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# 2022 DE&I ANNUAL REPORT

Diversity



Equity



Inclusion





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## About This Report

CoreCivic is committed to providing transparency on our Diversity, Equity and Inclusion (DE&I) data, progress, and goals for the future. After setting a firm roadmap and launching our first DE&I annual report in 2021, we are excited to share our progress, including the much-anticipated launch of our Business Resources Groups (BRGs). This report helps identify what we have accomplished in the past and provides a framework for the future for DE&I at CoreCivic.

Unless otherwise noted within, this report covers the fiscal year from January 1, 2022 to December 31, 2022. A cross-functional team, including our DE&I leaders and our DE&I Advisory Council members worked together to collect data and information for various sections. Questions about this report can be directed to Libby Craver, Vice President, Human Resources, by email at [Libby.Craver@corecivic.com](mailto:Libby.Craver@corecivic.com).





# DEI Council | Leaders and Members

## DE&I EXECUTIVE SPONSORS



**Lucibeth Mayberry,**  
EVP and Chief  
Innovation Officer



**Dr. David Churchill,**  
EVP and Chief Human  
Resources Officer

## DE&I LEADERS



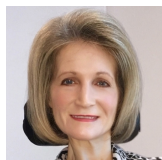
**Libby Craver,**  
VP, Human Resources,  
FSC



**Natasha Metcalf,**  
VP, Partner Contracts  
Counsel, FSC



**Harold Shannon,**  
Vice President,  
Technology, FSC



**Andrea Cooper,**  
Senior Director, Human  
Resources Compliance,  
FSC



**Tianna Lucas,**  
Director, Organizational  
Development, FSC



**Kim White,**  
Special Advisor, FSC



**Marcelo Ariola,**  
Managing Director,  
Project Development,  
FSC



**Kimberly Brown,**  
Human Resource/  
Personnel Investigator,  
Houston Processing  
Center



**Abby Burks,**  
Director, Revenue and  
Cash Cycle, FSC



**Terri Carter,**  
CLEAR Program  
Participant, FSC



**Blake Changnon,**  
Manager, HR  
Communications,  
FSC



**Bessy Glaske,**  
Managing Director,  
Operations, FSC



**O'Neaka Jenkins,**  
Manager, Field Training,  
FSC



**Charles Keeton,**  
Managing Director,  
Operations, FSC



**Brian Koho,**  
Senior HR Data  
Analyst, FSC



**Robert Lacy, Jr.,**  
Warden, Houston  
Processing Center



**Hector Melchor,**  
Facility Director, El Paso  
Transitional Center



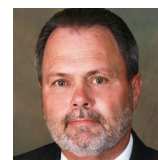
**Yolanda Pittman,**  
Warden, Elizabeth  
Detention Center



**Allen Rachaphoumy,**  
Managing Director,  
Enterprise Learning  
and Development,  
FSC



**Luis Rosa Jr.,**  
Warden, Tallahatchie  
County Correctional  
Facility



**Stacey Stone,**  
Deputy Managing  
Director, Operations,  
FSC



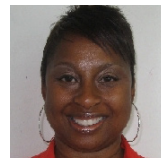
**Christe Sweet,**  
Assistant Warden,  
Elizabeth Detention  
Center



**Daren Swenson,**  
Vice President, Reentry  
Partnership and  
Innovation, FSC



**Leigh Walls,**  
Managing Director,  
Purchasing and Supply  
Management, FSC



**Pam Watson,**  
Recruiter, FSC

## DE&I ADVISORY COUNCIL MEMBERS





## Message from CEO and DE&I Leader

### Damon Hininger, CEO and President:



*"It's been three years since we established the DE&I Advisory Council at CoreCivic, and I am extremely proud of what we have accomplished since then. In 2022, we not only saw the launch of our inaugural DE&I Annual Report highlighting our past years' DE&I efforts, but also the launch of our Business Resource Groups (BRGs), allowing our facilities and front-line staff to engage with leaders to advance our DE&I goals. I am excited about what the next year brings to CoreCivic through our DE&I Advisory Council and BRGs."*

### Natasha Metcalf, J.D., Vice President, Partner Contracts Counsel; DE&I Advisory Council Leader:



*"2022 was a year of significant progress for DE&I at CoreCivic. We have seen the Advisory Council's work deepen the impact of DE&I across the company. DE&I common language has been woven throughout our trainings and policies providing consistency in our communication and commitment to this initiative. Our launch of Business Resource Groups has allowed employees with common characteristics, and their allies, to have their voices heard in a setting where they can share important recommendations and resources."*





## DE&I Goal Overview

CoreCivic's vision and goals continue to guide our organization-wide DE&I efforts.

### CoreCivic's DE&I Vision

- 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.

### CoreCivic DE&I Goals

- **Common Language:** 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.
- **Culture:** Create a culture where the value of belonging and respect eliminate the opportunity for isolation and disrespect.
- **Diverse Candidates:** 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.





## Common Language Goal

### 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.

In 2022, we continued to use learning tools to enhance our Common Language goal. Such learning tools included required employee training, glossaries and our heritage culture celebrations.

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

- Updated Learning and Development Policy and Procedures to include DE&I Common Language.
- Completed the Heritage Month Calendar encouraging facilities to celebrate the diversity of their teams.
- Completed Korn Ferry instructor-led Conscious Inclusion training for new people leaders. Held in February and October 2022.
- **January:** Launched Conscious Inclusion eLearning for all individual contributors.
- **February:** Launched monthly optional DE&I eLearnings that coincided with our heritage calendar. Other eLearnings included allyship and other diversity topics. In addition, the monthly eLearnings includ-

ed closed-captioned videos that were also played in common areas in all facilities via the CoreCivicTV network.

- **May:** Released our inaugural DE&I Annual Report and shared it on the company's corporate website and intranet.
- **July:** Invited Derek Young, a motivational speaker, culture and career strategist, to lead a diversity-conscious inclusion training at our Facility Leaders Conference.
- **September:** Incorporated DE&I bias concepts in Talent and Performance Management training and Certified to Hire.
- **October:** Incorporated DE&I common language in CoreCivic College of Leadership, Master Key Leadership.
- **October:** Incorporated DE&I common language in onboarding and orientation elearnings.
- **November:** Developed and launched the CoreCivic DE&I Glossary on the DE&I intranet page.
- **December:** Developed a 2023 eLearning for people leaders and individual contributors focusing on applying DE&I concepts and common language.



*In 2022, CoreCivic incorporated DE&I common language in onboarding and orientation.*





## Common Language Goal

DE&I COMMON LANGUAGE METRICS	
DE&I Training Module Saturation Rate	<b>97%</b>
New DE&I Related Learning Modules	DE&I Awareness eLearning and DE&I Respecting Others eLearning
Learning Modules Updated with DE&I language	<b>11 Courses</b> ( <i>Welcome to CoreCivic, Ethics and Compliance, Cultural Awareness, Certified to Hire, Communication and De-Escalation, Radio and Telephone Communication, Management of Special Needs Population, Prison Rape Elimination Act, Workplace Violence, Respectful Workplace, and Building a Career</i> )
Additional DE&I Training or Courses	Derek Young, a motivational speaker, culture strategist and author, offered practical lessons for breaking down unconscious barriers. Training recipients included facility leaders, investigators, employee relations leaders, and the ethics and compliance department.



**Thurgood Marshall, Jr., Director, CoreCivic Board:**

*"The year has been a significant step forward for our DE&I efforts, building on the solid foundation that has been such an essential part of our company culture. We have established DE&I eLearning opportunities and designated President's Day as a floating holiday to enable employees to choose to observe a day off in honor of a religious or historical holiday, such as Juneteenth. And we have launched our first Business Resource Groups to help our employees expand their opportunities by enhancing connections through cultural background, gender and military affiliation."*





## Culture Goal

### GOAL:

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

As part of our Culture goal, we planned and launched three pilot Business Resource Groups (BRGs). These BRG's, referred to in some companies as affinity groups, helped provide thought leadership on the future needs of CoreCivic's DE&I strategy and goals, and ensured that our DE&I efforts concentrated on enriching support and opportunity for the enterprise.

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

- Developed an informational tool called "What are Micros" about microinequities, microaggressions, etc., for employees in the field and at headquarters.
- **February:** Announced President's Day as a designated floating holiday. This allows employees to take President's Day, Juneteenth, a religious holiday or another day off for heritage or historical recognition.
- **June:** Announced the pilot launch for three BRGs, including Military, Multicultural and Women's. Our Military BRG launched at pilot facilities.
- **August:** Damon Hininger, President and CEO, and Lucibeth Mayberry, EVP and Chief Innovation Officer, participated in a LinkedIn panel on allyship.



*In 2022, Lucibeth Mayberry and Damon Hininger participated in a LinkedIn panel discussion for Women Business Collaborative on male allyship in the workplace. Sharon Reynolds, head of a CoreCivic diversity supplier, served as moderator.*

- **August:** Our second BRG, the Multicultural BRG, launched at pilot facilities.
- **October:** Our third BRG, the Women's BRG, launched at pilot facilities.
- **October:** The DE&I Council members and BRG leaders participated in AWIN (Advancing Women in Nashville) panel to discuss progress during our first year, including "Lessons Learned."



## Create a Diverse Pipeline of Leadership Candidates

### GOAL:

**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.

#### 2022 Talent Attraction by the Numbers

**55%**

Female

**62%**

People of Color

**9%**

Veterans

**6,185**

Total Hires

#### 2022 Total Employees

**53%**

Female

**60%**

People of Color

**9%**

Veterans



To assist with our Create a Diverse Pipeline of Leadership Candidates goal, we implemented the CLEAR (CoreCivic Leadership Experiences and Rotations) program with our first cohort. This program allows us to develop the future leaders of CoreCivic.

We completed the following deliverables in 2022 to achieve our Pipeline of Diverse Candidates goal:

- Established two external DE&I-based talent partnerships to further our diversity recruitment efforts.
- Established the first cohort of the CLEAR Program. The first cohort included three participants.
- Developed our Career Experiences model for pilot departments to further develop our employees.
- Added DE&I webpage to our external facing careers website.





## Business Resource Groups (BRGs)

In 2022, we launched our pilot of Business Resource Groups (BRGs). BRGs are voluntary, employee-led groups aiming to foster a diverse, inclusive workplace aligned with the organization. Our BRGs lead monthly meetings and have participation by employees who share a characteristic, whether it's gender, ethnicity, or other diversity dimension. They also rely on allies who may not share their characteristic but are there to learn and support an inclusive culture.

The DE&I Advisory Council supported the BRGs by coordinating their efforts and providing them with similar structure and focus areas. The importance of the BRGs is to support the enterprise and provide DE&I-related resources so the enterprise can achieve its DE&I-related goals.

All BRGs have the same four focus areas that support CoreCivic business objectives:

1. Connection (Recruiting and Retention)
2. Community (External and Internal Partnerships)
3. Capability (Career Development)
4. Continuous Improvement (Innovation)

With these focus areas as a foundation, the BRGs are developing goals to meet the particular need for that distinct BRG.

To ensure success, we started with three BRGs at five pilot locations. The initial BRGs are Military, Multicultural, and Women's. Pilot locations were chosen to cover a variety of types of facilities to provide comprehensive test cases for developing best practices for successful BRGs, including meaningful participation by frontline team members.



*In November 2022, the Military Business Resource Group held a veteran appreciation lunch at the Facility Support Center.*







## Business Resource Groups (BRGs)

**Pilot Locations:** Central Arizona Florence Correctional Complex, El Paso Transitional Center, Houston Processing Center, Tallahatchie County Correctional Facility and the Facility Support Center (headquarters).

### Military Business Resource Group:

- **Launched:** June 2022
- **Executive Sponsor:** Dave Garfinkle, EVP and Chief Financial Officer
- **President:** Jason Medlin, Vice President, Operations
- **Total Members as of 2022:** 72 members

### Multicultural Business Resource Group:

- **Launched:** August 2022
- **Executive Sponsor:** Patrick Swindle, EVP and Chief Operating Officer
- **President:** Harold Shannon, Vice President, Technology and Chief Information Officer
- **Total Members as of 2022:** 39 members

### Women's Business Resource Group:

- **Launched:** October 2022
- **Executive Sponsor:** Lucibeth Mayberry, EVP and Chief Innovation Officer
- **President:** Leigh Walls, Managing Director, Purchasing and Supply Management
- **Total Members as of 2022:** 42 members



Natasha Metcalf, Mandy Ellis, Ann Parker, Margaret Smith and Leigh Walls participated in Advancing Women In Nashville (AWIN) in late 2022.



### Harold Shannon, Vice President, Technology and Chief Information Officer:

*"Black History Month is important to me because it enables a collective recognition of the impact that Black Americans have had and will continue to have on this nation. The sacrifices of Black Americans that built the early infrastructure of America were significant and lasting. Their contributions paved the way for our fruitful growth and influence; socially, culturally, economically and politically. CoreCivic's Multicultural Business Resource Group affords me an opportunity to support my heritage and celebrate and empower others."*



## Jason Medlin, Vice President, Facility Operations, Business Unit 2:



*“The Military BRG’s focus has been on building a community of employee veterans, employee family members of veterans, and allies of veterans within our organization. It has been inspiring to see our BRG goals which serve as a roadmap for veteran-related issues, community involvement and service, as well as working on projects that impact the justice-involved veterans in our facilities. As we start 2023, we have partnered with several guest speakers to focus on veteran-related topics for the BRG and are looking to partner with other BRG/ERGs [Employee Resource Groups] in our communities. I am excited to see the Military BRG continue to grow and develop to impact not only our employees but the communities where we serve and those justice-involved veterans in our facilities.”*

## Leigh Walls, Managing Director, Purchasing:



*“As president of the Women’s BRG, I am privileged to work alongside an outstanding group of female employees and male allies who are committed to promoting a culture of inclusion, engagement, and empowerment across the organization. Our meetings energize me — and I hope all our members — to press on with the good (hard) work of DE&I. We believe that recognizing and empowering our female employees and considering the impact of their diverse experiences will enable more authentic and holistic leadership at CoreCivic. And when the values of belonging and respect displace opportunities for isolation and disrespect, positive business results will follow.”*



## External Impact

In addition to our internal DE&I efforts, CoreCivic has partnered with various organizations and non-profits working with underrepresented groups.

### DE&I Presentations:

- Damon Hininger, President and CEO, and Lucibeth Mayberry, EVP and Chief Innovation Officer, participated in a LinkedIn panel on allyship with the Women's Business Collaborative.
- Attended and presented at second AWIN (Advancing Women in Nashville) presentation regarding lessons learned from the first year of DE&I (featuring our DE&I leaders).

### DBI Update:

- Through its Diverse Business Inclusion (DBI) program, CoreCivic continues to seek prospects to leverage the company's collective purchasing power to provide more opportunities for businesses owned by women, minorities, and veterans. We have relationships with external agencies that collaborate with and assist diverse companies, including the Tri-State Minority Supplier Development Council and the Women's Business Enterprise National Council.
- A 2022 DBI highlight of note is CoreCivic's new relationship (through OMNIA Partners) with Faison Office Products, Inc., a certified minority-owned business enterprise, as the organization-wide contract vendor for office supplies.



### Reentry Partnerships:

Identified new opportunities for reentry partnerships, community engagement and innovation in collaboration with the Vice President of Reentry Partnerships and Innovation. Those opportunities included:

- Maverick City Music Initiative Partnership – Faith-based music program offered in our facilities.
- Facility Leaders Conference Returning Citizens Panel Discussion – A two-hour discussion with wardens and facility directors on the impacts of executive leaders on those entrusted in their care.
- Engaged with a leading nationally known academic and published expert on the impacts of public policy and political sentiment on reentry practices, including how race, gender, and socio-economic factors impact the reentry process. They presented a three-hour seminar at CoreCivic's annual Facility Leaders Conference,

which is attended by our wardens and facility directors as well as the FSC Operations Leadership Team.

- Held a three-hour panel discussion at CoreCivic's annual Facility Leaders Conference that included three returning citizens who shared their experiences and engaged with the leaders on the impacts they have on the culture and behaviors of their staff and other residents.
- Signed a two-year consulting contract with an individual who lived the experience by serving more than 15 years in prison to provide insight into our resident program and curriculum development, as well as teaching a class in our CoreCivic University Master Key Leadership program. The class focuses on the impacts leaders have on residents and the culture of their facilities. It is currently being taught to all Wardens, Assistant Wardens, Facility Directors, Assistant Facility Directors and Chiefs.

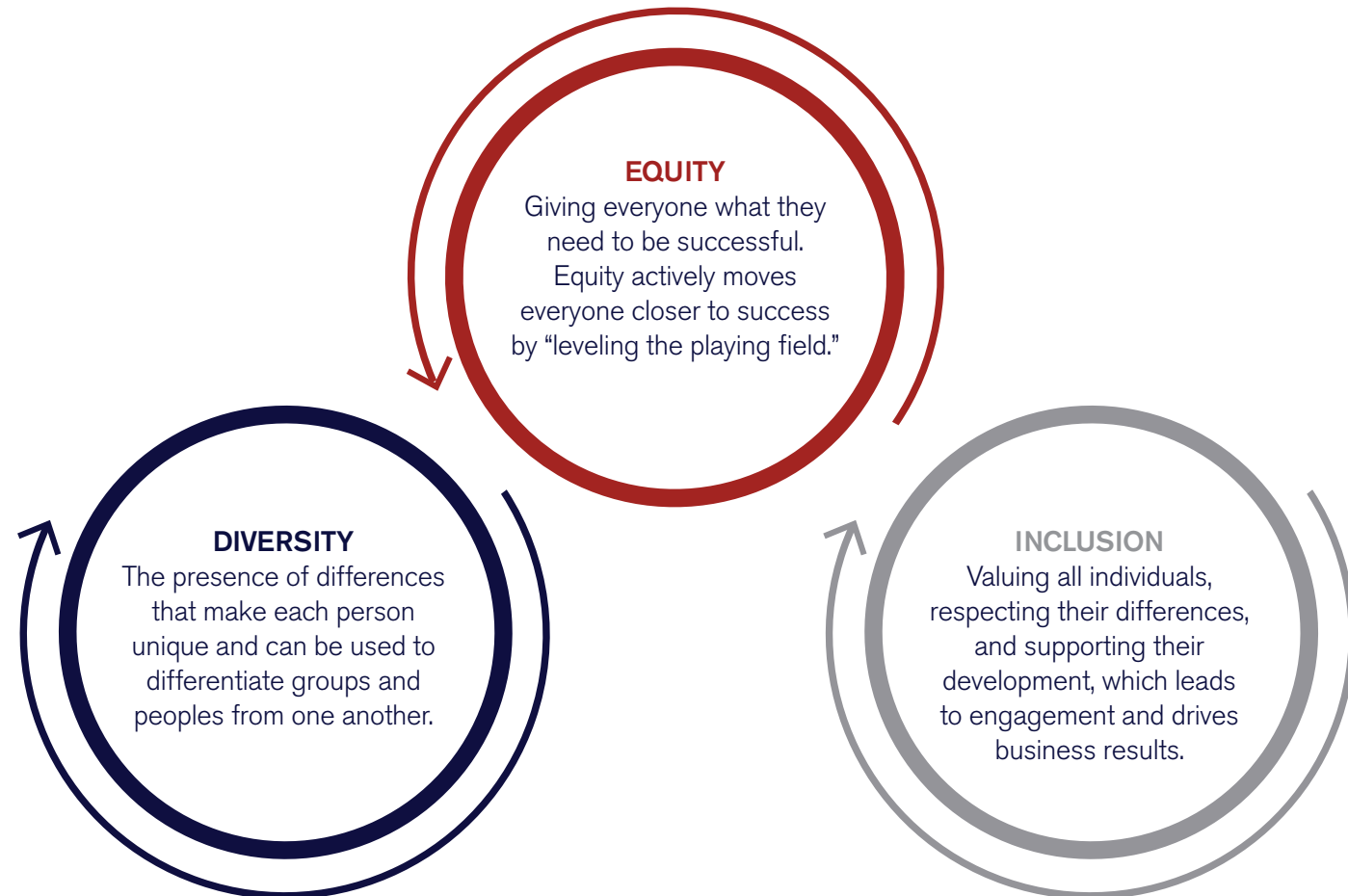




## Future Work

We are incredibly proud of the work that we accomplished in 2022, and we look forward to expanding on these developments to include:

- Expand the Military, Multicultural and Women's BRGs to the enterprise
- Administer Denison Culture abbreviated survey with a DE&I module
- Continue to evaluate product and service categories to identify future opportunities available for working with small or diverse businesses



**Lucibeth Mayberry, Executive Vice President and Chief Innovation Officer and David Churchill, Executive Vice President and Chief Human Resources Officer**

*"DE&I is now a part of the culture at CoreCivic. It's part of "How" we do what we do. As each year goes by, we want the practical elements of our DE&I strategy to be written into the company's DNA. Like seeing the demographic diversity that exists among our frontline staff manifest itself in our leadership ranks or celebrating and welcoming the diversity of thought and personality within the composition of work teams."*



## 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.





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