
2021 DEI ANNUAL REPORT

Diversity



Equity



Inclusion





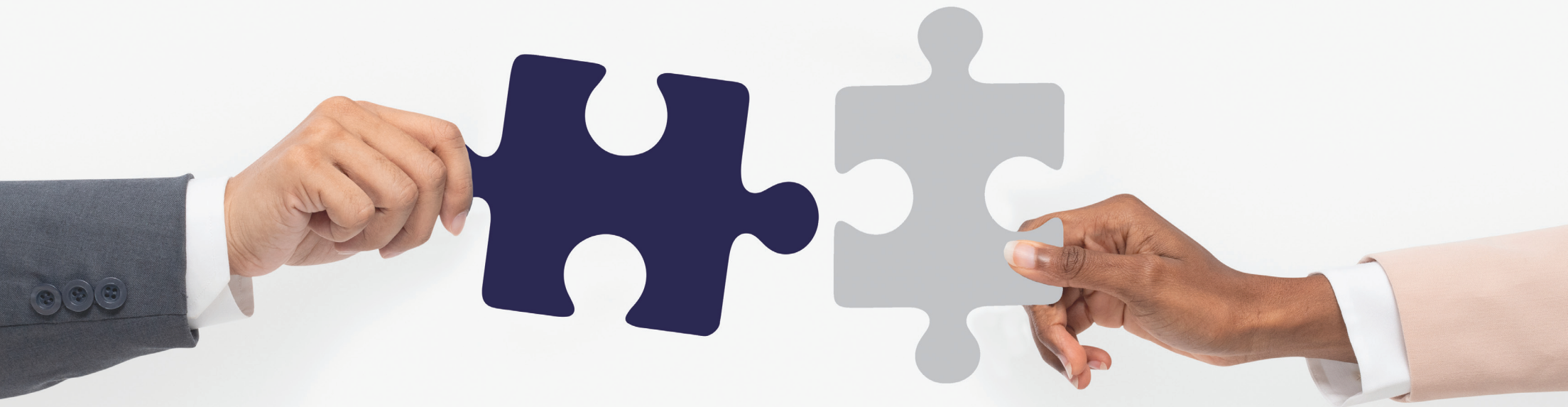
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About This Report

CoreCivic is committed to providing transparency on our Diversity, Equity and Inclusion (DEI) data, progress to date, and goals for the future. The following DEI Annual Report, a first for CoreCivic, showcases our DEI journey from the beginning, our progress towards our DEI goals, our external impact within the community and some brief highlights of our future work for the year ahead.

Unless otherwise noted within, this report covers the fiscal year January 1, 2021, to December 31, 2021. A cross-functional team, including our DEI leaders and our DEI Advisory Council members, worked together to collect data and information for various sections. Questions about this report can be directed to Dr. Armin McCrea-Dastur, Vice President of Talent, Organizational Development, and Diversity, Equity and Inclusion at CoreCivic, at Armin.Mccrea-Dastur@CoreCivic.com.



We are all pieces of the same puzzle

Diversity ▪ Equity ▪ Inclusion



DEI Council | Leaders and Members

DEI EXECUTIVE SPONSORS

Lucibeth Mayberry,
EVP, Real Estate



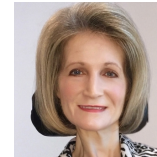
Dr. David Churchill,
EVP and Chief Human Resources Officer

Dr. Armin McCrear-Dastur,
VP, Talent, Organizational Development & DEI



Natasha Metcalf,
VP, Partner Contracts Counsel

Andrea Cooper,
Senior Director, HR Compliance



Kim White,
Special Advisor

DEI LEADERS

DEI ADVISORY COUNCIL MEMBERS



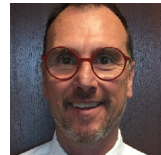
Allen Rachaphoumy,
Managing Director, Enterprise Learning and Development, Facility Support Center



Bessy Glasko,
Managing Director, Operations, Facility Support Center



Blake Changnon,
Manager, HR Communications, Facility Support Center



Brian Koho,
Senior HR Data Analyst, Facility Support Center



Charles Keeton,
Managing Director, Operations, Facility Support Center



Christe Sweat,
Facility Director, Oklahoma Reentry Opportunity Center



Daren Swenson,
Vice President, Reentry Partnership and Innovation, Facility Support Center



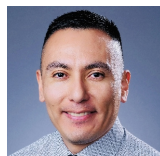
Dawn Mason,
Managing Director, Purchasing, Facility Support Center



Denise Davidson,
Assistant Warden, Citrus County Detention Facility



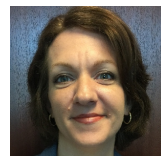
Harold Shannon,
Vice President, Technology, Facility Support Center



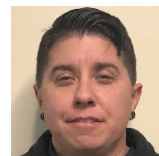
Hector Melchor,
Facility Director, El Paso Transitional Center



Kimberly Brown,
Personnel Investigator, Houston Processing Center



Leigh Walls,
Assistant General Counsel, Facility Support Center



Lenny Miranda,
Manager, Learning and Development, CoreCivic Community



Luis Rosa Jr.,
Warden, Nevada Southern Detention Center



Marcelo Ariola,
Managing Director, Project Development, Facility Support Center



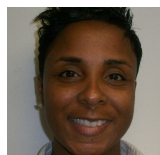
Pam Watson,
Recruiter, Facility Support Center



Robert Lacy, Jr.,
Warden, Houston Processing Center



Stacey Stone,
Warden, McRae Correctional Facility



Teri Carter,
Manager, Quality Assurance, Trousedale Turner Correctional Center



CEO Message



A message from Damon Hinger, CEO and President:

Two years ago, I asked the CoreCivic team to share their thoughts on how we can have a bigger impact in the fight for equality and help ensure a peaceful existence for every American, regardless of the color of their skin. At that time, I heard from so many of our employees who shared passionate and thoughtful ideas.

We listened and reflected on the recommendations and worked to provide concrete, action-oriented responses. A few of those action items included the formation of a DEI Advisory Council, the launch of unconscious bias training, access to education, supporting minority-owned businesses, and encouraging words and actions aligned with our values. I am happy to share that we have accomplished these action items and more.

I believe it's critical to use our voices, our service and our support in meaningful ways, which has long

been a hallmark of our company. Whether it's making unprecedented commitments to reduce recidivism or finding new ways to serve some of the most vulnerable in our communities, we're building on our history of facing challenges head-on and using our strengths to address them.

As businesses look to the future, one thing is clear, valuing the diversity of our teams is key to building stronger, more successful organizations. The business implications of diversity, equity, and inclusion are clear, but it goes deeper. CoreCivic makes DEI a priority because it is simply the right thing to do, and we believe we have a responsibility to work toward a more inclusive workplace, community and nation.

Damon T. Hinger
President & CEO, CoreCivic

DIVERSITY is the presence of differences within a given setting. **EQUITY** is the process of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual. **INCLUSION** is the practice of ensuring that people feel a sense of belonging in the workplace.



Our Early DEI Journey

CoreCivic has always valued diversity of thought and experiences. Initially, those efforts focused on talent management, and learning and development. However, in 2015 CoreCivic created a comprehensive Diversity and Inclusion Policy that incorporated the good work being done at the facility level with our long-term DEI vision. Since then we have made great progress leading up to the formation of the DEI Advisory Council:



I am **seen, valued** and **respected**.

* The B8 Leadership Principles are a set of principles that guide our supervisors' expected behaviors. We strongly believe that these principles will help us foster an environment where our peers and those entrusted in our care are always treated with the utmost professionalism and respect. We believe that for CoreCivic to be successful, each of us must conduct ourselves in a consistent manner with the B8 Principles.



Timeline of Key Milestones in 2020 and 2021

Since the formation of the DEI Council, CoreCivic has made great progress. Our major achievements to date include:



A message from Natasha Metcalf, Vice President, Partner Contracts Counsel:

"I am very proud of the work the DEI Council has already done in advancing CoreCivic's efforts to ensure every employee feels valued, accepted and appreciated. This representative group of the company has been very thoughtful and strategic in recommending tangible action steps that will promote a more diverse, equitable and inclusive workplace. They are committed to making sustainable changes to improve our culture."



Timeline of Key Milestones in 2020 and 2021



A message from Donna Alvarado, Member, Board of Directors:

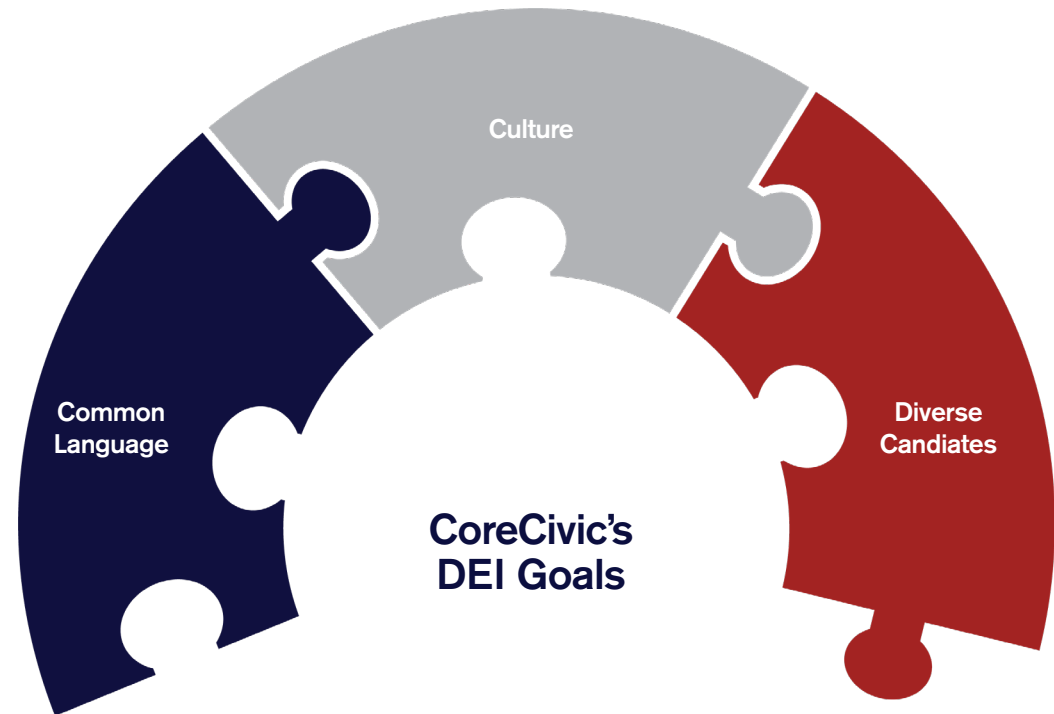
"The most important drivers of CoreCivic success on all levels are the talent, professionalism and dedication of its diverse employees. The company and its board are committed to sustaining a corporate culture based on trust, respect and equity for all."



DEI Goals | **Overview**

CoreCivic's DEI Vision Statement

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



C Create a common language and shared understanding of diversity, equity and inclusion at CoreCivic reflected in our policies, practices and procedures and the behavior of our people within and across differences.

C Create a culture where the value of belonging and respect eliminate the opportunity for isolation and disrespect.

C Create a pipeline of diverse candidates of leadership talent, so that teams at all levels are more broadly reflective of our employees and the larger communities in which we work and serve.



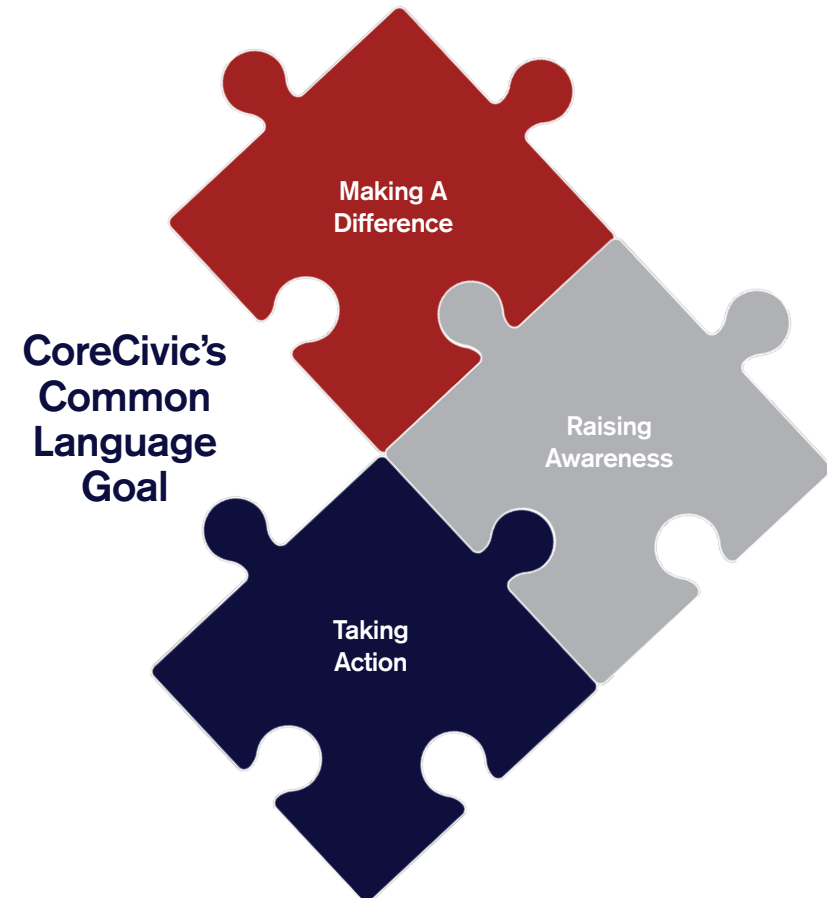
DEI Goal | **Common Language**

GOAL:

Create a Common Language and shared understanding of diversity, equity and inclusion at CoreCivic reflected in our policies, practices and procedures and the behavior of our people within and across differences.

To achieve our **Common Language** goal, we targeted and completed the following deliverables:

- Established goals and objectives for the DEI Roadmap
- Rolled out the DEI Roadmap to all employees and facilities and provided posters, lanyards and lanyard clips with our goals on them
- Developed and expanded our Diversity Business Initiatives (DBI), which are described in greater detail on page 13 of this report
- Engaged consulting firm Korn Ferry to provide Conscious Inclusion Training for executive team, vice presidents, facility leaders, managing directors, senior directors, DEI Advisory Council and select members of the human resources, legal and ethics and compliance departments
- Developed DEI eLearning for people leaders with direct reports and **97.2%** were educated by the end of 2021
- Designed Conscious Inclusion training for all individual contributors throughout the enterprise and will launch in 2022
- Included conscious inclusion concepts into the talent management and performance management processes
- Established baseline for DEI Roadmap key metrics



DIVERSITY

CoreCivic believes that diversity of ideas, perspectives and backgrounds are critical for business success.

EQUITY

CoreCivic provides equity in professional development, career advancement and business opportunities.

INCLUSION

CoreCivic promotes a culture of inclusion that embraces everyone's differences and involves all voices.



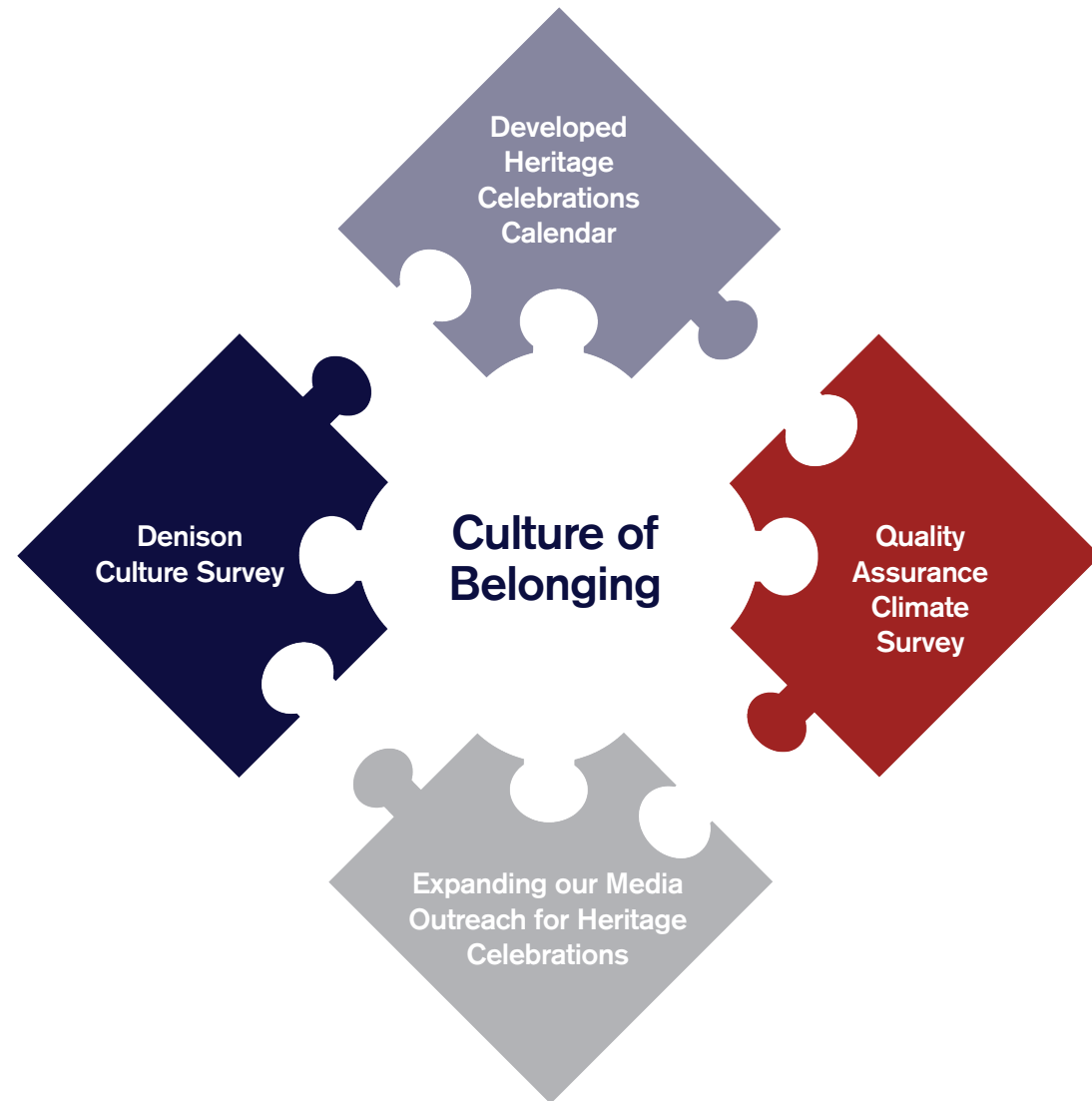
DEI Goal | Culture

GOAL:

Create a Culture where the value of belonging and respect eliminate the opportunity for isolation and disrespect.

To achieve our **Culture** goal, we targeted and completed the following deliverables:

- Launched the Denison Culture Survey to the enterprise, which included a DEI module to create a baseline for measuring and action planning
- Reviewed and developed action plans based on the results from the Denison Culture Survey and DEI module
- Included a DEI component in the Quality Assurance Climate Survey, an annual assessment of facility culture by residents and staff
- Developed a Heritage Celebrations Calendar to highlight different cultures both in the field and at the FSC
- Included social media posts, articles, intranet and CoreCivic TV (CTV) sliders, guest speakers and more for Heritage Celebrations





DEI Goal | Culture

Intranet and CTV sliders were posted recognizing diverse groups at CoreCivic.

Black History Month



Women's History Month



Pride Month



Immigrant Heritage Month



National Hispanic Heritage Month



National Disabilities Awareness Month



A message from Dr. Armin McCrea-Dastur, VP, Talent, Organizational Development, and Diversity, Equity and Inclusion:

"We value the diversity at CoreCivic, and we believe that our differences make us stronger and better equipped to deliver on our mission to better the public good. We believe enhancing our attention to and actions in the company's diversity, equity and inclusion approach are the right things to do for our employees, those in our care and in our communities. Additionally, we believe when we do this well, the evidence shows up in increased employee engagement and belongingness, better retention, innovative ideas, and improvements in business outcomes."



DEI Goal | Pipeline of Diverse Candidates

GOAL:

Create a Pipeline of Diverse Candidates, so that teams at all levels are more broadly reflective of our employees and the larger communities in which we work and serve.

To achieve our **Pipeline of Diverse Candidates** goal, we targeted and completed the following deliverables:

- Developed a leadership representation DEI Key Performance Indicator baseline
- Enhanced our Facility Management Selection Process (FMSP) and talent management process
- In partnership with CoreCivic University we developed and launched the CLEAR (CoreCivic Leadership Experiences and Rotations) program
- Collaborated with the company's Veterans Task Force, a group of employees who are or support veterans, whose mission is to attract, retain and develop military members in our workforce
- Enhanced our veteran hiring strategy by working with veteran-specific job boards, participating in military job fairs, and gaining Military Friendly Employer status

CoreCivic hired
over 400 veterans
and military
members in 2021



2021 Talent Attraction by the Numbers

51%
Female

56%
People of Color

10%
Veterans

4,145
Total Hires

2021 Total Employees

52%
Female

57%
People of Color

10%
Veterans



A message from Mark Emkes, Chairman of the Board:

"During the 18 years that I spent living and working in Spain, Brazil and Mexico, I learned so much from those living there. It became clear that DEI helps us become a stronger team. I am pleased that CoreCivic continues to make DEI a priority, which will help the organization continue to grow and prosper."



External Impact

In addition to our internal DEI efforts, CoreCivic has partnered with various organizations and nonprofits working with underrepresented groups.

REENTRY AND COMMUNITY PARTNERSHIPS

In 2020, CoreCivic entered into partnerships with three organizations through the CoreCivic Foundation, representing a total investment of nearly \$700,000. These are the first of several commitments we plan to make as we work to effect change in our communities.

- Thurgood Marshall College Fund (TMCf)
- National Black Chamber of Commerce (NBCC)
- Prison Fellowship

DIVERSITY BUSINESS INCLUSION INITIATIVES

In 2009, CoreCivic leadership saw an opportunity to use the company's collective purchasing power to support the success of small businesses, and in doing so, provide more opportunities for businesses owned by women, minorities, and veterans. These efforts evolved into CoreCivic's Diversity Business Inclusion (DBI) program.

DEI CONFERENCES

DEI Council members attended and participated in conferences to discuss how organizations, like ours, are implementing DEI strategies. They included:

- Advancing Women in Nashville (AWIN) to lead a discussion on DEI. We have partnered with AWIN for two years.
- Women's Business Collaborative: Our CEO participated in a panel discussion on allyship.

DEI RECRUITING

Over the course of the year, we were able to collaborate with various organizations to assist with our recruiting efforts.

They included:

- Military Friendly Employer
- HirePurpose Military Job Board
- HirePurpose Diversity Job Board
- Puerto Rico Outreach and Hiring Events



"DBI is more than just a 'feel-good' program at our company. It's becoming a business strategy that promotes a diverse supplier base and drives competition between our existing and potential suppliers. Ultimately, CoreCivic's DBI practices demonstrate our commitment to doing business in diverse markets and supporting the economic growth of all communities."

— Dawn Mason,
Managing Director,
Purchasing and Supply
Management

850+ Patriot Packages shipped
to **400+ soldiers** since 2013



PATRIOT PACKAGES CAMPAIGN

Each Veterans Day, we honor those who have served our nation and support those on active duty through our annual Patriot Packages campaign.

Through this campaign, CoreCivic ships hundreds of care packages containing toiletries, food, games, DVDs, clothing, linens, hand-written cards, and more to deployed military members. These packages are shipped each year in time to arrive to soldiers by Veterans Day.



Future Work

Future Work

As the DEI Council looks forward to the future, there are a number of action items on the horizon:

January 2022:
Designed and launched DEI eLearning for Individual Contributors

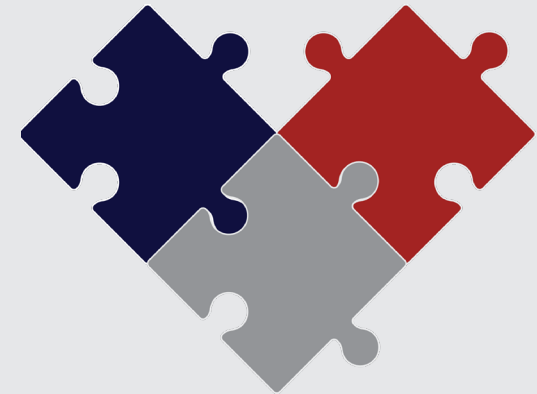
Q1 2022:
Adding learning resources through Blue Ocean Brain, a digital education platform

Q3 2022:
Establishing the first Business Resource Groups for Veterans, Women, and People of Color

Q4 2022:
Determining DEI Key Risk Indicators

We are excited by the progress to date on our DEI journey and we know that the strength we gather from our DEI commitment enables us to better serve those in our care.

Business Resource Groups



Business Resource Groups will be established through a governance model based on focus areas that drive business results:

- **Connection** (recruiting and retention)
- **Community** (external and internal partnerships)
- **Capability** (career development)
- **Continuous Improvement** (innovation)



A message from Lucibeth Mayberry, EVP, Real Estate and Dr. David Churchill, EVP and Chief Human Resources Officer:

"We intend for our DEI initiative to assist us in growing and supporting a more diverse, equitable and inclusive environment. Experts have urged that diversity in teams positively impacts creativity and innovation. There is value in seeking multiple perspectives. It inspires novel thinking, connects thoughts in new ways, and provides different approaches to problem-solving. This is the best way to grow a strong, equitable culture."





“Diversity is the one true thing we all have in common. Celebrate it every day.”
— **Winston Churchill**

Forward Looking Statement

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

