014, CoreCivic CEO Damon Hinger established a series of industry-leading five-year reentry programming goals that have been integrated into CoreCivic’s mission and strategic management plans. Our first Reentry Report (2017) and 2018 ESG Report provided annual updates on our progress to meet or exceed the long-term goals established in 2014. This year we are pleased to share our progress and results in the pages that follow.

We have also expanded our scope of reentry services since 2014. Beginning in 2016, CoreCivic Community began helping people successfully reintegrate into their communities after prison or avoid being incarcerated in the first place. [Recovery Monitoring Solutions](#), a wholly-owned subsidiary formed in 2019, began providing judicially involved citizens an alternative to incarceration through electronic monitoring and counseling services.



President and CEO Damon Hinger sees the Persevere Computer Coding Program in action at Trousdale Turner.

*“One of our fundamental responsibilities in the corrections profession is to make sure that those who come into our care leave with the best possible chance of never coming back.”*

**Damon Hinger, president and CEO**

## Reentry Goals: Five Years of Progress

AREA	GOALS / ADJUSTED GOALS	ACHIEVEMENT	DETAILS
<b>Go Further Journal Program</b>	10% year-over-year growth in Go Further reentry journal completions using 2017 as baseline		<b>2017: 560 (baseline)</b> <b>2018: 2,702 (383% growth)</b> <b>2019: 6,229 (98% growth)</b>
<b>Treatment and Behavioral Services</b>	75% annual completion rate by 2019		<b>83% annual completion rate at 2019 year-end</b>
<b>Educational Services</b>	5-year total of 7,525 High School Equivalency (HSEs) and 22,849 Industry Recognized Certificates (IRCs)		<b>7,338 HSEs (98%)</b> <b>23,328 IRCs (102%)</b>
<b>Chaplaincy Services</b>	975 Threshold program completions in 2019		<b>721 completions (74%)</b>
<b>Victim Impact Programs</b>	2,300 total program completions by end of 2019		<b>3,283 total completions at 2019 year-end</b>



## Reentry Services | Approach and Go Further Journal Program

Most residents will return to their communities. CoreCivic's reentry services, in correctional and community reentry settings, are designed to prepare and equip each individual with the knowledge, tools and motivation needed to make the transition successful. Our management approach includes measuring program delivery and participant completion rates at CoreCivic Safety facilities as described in the following pages. These goals establish benchmarks for evaluating effectiveness of our approach. Our vice president, Core

Services oversees reentry programming delivered primarily at CoreCivic Safety facilities, and our vice president, Community Corrections oversees reentry services at CoreCivic Community facilities.



CoreCivic developed the Go Further program as a framework to deliver a variety of reentry programming tailored to the individual's needs. Go Further fosters a positive culture of reentry at our facilities. It engages local partners that support inmates during their transitions to their communities. At its core, Go Further inspires a collaborative approach between an individual and our staff. Because each individual's reentry planning experience is unique, the Go Further framework offers a dynamic approach to provide services customized to each individual's unique circumstances and needs.

### GOAL:

# 10%

Increase in Go Further journal completions annually.

### GOAL FOR 2019:

# 2,972

Go Further Journal completions.

### DETAIL:

The Go Further program couples individuals' long-term life goals with training and teaching tailored to their needs and ambitions.

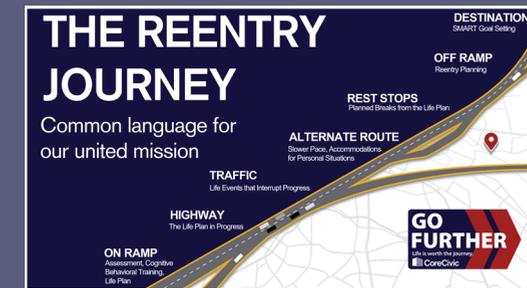
### PERFORMANCE:

# 6,229

Go Further journal completions in 2019.

### HIGHLIGHT:

The Traffic journal, introduced in 2019, prepares participants and CoreCivic staff to identify and effectively respond to difficulties that may arise during the participant's reentry preparation. The term "traffic" is used to characterize a situation that interferes with a participant's progress toward completing goals – things like bad news from home, substance use disorders, and other challenges. In these cases, the individual needs staff support. One program goal is to ensure that CoreCivic staff understands why "traffic" occurs, recognizes when it is happening, understands how to communicate with the individual when it occurs, and can identify what types of resources are available to clear the traffic as quickly as possible.



*"My third, and hopefully last, prison term has been different because I have finally decided to change my life. Making that decision came easy to me, but continuing to change in this environment takes a lot of effort. As I prepare for reentry back into the community, I have confidence that I have done the work necessary to be successful, and I am very thankful that Go Further was available when I decided to finally change my life."*

—  
Buck B., inmate at Red Rock Correctional Center



## Reentry Services | Treatment and Behavioral Services

Substance use disorders are a stark barrier for anybody trying to be a productive member of a community. People struggling to break the cycle of recidivism face an even more daunting challenge, and CoreCivic's treatment staff know first-hand how difficult this can be. They are dedicated to using a proven set of tools and curricula based on facts and evidence to help inmates receive the treatment best suited for them. Treatment varies. It can include skills development and cognitive behavioral programs set in residential therapeutic communities, intensive outpatient programs, and drug and alcohol education. In fact, most programs include a proven process of interactive journaling — helping and encouraging program participants to write about their problems, goals and aspirations. We know from experience that this type of expression motivates and guides participants toward a positive life change.

In our substance use programs, participants also explore the devastating and lasting downside of drug and alcohol abuse. We help them with coping, social interaction and interpersonal skills that can be powerful drivers for a successful return to the community, including how to manage expected life challenges that can cause them to relapse and re-offend. In short, our cognitive behavioral substance use programs help participants develop prosocial attitudes.

*"The public would be surprised to know that the residents I have worked with are some of the most intelligent and motivated men I have had the privilege of meeting and counseling. I would say that at least 95 percent of all the residents who come here want to change and are willing to do whatever they have to do to prove themselves. I am very proud of their achievements."*

—  
**Melody Williams, treatment counselor,  
Boston Avenue**

### GOAL:

# 75%

completion rate for all enrolled in substance use treatment programs by 2019

### DETAIL:

Inmates and residents are provided access to programming that helps address substance use disorders.

### PERFORMANCE:

# 83%

completion rate in 2019 for those enrolled in substance use treatment programs.

### HIGHLIGHT:

We are proud of an ongoing program to train individuals with substance use, mental illness, or co-occurring disorders to use their history and journey in recovery to benefit others. At four facilities, CoreCivic collaborated with the Tennessee Department of Correction and the Tennessee Division of Mental Health and Substance Abuse Services to pilot a Certified Peer Recovery Specialist Program. Inmates selected for the program attended a week-long training initiative that prepared them to assist and participate as leaders in their facility's programming. Some now lead substance use education and recovery classes, assist with case management reentry plans and provide peer-to-peer crisis assistance under clinical supervision of a qualified behavioral health supervisor. Two specialists have been successfully released to parole, and the others are still actively participating and under clinical supervision.





## Reentry Services | Education Services

Judicially involved citizens are often at a competitive disadvantage for quality jobs upon reentry. Without a degree or trade certification, or the financial ability to study and train to get one, competition can be fierce. CoreCivic helps inmates and residents on both counts. Our dedicated teachers and principals work one-on-one with our students. We meet students where they are and then work up to a high school equivalency diploma and beyond. Our educational services team designs research-based programs that work, helping our students get jobs after release – and keep them.

### CASE STUDY:

In 2019, CoreCivic expanded a standout education program that helps inmates in select Georgia facilities earn college credits or even their associate's or bachelor's degrees. Working with Ashland University and the Georgia Department of Corrections to launch the program at three sites in Georgia, inmates can choose from over 700 credit hours in topics like business and sociology. Coursework and professor interaction is completed via tablet, and inmate-students have access to a site director who can assist with any needs during enrollment. The program currently boasts 140 inmate-students working toward 1,400 credit hours across five correctional facilities. We seek to further expand this education program to new sites in 2020.

*"I wanted to see myself as a graduate. Rehabilitation is not about somebody telling you what to do. But when you see you can achieve an associate's degree, achieve a bachelor's degree, now I have something I can hope for. I can one day own my own business. I can get those jobs that I couldn't get before incarceration."*

**Joshua, inmate participating in CoreCivic's partnership with Ashland University at Jenkins Correctional Center**

## Five-Year Performance

### ADJUSTED FIVE-YEAR GOAL:

# 7,525

Help 7,525 inmates attain high school equivalency (HSE) certificates and

# 22,849

inmates earn industry-recognized certificates (IRCs) by the end of 2019 with 5% annual growth in number of residents receiving HSEs and IRCs.

### PERFORMANCE:

# 7,338

HSEs (98% of amended goal) and

# 23,328

IRCs (102% of amended goal)

### DETAIL:

During the five-year goal period, the number of residents in our care decreased and some facilities shifted from long-term to short-term services (short-term stays do not allow for educational program completions). Adjusting for changes in populations and facility missions, the amended goal was to help 7,525 inmates and residents earn HSE certificates and to help 22,849 earn industry-recognized certificates.

### HIGHLIGHT:

CoreCivic partnered with Persevere, a Salt Lake City-based nonprofit, to provide computer programming courses at our Trousdale Turner Correctional Facility. This program enrolled 17 students in a 12-month program to prepare them for a career in the technology industry. Students receive daily, face-to-face instruction with an instructor that delivers curriculum on coding languages. A second instructor teaches job readiness/employability, mentoring support, entrepreneurial training and job-acquisition skills for nationwide placement in the technology sector. The U.S. Bureau of Labor Statistics estimates that about 1 million coding jobs will be unfilled in 2020. We are working hard through the Persevere program to graduate inmates who are eager — and ready — to fill this need when they are released.





## Reentry Services | Victim Impact Programs

Helping judicially involved citizens develop empathy for others is a powerful step forward. CoreCivic uses nationally recognized programming to help inmates and residents appreciate the impact of crimes on both victims and their broader communities. Our facilitators often bring in outside speakers who are themselves victims of crime to tell participants, up close and face-to-face, how a crime affected and damaged their lives — emotionally, financially and physically — and the lives of their family and friends.

*"The impact of crime upon its victims can be devastating. Fear, false guilt, inability to trust anyone again can be long term. Victims of crime can begin to heal and begin to give other victims of crime hope, direction, and solutions that will lead to a dynamic future. Our Victim Impact Programs provide a venue for victims voices to be heard by sharing the negative impact crime has had on their lives by the choices our justice involved individuals have made. Understanding that many of our clients have experienced victimization, we do not allow that victimization stance to perpetuate. Perseverance, patience, and refusal to give in to past wounds are needed for the healing process."*

—  
**Danny Cosby Sr., manager, Treatment & Behavioral Programs**

### 2019 GOAL:

# 1,035

Help 1,035 inmates and residents complete the program in 2019

### 2019 PERFORMANCE:

# 1,247

inmates and residents completed the program in 2019

### FIVE-YEAR GOAL:

# 2,300

16 facilities trained; 2,300 program completions by end of 2019

### FIVE-YEAR PERFORMANCE:

# 3,283

21 facilities trained; 3,283 program completions at end of 2019

### HIGHLIGHT:

- 2019 Facility Trainings: Cibola, Otay Mesa and Boston Avenue.
- 21 facilities participating in program by year-end.
- Development of Victim Impact video to enrich program instruction by emphasizing the concepts of empathy, forgiveness and the ripple effects of bad choices by individuals.





## Reentry Services | **Chaplaincy and Religious Services**

Practicing faith can help inmates build needed life skills and strengthen ties to the outside community where they will return. Our dedicated chaplains are licensed and ordained by their respective faith groups. They work with community volunteer organizations to meet the specific and diverse faith-based needs of program participants.

Challenges can relate to specific faiths, family dynamics, or the secular realms of managing grief, enhancing positive decision-making and encouraging the development of life skills and life plans.



*Faith-Based Program Facilitator, Angie Dean (L), and Chaplain Judith "Chappy" Smith (R) from Georgia's Coffee Correctional Facility provided extensive Threshold training for Chaplains from five facilities in Tennessee and from Lee Adjustment Center in Kentucky. Chaplains were instructed in highly-informed classroom facilitation techniques and were able to experience the efficacy of facilitated group discussions as active learners and as actual participants in the Threshold program.*

### AMENDED GOAL:

# 975

Threshold completions in 2019

### DETAIL:

The multi-month Threshold program provides participants with the opportunity to address risks to successful reentry within the context of their own faith or personal value system.

### PERFORMANCE:

# 721

Threshold completions in 2019 (74%)

### HIGHLIGHT:

Faith can promote success. The Threshold program, developed by the federal Bureau of Prisons, offers reentry participants opportunities to explore a faith of their choosing and to use its principles to grow. The program encourages connection to four main areas in their lives: faith, others, their environment, and themselves. Participants with or without a spiritual background of any kind can share with others in a small, supportive environment throughout the training.



*"Because of Threshold, I have regained my self-confidence. Now I see why it's important to respect myself, as well as the values of others. When I return home, I want to help restore hope to the people in my community so they, too, can build a better future."*

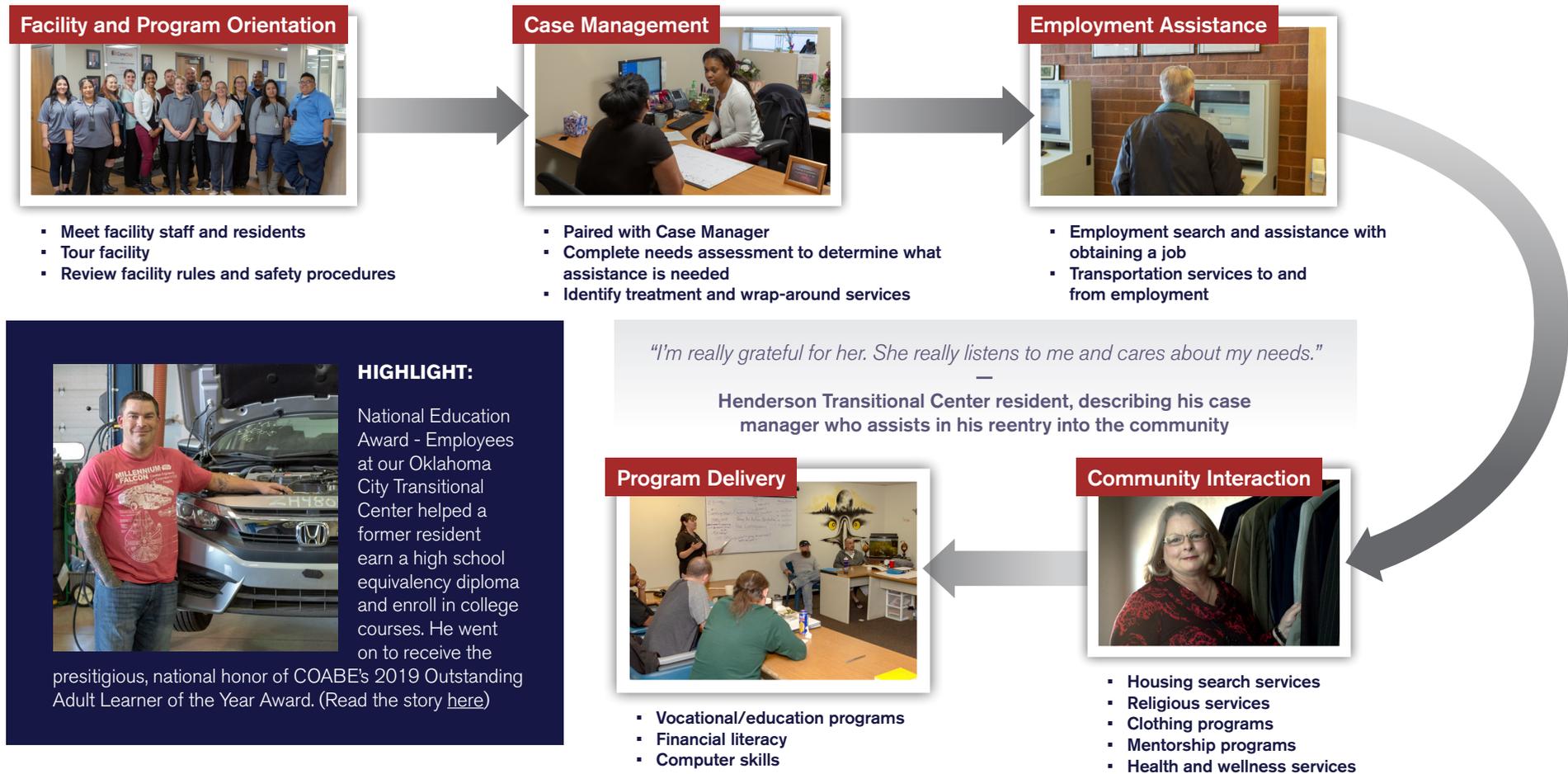
**Wesley P., a Threshold graduate at Wheeler Correctional Facility**



# Reentry Services | Community Corrections

CoreCivic Community plays an important role in our reentry services strategy by preparing people for success as they return to their communities or as an alternative to incarceration in the first place. We supply non-residential community corrections services through [Recovery Monitoring Solutions \(RMS\)](#), a wholly-owned subsidiary. RMS provides case management, drug testing, and remote monitoring services to government partners. At our network of residential reentry centers, we work with residents to identify their needs and how we can help prepare them for success. In addition to the host of services provided directly by our dedicated staff, our Community facilities collaborate with local stakeholders in creative and innovative ways to prepare our residents for, and minimize the barriers to, a successful reentry. For more information, see the CoreCivic Community Highlight video [here](#).

Residents transitioning to our reentry facilities undergo the following process.





# Human Rights | Management Approach and Programming

At CoreCivic, we recognize the inherent dignity of every human being and the enormous good that flows from a culture of individual respect. We recognize that risk to human rights is inherent in the work we do. Accordingly, respect for human rights is fundamental to our mission and a core component of the ethical framework that governs our operations.

Our commitment to human rights is embodied in the CoreCivic Human Rights Policy Statement adopted by our board of directors in 2013, which is integrated into our [Code of Ethics](#). Implementation of the Human Rights Policy is led by CoreCivic's chief ethics and compliance officer, with oversight from the company's Ethics and Compliance Committee and the Risk Committee of the board of directors.

We strive to ensure that everyday behaviors and operational decisions by our employees are consistent with our stated commitment to human rights. We train 100 percent of our security personnel on key industry-specific human rights obligations before they start work for us (pre-service training) and annually. Other examples of how we implement our commitment to human rights for residents entrusted to our care include the following:

- Detailed policies and procedures that protect resident legal rights and promote respect for salient resident human rights.
- Grievance processes for residents and complaint mechanisms for friends and family members.
- Audit and monitoring processes to assess performance against key industry-specific human rights obligations and investigation resources for their allegations of violations.
- Regular engagement with external stakeholders on human rights and criminal justice reform issues.

For employees, we work to prevent harassment of any kind and promote diversity. To further these goals, we:

- Maintain policies on equal employment opportunity, sexual harassment and harassment based on race, sex, and other protected characteristics, and accommodation for persons with disabilities.
- Train our employees on these policies before they start work for us and annually.
- Maintain discipline, grievance, reporting and investigative resources to enforce employee rights and receive and address employee concerns.
- Prohibit retaliation or reprisal for use or participation in the informal resolution process or grievance process.

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 1,330 employees (9.4%) at six of our facilities are represented by labor unions.

We are committed to continued improvement and ongoing evaluation of our approach to human rights. This commitment is exemplified by our recent accomplishments, including the human rights risk assessment we conducted in 2019. Details about the risk assessment and our future plans are included here in this report.

## Human-rights related allegations

We acknowledge certain human-rights related allegations concerning our facility operations. Public statements on the company's positions on certain matters or allegations can be found on the "Newsroom" section of our [website](#). In addition to this section on Human Rights, we also encourage you to review the other sections of this report to understand our commitment to safe and secure operations, provision of quality health services and business integrity.

## Recent Accomplishments

### Governance

- ✓ Completed industry-first human rights risk assessment
- ✓ Human rights-focused cultural goal incorporated into CoreCivic strategic plan
- ✓ Human rights-related goals expanded in executive compensation plan
- ✓ Human rights experience / expertise added to board of directors nomination criteria

### Defining the Focus of Reporting

- ✓ Published industry-first ESG report, including section on human rights

### Management of Salient Human Rights Issues

- ✓ Human rights topics featured at 2020 Facility Leaders Conference
- ✓ Human rights training targets established for 2020
- ✓ Human rights focus in enterprise-wide Code of Ethics training for 2020
- ✓ Human rights-related items expanded in quality assurance climate survey tool
- ✓ Ongoing stakeholder engagement through multiple channels

*"Productive dialogues with CoreCivic continue to this day, with CoreCivic assessing its policies, practices, and standards against UN Guiding Principles."*

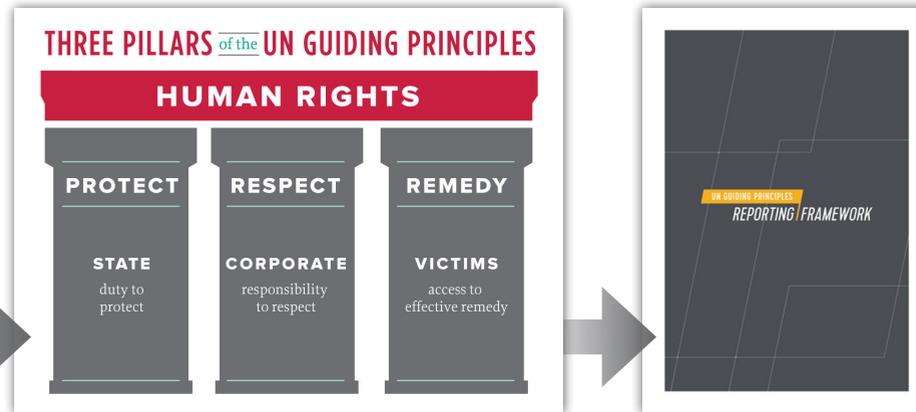
**Mary Baudoin, Interfaith Center on Corporate Responsibility (ICCR) affiliated shareholder representative (Jesuits of the US Central and Southern Province). (March 17, 2020)**



# Human Rights | Risk Assessment Methodology

CoreCivic performed its human rights [risk assessment](#) using the UNGP Framework and according to the methodology summarized and illustrated below.

The UN Guiding Principles on Business and Human Rights (UNGPR) are widely considered to constitute the global standard on business and human rights, applicable to all states and businesses worldwide. The UN Guiding Principles Reporting Framework was published as comprehensive guidance for companies to report on human rights issues based on the 31 principles included in the UNGP.



Source: UN Guiding Principles Reporting Framework

*“We are pleased to play a leading role in our industry by completing a rigorous human rights risk assessment under the UN Guiding Principles Framework. Working closely with an external expert on human rights, we were able to identify areas of progress and alignment and, more importantly, areas for attention and improvement as we seek to ensure that our culture is aligned at all levels with our stated commitment to human dignity and respect for all. We are working on implementing the assessment’s key takeaways now, and will continue to examine ways to strengthen our commitment to human rights in the future.”*

**Scott Craddock, vice president and chief ethics and compliance officer, CoreCivic**





# Human Rights | **Salient Rights and Risk Analysis**

Our risk assessment methodology reviewed international human rights instruments to identify human rights relevant to residents and our employees. The sources we reviewed included universal instruments such as the Universal Declaration of Human Rights and International Covenant on Civil and Political Rights, as well as those directly applicable to detention settings, including the United Nations Standard Minimum Rules for the Treatment of Prisoners and the UNHCR Detention Guidelines. A full listing of the instruments reviewed is included in our more detailed risk assessment materials, which are available [here](#).

## Risk Assessment and Ranking for Salient Risks

Our methodology identified 32 distinct human rights relevant to our resident population and 22 rights relevant to our employees. For each right, we identified “flashpoints,” or specific risks of negative impacts due to CoreCivic operations or actions. For example:

Right: Equality and Freedom from Discrimination	
<b>Resident Flashpoint</b>	Unequal access to services or programs
<b>Employee Flashpoint</b>	Unequal treatment in recruitment or compensation

Right: Freedom from Torture or Degrading Treatment	
<b>Resident Flashpoint</b>	Unnecessary or excessive use of force or restraints
<b>Employee Flashpoint</b>	Harassment based on race, gender or other protected status

We reviewed each right, through the lens of the specific identified flashpoints and from the perspective of the rights holders, to determine its salience, or importance to our operations. Risk ratings were comprised of the following factors: scale, reach, probability, remediability, and attribution to CoreCivic.

After assigning scores for final salience classifications we cross-referenced our existing policies, procedures and activities to determine whether they adequately address identified human rights. The example on the right illustrates a review for the salient human right of equality and freedom from discrimination.





# Human Rights | Recommendations

The risk assessment evaluated CoreCivic's management of its human rights impacts under the UNGP Reporting Framework. This allowed us to identify opportunities to improve the protection and promotion of human rights in CoreCivic's operations and provide a framework for reporting on our progress. The below table outlines key recommended actions and highlights our plans to address those recommendations.

UNGP Reporting Framework	Selected Recommended Actions	CoreCivic 2020 Implementation Plan Highlights
<b>Part A: Governance of Respect for Human Rights</b>		
A1: Policy Commitment	<ul style="list-style-type: none"> <li>Update Human Rights Policy to align more closely with the results of the human rights assessment and other initiatives implemented since the policy was adopted in 2013</li> <li>Proactively seek feedback from internal and external stakeholders</li> <li>Communicate updated policy to all relevant stakeholders to enhance understanding of CoreCivic's position regarding human rights</li> </ul>	<ul style="list-style-type: none"> <li>Update human rights policy</li> <li>Designate cross-functional steering committee for ongoing implementation</li> <li>Communicate updated policy via coordinated communications plan to all relevant stakeholders</li> </ul>
A2: Embedding Respect for Human Rights	<ul style="list-style-type: none"> <li>Continue to support senior management and the board of directors in "connecting the dots" between operational issues and potential human rights violations</li> <li>Continue further facility-level evaluation of how human rights risks are managed</li> </ul>	<ul style="list-style-type: none"> <li>Deliver board and executive human rights training</li> <li>Amend governance guidelines to include human rights experience/expertise among attributes considered for director nominees</li> <li>Continue risk assessment at facility level</li> </ul>
<b>Part B: Defining the Focus of Reporting</b>		
B1: Statement of Salient Issues	<ul style="list-style-type: none"> <li>Expand scope of assessment from corporate and facility-level to include assessment of risks in supply chain to ensure salient issues are considered across the value chain</li> </ul>	<ul style="list-style-type: none"> <li>Continue risk assessment at vendor/supply chain level</li> <li>Publish targeted human rights report as a component of this 2019 ESG report</li> </ul>
B2: Choice of Focal Geographies		
B3: Additional Severe Impacts		
<b>Part C: Management of Salient Human Rights Issues</b>		
C1: Specific Policies	<ul style="list-style-type: none"> <li>Incorporate human rights context and policy content into existing functional training programs, including concrete steps and actions expected from different functions, with practical case studies to build facility-level understanding and capacity to lead implementation of human rights policy</li> <li>Integrate the Human Rights Policy Statement and results of assessment into corporate audit protocols</li> <li>Consider how to explicitly incorporate the policy or human rights awareness into the cultural surveys already being conducted</li> <li>Continue current stakeholder engagement activities, including government partners</li> </ul>	<ul style="list-style-type: none"> <li>Meet training targets established by board               <ul style="list-style-type: none"> <li>Human rights training for 90%+ of continuing employees</li> <li>Incorporate human rights element in all core training programs</li> <li>Incorporate human rights element in all training programs related to salient human rights</li> </ul> </li> <li>Complete policy and audit tool cross-reference to salient human rights</li> <li>Include human rights items in new enterprise-wide cultural survey</li> <li>Continue ongoing stakeholder engagement through multiple channels</li> </ul>
C2: Stakeholder Engagement		
C3: Assessing Impacts		
C4: Integrating Findings and Taking Action		
C5: Tracking Performance		
C6: Remediation		



# How We Make an Impact | **Innovative Solution Delivery**

At CoreCivic, we are committed to providing diverse and innovative government solutions that meet the needs of our partners. Governments face a variety of challenges in detention and correctional services, including aging facility infrastructures, capacity limits and budget constraints. [Research](#) shows that governments employ equally diverse solutions to these challenges, including new facility construction, existing facility expansion, facility closure, and consolidation of facility portfolios. Regardless of the challenge, we are committed to helping our government partners address their needs for safe, secure, humane and efficient facilities.



■ **Modern Design** - Safe and supportive environment for residents and employees



■ **Construction Time** - Accelerated construction scheduling



■ **Construction Cost** - Delivering construction cost savings



■ **Risk Transfer** - Taxpayers relieved of risk associated with construction



■ **Innovative Financing** - Upfront costs covered by CoreCivic



■ **Reduced Operating Costs** - More efficient operations

## CASE STUDY: LANSING CORRECTIONAL FACILITY

The Lansing Correctional Facility demonstrates the innovative solution design and delivery that CoreCivic Properties can provide to aging correctional infrastructure systems throughout the United States. Facing an overcrowded population and aged facilities, the State of Kansas needed updated, efficient and sustainable facilities to meet current codes and criteria. CoreCivic designed and built the 418,000 square foot facility using fast track scheduling techniques that ensured on time and on budget completion of the project. Innovative features of this design build process included constructing pre-cast concrete modules off site to streamline the construction schedule, recycling demolished materials and integrating state of the art lighting, heating and cooling systems to reduce operating expenses. CoreCivic assumed the responsibility for designing, building, and financing the entire project and will provide facility maintenance for a 20-year period, at which time ownership will revert to the state of Kansas.



Lansing Correctional Facility, Lansing, Kansas



Large state-of-the-art food service area at Lansing Correctional Facility



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

CoreCivic's supply chain aims to reflect the diversity of its many services to government partners and the many regions where it operates.

Primary areas of goods and services needed to support our operations include pharmaceutical and medical items, food service, commissary supplies, clothing, bedding, uniforms, telecommunications and facility maintenance goods and services. While our supply chain is rooted throughout the United States and Canada, about 14 percent of our total expenditures originates from local suppliers located within the same state that the procuring facility operates.

CoreCivic celebrated the completion of the 10th year of its Diversity Business Inclusion (DBI) program in 2019. The DBI program uses CoreCivic's collective purchasing power to support small businesses and those owned and operated by women, minorities and veterans. Since its inception, the DBI program has driven a 44 percent increase in spending for women-owned businesses, a 100 percent increase in spending with minority-owned businesses, and a 200 percent increase in spending with veteran-owned businesses.

## Highlights for 2019

**26%**  
spend on all small businesses

**\$83+**  
million  
spend on all small businesses

**21**  
minority-owned business partners

**29**  
veteran-owned business partners

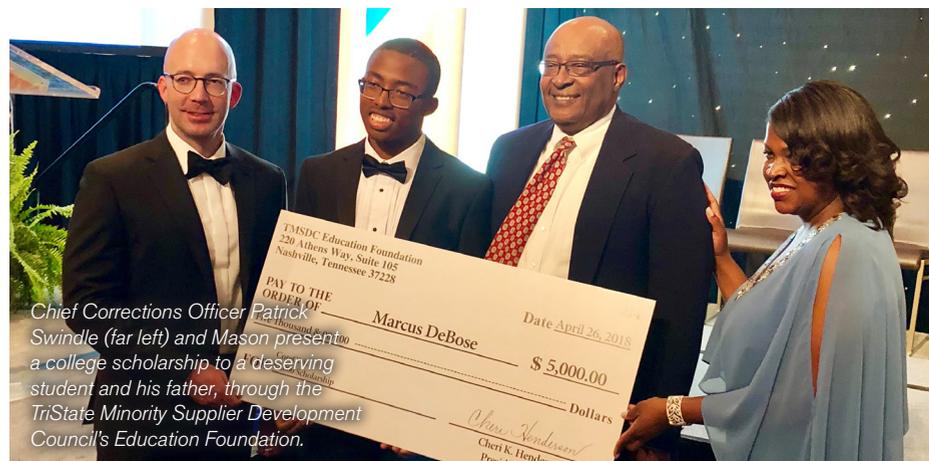
**84**  
women-owned business partners

*"Our initial contract with CoreCivic launched our company to global status. I am humbled to work with an organization that not only embraces supplier diversity, but also cares about the communities it impacts. I am equally impressed with CoreCivic's philanthropic work and charitable giving, coupled with a commitment to reentry."*

Sharon W. Reynolds, CEO, DevMar Products



In July, Dawn Mason joined the Women's Business Enterprise National Council (WBENC) conference in Baltimore, Maryland. Left to right: Delta Personnel President Teresa Lawrence; Mason; WBENC southern regional affiliate President Phala Mire and Director of Operations Katherine Garcia.



Chief Corrections Officer Patrick Swindle (far left) and Mason present a college scholarship to a deserving student and his father, through the TriState Minority Supplier Development Council's Education Foundation.

**HIGHLIGHT:**

Dawn Mason, managing director of Purchasing, leads CoreCivic's purchasing Department and collaborates with local and national organizations to promote DBI programs. Through Dawn's leadership and participation in outside groups that promote DBI opportunities, CoreCivic has seen tremendous growth in its DBI program.



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

Consistent communication and transparency are essential to building a partnership of trust with the communities where we live and work. Strong community engagement is vital to our operational success and to the success of reentry participants.

The best way to nurture our community relationships is to talk with each other and listen. One way we do this is through Facility Community Relations Committees (CRC). These CRCs offer the local community a forum and a process to voice concerns and have them addressed meaningfully.

Our CRCs are made up of facility staff and community stakeholders, including elected officials, law enforcement, business owners, facility neighbors and often members of the media. Committee members attend regular meetings with staff.

Apart from the activities of our CRCs, we promote on-site education, which provides community members with insight to how we operate. In 2019 all of our facilities conducted community tours that are approved through the contracting government partner. Members of the media and the public can gain a first-hand look at the way a correctional facility or residential reentry facility operates. Separately, CoreCivic facility leaders frequently maintain memberships with various civic groups, such as local Rotary Clubs, Chambers of Commerce, veteran groups and other civic, business, religious and community organizations. And, as always at any CoreCivic facility, our doors are open to volunteers from the community who want to bring positive programming and religious services to inmates who wish to participate.

- **100%** Facilities that provided outside tours in 2019
- **70%** Facilities with CRCs
- **64%** Facilities with leader membership in civic organizations



- Total CoreCivic Corporate Giving in 2019: **\$2.7 million**
- Total Facility Giving in 2019: **\$200,000**
- CoreCivic Foundation: **\$600,000**



Since our founding in 1983, CoreCivic has prioritized community support with charitable grants and employee volunteerism.

Through our CoreCivic Foundation, the majority of our financial support goes to charitable organizations that provide resources and guidance to current and former offenders, victims of crime and abuse and underserved youth.

Through our employee volunteerism, we serve meals to former offenders, clean up storm damage and read to school children, among many other activities.

**Service is at the heart of our mission and everything we do.**

*"CoreCivic supported us with the building of our new campus, where we are able to help 80 percent more formerly incarcerated men reenter their communities per year than we could before."*

—  
Gerald Brown, CEO, Dismas House



## How We Operate | Corporate Governance

A majority independent board of directors governs CoreCivic. All 11 board members bring a powerful mix of experience, knowledge and perspective gained from varying professional backgrounds and life experiences. We maintain several policies and best practices for our board governance, including but not limited to the following: director independence, separation of chairman and CEO roles, annual director re-elections, stock ownership requirements, meeting attendance, and anti-hedging of company securities. We take into account many factors when nominating and selecting members, including diversity, age, skills, experience or expertise with respect to human rights, and educational and professional background. We are pleased to be recognized as a 2020 [Women on Boards](#) Winning Company with 27% of our board seats held by women. More information on our corporate governance can be found in our most recent [proxy statement](#).

### Risk Governance

The risk committee, one of five regularly standing board committees, provides leadership to the board of directors in overseeing the company's risk assessment and risk management functions. The risk committee provides oversight of management's enterprise risk management (ERM) program. The ERM program identifies, prioritizes, and assesses a broad range of risks to develop plans and controls to mitigate their effects. The program is led by our general counsel and is a component of management's strategic planning and reports to the full board.



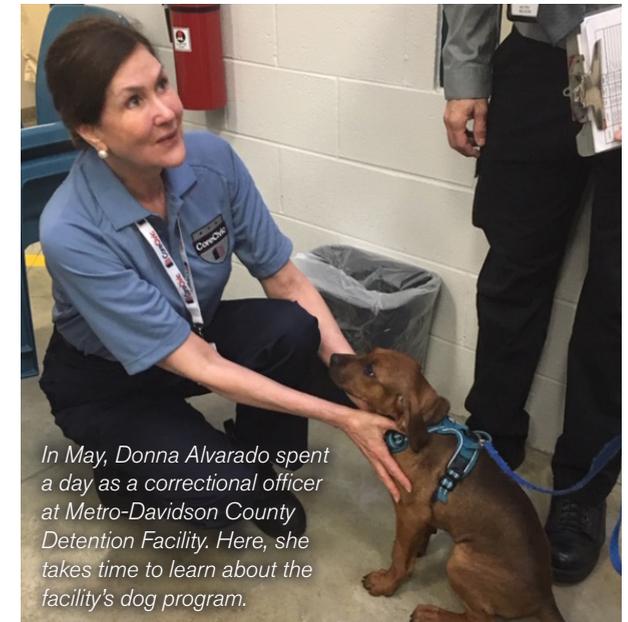
### Board of Directors Key Facts

- Independent directors: **82%**
- CEO or senior leadership experience: **100%**
- 1-4 years service on our board: **27%**
- 5-9 years services on our board: **27%**
- 10+ years experience on our board: **45%**
- Gender and ethnic diversity: **36%**

### HIGHLIGHT:

Donna Alvarado, founder of Aguila International, Inc. and CoreCivic board member since 2003, spent a day as a correctional officer at the Metro-Davidson County Detention Facility in May 2019. Donna's intent was to better understand the perspective of our front-line employees and provide a point of view that cannot be created any other way. "I came away with a deep appreciation for the daily hard work of our staff. So much of the positive difference CoreCivic provides comes down to the actions of individual employees who consistently inspire and offer hope," Donna said.

The experience, she said, reinforced and confirmed what she always found to be a constant at CoreCivic facilities: Employees who operate them are "hardworking, compassionate people dedicated to our mission to help government better the public good."



*In May, Donna Alvarado spent a day as a correctional officer at Metro-Davidson County Detention Facility. Here, she takes time to learn about the facility's dog program.*



## 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 program supports our P.R.I.D.E. (professionalism, respect, integrity, duty, excellence) objectives and provides support and guidance for CoreCivic employees to put integrity into action. Led by CoreCivic's vice president and chief ethics and compliance officer (CECO), the department reports directly to the president and CEO and the chair of the risk committee of the board of directors.

### The ethics and compliance office:

- Administers the CoreCivic ethics line
- Provides guidance regarding the CoreCivic [code of ethics](#) and ethics policies
- Provides annual CoreCivic code of ethics training, including on-site ethics and compliance training at facilities on a rotating schedule
- 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 each facility location



### Ethics & Compliance Facts

**All**  
Security personnel receive live, in-person code of ethics training as a part of pre-service training

**All**  
Employees trained on code of ethics

**All**  
Employees required to certify annual compliance and understanding of code of ethics

**34**  
Facility visits in 2019

**40**  
Facility ethics liaisons

**1000+**  
Over 1,000 contacts to ethics helpline



### HIGHLIGHT:

CoreCivic ethics and compliance conducted a self-assessment in 2019 to evaluate program maturity and effectiveness. The assessment utilized multiple tools developed by leading corporate ethics and compliance trade organizations and surveys of internal stakeholders. The assessment also included considerations of program effectiveness in light of the 2019 guidance document by the U.S. Department of Justice (DOJ), "[Evaluation of Corporate Compliance Programs](#)." Based on the results of the assessment tools and comparisons against benchmark data, the program assessment concluded that the program is well formulated, well understood, and generally demonstrates the recommended requirements of an effective program. Ethics and compliance intends to continue driving program maturity by focusing on developments in risk identification, third-party management, and measuring company culture.





# How We Operate | Quality Assurance

CoreCivic facilities' operations are subject to significant 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. CoreCivic is subject to routine oversight and performance requirements based on a combination of rigorous contract, accreditation and government-established performance standards. During 2019, CoreCivic facilities audited by the American Correctional Association (ACA) achieved an average score of 99.7 percent.\*

Our management approach is overseen by the vice president, Quality Assurance (QA) who provides regular reporting to senior management and the board of directors. The staff dedicated to quality assurance at our corporate headquarters and embedded throughout our facilities maintain policies and procedures to manage compliance with a broad range of contractual and regulatory requirements. A sample of key audit areas in our CoreCivic Safety facilities are listed below. For more information, please see our [Quality Assurance and Facility Oversight report](#).



*The average ACA audit score for 2019 includes the 100% scores from three Community facilities not originally reflected in the 99.6% scores awarded to our Safety facilities.*



**HIGHLIGHT:**

The ACA awarded each CoreCivic Community facility audited for new accreditation in 2019 with 100 percent scores at the most recent winter conference in San Diego. These facilities, acquired in recent years and prepped with assistance from QA, marked the first CoreCivic Community sites to earn accreditation since their acquisition.





# How We Operate | Safe and Secure Operations

## Safety and Security Policies

Keeping people safe is our core responsibility at each of our locations and in the surrounding communities. Everyone who lives, works, visits or volunteers in our facilities must be safe. Further, maintaining a safe environment allows life-changing reentry programming to thrive. Our facilities maintain policies and security procedures tailored to the facility's mission and partner agency requirements. CoreCivic employees are well-trained. They are expected to know and follow security policies and protocols, including:

- **Basic security practices**
- **Emergency situations**
- **Cpr, first aid and medical referral**
- **Sexual assault prevention**
- **Suicide prevention**
- **Use of force**
- **Conflict management**
- **Communication and de-escalation techniques**

## PREA

CoreCivic has a zero-tolerance policy against all forms of sexual abuse and sexual harassment. Our policy covers the efforts we take to prevent, detect, and respond to allegations of conduct that falls into either category. Our policy and management approach are designed to comply with the Prison Rape Elimination Act of 2003 (PREA). PREA programming covers a wide range of activities from pre-service and annual trainings, facility compliance positions, subject matter expertise support from our facility support center, and regular communications and assistance from our dedicated PREA staff. More information and details regarding our PREA compliance program and data can be found at our PREA reports [hub](#).



## Occupational Health and Safety

CoreCivic is committed to providing a safe environment and safe work conditions for staff and inmates/residents in our care along with maintaining compliance with federal, state and local codes. Our "Team Safety" program and associated company policies outline our management approach to occupational health and safety, and are overseen by the senior director, safety & environment and her 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. In addition to monthly communication with facilities via the Team Safety program the Safety Department works with other corporate-level departments like workers compensation 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, etc.), injury and illness reporting procedures, OSHA inspection guidelines and applicable federal, state and local safety and ordinances. The Team Safety program is administered by the designated Facility Safety Authority at each facility, who undergo additional training specific to their role in managing the occupational health and safety systems.

Our Safety facilities also maintain a Team Safety Committee, consisting of facility leadership and employee representatives across operational departments. There are no exclusions to who may join the Team Safety committee. The committee meets monthly to discuss previous and current safety recommendations and evaluate their effectiveness after

implementation. Additionally, safety risks unique to specific departments (e.g., health services or maintenance) are communicated through monthly departmental or separate safety meetings.

All employees are trained on how to address general safety hazards and how to report to the Safety Authority for hazards they are unable to safely address. For hazards with potential to cause immediate harm, our employees are required to notify their supervisor and take immediate action to secure the scene. Employee reports of safety hazards are protected from retaliation from employer under OSHA's Whistleblower Protection Program and the CoreCivic Code of Ethics. Work-related incidents are investigated by the facility safety manager and are recorded in an electronic database called the Team Safety Incident Management System. During investigation, the investigator will identify the root cause of the incident and assign and track associated corrective actions.

Work-related Injuries			
	2017	2018	2019
Fatalities as a result of work-related injury	0	0	0
High-consequence work-related injuries and rate	260 / 2.00	310 / 2.26	33 / 0.23
Recordable work-related injuries and rate	511 / 3.93	559 / 4.07	517 / 3.73
Number of hours worked	27,212,423	27,442,964	27,712,579

\* Rates calculated on a 200,000 hours worked basis



## How We Operate | Health Services

CoreCivic provides primary, mental and dental health services and coordinates care with community physician specialists, hospitals and ambulatory care providers to ensure that residents in our facilities have ongoing access to high-quality and timely health care. All CoreCivic Safety facilities provide medical clinics that are staffed with licensed health care professionals, including physicians, nurse practitioners, mental health counselors and dentists. We directly provide health services in the majority of our Safety facilities, and coordinate with our government partners and other services providers where we do not. We expect all CoreCivic health services staff to help maintain a culture of excellence in delivering compassionate care that consistently meets community standards of care. We strive to be attentive to the well-being of our patients and to follow our standardized processes

that are based in best practices and clinical protocols that align with evidence-based medicine. Regardless of whether we manage the health services at a facility or not, our safety employees receive training on recognizing and responding to the need for care.

CoreCivic health care staff are licensed medical professionals that undergo training and continuing education required for licensure annually. Our nursing staff receives access to professional development and mandatory annual training in nursing skill modules, while physicians and mid-level providers have access to industry-leading continuing medical education resources.

Quality of care is monitored on an ongoing basis through multiple forms of audit. In addition to management and

oversight by the CoreCivic health services division, facility health services are subject to internal audits by our [Quality Assurance](#) division, as well as an ongoing peer-to-peer audit process. We are also subject to externally-led audits by our government partners and accrediting agencies like the ACA and the National Commission on Correctional Health Care.

CoreCivic health services or the facility's designated health service providers offer a wide range of services from initial assessments, physical examinations and chronic care, to dental and mental health visits. Facility health services professionals also coordinate referrals for out of facility care and manage the coordination of care when residents return.

### CoreCivic COVID-19 Response

The novel coronavirus, COVID-19, has significantly impacted CoreCivic's correctional operations and health services throughout 2020. While the situation is ongoing at the time of this report, CoreCivic's plan to prepare, mitigate and manage the spread of the virus within our facilities to protect those in our care, as well as our staff, remains our priority. Below is a brief snap shot of the ongoing effort, including actions taken from February to April of 2020, to proactively protect and treat those in our care:

#### PREPARE

- Reviewed and implemented CDC and customer requirements and guidelines
- Communicated COVID-19 facts and updates to residents and staff in native languages
- Acquired sufficient personal protective equipment and testing kits for residents and staff
- Identified changes to operating procedures that help mitigate infiltration

#### MITIGATE

- Ensured residents and staff practice good hygiene
- Continually cleaned and disinfected high traffic and touch areas
- Screened staff and residents for symptoms and temperature
- Ensured residents and staff utilize face masks in accordance with CDC guidelines
- Practiced social distancing throughout the facility

#### MANAGE

- Isolated confirmed COVID-19 positive residents
- Sent home COVID-19 positive staff
- Quarantined residents suspected of exposure to COVID-19
- Quarantined at home staff suspected of exposure to COVID-19
- Reduced movement within the facility
- Treated residents infected with the COVID-19 virus

#### SUPPORT

- Provided access to counselors
- Ensured medical care is not compromised
- Replaced suspended visitation with phone or virtual visits
- Delivered alternative programming options
- Collaborated with public health researchers to contribute to public health understanding of symptomatology in the correctional setting



## How We Operate | Political Activity

CoreCivic's political and government relations activities are designed to educate government officials about the benefits of partnership corrections and CoreCivic's ability to help meet their needs 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 assesses ongoing risk of corruption or non-compliance in business operations, including its government relations activities. We enforce policies and procedures to address related risks. CoreCivic's business operations are limited to the United States; however, we maintain policies designed to ensure compliance with foreign anti-corruption laws to the extent business outside the U.S. is considered.

### Fair Chance Act

CoreCivic launched a nationwide initiative in 2017 to advocate for government policies aimed at helping individuals successfully reenter society and stay out of prison. In 2019, we issued 1,559 letters of support for 31 reentry-friendly policies across 13 states and at the federal level, including the Fair Chance Act. The **Fair Chance Act**, which was signed into law in December 2019, prohibits the federal government and its contractors from requiring job applicants to disclose criminal histories prior to the extension of a conditional offer of employment. Other public policies we advocated for in 2019 involve the restoration of voting rights, occupational licensure reforms, and "ban the box" legislation. We are proud to see policies adopted that reduce barriers to reentry and make it easier for returning citizens to get their lives back on track.

### Public Policy Advocacy

1,559 ▶ 31 ▶ 13

Letters of  
Support of

Reentry-  
Friendly  
Policies in

States and at  
the Federal  
Level

### The Day 1 Alliance

In 2019, CoreCivic collaborated with leaders in the private sector corrections and detention industry to launch the [Day 1 Alliance](#), a trade and advocacy association. The Day 1 Alliance (D1A) is a unified voice, working to educate and inform the public on the small but important role the private sector plays in addressing the challenges that face corrections and detention in the United States. The term "Day 1" comes from the understanding that we have a responsibility to provide safe and dignified care to all, from Day 1.



D1A has stepped forward several times to provide vital context around some of the nation's most important issues. For example, in 2019, private sector corrections contractors experienced challenges related to the banking industry when several banking institutions made highly-publicized and politically-driven announcements regarding their halting of financing to our industry. D1A coordinated with its members to hold a [letter drive](#) from more than 11,000 private sector employees to clarify the private sector's role and correct the misinformation spread about the industry. Additionally, D1A invited bank executives to tour private facilities for a firsthand look at operations, rather than relying on misinformation and false narratives.

### What We Don't Do

While this report highlights how we operate and our impact, it is important to note that there are things we don't do in relation to our political activity and facility operations. A few examples of include:

- We don't lobby on legislation or regulations that affect the basis for or duration of incarceration or detention
- We don't engage in public policy issues that drive incarceration or detention rates
- We don't operate without direct government supervision
- We don't provide detention services for unaccompanied minors

*"We have developed new inroads into a broader conversation on a bigger platform than ever before. It's an awesome opportunity for us to break down barriers and challenge misconceptions that have existed for many years."*

—  
Tony Grande, executive vice president and  
chief development officer, CoreCivic



## How We Operate | Environmental Sustainability – Measuring Impact

CoreCivic Properties continues to grow its real estate portfolio and build on its dedication to sustainable design and operations. We have designed rate-based approaches, measuring utilities and usage per square foot to account for changing portfolio size, to track our goals and progress for meaningful year-over-year comparisons. This approach reflects the nature of ongoing changes in portfolio size and specific missions of specific facilities. We have identified and defined the four categories below to provide the most transparent and balanced approach:

- **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:** U.S. General Services Administration (GSA) and similar office-use facilities for which CoreCivic is fiscally responsible for utilities.
- **Vacant:** Any type of facility not currently occupied.



CoreCivic Properties found new ways to reduce its environmental impact by partnering with QuotEnergy Energy Advisors. This allows CoreCivic to standardize its energy procurement and identify ways to act on sustainability strategies. Read the story [here](#).



Total Energy Consumption and Emission Reductions			
Environmental Performance Metrics	For the years ended December 31		
	2017	2018	2019
<b>Energy (consumption, by type)</b>			
Electricity (kWh)	267,672,837	258,531,857	245,824,411
Natural Gas (thm)	7,497,174	7,543,954	8,436,936
Propane (gal)	860,311	1,003,768	625,228
<b>Emissions (total reductions)</b>			
GHG Reductions (metric tons CO2 equivalent)	11,659	4,369	12,304

*Note: CoreCivic is not responsible for the utilities at all of our facilities. Those types of arrangements are not included here.*

Environmental Performance Metrics	2019
<b>Energy (consumption, by type)</b>	
Electricity (kWh)	245,824,411
Secure kWh	207,499,172
Non-secure Residential kWh	21,250,520
Non-residential Portfolio kWh	6,421,481
Vacant Portfolio kWh	10,653,238
Natural Gas (thm)	8,436,936
Secure thm	7,083,714
Non-secure Residential thm	480,395
Non-residential Portfolio thm	98,930
Vacant Portfolio thm	773,897
Propane (gal)	625,228
Secure gal	540,593
Non-secure Residential gal	15,197
Non-residential Portfolio gal	0
Vacant Portfolio gal	69,438
<b>Emissions (total reductions)</b>	
GHG Reductions (metric tons CO2 equivalent)	12,304
<b>Water</b>	
Water (gal)	2,210,688,650
Secure gal	2,091,584,795
Non-secure Residential gal	106,979,016
Non-residential Portfolio gal	2,793,577
Vacant Portfolio gal	9,331,262
<b>Waste</b>	
Tons of Refuse	25,344
Tons of Trash (Landfill)	24,484 (96.6%)
Tons of Diverted (Recycled)	860 (3.4%)
Tons of Mixed Recycling	422 (1.7%)
Tons of Old Corrugated Cardboard	335 (1.3%)
Tons of Organics	103 (.4%)



# How We Operate | Green Operations – Goals

Using rate-based metrics described on page 29, energy is expressed as energy use intensity (EUI), which measures how efficiently a building, or in our case a facility portfolio segment, uses energy on a per-square-foot basis. Water is similarly expressed as gallons per square foot (GPSF) to measure the rate at which a facility portfolio segment consumes water. Greenhouse gas (GHG) reductions are measured by the amount of emissions reduced as a direct result of reduction initiatives, in metric tons of CO2 equivalent. Our goal for waste is expressed as the percentage of waste, by weight, that is diverted from landfills.

Because our portfolio sees constant growth and change, the following metrics table will assist with making meaningful comparisons year-over-year.

We have set the following environmental performance targets:

Environmental Metric	2019 Total	2020 Goals
<b>Energy</b>		
Secure EUI	115	112
Non-secure EUI	109	106
<b>Emissions</b>		
GHG Reductions (metric tons CO2 equivalent)	12,304	13,000
<b>Water</b>		
Secure GPSF	165	161
Non-secure Residential GPSF	96	94
<b>Waste</b>		
Percentage Diverted	3.4%	4%

**HIGHLIGHT:**

**Actions for Environmental and Social Benefit**

- In 2019, our facility leased to the Social Security Administration in Baltimore was recertified as a Gold Level facility under LEED v4 with 73 points.



- Additionally, CoreCivic completed five LED retrofit projects in 2019 to reduce electricity usage (a combined 7,126,771 kWh) and provide a safer and better-looking environment for our residents and staff.





## Who We Are | Employee Information

CoreCivic employees carry out our mission to better the public good 24/7. The work is not easy, but we are driven by the potential to help people get their lives back on track and keep our communities safe.

### Diversity and Inclusion

We are proud of our diverse workforce. We recognize that employees come from many different backgrounds and that these differences are integral in how we view and experience the world. We believe that diversity and inclusion improve safety and security, drive quality, increase employee engagement and provide greater accountability by being a good steward of our customers' needs.

#### HIGHLIGHTS:

- Women and people of color each make up over 50% of our workforce
- 2020 Women on Boards Winning Company for the third consecutive year
- G.I. Jobs Military Friendly Employer for the 12th time since 2007

Our vice president, human resources leads our management approach to diversity and inclusion. Our policies ensure equal employment opportunity, prohibit harassment and promote proactive efforts on diversity and inclusion. In accordance with federal contract requirements, we maintain affirmative action plans designed to recruit and advance qualified minorities, women, persons with disabilities and covered veterans.

We believe that there are opportunities to further advance women and underrepresented minorities at CoreCivic. In 2019, CoreCivic executives sponsored two "action learning" projects through CoreCivic University to understand potential barriers and identify strategies to enhance diversity and inclusion. We are building on these efforts in 2020 by, among other things, establishing a Diversity and Inclusion Advisory Council to drive future advancement.

#### CASE STUDY:

In 2019, two separate [CoreCivic University](#) projects—led by company leaders diverse in their gender, ethnicity, backgrounds and positions—looked at diversity in leadership roles at the company by examining the following topics:

- **"Call to Action"** – increasing the diversity of the talent pool for facility leadership positions across the enterprise
- **"Women in Leadership"** – identifying actual and/or perceived barriers to women in leadership roles to achieve greater gender diversity in management positions

The project teams studied current conditions, collected and analyzed survey and other data and presented proposals for action directly to our executive management and officer groups. The teams' proposals are turning into concrete action planning for 2020 and 2021 to drive a more intentional approach and enhance diversity and inclusion at CoreCivic in the future.

Employees/Board Members	2017	2018	2019
<b>Employees</b>			
Total Employees	12,790	13,890	14,075
% female	50.4	51.1	52.1
% people of color or underrepresented minorities (URM)	58.5	56.0	56.9
% employees who are veterans	9.7	9.6	10.1
% facility-level employees	97.0	97.2	96.8
<b>Board</b>			
% female	33	27	27.3
% people of color or underrepresented minorities (URM)	22	18	18.2
<b>Hiring</b>			
% New hires, female	52.7	53.3	53.4
% New hires, male	47.3	46.7	46.6
% New hires aged < 30	51.1	48.2	28.6
% New hires aged 30 - 50	36.3	38.4	45.7
% New hires aged 50+	12.5	13.4	25.7

### Employee Compensation and Benefits Overview

CoreCivic employees receive comprehensive benefits in addition to competitive compensation packages. Our compensation and benefits packages encourage employees to establish and maintain a balanced and healthy lifestyle, including online tools and resources designed to help employees remain active and participate in a number of wellness-related activities. Our employees have access to a retirement plan with an employer matching component.

- **Average CO/DO starting wage: \$17.63 per hour**
- **56% of CoreCivic Safety facilities have correctional / detention officer start rates that exceed the start rate for comparable positions in the states in which they are located.**
- **Average employee salary: \$37,846**
- **Paid leave benefits**
- **Health Insurance options**
- **Wellness program**
- **Life and AD&D insurance**
- **Employee Assistance Program (EAP)**
- **Health advocacy services for a variety of health and well-being issues**



## Who We Are | Training and Development

We recognize 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 & development, and is implemented by leaders at our headquarters as well as a network of learning and development managers across our facilities. 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 to include CoreCivic University.

For new employees and existing employees alike, 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.

### Hours of Training

#### Pre-Service and On the Job Training:

200 hours for new employees

#### Annual In-Service:

Minimum of 40 hours of training per employee

#### Partner Academies:

Some of our state partner agencies have additional, specific training academy standards that we meet

### Training Topics

- CoreCivic Code of Ethics
- Communication and de-escalation
- CPR, first aid/medical referral
- Cultural awareness
- Emergency plans
- Facility safety
- Inmate-resident grievances
- Inmate-resident rights
- Management of special populations
- Opiate/opioid safety and response
- PREA
- Respectful workplace and workplace violence
- Restrictive housing
- Risk assessment
- Search procedures
- Stress management
- Suicide prevention
- Treatment counseling



We also recognize the benefits of investing in the long-term career development of our employees at every level. CoreCivic offers targeted leadership and operational development through CoreCivic University, which in 2019 passed a milestone with the graduation of its 4,000th participant. The university curriculum is updated continuously through partnerships with industry experts, learning institutions and career learning and development professionals. CoreCivic University delivers tailored development curricula based on the 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 beneficial effects in turnover and promotion rates. The learning sessions cover a wide range of topics from industry-relevant certifications, leadership development and best practice sharing. By the end of 2019, CoreCivic had invested more than \$14 million in CoreCivic University.

### Performance and Career Development Reviews

CoreCivic also provides annual performance and career development reviews to all employees. In 2019, 100% of management and 99.5% of all other employees completed annual performance and career development reviews.

### CoreCivic University Highlights

- Includes three distinct colleges of learning
- Governed by more than 200 leaders (including 50 leader/teachers), representing 17 facilities and the corporate headquarters
- Has graduated more than 4,000 employees since its founding
- Delivered 30 programs in 2019
- Positive effects to turnover and promotion rates for participants



Staff convened in Nashville, Tennessee, in May to celebrate CoreCivic University's fifth anniversary.

In addition to CoreCivic University programs, CoreCivic employees can now access on-demand courses through LinkedIn Learning. This program provides 24/7 access to specific, real-world leadership training to help rising leaders perform at the next level and enhance soft skills for better leadership. These courses are professionally produced and led by experts in their fields to deliver timely, trending content in a user-friendly format.



## Who We Are | **Notable Memberships, Partnerships, Honors**

### Industry and Trade Associations

- American Correctional Association (ACA)
- American Probation and Parole Association (APPA)
- Association of Women Executives in Corrections (AWEC)
- International Community Corrections Association (ICCA)
- National Association of Real Estate Investment Trusts (NAREIT)
- Convergence (Reentry Ready)
- Ethics & Compliance Initiative, Fellows Membership
- National Center for Construction Education and Research (NCCER)
- Nashville Business Incubation Center (NBIC)
- National Health Commission on Correctional Health Care
- National Minority Supplier Development Council (NMSDC) - Tristate Affiliate
- U.S., Nashville Area, and Other State & Local Chambers of Commerce
- Women's Business Enterprise National Council (WBENC) - Southern Region Affiliate
- Auburn University's Canine Performance Sciences Program
- Canine Companions for Independence
- Community Service Council's Tulsa Reentry One-Stop
- Dismas House
- Essential Education
- FuelED
- GED Testing Service
- Habitat for Humanity
- HiSET
- Joni and Friends Wheels for the World
- Men of Valor
- Oconee Fall Line Technical College
- Operation New Hope's Ready4Work Program
- Persevere
- Reading Legacies
- Standing with Hope
- Tennessee Prison Outreach Ministry
- Tennessee Voices for Victims
- The Education and Employment Ministry (TEEM)
- Wiregrass Georgia Technical College

### Partner Organizations

Volunteers and other partner organizations play key roles in the reentry process. CoreCivic has more than 2,700 volunteers working regularly in our facilities, helping inmates, detainees and residential reentry center residents to connect with life and community resources. We also partner with a wide variety of organizations that provide support to our reentry programs. Examples of various groups we work with include:

- Alcoholics Anonymous (AA)
- AMAC Accessibility
- Ashland University

### Honors and Awards

- 2020 Women on Boards' Winning "W" Certificate – awarded to public and private companies whose boards are comprised of 20 percent or more women.
- Military Friendly® Employer for 2020 – recognized for supporting veterans in employment and contracting.



## Appendix | GRI Content Reference Index

GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
<b>General</b>			
102-1	General Disclosures	Name of the organization	CoreCivic at a Glance, <a href="#">Page 4</a> <a href="#">Form 10-K</a> , Page 5
102-2	General Disclosures	Activities, brands, products, and services	CoreCivic at a Glance, <a href="#">Page 4</a> <a href="#">Form 10-K</a> , Page 5
102-3	General Disclosures	Location of headquarters	<a href="#">Form 10-K</a> , Page 5
102-4	General Disclosures	Location of operations	<a href="#">Form 10-K</a> , Page 16-26
102-5	General Disclosures	Ownership and legal form	<a href="#">Form 10-K</a> , Page 5
102-6	General Disclosures	Markets served	<a href="#">Form 10-K</a> , Page 6-26
102-7	General Disclosures	Scale of the operation	CoreCivic at a Glance, <a href="#">Page 4</a> <a href="#">Form 10-K</a> , Pages 5-36 <a href="#">Form 10-K</a> , Page 61
102-8	General Disclosures	Information on employees and other workers	Employee Information, <a href="#">Page 31</a> <a href="#">Form 10-K</a> , Page 36
102-9	General Disclosures	Supply chain	Supply Chain and Supplier Diversity, <a href="#">Page 21</a>
102-11	General Disclosures	Precautionary Principle or approach	Corporate Governance, <a href="#">Page 23</a> <a href="#">2020 Proxy Statement</a> , Pages 11-15
102-12	General Disclosures	External initiatives	About This Report, <a href="#">Page 2</a>
102-13	General Disclosures	Membership of associations	Notable Memberships, Partnerships, Honors, <a href="#">Page 33</a>
102-14	General Disclosures	Statement from senior decision-maker	Our Company, <a href="#">Page 3</a>
102-15	General Disclosures	Key impacts, risks, and opportunities	Process and Stakeholder Engagement, <a href="#">Page 7</a> Finding and Materiality Matrix, <a href="#">Page 8</a>
102-16	General Disclosures	Values, principles, standards, and norms of behavior	Ethics and Compliance Program, <a href="#">Page 24</a> <a href="#">CoreCivic Code of Ethics</a> , <a href="#">Page 3</a>
102-17	General Disclosures	Mechanisms for advice and concerns about ethics	Ethics and Compliance Program, <a href="#">Page 24</a> <a href="#">CoreCivic Code of Ethics</a> , Page 13
102-18	General Disclosures	Governance structure	Corporate Governance, <a href="#">Page 23</a> <a href="#">2020 Proxy Statement</a> , Pages 8-16
102-19	General Disclosures	Delegating Authority	About This Report, <a href="#">Page 2</a>
102-20	General Disclosures	Executive-level responsibility for economic, environmental, and social topics	About This Report, <a href="#">Page 2</a>
102-21	General Disclosures	Consulting stakeholders on economic, environmental, and social topics	Process and Stakeholder Engagement, <a href="#">Page 7</a>
102-22	General Disclosures	Composition of the highest governance body and its committees	Corporate Governance, <a href="#">Page 23</a> <a href="#">2020 Proxy Statement</a> , Page 9
102-23	General Disclosures	Chair of the highest governance body	<a href="#">2020 Proxy Statement</a> , Page 8
102-24	General Disclosures	Nominating and selecting the highest governance body	<a href="#">2020 Proxy Statement</a> , Pages 9-11
102-25	General Disclosures	Conflicts of interest	<a href="#">2020 Proxy Statement</a> , Pages 13-14
102-26	General Disclosures	Role of highest governance body in setting purpose, values, and strategy	<a href="#">2020 Proxy Statement</a> , Pages 8-16



GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
<b>General (continued)</b>			
102-27	General Disclosures	Collective knowledge of highest governance body	About This Report, <a href="#">Page 2</a>
102-31	General Disclosures	Review of economic, environmental, and social topics	About This Report, <a href="#">Page 2</a>
102-33	General Disclosures	Communicating critical concerns	Ethics and Compliance Program, <a href="#">Page 24</a>
102-35	General Disclosures	Remuneration policies	<a href="#">2020 Proxy Statement</a> , Pages 27-61
102-36	General Disclosures	Process for determining remuneration	<a href="#">2020 Proxy Statement</a> , Pages 44-62
102-37	General Disclosures	Stakeholders' involvement in remuneration	<a href="#">2020 Proxy Statement</a> , Pages 44-62
102-38	General Disclosures	Annual total compensation ratio	<a href="#">2020 Proxy Statement</a> , Page 71
102-39	General Disclosures	Percentage increase in annual total compensation ratio	<a href="#">2020 Proxy Statement</a> , Page 53 <a href="#">2020 Proxy Statement</a> , Page 71
102-40	General Disclosures	List of stakeholder groups	Process and Stakeholder Engagement, <a href="#">Page 7</a>
102-41	General Disclosures	Collective bargaining agreements	Human Rights in Our Facilities, <a href="#">Pages 16</a>
102-42	General Disclosures	Identifying and selecting stakeholders	Process and Stakeholder Engagement, <a href="#">Page 7</a>
102-43	General Disclosures	Approach to stakeholder engagement	Process and Stakeholder Engagement, <a href="#">Page 7</a>
102-44	General Disclosures	Key topics and concerns raised	Finding and Materiality Matrix, <a href="#">Page 8</a>
102-45	General Disclosures	Entities included in the consolidated financial statements	<a href="#">Form 10-K</a> , Exhibit 21.1, Page 274 Note: Recovery Monitoring Solutions is generally not included with respect to employee-related aspects of this report.
102-46	General Disclosures	Defining report content and topic Boundaries	Process and Stakeholder Engagement, <a href="#">Page 7</a>
102-47	General Disclosures	List of material topics	Finding and Materiality Matrix, <a href="#">Page 8</a>
102-48	General Disclosures	Restatements of information	CoreCivic Community completed the integration of Rocky Mountain Offender Management Systems, LLC into Recovery Monitoring Solutions Corporation during 2019. and operates as a wholly-owned subsidiary.
102-49	General Disclosures	Changes in reporting	No significant changes from previous reporting periods in the list of material topics and topic boundaries, as this is the first year CoreCivic is issuing an ESG report.
102-50	General Disclosures	Reporting period	About This Report, <a href="#">Page 2</a>
102-51	General Disclosures	Date of most recent report	May 16, 2019
102-52	General Disclosures	Reporting cycle	CoreCivic expects to report an annual basis.
102-53	General Disclosures	Contact point for questions regarding the report	About This Report, <a href="#">Page 2</a>
102-54	General Disclosures	Claims of reporting in accordance with the GRI Standards	About This Report, <a href="#">Page 2</a>
102-55	General Disclosures	GRI content index	GRI Content Reference Index, <a href="#">Pages 34-36</a>
102-56	General Disclosures	External assurance	No external assurance is provided at this time.
<b>Economic</b>			
202-1	Market Presence	"Ratios of standard entry level wage by gender compared to local minimum wage"	Employee Information, <a href="#">Page 31</a>
204-1	Procurement Practices	Proportion of spending on local suppliers	Supply Chain and Supplier Diversity, <a href="#">Page 21</a>
205-1	Anti-Corruption	Operations assessed for risks related to corruption	Political Activity, <a href="#">Page 28</a>
<b>Environmental</b>			
302-1	Energy	Energy consumption within the organization	Environmental Sustainability - Measuring Impact, <a href="#">Page 29</a>
302-3	Energy	Energy intensity	Environmental Sustainability - Measuring Impact, <a href="#">Page 30</a>
302-4	Energy	Reduction of energy consumption	Environmental Sustainability - Measuring Impact, <a href="#">Page 29</a>
303-1	Water and Effluents	Interactions with water as a shared resource	Environmental Sustainability - Measuring Impact, <a href="#">Page 29</a>



GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
<b>Social</b>			
401-1	Employment	New employee hires and employee turnover	Employee Information, <a href="#">Page 31</a>
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Information, <a href="#">Page 31</a>
403-1	Occupational Health and Safety	Occupational health and safety management system	Safe and Secure Operations, <a href="#">Page 26</a>
404-1	Training and Education	Average hours of training per year per employee	Training and Development, <a href="#">Page 32</a>
404-3	Training and Education	Percentage of employees receiving regular performance and career development reviews	Training and Development, <a href="#">Page 32</a>
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Employee Information, <a href="#">Page 31</a> Corporate Governance, <a href="#">Page 23</a>
409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, <a href="#">Pages 16-19</a>
412-1	Human Rights Assessment	Operations that have been subject to human rights reviews or impact assessments	Human Rights, <a href="#">Pages 16-19</a>
412-2	Human Rights Assessment	Employee training on human rights policies or procedures	Human Rights, <a href="#">Pages 16-19</a>
415-1	Public Policy	Political contributions	Political Activity, <a href="#">Page 28</a> <a href="#">Annual Political and Lobbying Activity Reports</a>



## Appendix | Reports and Resources

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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](#)

### About Us

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

[Our Role in Immigration Detention](#)

[CoreCivic Safety](#)

[CoreCivic Community](#)

[CoreCivic Properties](#)

[Our Commitment to Reentry](#)

[Our COVID-19 Response](#)

[CoreCivic Foundation](#)

### Industry Studies and Research

[Covergence "Reentry Ready" Project](#)

[Bureau of Justice Statistics - Recidivism](#)

[Correctional System Responses to Fiscal Pressure](#)

### Ethics & Compliance

[CoreCivic Code of Ethics](#)

[Statements on Human Rights Allegations](#)

[Human Rights Risk Assessment Summary Report](#)

[Human Rights Policy Statement](#)

### Accountability and Oversight

[Quality Assurance and Facility Oversight Report](#)

[PREA Reports Hub](#)

### Political Activity

[Day 1 Alliance](#)

[Annual Political and Lobbying Activity Reports](#)

## 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. These forward-looking statements are subject to risks, uncertainties and other factors which 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. Our forward-looking 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. Any forward-looking statements made in this report are as of the date of this report and, except to the extent required by applicable securities laws, we undertake no obligation to update or publicly revise any of the forward-looking statements included in this report.



