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# 2022 ESG REPORT





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## About This Report

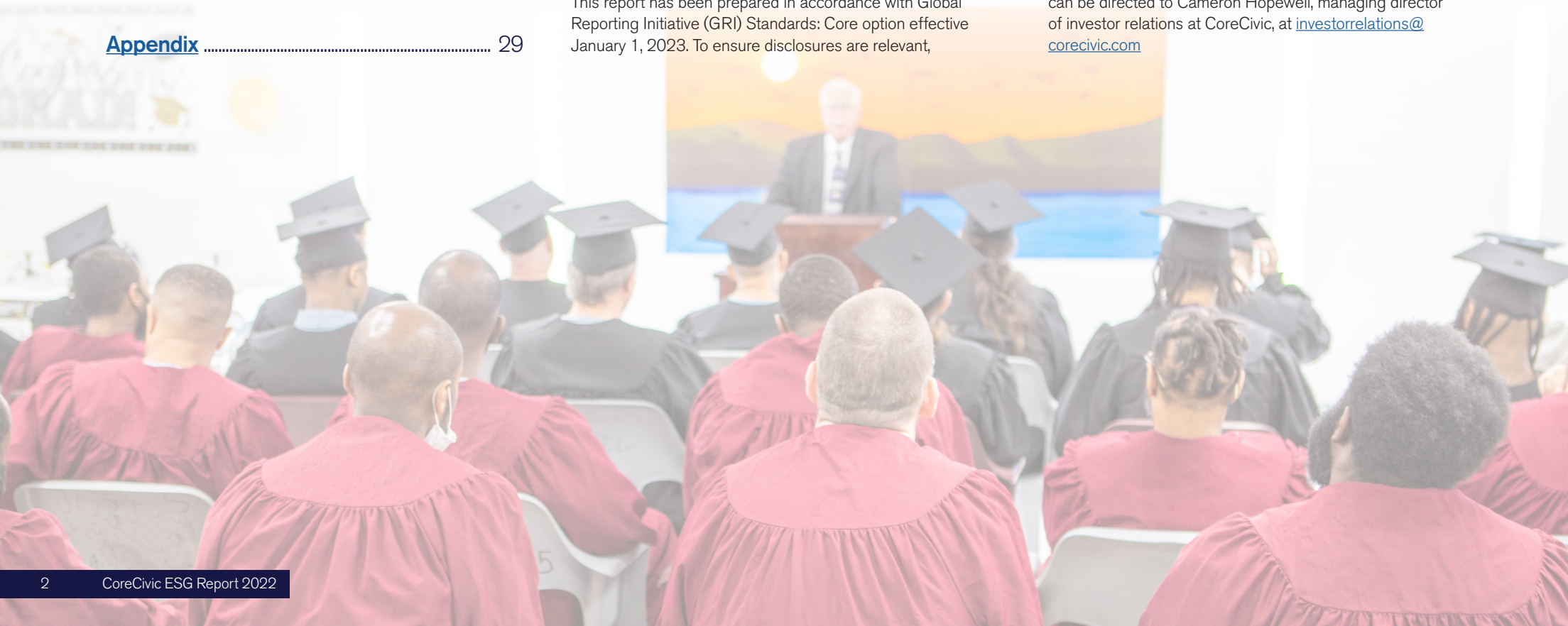
CoreCivic is committed to consistent reporting on the environmental, social and governance (ESG) topics of greatest interest to our stakeholders. In CoreCivic's fifth ESG report, we update our disclosures to align with evolving stakeholder interests, including details about our ESG impacts and progress toward relevant goals.

We recommend that this report be reviewed alongside CoreCivic's [2022 annual report \(Form 10-K\)](#), most recent [proxy statement](#), and our [most recent shareholder letter](#), all available at our [public filing reports hub](#). Unless otherwise noted, this report covers the fiscal year January 1, 2022 to December 31, 2022, and it includes information about CoreCivic, Inc. with select references to activities conducted by our wholly-owned subsidiaries.

This report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Core option effective January 1, 2023. To ensure disclosures are relevant,

CoreCivic conducted a comprehensive stakeholder materiality assessment in late 2022. Disclosures based on GRI Standards are listed in the GRI Content Reference Index at the end of this report.

Our management approach to ESG reporting includes participation and review at many levels of our organization. Authority for reporting is delegated to our vice president and chief ethics and compliance officer by the president and CEO. A cross-functional team works to collect disclosure data and provide updates to material topics. The report is reviewed by members of our senior management team. ESG reporting is overseen by the risk committee of the CoreCivic Board of Directors, while each standing committee shares oversight of ESG topics consistent with the duties specified in each committee's charter. 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)





Last year, I said that adversity reveals character. I wrote how proud I was to lead this team through the challenges of a global pandemic. We made good on our mission to serve dependably, competently and compassionately.

### This year, I think it's fair to say that durability reveals character. CoreCivic is 40 years old.

Not many companies and institutions reach this milestone without embedded core principles and values that last decades. Today the public rightly expects to see how a company's values shape the way it does business, treats its employees and delivers on its commitments. In my book, heightened public expectations open a new door to showcase the long-time values that drive our service at CoreCivic.

I know this personally.



I recently celebrated my own anniversary at CoreCivic – 30 years – and I'm grateful for the professional and life experience our company has given me. I bring up-through-the-ranks historic perspective from my early days working shifts as a correctional officer. We are not creating and reporting about a new culture but building on a longstanding culture.

Along the way, our company has generated a lot of positive social and economic impact. Consider that over four decades, CoreCivic has become an industry leader for rehabilitative programming. We were the first in the industry to publish an ESG report and developed the first built-to-suit privately owned, publicly managed correctional facility in the nation in Lansing, Kansas. Today, we operate in 21 states serving residents at 67 facilities across both our Safety and Community segments.

I'm proud of this history. We've succeeded, and expect to keep succeeding, because we're willing to learn from each other, from our residents, and from the agencies, groups, and institutions who serve as our partners.

Nationally, there's also a positive story to tell. The Bureau of Justice Statistics reported that in 2019 U.S. incarceration rates fell to their lowest level since 1995, and Pew Charitable Trusts reported that recidivism rates fell by nearly a quarter between 2005 and 2012.

When it comes to making an impact for our residents, we're involving people who have the lived experience of incarceration and successful reentry into society. They possess expert knowledge. They serve as examples who can inspire hope and optimism and help us create useful program design. We've included them in our leadership development teams and facilitated opportunities for our residents and wardens to learn from them.

For our employees, we make an impact by making sure we're paying competitive wages for the areas where they live and work. For example, throughout 2022, we proactively engaged with our government partners to provide wage increases to nearly all our facility staff who were not already covered by the wage determination process in our federal government contracts.

We commit ourselves to diversity, equity and inclusion policies and practices that improve the quality of our operations, increase employee engagement and fortify a culture of dignity and respect for our employees, as well as our diverse business partners. In 2022, we launched pilot business resource groups (BRGs) for women, military and multicultural interests to foster

a more diverse and inclusive culture companywide.

In short, we are refining our services, keeping our minds open and putting in the time and energy needed to support our employees' career growth and empower our residents to reenter society as engaged citizens.

Human rights are also at the core of all we do. First and foremost, employees and residents should live and work in a safe, clean environment where their rights and dignity are respected. That's why we train our staff to recognize and uphold human rights as laid out in our human rights policy.

Dangerous contraband, drugs and alcohol can threaten human safety. This is a nationwide challenge and one we encounter every day. Even something as simple as a letter sent to a resident could be laced with opioids such as fentanyl and heroin. Keeping people and communities safe takes ongoing learning and constant collaboration with our government partners.

Our human rights commitment also means keeping a safe, clean, energy-efficient environment for residents and staff. Our standard is modern buildings that meet and exceed industry operational and environmental standards. We embrace green technology when we can use it and operate at high environmental standards. For example, we partnered with Willoughby Industries to install networked valve controllers at our facilities that are at-risk for water scarcity in Arizona, Nevada and California.

Let me brag a little bit about CoreCivic at 40 — this is a challenging sector that has always served a critical need in human society. We embrace oversight, seek engagement and desire to innovate to meet the evolving needs of our government partners.

We may not be perfect, but we know a thing or two about doing our business right. We understand our mission and we are hard at work building a pipeline of diverse talent today for leadership positions tomorrow. Our pipeline has people with strength, smarts and character.

In summary, when we do it right, we better the public good. It is my pleasure and my honor to introduce this year's report.

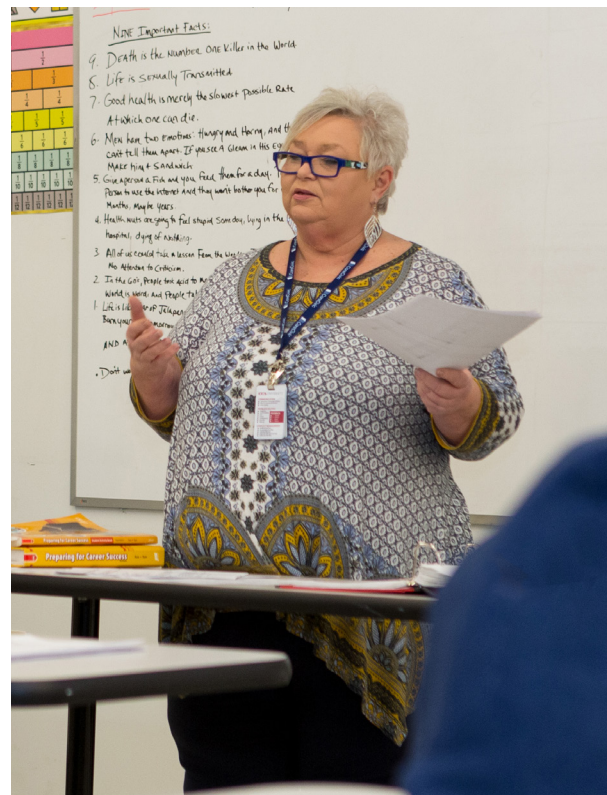
**Damon T. Hininger**  
President & CEO, CoreCivic





# Our Company | Primary Impacts of Supplying Justice-Related Services

CoreCivic partners with governments to keep communities safe, provide transformative reentry opportunities and protect human rights. We are entrusted with some of our government partners' toughest challenges, and we welcome the robust oversight that accompanies our services. Like other public companies with high-visibility missions, we serve with commitments to transparency and continued professional growth and learning. In everything we do, we're committed to providing high-quality, compassionate treatment to all those in our care.



## Residents & Clients

We make daily short- and long-term impacts on the lives of the individuals in our care and on the lives of other citizens involved in the justice system who are receiving treatment. Our opportunities to promote their well-being include delivering quality conditions of confinement, access to medical care, connections to family and community, and multiple treatment services designed to prepare them for lasting success upon return to their communities.



## Government Partners

With 40 years of experience and a large network of services, CoreCivic provides a diverse suite of services with the flexibility, scale and dependability required for some of the toughest challenges governments face. We work to further our government partners' public service missions by providing quality correctional and detention services. Our commitment and ability to provide quality rehabilitative and treatment services also yields positive social and economic impacts. We utilize evidence-based practices designed to reduce recidivism and prepare those in our care for lasting success.



## Employees

The value proposition we offer employees reflects the short- and long-term impact we make on our staff. Through wage and benefits adjustments and long-term career pathways through our professional development opportunities, we strive to create a culture of respect in the workplace. We value differences. We appreciate individual contributions and support each other in our pursuit of providing high-quality services.



## Communities

CoreCivic strives to be a positive member of the communities in which we operate. Maintaining safe, secure communities by delivering on our safety and reentry mission is fundamental to our core service goals. We are proud of our positive economic impact. At the local level, we offer quality jobs, competitive wages and benefits and opportunities for long-term career growth. We engage our local communities with various support activities, charitable contributions and volunteerism.







# Our Company | ESG Highlights



## Vocational Training

Launched several new reentry-based programs, including a partnership with technology workforce development firm Pivot Tech. Fifteen students at our Jenkins Correctional Center are participating in the 20-week data analytics course. Program graduates will also receive career placement support services in the tech field upon reentry to their communities.



## Human Rights

Continued to implement human rights policy-based initiatives, including a multi-channel training and communications plan. Our training modules and facility consultations give special consideration to the most salient rights at risk in our operations, including the freedom of belief and religion.



## Education Services

Celebrated graduates who obtained educational diplomas and industry certifications throughout the year, including 30 college degrees, over 600 high school equivalencies and over 2,900 industry-recognized certifications.



## Community Engagement

Completed the first full year of facilitating community engagement sessions with the Frederick Douglass Project for Justice. Sessions have connected over 600 community participants with facility residents and staff, with the goal of better understanding each other and raising awareness of the issues associated with the criminal justice system.



## Gardening Programs

Connected our reentry mission for residents to broader environmental sustainability projects by delivering horticulture programming to students at our Red Rock Correctional Center in Eloy, Arizona. The 26-week program awards students with an industry certificate and prepares them for work in sustainable crop management practices.



## Diversity, Equity & Inclusion

Published our inaugural DE&I report, which details the governance structure, goals and milestones of the company's DE&I Council. In 2022, we launched new DE&I training modules, piloted business resource groups (BRGs) and celebrated heritage months throughout the year.



# Our Company | Materiality and Stakeholder Engagement

Understanding the priorities of our stakeholders guides the development of our ESG reports and informs our business strategies. Our GRI-informed materiality assessment process includes interviews with our diverse group of internal and external stakeholders. For each material topic identified in this process, our ESG team met with CoreCivic team members to review and discuss GRI 3-3 “Management of material topics” to inform the disclosures in this report.

Stakeholder Group	Engagement Channels
<b>CoreCivic Board &amp; Employees</b>	<ul style="list-style-type: none"> <li>Climate and culture surveys</li> <li>Action plans informed by organizational culture survey</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>
<b>Inmates, Residents &amp; Detainees</b>	<ul style="list-style-type: none"> <li>Daily interaction</li> <li>Resident climate surveys</li> <li>Formal reporting and grievance mechanisms</li> <li>Facility-level human rights consultations</li> <li>Resident concerns line</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> <li>Audit and corrective action planning</li> <li>On-site contract monitors</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> <li>American Correctional Association (ACA) panels and committees</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 industry events</li> <li>ESG and proxy analyses</li> <li>One-on-one investor meetings</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>In-facility volunteering and non-profit service</li> <li>Written communications and media</li> <li>Facility tours</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>

## ENGAGEMENT HIGHLIGHT: INCORPORATING LIVED EXPERIENCE

Individuals with the “lived experience” of incarceration offer a uniquely valuable perspective that we incorporate into our strategy for designing and delivering activities that support reentry success. We have included those with lived experience into several areas of our operations, such as our employee leadership development curriculum, panel discussions at facility leaders’ conferences, speaking engagements with residents and partnerships with businesses led by individuals with prior justice system involvement. Incorporating lived experience enhances our employees’ understanding of the perspectives faced by those in our care, and introduces positive examples to our residents of individuals thriving after incarceration.

FOCUS AREAS	KEY TOPICS
<b>Operational Excellence</b>	<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>Safe &amp; Secure Operations</li> <li>Cybersecurity</li> </ul>
<b>Organizational Culture and Employee Value Proposition</b>	<ul style="list-style-type: none"> <li>Culture of Respect</li> <li>Employee Safety &amp; Security</li> <li>Talent Attraction &amp; Retention</li> <li>Training &amp; Leadership Opportunities</li> <li>Wages &amp; Benefits</li> <li>Diversity, Equity &amp; Inclusion</li> </ul>
<b>Resident Treatment and Reentry Services</b>	<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>Reentry Services</li> </ul>
<b>Community Relations</b>	<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>
<b>Improving Environmental Performance</b>	<ul style="list-style-type: none"> <li>Green Design</li> <li>Green Operations</li> </ul>

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

Topics were assessed based on the GRI’s definition of “materiality” and updated guidance regarding impact, including impacts to individuals and their human rights. Our impact evaluations consider many factors, including the United Nations Sustainable Development Goals (UN SDGs). Several of the material topics in this report are unique to the correctional and detention sector. Applicable GRI disclosure topics are listed in the GRI Index found in the Appendix of this report.



## Our Services | Safe and Secure Operations



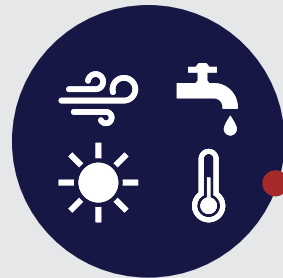
### Safety and Security Approach

Safe and secure operations are foundational to our business and a baseline requirement for a positive environment for our employees and those in our care. Our performance impacts our residents, employees and communities in which we operate. The actual and potential impacts from our performance in this area are so critical to our contractual, business and ethical obligations that they require a management approach founded in longtime experience and values. Our security-oriented operations are governed by external standards developed by organizations like the [American Correctional Association \(ACA\)](#) or by our government partners' own standards, such as the [Federal Performance-Based Detention Standards](#). Our policies and operating procedures are also informed by corrections-specific laws such as the [Prison Rape Elimination Act \(PREA\)](#) and regulatory standards of general application like Occupational Safety and Health Administration standards. All security-related personnel receive comprehensive [pre-service and ongoing training](#) on relevant safety and security topics.

Our security operations are carried out by staff throughout our organization, from our frontline correctional and detention officers to other security-oriented roles such as chiefs of security, security threat group (STG) coordinators and facility investigators. Subject matter experts at our corporate headquarters provide specialty support in areas like PREA compliance, occupational health and safety, emergency preparedness and STG intelligence. Developments in safety and security best practices are shared in multiple forums, including our series of leadership conferences and participation in external associations.

Safety and security metrics are shared on a weekly basis with operations management, and on a quarterly basis to the board of directors. Additional safety and security oversight is provided by our [Quality Assurance \(QA\)](#) division and audits conducted by accrediting organizations, government partners and various federal, state and local agencies. Our operations management team, with support from human resources and other divisions, routinely assesses safety and security risks and develops programs or initiatives to address them. For example, operational quality metrics inform decisions about how resources are deployed to help optimize facility operations and performance.

### Key Components of our Safety and Security Operations



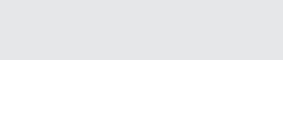
#### Conditions of Confinement

We operate modern facilities equipped to provide clean air, clean water, natural light, comfortable temperatures and space for recreation, programming and visitation.



#### Access to Daily Needs

We balance safety and security needs with our commitment to providing access to programs and activities, such as recreation, legal counsel, correspondence with family and the free exercise of religion.



#### Preparing for Success

We offer a wide range of reentry services designed to prepare those in our care for long-lasting success upon reentry to their communities, such as formal education programs, vocational training, substance abuse treatment and maintaining family connections.



#### Safety and Security

We maintain robust policies and procedures that meet or exceed our government partners' standards, which cover essential safety and health requirements that are subject to routine internal and external oversight.





## Our Services | Health Services

Access to quality health services is a critical component of our mission and a major part of the positive impact we can make for those in our care. We directly provide health services at most of our CoreCivic Safety facilities. Our on-site medical clinics are staffed by licensed health care professionals, including physicians, nurse practitioners, psychiatrists, psychologists, mental health counselors and dentists. We also help ensure access to off-site care for residents by coordinating with our staff, government partners, community physicians, hospitals and ambulatory care providers.

Our care management approach considers the higher degree of emergent needs in detention populations and the higher-than-average degree of chronic and non-acute care needs of inmate populations. We maintain policies, procedures and clinical protocols that govern all aspects of the care we provide. Multiple layers of oversight apply to delivery of our health services. Our health services Quality Management Team and Quality Assurance division, as well as third-party government partner auditors, assess our service delivery. Where applicable, accrediting agencies like the American Correctional Association and the [National Commission on Correctional Health Care](#) also provide accreditation standards and periodic reviews.

### Scope of Typical Care Delivery

The most common types of health services provided in our Safety facilities are summarized below:

#### Mental Health Services

Evaluate residents within two weeks of arrival, provide counseling as needed and maintain medication for diagnosed psychiatric conditions

#### Initial Medical Services

Conduct a thorough health assessment within the first two weeks upon arrival, screening for chronic and infectious diseases, urgent medical needs and existing prescriptions

#### Optical Services

Provide on-site vision care via an optometrist

#### Dental Services

Screen residents within two weeks of arrival, support routine dental hygiene and provide dental care, as needed

#### Chronic Care

Monitor patient chronic conditions to assess status and adjust care management plans, as needed



#### Emergency Services

Provide 24-hour emergency services and respond to medical, dental and mental health emergencies

#### Provider Credentialing

Maintain board-certification for all medical providers, as well as licensure and continuing professional education requirements for our nursing staff

#### Clinical Outcomes

Regularly review health services clinical outcomes metrics and conduct committee-led after-action reviews for serious medical incidents

#### Provider Networks

Actively engage with local healthcare communities to build networks of care providers for on-site services, telehealth services and out-of-facility care

### CASE STUDY: Suicide Prevention

Justice-involved citizens face unique mental health challenges. Our staff utilizes a fulsome prevention approach to mitigate potential negative impacts, such as self-harm, from conditions like depression or anxiety. CoreCivic has created a therapeutic suicide prevention program that utilizes a clinical approach to mental health. This proactive approach applies a multi-level mental health classification at the time of entry, and if clinically indicated, results in an early diagnosis and corresponding treatment plan. CoreCivic has engaged with our partner agencies to implement the initial phases of the program across all of our facilities. In 2022, we introduced the mental health assessment model and piloted a new suicide hotline. Pilot program staff were trained on how to assess and respond to a caller's needs. The remaining elements of the program, which include family outreach and peer assistance, are in development for implementation in 2023.



## Our Services | Reentry Services Approach

Most citizens involved in the justice system will return to their communities. We have the opportunity to positively impact the long-term outlook of those in our care by equipping them with the skills and tools needed for successful reentry. We seek to mitigate potential negative impacts to justice-involved citizens, their families, our government partners and our communities by delivering evidence-based practices at our correctional facilities and residential reentry centers that are designed to reduce recidivism. Our reentry services vision is to become the leader in transforming the purpose of corrections from prison to progress.

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

As we carry out our reentry mission of providing opportunities that lead justice-involved individuals to effective and lasting change, we recognize opportunities to grow and evolve. To that end, our reentry services team regularly shares lessons learned and best practices. They also share recent developments in broader reentry-related research, including evidence-based practices discussed in this report. The team also regularly consults with facility staff to define success, measure it, and understand operational challenges. We intend to adapt when needed and provide the most effective programming possible.

### Overview of Evidence-Based Practice in Our Reentry Services

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

Our integrated reentry services maximize the positive impacts that everyone makes on the reentry process, including our own employees, community members and government partners.

#### EBP HIGHLIGHT: Motivational Interviewing

One principle of EBP is the concept of enhancing intrinsic motivation, which is an individual's desire and commitment to change. Our staff play an important role in promoting this change. Motivational interviewing (MI) is a proven method where staff encourage continued momentum for positive change or spark motivation in those who are unwilling or unmotivated to change. In 2022, a member of CoreCivic's reentry team earned membership to the Motivational Interviewing Network of Trainers (MINT) and launched an initiative to provide MI training to our staff. Trainings include a mixture of in-person sessions and the ability to rehearse MI techniques through scenario-based video rehearsals.



#### HIGHLIGHT: Incorporating Lived Experience

CoreCivic is committed to evolving our practices and incorporating new perspectives that improve our performance. Recent stakeholder outreach and engagement prompted our coordinated effort to incorporate lived experience, or the perspectives of those that can speak firsthand about incarceration. Our reentry services team has over a dozen different programs in place or in our pipeline that incorporate lived experience. For example, we have seen positive participant feedback from Hustle 2.0, an interactive, evidence-based, trauma-informed self-study series of workbooks. The workbooks were written with leading EBP researchers and people whose lived experiences provides a relatable, authentic experience.

# HUSTLE 2.0



## Our Services | 2022 Reentry Services Highlights



### VOCATIONAL TRAINING

Partnered with PivotTech, a Nashville-based technology education provider, to offer a five-month course in coding and data analytics. Students completing the program receive career readiness assistance through support services like employment interview practice and training.



### CANINE COMPANIONS

Participated in a program provided by Canine Companions at our Hardeman County Correctional Facility. Residents help train dogs with basic commands so that individuals in need of physical mobility assistance or emotional support can ultimately adopt the dogs.



### MAVERICK CITY MUSIC INITIATIVE

Collaborated to help celebrate second chances and introduce new opportunities for returning citizens to feel seen, heard, understood and validated before and after their release from prison.



### FATHERHOOD PARENTING PROGRAM

Fostered family connection for residents by offering programs like Inside Out Dad, an evidence-based program that helps fathers better relate to their children while preparing them to reenter society. The six-week course includes exercises and scenarios to increase communication and relational development skills when interacting with their children.



### EDUCATIONAL SERVICES

Continued integrating in-person formal education courses as COVID restrictions eased. We celebrated the success of our graduates, including 600+ GED/HSEs, 30 college degrees and more than 2,900 industry-recognized vocational certificates.



### GO FURTHER RELEASE

Launched a Colorado-based extension of the Go Further Release program that helps residents transition back into their communities. This voluntary program provides support services for the crucial 90-day period of reentry, where our staff connect returning citizens to community resources and help remove barriers to reentry linked to recidivism.





## Our Services | Community Corrections



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

to incarceration, our programs are designed to offer structure for individuals to receive the support they need. Our case management services are paired with “wrap-around” services that vary depending on the individual. Wrap-around services may include those directly provided by our staff, such as employment assistance and counseling, or those made available by local resources that staff facilitates based on specific needs.

CoreCivic Community maintains a policy library that covers applicable operating procedures based on the partner's requirements, including procedures for raising resident grievances and how they are resolved. Facility directors and administrators lead day-to-day operations and oversee progress against key performance indicators. Company subject matter experts provide support and oversight of facility performance in their respective areas. Community facilities are subject to external oversight and audits which vary by contract. These may include ACA accreditation audits, partner audits and local government agency reviews. We maintain channels of communication and feedback with our agency partners and local community groups to evaluate our approach and ensure that our services meet stakeholder needs.

Our reentry mission includes helping residents navigate barriers to success, which includes services we directly provide and connections to community resources. Our staff proactively conduct community outreach to develop relationships with local groups and link residents to resources available to them. This illustration summarizes some of the resources made available to residents when reentering their communities:



**Identification** – We connect residents to resources and processes to obtain identification and documentation needed for critical areas of reentry such as employment, housing and transportation.



**Employment** – Our staff conduct outreach to potential employers and partner with local groups to raise awareness about the benefits of hiring former offenders, ensuring that residents have ample opportunities to find gainful employment.



**Benefits** – Reentry specialists work with returning citizens to identify and enroll in any eligible assistance programs that apply in their community, such as affordable housing and food assistance programs.



**Transportation** – Many of our locations provide transportation services to/from local places of employment or assist with public transportation so residents can more easily obtain and maintain employment.



**Substance Abuse Treatment** – We provide substance abuse treatment and facilitate connections to external support groups. We also provide alcohol and drug monitoring services to accompany treatment and mentorship programs.



**Family Connections** – Many of our facilities offer programs or partner with local groups to facilitate family connections, including relationship building skills and sponsored outings for structured time with family.



**Financial Planning** – We offer or collaborate with local groups to provide financial planning programs so residents can create budgets and more confidently transition to life in their communities.

### HIGHLIGHT: Dressing For Success

“Helping find resources for returning citizens helps them get off to a good start and is essential to reducing recidivism,” said Aisha Alvarado, a CoreCivic Community facility leader. “Employment is key to creating a sustainable foundation to reentry.” Residents at our Dahlia Facility in Denver, CO benefitted from a community donation of suits that were paired with the facility’s employment placement services. The impact of this connection can be immediate, with one resident stating, “I felt the reality of a new chapter in my life, and the suit made me feel like a new man!”





## Our Services | Innovative Solution Delivery

In a world of changing circumstances and evolving priorities, our government partners' short- and long-term needs will change. Our partners rely on us to help solve current, specific challenges, and seek a reliable partner that can develop long-term solutions. Our management engages with our stakeholders to better understand — and anticipate — how we can best serve them.

In 2022, CoreCivic conducted an organizational realignment process that combined the real estate department (previously CoreCivic Properties) and community corrections segment (previously CoreCivic Community) into the newly created innovation department. This combination better represents the full scope of innovative possibilities and opportunities that lay ahead for our partners and our business.

We have formalized our approach to innovation with a committee of cross-functional leaders headed by our vice president, strategic development, who reports to the company's chief innovation officer. This committee monitors industry developments and shares ideas for innovation. The innovation committee hosts quarterly innovation summits to share ideas and explore opportunities and developing trends across the criminal justice sector. The committee also explores new business opportunities or service offerings to meet emerging partner needs.

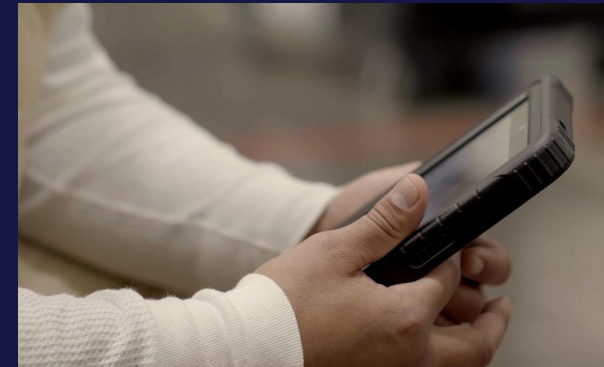
### INNOVATION HIGHLIGHTS 2022

**Employee Housing** — A nationwide housing shortage has affected many Americans and in rural areas where some of our facilities are located, the ability to find adequate housing can be a barrier to attracting staff. To solve this problem, our real estate team explored alternative housing solutions for staff, such as modular housing units, former motel space and RV units. In 2022, we offered alternative housing solutions at five facilities to provide accommodations for over 80 employees.



**Normalization** — The normalization process aims to help ease justice-involved individuals back into life outside of a correctional environment by making the facility feel as close as possible to normal life. Shannon Carst, vice president of community corrections, oversees the process and describes our motivation for it: "We believe programs should feel less institutional and should focus more on having an environment that is conducive to treatment, a home feeling." Examples of normalization include new landscaping and greenery, interior and exterior home décor, new furniture and updated living spaces, resident outings or celebrations, and more.

**Tablet Program** — CoreCivic collaborates with government partners and private technology companies to provide residents with access to tablets, facilitating access at 21 facilities and directly managing tablet programs at seven facilities. We continue to evaluate options that can provide new or different solutions that benefit those in our care. Our evaluation process considers the financial impact to residents and family members for video visitation, and we are exploring avenues for free or reduced cost calls via this program. Tablet programs also introduce novel ways of delivering reentry-related content, such as educational programs and treatment content. Other application types include religious and legal library materials, messaging, news and entertainment.





# Who We Are | Employee Value Proposition

Our ability to create and nurture a positive workplace culture is critical to our mission. A good culture has a positive impact not only on our employees and individuals in our care, but also on local economies where we operate. In 2022, CoreCivic's human resources department developed and introduced a new Employee Value Proposition (EVP) theme - BETTER YOU / BETTER US / BETTER TOGETHER.

## BETTER YOU

BETTER YOU focuses on programs offered to employees that can enhance and improve different aspects of an employee's life. The goal is to meet both short and long-term needs through plans such as health and financial wellness programs and long-term career development.

## BETTER US

BETTER US acknowledges how our colleagues and the company are impacted when employees' lives are enhanced through various EVP programs.

## BETTER TOGETHER

BETTER TOGETHER recognizes the improvements and successes potentially experienced when our staff engages in activities and programs that better their lives, such as health, finances, relationships and careers. This demonstrates how much we can accomplish when we collaborate to achieve common goals and our mission to "better the public good."

At CoreCivic, the foundation of our EVP is based on our commitment to achieving the following:

<p><b>ENHANCING THE LIVES OF THOSE WHO BETTER THE PUBLIC GOOD</b></p>	<p>At CoreCivic, we are in the business of changing lives. To do that, we strive to meet the needs of our diverse and talented people who better our communities and the lives of those in our care.</p>
<p><b>PROVIDING MEANINGFUL WORK AND FLEXIBLE CAREER OPPORTUNITIES IN A TEAM ENVIRONMENT</b></p>	<p>Through a wide range of career and training opportunities, employees have the ability to move throughout the organization into different roles and to different areas of the country.</p>
<p><b>OFFERING COMPETITIVE PAY AND DIVERSE BENEFIT OPTIONS</b></p>	<p>CoreCivic invests in employees through a wide range of valuable plans, programs, rewards, and opportunities - all flexible enough to meet the diverse needs of our employees and their families.</p>

### CASE STUDY: Better Together

CoreCivic's organizational development and talent management team partners with company leaders on various initiatives to positively impact employees and the company's organizational culture. The team periodically oversees culture and other surveys that identifies areas for improvements and strengths to bolster at each facility.

In 2021, facility leaders developed more than 400 actions tied to the most recent culture survey. In 2022, the team evaluated the effectiveness of the actions by conducting a pulse survey at 20 facilities. The comparative measurements demonstrated positive improvements across each of the cultural dimensions measured, with an average improvement of 24% across all facilities.







## Who We Are | Talent Attraction and Retention

Positively impacting our stakeholders, depends on our ability to attract, develop and retain a diverse and talented workforce. Conversely, negative impacts can occur if we do not maintain adequate staffing levels, such as operational stressors, employee stressors, employee overtime pay and additional expenditures on talent attraction. Talent attraction and retention remains a top priority at CoreCivic to minimize negative impact risks and to sustain a positive culture. For more information on our retention efforts, please refer to our pages on [compensation and benefits](#), [employee training and leadership opportunities](#), [human rights](#) and [DE&I](#).

Our managing director, talent acquisition, oversees day-to-day talent attraction activities and staff recruiters who play an integral part in our talent acquisition strategy. Some recruiters focus on highly-skilled positions, such as registered nurses, which allows for specialized talent attraction expertise and processes for hard-to-fill positions. Weekly reports capturing key talent attraction metrics are distributed to management, and quarterly updates are provided to the company's board of directors. These metrics identify and elevate the most challenged facilities so that talent attraction resources can be allocated accordingly. In 2022, CoreCivic introduced new process efficiencies to move candidates from application status to hire more quickly to increase the hire rate for qualified applicants. The talent attraction team also continued to work directly with our compensation and benefits team throughout 2022 to ensure that the total compensation package offered remained competitive in each market we serve.

### Talent Attraction Summary

- **\$30.9 million invested** in talent attraction efforts to reach prospective candidates
- **More than 66,400 job applications** received and processed
- **30%+ year-over-year increase** in applications received and processed
- **Over 196** recruiting events attended
- **Recognized by GI Jobs as a Military Friendly Employer** for the 12th consecutive year, earning Gold Level status in November 2022
- **Received additional awards from GI Jobs** as a Military Spouse Friendly, Military Friendly Brand and Military Friendly Supplier Diversity Program

### CASE STUDY: CoreCivic Career Recruiting Center

One example of CoreCivic's efforts toward hiring and retaining talent is our launch of the Career Recruiting Center (CRC) in Casa Grande, Arizona in August 2022. CoreCivic operates five facilities in this region of the state which makes it a central focus for recruitment efforts in the area. The CRC is open six days a week and will continue to serve as a key talent attraction resource. CoreCivic staff were joined by Arizona community leaders at the grand opening event, signaling local community support for CoreCivic and the economic impact we have on the local community.





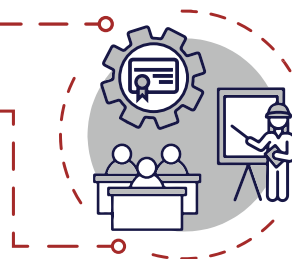
# Who We Are | Training and Leadership Development

We understand the importance of investing in our people. Our pre-service training curricula and on-the-job training gives new employees the information and skill development needed to provide services to those in our care. Leadership development programs positively impact participants by preparing them in advance as they grow their career with CoreCivic. Leadership development programs also positively impact the organization by developing a leadership bench to help ensure quality, experienced talent for the future. CoreCivic's management approach to training and development is overseen by our chief human resources officer and managing director, enterprise learning and development. A network of learning and development managers at the facility level implements our training. Our training activity and records are managed according to our learning and development policy, and the board of directors receives periodic updates on delivery of strategic training programs, including CoreCivic University.

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

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

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



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

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



We offer targeted leadership and operational development through CoreCivic University. The curriculum is updated regularly through partnerships with industry experts, learning institutions and career learning and development professionals. CoreCivic University delivers tailored development curricula based on skills critical to success at the respective participant's employment level. The learning sessions cover industry-relevant certifications, leadership development and best practice sharing.

### HIGHLIGHTS

- Three distinct colleges: College of Leadership, College of Operations, College of Business and Professional Skills
- Keyed to the core skills and competencies unique to our operations and impacts
- Prepares participants for the next step in their careers
- Positive impacts on participant turnover and promotion rates





## Who We Are | Compensation and Benefits

Our approach to compensation and benefits contribute to employee wellbeing and our ability to attract and retain a motivated workforce. A motivated workforce helps us serve our government partners and positively impact the lives of those in our care. That's why we offer plans and programs designed to help our employees succeed in their daily jobs and personal lives through healthy living and financial security.

We maintain policies and procedures for compensation practices and paid leave designed to comply with applicable wage and benefit regulations. Compensation plans for executives and senior leaders are reviewed annually to ensure alignment with strategic goals, which may include human rights and other ESG-related goals. We leverage human capital analytics to ensure responsiveness to changing market conditions enabling market competitiveness. We evaluate both external market wages and internal factors, such as employee tenure, experience, location and performance that can affect wage rates to maintain competitive wages. For example, throughout 2022, we proactively engaged with our government partners to provide wage increases to nearly all of our facility staff not already covered by the wage determination process in our federal government contracts. We also engage in labor relations discussion for the approximately 12.7% of our workforce represented by labor unions. In 2022, our average correctional/detention officer starting wage was \$20.89/hr and our median employee salary was \$47,570.

Our benefits package includes health insurance options, paid leave benefits, life and AD&D insurance, health advocacy services, health and financial wellness programs, and an employee assistance program. We also offer our employees a 401(k) retirement plan. Our 401(k) plan includes a company matching component for all employees once the hours requirement and waiting period have been met. We evaluate the effectiveness of benefits options by establishing benchmarks and measuring impacts of new programs or changes. This helps identify the greatest value drivers for our employees and the organization.

We review different components of our Employee Value Proposition (EVP) annually using a variety of criteria. The plans and programs we offer need to be affordable; responsive to the diverse needs of our employees; meet federal, state, and contractual requirements; and fall within budgetary limits. In recent years, these reviews have resulted in significant changes to our benefit plan offerings to encourage and reward healthy behavior among our employees, improve their access to care, and better meet their needs.

### Multi-Faceted Approach to Employee Well-Being and Financial Security



**Wellness:** Voluntary program providing financial incentives to participants engaging in wellness activities.



**No-Cost Generic Rx for Chronic Conditions:** Waived copays for participants using mail order services to obtain certain preventive care medications and drugs for chronic conditions.



**Diabetes Management:** Voluntary program providing free delivery of glucose test strips, a wireless blood glucose monitor, and real-time health coaching for enrolled employees and spouses.



**Advocacy Services Partnership:** Free assistance in navigating through the healthcare system and how to best access and utilize the benefit plans we offer.



**Financial Wellness:** Voluntary, co-cost financial wellness program that provides access to a personal money coach, online financial well-being assessments, and numerous other budgeting and debt management resources.



**Retirement Planning Services:** Retirement planning and investment election and allocation guidance for 401k participants, at no cost.



**Employee Assistance Program (EAP):** Professional and confidential counseling resources that support the needs of our employees and their family members experiencing personal and work-life challenges.



#### CASE STUDY: Rain Instant Pay and Employee Value Proposition (EVP)

Based on feedback from an EVP survey conducted in 2021, CoreCivic began looking at ways to give our staff more financial flexibility with how and when pay is received. In late March 2022, we launched a new benefit, Rain Instant Pay, which allows employees to receive a portion of their pay 24 hours after completing a shift rather than waiting until the next bi-weekly pay date. This is designed to offer a flexible payment receipt option to cover bills, emergencies or unplanned expenses. This completely voluntary benefit is widely utilized by staff, with over 3,400 employees signing up for the service in 2022. Additional measurements, such as total transactions completed (90,000+) and dollars paid (\$13+ million), are tracked to measure return on investment and contribute to our ongoing EVP evaluation.





## Who We Are | Diversity, Equity & Inclusion

Our employees come from many different backgrounds, and their diversity is integral to our individual and collective performance as an organization. We believe that diversity, equity and inclusion (DE&I) commitments introduce positive impacts by improving the quality of operations, increasing employee engagement and fortifying a culture of dignity and respect.

A multi-disciplinary DE&I advisory council advises on our strategy development and contributes to the activities supporting our DE&I commitments. Our DE&I advisory council is comprised of a diverse and engaged group of employees that represent our workforce's diversity by gender, race, ethnicity, tenure and geography. It actively supports our enterprise-wide initiatives according to its formal governance framework. The hard work and dedication of enterprise initiatives are highlighted on this page. More details are included in the independent [racial equity audit](#) completed in early 2022 and in our [first DE&I annual report](#), released in the second quarter of 2022.

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

### VISION STATEMENT

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



### Business Resource Groups

**Business Resource Groups** have been 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)

### CoreCivic DE&I Accomplishments



Incorporated DE&I common language in policies, onboarding and orientation e-learning, and in CoreCivic's development program, Master Key Leadership



Launched two new DE&I e-learning modules, one for people leaders and one for frontline employees, with a 97% completion rate



Piloted business resource groups (BRGs) for women, military and multicultural interests



Led a panel discussion on DE&I in collaboration with local community group Advancing Women in Nashville



Delivered conscious inclusion training to new enterprise leaders coming into the organization during the year

### DE&I Goals

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



# Environment | Environmental Sustainability

Green design and operations at CoreCivic mitigate negative environmental impacts of our operations and create positive economic impact by reducing utility-related expenses. We define green design at CoreCivic as the use of energy conservation measures in both new construction and retrofit projects to reduce utility usage. Green design elements also positively impact the physical environment for residents and our employees. Green operations at CoreCivic encompass all utility-related operations. These include electricity, natural gas, propane, water, wastewater, stormwater and refuse.

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

## Environmental Activities

We maintain policies and procedures to help mitigate our environmental impact, including:



Maintain policy requirements to examine recycling, energy/water conservation, pollution reduction and utilization of renewable energy alternatives



Set monthly utility reduction goals at corporate and facility-specific levels, which are overseen by the company's director of energy management



Utilize a utility management software database for reliable information gathering, storage and reporting



Compile and share weekly utility usage data and share monthly reports with operational leaders



Report progress on energy conservation measures quarterly to the board of directors

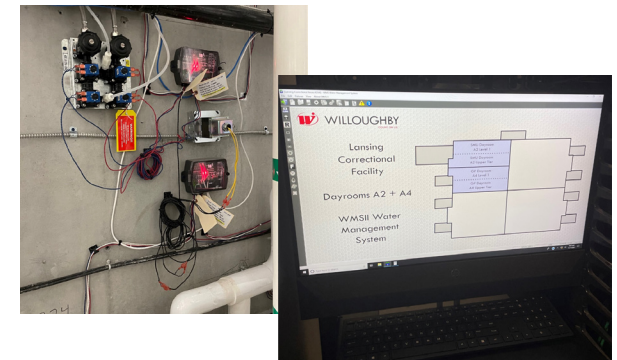
## Environmental Sustainability Metrics

As our business changes to meet government partner needs, we see annual fluctuations in the total square feet and facility type of our real estate portfolio. Additionally, the facility mission and number of residents within a facility type greatly impact the energy consumption, emissions and water usage. To better communicate our performance, the supplemental table summarizes our performance by facility type for the last three years.

Supplemental Environmental Metrics	2020	2021	2022
<b>Building Size in Square Feet (SF)</b>			
Portfolio (SF)	16,725,218	14,724,216	14,603,884
Secure (SF)	12,702,530	12,011,870	11,601,904
Non-secure Residential (SF)	1,027,010	992,905	959,835
Non-residential Portfolio (SF)	1,142,734	0	0
Vacant Portfolio (SF)	1,852,944	1,719,441	2,042,145
<b>Energy Consumption - Energy Usage Intensity (EUI)</b>			
Portfolio (EUI)	97	100	94
Secure EUI	110	108	102
Non-secure Residential EUI	97	93	99
Non-residential Portfolio EUI	42	0	0
Vacant Portfolio EUI	45	48	50
<b>Water Consumption - Gallons Per Square Foot (GPSF)</b>			
Average daily usage in gallons per resident	112.36	117.15	108.94
Overall Gallons Per Square Foot (GPSF)	128	138	130
Secure GPSF	158	160	155
Non-secure Residential GPSF	98	101	98
Non-residential Portfolio GPSF	14	0	0
Vacant Portfolio GPSF	6	2	5

## HIGHLIGHT: Smart Water Controls for Water-Scarce Regions

As summarized in our [2021 ESG Report](#), CoreCivic monitors drought conditions and the potential negative impacts to our operations in affected regions. One of the primary tools to monitor and control water usage at our facilities is a state-of-the-art electronic water management system. We partner with Willoughby Industries to install networked valve controllers at our Safety facilities identified as being at-risk for water scarcity, which currently includes facilities in Arizona, Nevada and California. This technology allows for greater control of overall water usage, insights into usage patterns and mitigation of operational disturbances.





## Environment | Environmental Performance

CoreCivic discloses energy consumption, water consumption, waste and greenhouse gas reductions defined by the Global Reporting Initiative (GRI) standards. The table at right summarizes these across our entire portfolio of property locations and types. We break out data by the four facility types listed below to better reflect our progress by the different facility uses. For any locations that changed ownership during 2022, data is included for the duration CoreCivic owned the property.

**SECURE** | Currently occupied prisons/jails/detention centers for which CoreCivic bears fiscal responsibility for utilities.

**NON-SECURE RESIDENTIAL** | Currently occupied residential reentry centers for which CoreCivic bears fiscal responsibility for utilities.

**NON-RESIDENTIAL** | GSA and similar primarily office-use facilities for which CoreCivic bears fiscal responsibility for utilities.

**VACANT** | Any type of facility not currently occupied.

### Environmental Sustainability Goals

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

Environmental Sustainability Goals	For the year ended December 31		
	2022		2023
	Goal	Actual	Goal
<b>Energy Usage Intensity (EUI)</b>			
Secure EUI	106	102	101
Non-secure Residential EUI	92	99	92
<b>Emissions</b>			
GHG Reductions (metric tons CO2 equivalent)	18,900	10,310	10,300
<b>Water</b>			
Secure GPSF (gallons per square foot)	151	155	151
Non-secure Residential GPSF (gallons per square foot)	95	98	95
<b>Waste</b>			
% Diverted	3.5	3.1	3.4

Environmental Performance Metrics	2020	2021	2022
<b>Energy (consumption, by type)</b>			
Electricity (kWh)	236,987,814	212,042,204	202,258,896
Secure kWh	198,461,515	183,600,374	170,354,678
Non-secure Residential kWh	18,502,108	18,694,482	19,963,013
Non-residential Portfolio kWh	9,976,297	0	0
Vacant Portfolio kWh	10,047,894	9,747,348	11,941,205
Natural Gas (thm)	7,645,537	6,958,492	6,357,828
Secure thm	6,710,813	6,228,687	5,514,976
Non-secure Residential thm	351,047	278,024	261,903
Non-residential Portfolio thm	135,479	0	0
Vacant Portfolio thm	448,198	451,781	580,949
Propane (gal)	534,158	575,065	552,648
Secure gal	480,003	524,136	495,996
Non-secure Residential gal	10,525	10,032	11,479
Non-residential Portfolio gal	0	0	0
Vacant Portfolio gal	43,630	40,897	45,173
<b>Emissions (total reductions)</b>			
GHG Reductions (metric tons CO2 equivalent)	11,244	20,950	10,310
<b>Water</b>			
Water (gal)	2,139,443,388	2,026,769,908	1,901,950,964
Secure gal	2,012,989,921	1,922,581,302	1,798,701,035
Non-secure Residential gal	100,153,949	100,289,582	93,742,931
Non-residential Portfolio gal	15,520,369	0	0
Vacant Portfolio gal	10,779,149	3,899,024	9,506,998
<b>Waste</b>			
Tons of Refuse	25,261	23,560	20,101
Tons of Trash (Landfill)	24453 (96.8%)	22,880 (97.1%)	19,469 (96.9%)
Tons of Diverted (Recycled)	808 (3.2%)	680 (2.9%)	632 (3.1%)
Tons of Mixed Recycling	482 (1.9%)	384 (1.6%)	400 (2.0%)
Tons of Old Corrugated Cardboard	252 (1.0%)	205 (0.9%)	148 (0.7%)
Tons of Organics	74 (0.3%)	91 (0.4%)	84 (0.4%)

\*CoreCivic no longer operates the non-residential portfolio





## Responsible Operations | Human Rights

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

Providing correctional and detention services on behalf of governments includes managing salient human rights risks on a scale and reach that few other companies encounter. Our ability to positively or negatively impact the rights of residents and employees occurs at the individual and systemic level, carrying both short and long-term impacts to individuals and the communities where we operate. More detailed information on risks and impacts can be viewed in our human rights risk assessment document available online. We acknowledge human rights allegations and public controversies concerning our facility operations. Statements on our positions can be found on our [website](#). We encourage you to review other sections of this ESG report to learn more about our commitment to provide [safe and secure operations](#), quality [health services](#) and a positive [work environment](#).

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

We use the following management practices:

### Residents

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

### Employees

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

### CASE STUDY: Measuring Human Rights Performance

CoreCivic ethics and compliance leads an inter-disciplinary human rights committee that developed human rights policy progress metrics during 2022. Metrics identified by the committee are intended to help the organization set annual goals as components of corporate strategic planning and compensation plans, assess progress against stated goals, monitor impacts throughout the year and integrate results into reporting processes. The human rights indicators are broadly organized into process or input metrics, such as annual trainings, grievances or assessments conducted; incident metrics, such as allegations of misconduct or safety violations; and outcome or impact metrics, such as survey results or community impact data.

In conjunction with our [human rights risk assessment](#) and [human rights policy commitments](#), our annual goals and activities are summarized in the chart below. These goals and strategic plans are intended to minimize negative impacts from our operations and bolster areas where positive impacts are occurring.

#### Human Rights Governance

- ✓ Completed multi-channel training and communications plan for new human rights policy
- ✓ Conducted two facility-level consultations
- ✓ Held workshops with facility leaders to communicate consultation findings and discuss opportunities for improvement

#### Management of Rights

- ✓ Delivered human rights training to 97% of continuing employees
- ✓ Worked with ethics and compliance to incorporate the resident concern line into a centralized process and case management system to monitor resident rights data

#### 2023 Goals

- Further develop data collection and reporting capability for identified policy progress metrics
- Engage with industry peers to share our activities and insights from our recent human rights initiatives
- Evolve human rights messaging and training to incorporate insights from measuring progress and outcomes
- Continue formalized external stakeholder engagement in coordination with relevant internal stakeholders



# Responsible Operations | Quality Assurance

Independent assurance and oversight of our correctional and detention services is critical to building and maintaining trust that our services meet or exceed the high standards of care expected by our stakeholders. Our facility operations are subject to oversight and accountability measures, both internally and externally. Many of CoreCivic's government partners maintain full-time, on-site monitors to promote transparency and communication. CoreCivic is subject to routine oversight and performance requirements based on a combination of rigorous contract, accreditation and government-established performance standards. CoreCivic's quality assurance auditors generally conduct annual, unannounced on-site evaluations of each CoreCivic Safety facility we operate as summarized in the table at right.

CoreCivic's quality assurance (QA) division is designed to mitigate actual and potential negative impacts in our Safety facilities by exercising an independent review of our operations. QA regularly reports contract compliance and service quality metrics to senior management and the board of directors. Reports cover facility safety and security metrics, such as violent incidents, PREA allegations, contraband discoveries, self-harm attempts and other serious incidents. This informs operational decision-making, management's, strategic planning and board oversight of our operational and human rights performance. The staff dedicated to quality assurance at our corporate headquarters and embedded throughout our facilities follow procedures to manage compliance monitoring with a broad range of contractual and regulatory requirements. We evaluate effectiveness by tracking metrics and, when needed, changing operational procedures. We use data related to evolving industry best practices, audit performance, corrective action plans, and employee and resident climate surveys, all overseen by QA.

Quality Assurance Highlights 2022		
<p><b>34</b></p> <p>ACA accredited Safety facilities</p>	<p><b>99.6%</b></p> <p>Average ACA audit score</p>	<p><b>333</b></p> <p>Number of government partner audits</p>
<p><b>31</b></p> <p>Number of Quality Assurance audits</p>	<p><b>1,558</b></p> <p>Average number of audit indicators reviewed per annual audit and corporate review</p>	<p><b>75</b></p> <p>Staff dedicated to Quality Assurance</p>

## CASE STUDY: Mitigating Potential Negative Impacts

**Corrective Action Plans** – Coordinates with the company's policy and procedure team to track progress against corrective action plans designed to address identified compliance risk areas.



**Metrics and Insights** – Utilizes data analytics to generate monthly reports that identify high-risk areas to keep management informed with actionable intelligence.



**Contraband Interdiction** – Supports operations by deploying its resources for targeted risk areas, including a recent emphasis and supporting contraband interdiction to fight the opioid epidemic.



**Stakeholder Engagement** – Engages with various external stakeholders to understand and incorporate developing best practices, and incorporates feedback from the company's board of directors to its strategy development and resource allocation.



## HIGHLIGHT: ACA AUDIT SUCCESS

In 2022, the ACA reaccredited all 15 CoreCivic facilities audited. The ACA process includes a rigorous 72-hr on-site audit of a facility and its operations, including hundreds of written standards and various live observations of activities ranging from safety and security, employee training, rehabilitative programs and health services.

QA's unannounced internal audits, comprehensive ACA mock audits and backend support from its subject matter experts across major operational disciplines are critical to the company's track record of achieving ACA success.





## Responsible Operations | Ethics & Compliance Program

The mission statement of CoreCivic's ethics & compliance team is to empower each other to do business with integrity and treat people the right way. The program seeks to mitigate actual and potential negative impacts at the individual and systemic levels that could result from compliance failures. The independent department reports directly to our president and CEO and the chair of the risk committee of the board of directors.

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

The CoreCivic code of ethics provides the framework for turning integrity into action and exhibiting our values in what we do. As a government contractor, we identify special commitments and rules relevant to our public company and industry to ensure responsible business practices. We maintain [policies and procedures](#) to prevent and detect misconduct related to corruption, fraud, bribery and kickbacks. We also provide protections against reprisals for anyone reporting misconduct in good faith.

### The ethics and compliance office:

- Administers the CoreCivic [ethics line](#) and resident concern line
- Gives guidance regarding the CoreCivic [code of ethics](#) and ethics policies
- Conducts annual CoreCivic code of ethics training
- Maintains risk ownership and regulatory compliance tracking registers that inform risk-based training and education for targeted audiences
- Produces company-wide communications through a variety of channels
- Administers the ethics liaison program for ethics champions at our facilities
- Manages employee conflict of interest disclosure and clearances processes

### Ethics & Compliance Facts

**All**

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

**97%**

returning employees completed code of ethics and human rights training

**36**

facility ethics liaisons that connect facility employees with ethics & compliance

**1,175+**

contacts to the ethics helpline

**264**

investigations conducted by the company's investigations counsel

**43%**

investigation substantiation rate compared to benchmark rate of 43%

### CASE STUDY: PROGRAM SELF-ASSESSMENT AND PROGRAM EFFECTIVENESS

CoreCivic's ethics & compliance strategy is informed by diverse inputs, which are incorporated to meet industry guidelines and remain responsive to the unique challenges of our business. For example, the department recently incorporated survey questions in its code of ethics training to gain insight into our ethical culture, measure training effectiveness, assess specific risk areas and improve future trainings. One area identified for improvement is better communication about how the company protects against reprisals for reporting misconduct. This prompted development of a stand-alone whistleblower policy that will be paired with communications to promote a culture of speaking up about compliance concerns, reporting misconduct, and exercising legally protected rights without fear of retaliation.

### HIGHLIGHT: INCORPORATING THE RESIDENT CONCERN LINE

CoreCivic's ethics line serves as a grievance mechanism for employees to raise concerns or seek guidance. In 2022, the ethics and compliance department fully incorporated the resident concern line into its management processes, including its centralized case management system. While resident grievance mechanisms are maintained locally at each facility, the resident concern line serves as a supplemental reporting option that is also available to residents' family and friends. The positive impacts of the transition include a more streamlined review, triage and escalation of resident concerns as appropriate. The ethics and compliance department analyzes resident concern data, such as issue type and location, to aid in mitigating any systemic negative impacts by proactively identifying trends, addressing with operations management and informing the department's risk mitigating activities.





# Responsible Operations | Employee Health and Safety

## TeamSafety

Employee health and safety is paramount in our business and directly impacts the well-being of our employees. We are committed to providing a safe environment for our teams, which in our business may overlap with the security-oriented policies and procedures described [elsewhere](#) in this report. Our team safety program and associated company policies outline our management approach to occupational health and safety. Our safety department supports facility-level safety managers and facility safety authorities with a vision to be the best fully integrated health, safety and environmental team supporting our pursuit of operational excellence.

The team safety program includes several components tailored to the unique mission and security needs of a facility. A designated safety manager at each CoreCivic Safety facility receives specific training, summarized in the highlight at right, and leads a team safety committee to share information and evaluate effectiveness of program elements. The facility safety manager also investigates work-related incidents and records relevant data in a centralized team safety system. This includes identifying root causes of an incident and recording corrective action. The safety department also collaborates with other corporate-level departments to identify trends, assess risks and deliver prevention strategies.

WORK-RELATED INJURIES			
	2020	2021	2022
Work-related fatalities	0	0	1
High-consequence work-related injuries / rate	56/0.43	23/0.20	19/0.17
Work-related injuries / rate	552/4.26	400/3.52	335/3.27
Number of hours worked	27,712,579	22,716,612	21,221,703

\*Data does not include COVID-19 related illness  
 \*\*Rates calculated on a 200,000 hours rate basis

### HIGHLIGHT: Enhanced Safety Manager Training

The safety manager role covers a wide range of topics, and its challenges are compounded due to the complexities that the correctional environment introduces. To streamline the onboarding process for new safety managers, CoreCivic's Safety Department has incorporated a new training program that more fully engages participants and better prepares them for compliance with applicable requirements. E-learning and formal education credits are combined with experiential learning via on-the-job training (OJT) provided by a safety subject matter expert (SME). The SME provides support for approximately three months, which includes weekly meetings with the new safety manager to discuss challenges and audit findings. The SME also conducts on-site visits at least monthly during this time. Our safety managers also attend the OSHA Outreach 30-hour course for correctional safety. A sample of topics covered in our training include:

- CoreCivic Safety Culture
- Resources and Policy/Procedure Libraries
- Incident Management System (TSIMS)
- Monthly Metrics
- Respiratory Protection & Fit Testing
- Chemical Safety
- Safety Data Sheets
- OSHA Recordkeeping & OSHA Site Visits
- Lock Out Tagout
- Electrical Safety
- Fentanyl/ Opioid Response
- Light & Sound Testing

### CASE STUDY: Opiate and Opioid Safety Preparedness

The corrections industry is facing a new and evolving challenge in the form of synthetic opioids, including fentanyl, that present a significant exposure risk to correctional staff. CoreCivic has developed and deployed opioid safety and response training as well as policies and procedures that cover key components to preparedness and risk mitigation. Training materials and action plans include:



- Recognizing signs and symptoms of opioid overdose and fentanyl exposure
- Understanding common types of inadvertent exposure, such as inhalation, mucous membrane contact and punctures
- Placing personal protective equipment (PPE) kits specifically designed for exposure at strategic locations
- Best practices for reporting exposures and clearly communicating the most critical information in urgent circumstances
- How to administer treatment and first aid, including partner-approved medications



# Responsible Operations | Corporate Governance

A majority independent board of directors governs CoreCivic. All 10 board members bring a strong mix of experience, knowledge, skill and perspective gained from diverse professional backgrounds and life experiences. When nominating and selecting members, we consider many factors, such as diversity, age, skills, experience or expertise with human rights, and educational and professional background. We are pleased to hold a “3+” rating from [50/50 Women on Boards](#) indicating that three board of directors at CoreCivic are women. More information on our corporate governance can be found in our most recent [proxy statement](#).

### Governance Best Practices

- ✓ Majority director independence (80%)
- ✓ Separation of chair and CEO roles
- ✓ Annual director elections
- ✓ Meeting attendance requirements
- ✓ Stock ownership requirements
- ✓ Anti-hedging restrictions

### 100% Independent Committees

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

### ESG IN CORPORATE STRATEGY

Our ESG strategy involves multiple levels of the organization spanning several different initiatives throughout our operations. At the highest level, our board of directors engages with executive leaders on ESG topics. The risk committee provides oversight of ESG reporting matters, while each standing committee shares oversight of ESG topics consistent with the duties specified in each committee's charter.

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

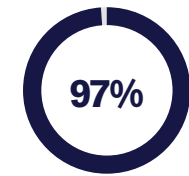
```

    graph TD
      Board[Board of Directors] --- BoardComm[Board Committees]
      Board --- CEO[President & CEO]
      CEO --- CSGP[Corporate Strategic Goals Program]
      CSGP --- ESGSC[ESG Steering Committee]
      ESGSC --- ESGRWG[ESG Reporting Working Group]
    
```

## Board of Directors Key Facts



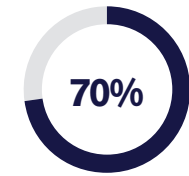
Independence



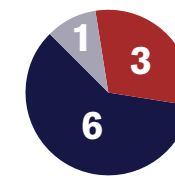
Board and Standing Committee Attendance



CEO or Senior Leadership Experience

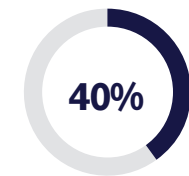


Human Rights Knowledge, Skills and Experience



Board Tenure

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



Gender or Racially Diverse



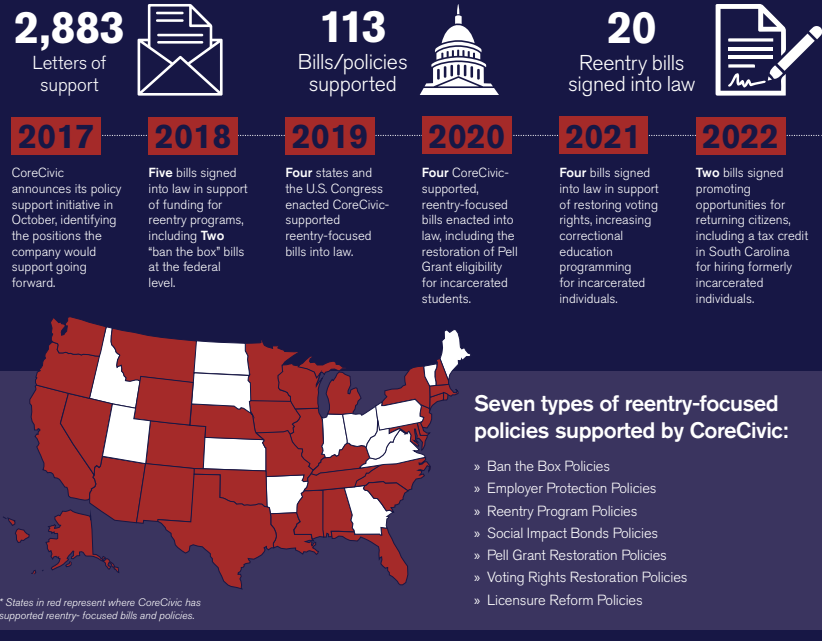
# Responsible Operations | Political Activity

## Political Activity Management and Considerations as a Government Services Provider

The goal of our political and advocacy work is to educate government officials at all levels about trends within the criminal justice system and CoreCivic's small but valuable role as a solutions provider. As a private provider of public services, we are committed to doing business with integrity and in support of the public good. Our commitments and management approach to this topic include:

-  Long-standing prohibition on advocating for the basis or duration of an individual's incarceration
-  Advocacy for policies that will help people get their lives back on track and reduce recidivism
-  Public disclosure of our government relations activities in our annual political activity and lobbying report
-  Maintenance of political activity compliance procedures, such as corporate contributions, lobbying, and personal political activity guidance to avoid conflicts of interest
-  Application of anti-corruption procedures to avoid unlawful gifts or gratuities and promote compliance with foreign anti-corruption laws
-  Compliance oversight, which is provided by our offices of general counsel and ethics and compliance, while review of our political and lobbying activity is provided by our board's nominating and governance committee
-  Deliver targeted trainings and communications on our policies and associated risks

## Public Policy Support Recap



## Policy Advocacy

CoreCivic prioritizes targeted support of state and federal legislation aimed at reducing recidivism and removing barriers to reentry for returning citizens. In 2022 alone, we sent **244** letters of support to **nine** states in support of pro-reentry legislation, including Delaware, Michigan, Minnesota, Mississippi, New Jersey, Oklahoma, South Carolina, Washington and Wisconsin.

Since launching our public policy advocacy initiative in 2017, we have sent **2,883** letters to federal and state officials in support of **113** reentry-friendly bills with **20** pieces of legislation signed into law.

The nature of our work as a government services provider caring for vulnerable people means we operate under close public scrutiny. Governments across the U.S. are faced with a variety of challenges in managing correctional systems, including issues like safety, overcrowding and recidivism. They are tasked with managing these challenges while being subject to public scrutiny and held to a high standard. When we partner with governments, we are rightly held to the same high standards, as we work with them to provide solutions to many of the most critical challenges they face.

As a result, analysis of our ESG performance should include an understanding that scrutiny of our company and industry from the public, the media and/or special interest groups does and will occur. We are committed to providing accurate, responsive information to the media, and we are always open to constructive discussions about the challenges facing the criminal justice system. Our commitment to the ESG process demonstrates our dedication to transparency and our constant drive to improve processes and outcomes at every level.





## Responsible Operations | **Cybersecurity**

Cybersecurity threats pose ongoing risks to business systems and the personal information of our residents and employees. CoreCivic utilizes a defense-in-depth security strategy that integrates our staff, technology and operations to establish variable security barriers across the multiple layers and missions of our operations. Our policies and procedures that govern information security and cybersecurity apply to all employees and information systems that CoreCivic manages. Policies and procedures are reviewed annually, if not more frequently, to reflect the current threat environment, regulatory compliance requirements and industry guidance.

We utilize a centralized security incident event management system (SIEM) tool that monitors threat detection and response 24/7/365. Identified threats are alerted and addressed by CoreCivic's information technology (IT) team in accordance with internal policy and regulatory requirements. Audit logs of external security threats are reviewed weekly as part of general event threat intelligence monitoring procedures. Other ongoing monitoring includes data from CoreCivic's information services team, which maintains an audit trail to detect risks in areas such as unauthorized local connections, network use and remote connections. Vulnerability scans are performed weekly and are supplemented on an ad-hoc basis for specific threats or to test patch status.

CoreCivic's cybersecurity compliance team has an established cadence of reports and meetings with government agencies to review cybersecurity metrics, findings and any applicable remediation efforts. These agencies also conduct assessments of CoreCivic's controls on a periodic basis using the National Institute of Standards and Technology (NIST) 800-53 Cybersecurity Framework. CoreCivic's internal IT controls are also tested as a part of Sarbanes-Oxley (SOX) audits on an annual basis. Additional forms of self-evaluation and controls to test effectiveness include quarterly tabletop incident response exercises, annual disaster recovery tests, annual unannounced penetration tests and annual security control assessments.

All CoreCivic employees are required to complete information security training upon hire and annually thereafter. Training topics include insider threats, external threats, proper handling of data and equipment, and consequences for policy violations. Third-party suppliers with access to company information/systems are subject to the same standards of cybersecurity as required of CoreCivic systems to mitigate the potential negative impacts or disruptions to our business.

### Defense-In-Depth Cybersecurity Strategy



**Perimeter Security** – Firewalls, secure DMZ, remote access monitoring and email security



**Network Security** – Network access control and content filtering



**Endpoint Security** – Endpoint protection, configuration management, multi-factor authentication



**Data Security** – Least privilege, privileged access management, database encryption, file transfer encryption, back-up and back-up encryption



**Risk Management and Compliance** – NIST 800-53 Cybersecurity Framework, Sarbanes-Oxley and internal policies and procedures



**Application Security** – Database activity monitoring, secure file transfer protocols (SFTP) and application firewalls

### CASE STUDY: Cybersecurity Governance

CoreCivic maintains a governance structure for reviewing and approving changes related to existing systems, software and infrastructure design. Any new items that would require a material change must be reviewed and approved by our architecture review board (ARB). Non-material changes are governed by the change advisory board (CAB). The ARB and CAB each meet on a weekly basis and take security impacts into consideration during the decision-making process. All changes, whether approved or rejected, are formally documented in the company's IT service management system. Additionally, the CoreCivic Cybersecurity Committee meets bi-weekly to provide guidance on high-level issues related to the company's cybersecurity posture.





# Responsible Operations | Supply Chain and Supplier Diversity

Supply chain management primarily impacts the residents and employees in our facilities, through consistent access to goods and supplies needed for daily living. We also have the ability to impact our business partners, particularly small businesses and those from underserved communities. Our managing director, purchasing, leads a team of purchasing and supply chain professionals to meet our government contract requirements. Federal, state and local agencies have small business goals that we track, monitor and report on at least annually. The primary goods and services procured to support operations include health and medical supplies, food services, commissary supplies, clothing, bedding, uniforms, telecommunications and facility maintenance items. We source our goods from throughout the U.S. and Canada, and about 11.5% are sourced from the state where the procuring facility operates.

We also combine support for diversity and small businesses through our Diversity Business Inclusion Program (DBIP). In keeping with this commitment to support diverse businesses, the DBIP raises the standards for how we engage with the small and diverse business community. CoreCivic partners with external agencies that collaborate with and assist diverse businesses, including the Tri-State Minority Supplier Development Council and the Women's Business Enterprise National Council. CoreCivic has also joined The Table, a Nashville partnership focused on creating opportunities to grow prosperity in communities of color.



## 2022 Diversity Spend Summary

<p><b>28%</b> spend on all small businesses</p>	<p><b>\$112.6+</b> million spend on all small businesses</p>	<p><b>\$2.7</b> million minority-owned business spend</p>	<p><b>\$3.2</b> million veteran-owned business spend</p>	<p><b>\$39.7</b> million women-owned business spend</p>
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### CASE STUDY: Supporting the Diversity Business Inclusion Program

Rural facilities and those farther away from our headquarters sometimes have challenges connecting with diverse businesses. To address this challenge, our DBI strategy now includes participation in group purchasing organizations (GPO) and local stakeholder organizations to develop DBI connections in local markets. For example, in 2022 our collaboration with a GPO resulted in a new partnership with Faison Office Products, a minority-owned business providing office supplies and solutions nationwide.





# Responsible Operations | Community Engagement and Support

CoreCivic's longstanding community engagement work is central to our mission to better the public good. Our management approach to community engagement includes utilization of our facility Community Relations Committees (CRCs), charitable contributions and volunteer efforts. Our CRCs, made up of stakeholders like facility staff, elected officials, law enforcement, community leaders and neighbors offer a forum to voice concerns and have them addressed meaningfully.

Charitable contributions range from monetary donations to supply drives, while volunteer efforts link CoreCivic employees to hands-on work in the community. In 2022, CoreCivic rolled out a Volunteer Time Off (VTO) policy for its Facility Support Center, allowing employees up to 16 hours a year of paid time off to volunteer within the local community.

## COMMUNITY IMPACT

In 2022, CoreCivic expanded its partnerships with organizations working with vulnerable groups including social justice organization Frederick Douglass Project for Justice, nonprofit Maverick City Music Initiative and second chance hiring firm Cornbread Hustle. Since the program began in 2021, Frederick Douglass Project for Justice facilitated 54 discussion sessions between 29 facility residents and 646 community participants in Colorado.



President & CEO Damon Hininger hears from residents and community members during a Douglass Project session at Bent County Correctional Center in Colorado.

### Frederick Douglass Project for Justice in Colorado

**3**  
In-person Sessions



**51**  
Virtual Sessions



**646**  
Community Participants



**29**  
Facility Participants



*\*Data represents sessions held in 2021 and 2022  
\*Numbers may reflect the impact of COVID restrictions.*



The CoreCivic Foundation is a public, 501(c)(3) nonprofit foundation targeting charitable organizations that support former offenders, victims of crime and abuse, and youth. It is governed by a set of by-laws enforced by the board of directors, with input from an internal advisory committee. The board meets annually and as needed throughout the year to review fundraising and grant application data and vote on action items. Operations are subject to an annual external, independent audit conducted in accordance with industry-recognized auditing standards. Audit results are communicated to the board of directors via the board treasurer.

### 2022 by the Numbers

- Corporate Giving: **\$1.55 million**
- Foundation Giving: **\$535,000**
- Facility Giving: **\$219,300**
- United Way: **\$600,000**



The CoreCivic Foundation's annual charity golf classic raises funds for nonprofits working with vulnerable groups.



Facility Support Center staff volunteer with Salvation Army Angel Tree program in December 2022



Staff at Lake City Correctional Facility in Florida regularly donate Christmas gifts to local children in need





## Appendix | Notable Memberships, Partnerships, Honors

### Industry and Trade Associations

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

### Partner Organizations

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

- 2nd Opp
- 4th Purpose Foundation
- Alcoholics Anonymous (AA)
- American College of Correctional Physicians
- Ashland University
- Bill Glass Behind the Walls
- Building Talent Foundation
- Canine Companions for Independence
- Celebrate Recovery
- Collie Dawg Music



CoreCivic President and CEO Damon Hininger is known as an advocate for reentry and a champion for the dignity and human rights of justice-involved individuals. Thanks to 30 years of dedicated service in corrections, the American Correctional Association presented Hininger with the E.R. Cass Correctional Achievement Award.

Accepted at the 152nd Congress of Corrections, the award is the highest honor bestowed in the correctional field, and it's given to individuals who have made outstanding contributions.

- Community Service Council's Tulsa Reentry One-Stop
- Cornbread Hustle
- Crossroads Prison Ministry
- Dismas House
- DREAMi
- Ending Recidivism Alliance
- Felon Education Project
- GED Testing Service
- Great Falls Community College
- HiSET
- Home Builders Institute
- Jenkins County K911 Rescue
- Hustle 2.0
- Joni and Friends Wheels for the World
- Interview School
- Life Empowerment Enterprises
- Maverick City Music Initiative
- Maxx Content
- Men of Valor
- Oconee Fall Line Technical College

- Operation New Hope's Ready 4Work Program
- Persevere
- PivotTech
- Prison Fellowship
- Reading Legacies
- ReBoot Recovery
- Standing with Hope
- Steered Straight
- Tennessee Prison Outreach Ministry
- Tennessee Voices for Victims
- The Education and Employment Ministry (TEEM)
- The Frederick Douglass Project for Justice
- Wiregrass Georgia Technical College

### Honors and Awards

- 50/50 Women on Boards 3+ Rating
- Military Friendly Employer - Gold Level
- Military Spouse Friendly Employer





## Appendix | GRI Content Reference Index

Statement of use	CoreCivic has reported in accordance with the GRI Standards for the period January 1, 2022 to December 31, 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">Form 10-K</a> , Page 7
	2-2 Entities included in the organization's sustainability reporting	<a href="#">Form 10-K</a> , Exhibit 21.1 - List of Subsidiaries of CoreCivic
	2-3 Reporting period, frequency and contact point	About This Report, <a href="#">Page 2</a>
	2-4 Restatements of information	N/A
	2-5 External assurance	No external assurance provided at this time
	2-6 Activities, value chain and other business relationships	Safe and Secure Operations, <a href="#">Page 7</a> Supply Chain and Supplier Diversity, <a href="#">Page 27</a> <a href="#">Form 10-K</a> , Page 52
	2-7 Employees	<a href="#">Form 10-K</a> , Page 34 Talent Attraction and Retention, <a href="#">Page 14</a>
	2-8 Workers who are not employees	Approximately 190 doctors, dentists and nurse practitioners delivering resident care are employed through a separate corporate structure for regulatory purposes. In 2022, CoreCivic contracted with approximately 255 registered nurses or licensed practical nurses to deliver on-site care. CoreCivic's food services contractor employs approximately 370 individuals that perform work inside our facilities.
	2-9 Governance structure and composition	Corporate Governance, <a href="#">Page 24</a> <a href="#">2023 Proxy Statement</a> , Page 10-23
	2-10 Nomination and selection of the highest governance body	<a href="#">2023 Proxy Statement</a> , Page 11-15
	2-11 Chair of the highest governance body	<a href="#">2023 Proxy Statement</a> , Page 10
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, <a href="#">Page 24</a> <a href="#">2023 Proxy Statement</a> , Page 10-23
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, <a href="#">Page 24</a> <a href="#">2023 Proxy Statement</a> , Page 12
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, <a href="#">Page 24</a> <a href="#">2023 Proxy Statement</a> Page 21-22
	2-15 Conflicts of interest	<a href="#">2023 Proxy Statement</a> , Page 17-20
	2-16 Communication of critical concerns	Ethics & Compliance Program, <a href="#">Page 22</a>
	2-17 Collective knowledge of the highest governance body	Corporate Governance, <a href="#">Page 24</a> <a href="#">2023 Proxy Statement</a> , Page 24-32
	2-18 Evaluation of the performance of the highest governance body	<a href="#">2023 Proxy Statement</a> , Page 43-73



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	<a href="#">2023 Proxy Statement</a> , Page 36-81
	2-20 Process to determine remuneration	<a href="#">2023 Proxy Statement</a> , Page 47-81
	2-21 Annual total compensation ratio	<a href="#">2023 Proxy Statement</a> , Page 75-79
	2-22 Statement on sustainable development strategy	Corporate Governance, <a href="#">Page 24</a>
	2-23 Policy commitments	Human Rights, <a href="#">Page 20</a> Quality Assurance, <a href="#">Page 21</a> Safe and Secure Operations, <a href="#">Page 7</a>
	2-24 Embedding policy commitments	Human Rights, <a href="#">Page 20</a> Quality Assurance, <a href="#">Page 21</a> Safe and Secure Operations, <a href="#">Page 7</a>
	2-25 Processes to remediate negative impacts	Human Rights, <a href="#">Page 20</a> Ethics and Compliance Program, <a href="#">Page 22</a> Quality Assurance, <a href="#">Page 21</a>
	2-26 Mechanisms for seeking advice and raising concerns	Ethics & Compliance Program, <a href="#">Page 22</a>
	2-27 Compliance with laws and regulations	Ethics & Compliance Program, <a href="#">Page 22</a>
	2-28 Membership associations	Notable Memberships, Partnerships, Honors, <a href="#">Page 29</a>
2-29 Approach to stakeholder engagement	Materiality and Stakeholder Engagement, <a href="#">Page 6</a>	
2-30 Collective bargaining agreements	Human Rights, <a href="#">Page 20</a>	
<b>Material topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality and Stakeholder Engagement, <a href="#">Page 6</a>
	3-2 List of material topics	Materiality and Stakeholder Engagement, <a href="#">Page 6</a>
<b>Market presence</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Compensation and Benefits, <a href="#">Page 16</a>
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Compensation and Benefits, <a href="#">Page 16</a>
<b>Procurement practices</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain and Supplier Diversity, <a href="#">Page 27</a>
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain and Supplier Diversity, <a href="#">Page 27</a>
<b>Anti-corruption</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Political Activity, <a href="#">Page 25</a> <a href="#">Political Activity and Lobbying Reports</a>
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Political Activity, <a href="#">Page 25</a> Ethics & Compliance Program, <a href="#">Page 22</a>
<b>Energy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Performance, <a href="#">Page 19</a>
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance, <a href="#">Page 19</a>
	302-3 Energy intensity	Environmental Performance, <a href="#">Page 19</a>
	302-4 Reduction of energy consumption	Environmental Performance, <a href="#">Page 19</a>



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Employment</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Compensation and Benefits, <a href="#">Page 16</a>
	401-1 New employee hires and employee turnover	<a href="#">Form 10-K</a> , Page 34 Talent Attraction and Retention, <a href="#">Page 14</a>
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation and Benefits, <a href="#">Page 16</a>
<b>Occupational health and safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Health and Safety, <a href="#">Page 23</a>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety, <a href="#">Page 23</a>
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety, <a href="#">Page 23</a>
	403-9 Work-related injuries	Employee Health and Safety, <a href="#">Page 23</a>
<b>Training and education</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Form 10-K</a> , Page 34-35 Training and Leadership Development, <a href="#">Page 15</a>
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Leadership Development, <a href="#">Page 15</a>
	404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Form 10-K</a> , Page 34
<b>Diversity and equal opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity & Inclusion, <a href="#">Page 17</a> <a href="#">Form 10-K</a> , Page 35-36
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity & Inclusion, <a href="#">Page 17</a> Corporate Governance, <a href="#">Page 24</a>
<b>Forced or compulsory labor</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, <a href="#">Page 20</a>
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Human Rights Risk Assessment Summary</a> Human Rights, <a href="#">Page 20</a>
<b>Security practices</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Safe and Secure Operations, <a href="#">Page 7</a>
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Rights, <a href="#">Page 20</a> <a href="#">2023 Proxy Statement</a> , Page 53
<b>Local communities</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Engagement and Support, <a href="#">Page 28</a>
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement and Support, <a href="#">Page 28</a>
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Engagement and Support, <a href="#">Page 28</a>
<b>Public policy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Political Activity, <a href="#">Page 25</a>
GRI 415: Public Policy 2016	415-1 Political contributions	Political Activity, <a href="#">Page 25</a> <a href="#">Political Activity and Lobbying Reports</a>



## Appendix | Reports and Resources

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

### Public Filings

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

[Proxy Statement](#)

[Annual Letter to Shareholders](#)

[Public Filings Home](#)

### Our Services

[CoreCivic Safety](#)

[CoreCivic Community](#)

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

[American Correctional Association](#)

[National Commission on Correctional Health Care](#)

[Federal Performance-Based Detention Standards](#)

[PREA Reports](#)

### Reentry Services

[Reentry Services Overview](#)

[GoFurther Reentry Curriculum](#)

[GoFurther Release](#)

[Hustle 2.0 Program](#)

### Industry Studies and Research

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

[Principles of Evidence-Based Practice](#)

[Bureau of Justice Statistics - Correctional Population Tables](#)

[Pew Center Recidivism Research](#)

### Who We Are

[Diversity, Equity & Inclusion Report](#)

[Racial Equity Audit](#)

[Military Friendly Awards](#)

[50/50 Women on Boards](#)

### Responsible Operations

[CoreCivic Ethics & Compliance](#)

[CoreCivic Code of Ethics](#)

[CoreCivic Ethics Line](#)

[Ethics & Compliance Policies](#)

[Political & Lobbying Activity](#)

[PREA Reports Hub](#)

[Corporate Governance Documents](#)

[CoreCivic Foundation](#)

### Human Rights

[Human Rights](#)

[Human Rights Policy](#)

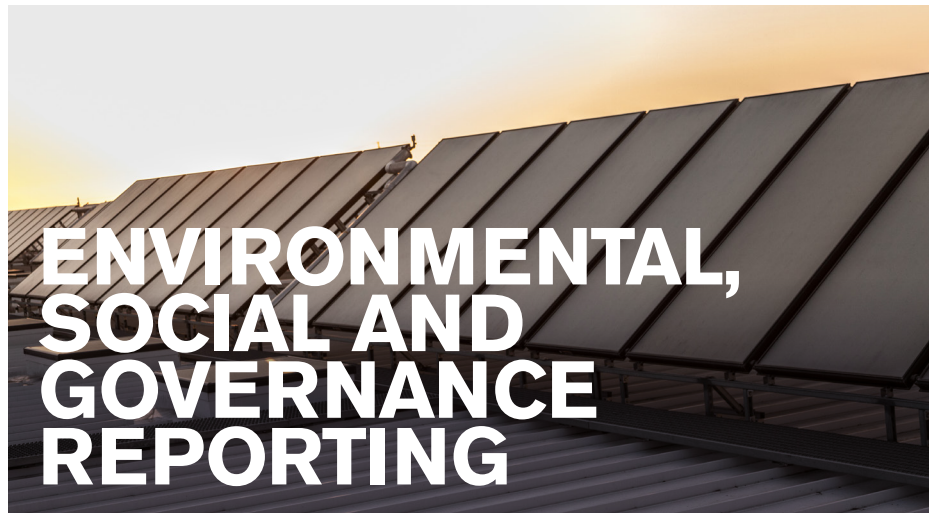
[Human Rights Risk Assessment Summary Report](#)





## Appendix | **Additional Resources**

CoreCivic is committed to timely, relevant updates covering our progress in ESG-related topics. Please visit our online resources for further information on the key topics below.





## 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.



