



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 sixth ESG report, we update our ESG impacts, stakeholder engagement and progress against goals, as well as detailing our management approach to material topics.

We recommend that this report be reviewed alongside CoreCivic's 2023 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, 2023 to December 31, 2023, 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 conducts comprehensive stakeholder materiality assessments biennially. 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 Mike Grant, managing director of investor relations at CoreCivic, at investorrelations@corecivic.com.



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Message from Our CEO

CoreCivic's 40-Year-Strong Responsibility to the Public Good

At CoreCivic, our mission to better the public good comes from a deep sense of responsibility to all who have a stake in the critical services we provide. This sense of responsibility has been at the heart of our business since our founding four decades ago. It will always be a fundamental value that defines and drives our commitment to public service.

This commitment led us to be the first in our industry to publish a report demonstrating how our values shape how we do business and deliver for stakeholders. The same commitment inspires our chaplains, teachers, nurses, counselors, correctional officers, and other colleagues to show up for our residents every day and help them break the cycle of recidivism.

Throughout 2023, as CoreCivic celebrated its 40th anniversary, I had the joy of hearing from many of our professionals what their work in public service means. I'm never surprised by our immense pride in keeping residents, employees, and communities safe, helping reduce reentry barriers for people who need a second chance, and providing flexible solutions to some of our country's biggest challenges.

This report is an extension of that sense of responsibility because it's a chance to demonstrate in a tangible way how our efforts to better the public good add up over a year. I've often said there's a rightful expectation of transparency from companies. We strengthen CoreCivic by sharing with stakeholders how we operate, set goals for ourselves, and accomplish — or, when we fall short, learn from — those goals. This report will continue to be a platform for us to share our accomplishments, goals, and aspirations moving forward. In that spirit, I'm proud to share some of our achievements for 2023.

Business Highlights

Of our 34 contracts up for renewal last year, we had a 100% success rate across both CoreCivic Safety and CoreCivic Community. Very few metrics for our business — or any business — better demonstrate our dependability as a partner, the quality of our services, and the value we provide. While we succeeded at retaining contracts, we also grew our business with new and existing partners.

Reentry Highlights

CoreCivic made substantial progress last year toward helping those in our care gain the tools and skills they need to change their lives. For example, CoreCivic deployed [ResNet \(short for Residential Network\)](#) at 20 facilities last year to connect residents to online job skills training, testing and certification. We also launched a new partnership with Reboot Recovery to offer a peer-led, 12-week, research-based PTSD/trauma and resiliency program for incarcerated veterans. We piloted the program at four facilities and are now expanding across our correctional facilities.

Environmental Highlights

Our sense of responsibility and commitment to public service extends to the environmental impact of our operations, particularly in communities where natural resources are scarce. For example, in arid Eloy, Arizona, just south of Phoenix, CoreCivic built and manages a [water treatment system](#) that supports four of our facilities. We treat up to 1 million gallons of water daily, sustainably providing clean water to thousands of people who depend on it.

Safety Highlights

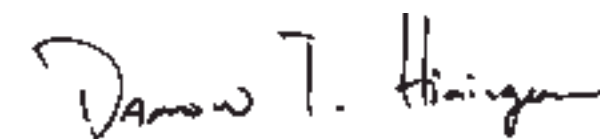
Our most critical responsibility is keeping people safe. In recent years, that's included not just the security measures that come with operating correctional facilities but also keeping our residents and employees safe from the threat of dangerous substances like synthetic opioids — a nationwide challenge that requires constant collaboration with

our government partners. We view our responsibility as not just keeping dangerous contraband out of our facilities but also helping those in our care recover from the ravages of substance use disorders. In 2023, CoreCivic developed our first in-facility medication-assisted treatment program, or MAT, at two facilities. MAT programs combine the use of medications and behavioral therapies to treat opioid use disorders.

Employee Highlights

Very few companies reach a four-decade milestone without embedded core principles of integrity and responsibility. I'm proud of all our CoreCivic employees for demonstrating dedication to those principals every day. An extraordinary example from the past year is at the top of my mind. [Willetta Grady](#), our librarian at Trousdale Turner Correctional Center in Tennessee, was honored by the American Library Association for her work to expand resources and literature at the facility — including doubling the facility's collection of books from 6,000 to 12,000 in just five years. Her sense of responsibility for our residents' education and reentry process is commendable. CoreCivic is incredibly fortunate to have a team dedicated to going above and beyond to help the people around them and lead with integrity. They feel a deep responsibility to better the public good in all they do.

I'm proud of all we accomplished as a company in 2023 and throughout our 40 years of public service. We demonstrated how a company can succeed by leading and serving with a sense of responsibility toward those who depend on our critical services. I look forward to seeing what CoreCivic will achieve with that same devotion to public service in 2024.



Damon T. Hininger
President & CEO, CoreCivic



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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 a commitment to transparency and continued professional growth and learning. We remain steadfast in our commitment to providing high-quality, compassionate treatment to all those in our care.

Primary Impacts of Supplying Justice-Related Services



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 living conditions, 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 capabilities 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 competitive wage and benefits 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.

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Materiality & 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
CoreCivic Board & Employees	<ul style="list-style-type: none"> • Climate and culture surveys • Action plans informed by organizational culture surveys • Focus groups and town halls • Digital and print media • Formal reporting mechanisms (e.g., CoreCivic ethics line)
Inmates, Residents & Detainees	<ul style="list-style-type: none"> • Daily interaction • Resident climate surveys • Formal reporting and grievance mechanisms • Facility-level human rights consultations • Resident concern line
Government Partners	<ul style="list-style-type: none"> • One-on-one dialogue • Requests for information/proposals • Oversight and monitoring • Audit and corrective action planning • On-site contract monitors
Industry & Labor Associations	<ul style="list-style-type: none"> • One-on-one dialogue • Meetings and conferences • Negotiations • American Correctional Association (ACA) panels and committees
Investors & Banks	<ul style="list-style-type: none"> • Annual meeting of stockholders • Quarterly earnings calls • Investor presentations and industry events • ESG and proxy analyses • One-on-one investor meetings
NGOs, Faith-Based Organizations & Advocacy Groups	<ul style="list-style-type: none"> • National and local partnerships • One-on-one dialogue • In-facility volunteering and non-profit service • Written communications and media • Facility tours
Community Members	<ul style="list-style-type: none"> • One-on-one dialogue • Employee volunteering and non-profit service • Community Relations Committees • Community member in-facility volunteer services • Written communications and media

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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.



Focus Areas	Operational Excellence	Organizational Culture / Value Proposition	Resident Treatment / Reentry Services	Community Relations	Improving Environmental Performance
Key Topics	<ul style="list-style-type: none"> • Contract Compliance • Data Tracking & Reporting • Ethics & Integrity • Innovative Solution Delivery • Robust Oversight • Safe & Secure Operations • Cybersecurity 	<ul style="list-style-type: none"> • Culture of Respect • Employee Safety & Security • Talent Attraction & Retention • Training & Leadership Opportunities • Compensation & Benefits • Diversity, Equity & Inclusion 	<ul style="list-style-type: none"> • Community Corrections • Health & Medical Services • Humane & Respectful Treatment • Resident Safety & Security • Reentry Services 	<ul style="list-style-type: none"> • Community Engagement • Community Safety & Security • Economic Impact on the Community • Media Understanding & Influence • Political Accountability • Trust & Transparency 	<ul style="list-style-type: none"> • Green Design • Green Operations

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Safe & Secure Operations



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 directly impacts our residents, employees and communities in which we live and work. The actual and potential impacts from our performance require a management approach founded in longtime experience, strong values and established professional standards.

Corrections professionals from frontline officers to facility directors conduct our secure operations at the facility level. Facility support center personnel provide specialty support in areas like PREA compliance, occupational health and safety, emergency preparedness and security threat group intelligence.

Our operations management team, with support from other divisions, routinely assesses safety and security risks and develops programs or initiatives to mitigate threats. It also manages and reports against annual goals established through our strategic planning process. **The goals are designed to meet our organizational objective of providing safe, secure and humane operations that treat all individuals with dignity and respect, and improve and maximize their future outlook.**

Annual goals directly address potential impacts from our safety and security operations, such as incident reduction and implementation of programs to reduce the likelihood of negative outcomes.

Oversight is provided by our [Quality Assurance \(QA\)](#) division as well as external accrediting organizations, government partners and various federal, state and local agencies.

Key Components of Safety and Security Operations



Conditions of Confinement

Modern facilities with clean air, clean water, natural light, comfortable temperatures and space for recreation, programming and visitation.



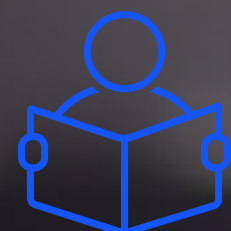
Safety & Security

Policies and procedures designed to meet or exceed our government partners' standards, covering essential safety and health requirements that are subject to routine internal and external oversight.



Access to Daily Needs

Balance safety and security needs with commitment to providing access to programs and human and legal rights activities.



Preparing for Success

Offering of reentry services designed to prepare those in our care for long-lasting success upon reentry to their communities.



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Safe & Secure Operations
Case Study

Opioid Use Disorder

Taking a proactive approach to mitigating opioid use disorder (OUD) risks to support positive health

The opioid epidemic has introduced growing challenges across society and the criminal justice sector. Justice-involved individuals are disproportionately affected by the epidemic. This introduces potential negative impacts for our residents, such as [overdose risk](#), and potential negative impacts for our staff, such as [synthetic opioid exposure](#). CoreCivic has taken a proactive posture in developing risk-informed policies, procedures and programming. Our inter-disciplinary working group has developed and implemented a variety of countermeasures targeted at reducing risks for our residents, their families and our staff. The infographic here summarizes our multi-faceted approach to limit negative impacts across the organization and the populations that we serve.

Risk Assessment

Identify high-risk residents using available data points, such as drug charges or prior history of drug use to more effectively deliver intervention protocols.

Education

Develop and deploy awareness campaigns for staff, residents and residents' families to better recognize the risks and signs of drug overdose and opioid exposure.

Policy

Review and update facility operational policies across topics related to health services, substance abuse, safety and security.

Programming

Pilot new resident programs intended to further address substance abuse by reinforcing participant sobriety, skill development and better criminal justice outcomes.

Clinical Review

Research clinical developments and best practices for treatment and response strategies, including medication-assisted treatment (MAT) program pilots and ensuring ready access to overdose response drugs.

Tracking

Identify technology solutions, such as whole body scanners, to implement at high-risk facilities and standardize tracking overdose incidents to inform residents designated as high risk.



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Community Corrections

CoreCivic Community provides services to help justice-involved individuals successfully navigate the return to their communities. Our programs are designed to offer structure for individuals to receive the support they need.

Community facility directors lead day-to-day operations and oversee progress against key performance indicators while subject matter experts provide support and oversight of facility performance. Our facilities are subject to external oversight and audits, which vary by contract, including ACA accreditation audits, partner audits and local government agency reviews.



Our case management services are paired with “wraparound” 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 facilitated by our staff through connection to local community groups.

As part of our reentry mission, we facilitate community connections by linking residents to local resources:



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.



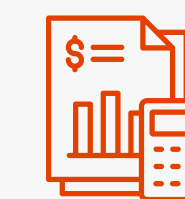
Substance Abuse Treatment

We provide substance use 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.

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Community Corrections Highlights



ke'nekt

Full Circle Moment for Colorado Counselor

Teri D. Smith, founder and CEO of Ke'nekt, turned lessons from her past into a flourishing career dedicated to helping justice-involved individuals through her lived experience at CoreCivic's Colorado residential reentry centers.

Ke'nekt is a state licensed peer program that asks the question, "Who are you a year from now?" With a mission of helping those who have little to no resources achieve their goals of sobriety, housing, employment and a

healthier lifestyle, Teri Smith's team assists with acquiring proper identification, Social Security cards, applying for jobs and linking to pro-social activities in the community.

Ke'nekt provides group and individual services to our residents weekly and the coaches work from the Eight Dimensions of Wellness, meeting them "where they are" and discovering ways to grow. To date, Teri Smith has helped over 350 individuals in CoreCivic's Colorado Community facilities.

Partnership With Dallas Organization Provides Critical Services to CoreCivic Residents Reentering their Community

The staff at CoreCivic's Dallas Transitional Center in Texas proactively reaches out to local organizations to form partnerships to link residents to much-needed resources available when they reenter their communities. The Stewpot is one local community partner helping our staff by connecting residents with a host of services including obtaining valid identification and other vital documents, management of government benefits, mail service, acquisition of basic needs items like hygiene products, clothing and haircuts. The Stewpot also leverages partnerships to bring onsite medical and dental services to our residents, providing both primary and specialty care services. Lastly, the housing and nutritional support programs offer rapid and permanent supportive housing benefits, along with meal services and food distribution in the Dallas area.

The Stewpot is considered a one-stop shop for at-risk individuals through its diverse offerings of wraparound services, creating a lasting impact and transforming the lives of Dallas Transitional Center's residents.



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Reentry Services

Since the majority of justice-involved citizens return to their communities regardless of the length of time they will be in our care, our reentry services division's mission is to help make our residents better than arrival by positively impacting their long-term outlook and equipping them with the tools needed to live a better life. 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 facilities that are rooted in the overarching goal of helping to find and build a good life.

As our reentry teams carry out the important mission of providing opportunities that lead justice-involved individuals to building a good life, we recognize we can do more. We value the credibility and unique insight individuals with lived experience bring to our programs and actively seek their partnerships. To that end, we currently work with over 20 organizations whose leadership were formerly incarcerated.

Best Practices 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 the pursuit of EBP also includes desistance and positive psychology, which includes helping a person adopt a new identity by leaving their criminal lifestyle in the past. Our team uses the PERMA Framework, which stands for Positive Emotions, Engagement, Relationships, Meaning and Achievement. This framework is a critical piece to helping individuals build a better life. 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 are designed to maximize the positive impacts that each stakeholder makes on the reentry process, including our own employees, community members and government partners.

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Reentry Highlights

Overview of the PERMA Model and Evidence-Based Practice in our Reentry Services Approach

In 2023, CoreCivic continued to evolve our reentry services strategy by incorporating industry best practices and ongoing engagement with individuals with lived experience. The thread of lived experience is woven into dozens of programs and having the perspective of those who have experienced incarceration enables us to align our approach with stakeholder interests.


In addition to the integration of evidence-based practice (EBP) in our reentry services, we have added a new principle to support recidivism reduction and enable resident flourishing called PERMA. The PERMA model, also known as the framework for a good life, is an evidence-based approach designed to enable flourishing by improving happiness and decreasing anxiety, depression and stress.

There are five building blocks to the PERMA model and specific techniques deployed to increase each of them. They contribute to


overall well-being and are pursued, defined and measured independently of each other:

- Positive Emotions - experiencing positive emotions such as happiness, contentment, pride, serenity, hope, optimism and gratitude.
- Engagement - immersing oneself deeply in activities that utilize one's strengths to experience flow.
- Relationships - being authentically connected to others.
- Meaning - belonging to and serving something with a sense of purpose and belief that is larger than the self.
- Achievement - pursuing success, mastery, competence and achievement for its own sake.

The end result is to look at well-being in a new and unique way by focusing on a combination of the building blocks, transitioning from merely surviving to thriving.



Lived Experience Highlight
CoreCivic partnered with Our Journey, a non-profit organization led by an individual who has lived experience, to produce reentry booklets for each state in which we have facilities. The booklets are developed from the viewpoint of someone recently released and includes resources available by state. In 2023, a booklet for the state of Georgia was completed and a booklet for the state of Tennessee is in process.



Deployed ResNet at approximately 20 of our correctional facilities, which involved the installation of a secure controlled network, and the addition of an average of 20 new laptops at each of these sites. With strict security measures in place designed to ensure compliance and public safety, an important component of ResNet is connecting residents to online job skills training, testing and certification. Many of our programs are now offered through ResNet, including educational, vocational and other programs vital to reentry, such as anger management, substance abuse education and financial literacy.

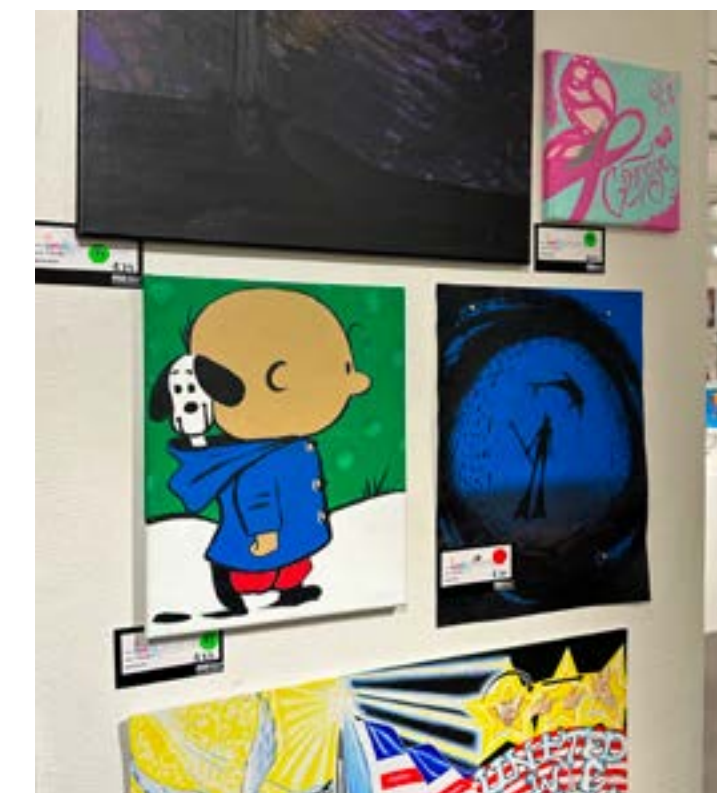


Partnered with ReCA, a non-profit organization, to offer Life Coaching training and certification for incarcerated individuals at our Saguaro facility in Arizona. Graduates of the program will serve as future peer life coaches at the Saguaro facility.



REBOOT RECOVERY
OVERCOMING TRAUMA TOGETHER

Partnered with Reboot Recovery to offer a peer-led, 12-week research-based PTSD/Trauma and Resiliency program for incarcerated veterans. We piloted the program at four facilities and are now expanding the program to all facilities.



Participated in INKcarcerated, an Arizona statewide expressive art contest, for the first time. INKcarcerated is an initiative by Arizona State University students studying rehabilitation.



Participated in the Canine Companions service dog program at our Crowley County Correctional Facility in Colorado. Residents help train puppies with basic commands to serve people with disabilities or emotional support needs.

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Health Services



Access to quality health services is a critical component of our mission and a major part of the positive impact we make for those in our care. CoreCivic provides medical and mental health services at most of our Safety facilities.

The 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.



Health Assessments

Medical professionals conduct a thorough health assessment within the first two weeks of arrival, screening for mental health conditions, chronic and infectious diseases, urgent medical needs and existing prescriptions.



Dental Services

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



Sick Call

Provide patient access to clinical staff in response to an individual's request for health services. Nurses conduct sick call daily and typically respond to medical requests within 24 hours.



Optical Services

Provide on-site vision care via an optometrist.



Primary Care

Deliver treatment for common illnesses with a focus on prevention and wellness, coordinate with other specialists and manage patient comprehensive care.



Mental Health Services

Evaluate residents within two weeks of arrival, provide counseling and administer medication for diagnosed psychiatric conditions.



Chronic Care

Monitor patient chronic conditions to assess status and, as indicated, adjust care management plans based on evidence-based clinical protocols.



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.



Emergency Services

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



Critical Patient Watch Lists

Maintain list of medically and critically ill patients to ensure higher-level monitoring, as well as enhance clinical management and earlier intervention.



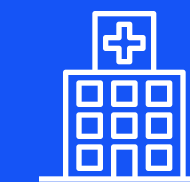
Acute Care Services

Provide for inpatient admissions to acute care hospitals.



Medication Administration

Licensed medical professionals prescribe medications as clinically indicated, and licensed nurses administer patient medications.



Ambulatory Services

Provide offsite visits to ambulatory services and specialty physicians as clinically indicated.

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Health Services: Q&A with our Chief Medical Officer

Kristen Dauss, MD MBA CCHP, joined CoreCivic in 2023, leading the company's strategic management approach to medical and mental health services for our resident population.

Why did you decide to become a physician?

I decided to become a physician in early childhood. My grandfather was a farmer and suffered unnecessary complications from diabetes, as he didn't trust his health care providers. He didn't feel heard or understood by his physicians, so I made a promise to him that I would become a doctor and take care of patients like him. As time went on, I learned and saw the impact of being underserved by the healthcare community, ultimately realizing the profound impact I could have on people's lives through healthcare. I was drawn to the combination of science, problem-solving and the opportunity to make a difference in individuals' well-being by quality health care delivery.

You bring a unique mix of clinical experience to the Chief Medical Officer (CMO) role. How does that impact your vision for CoreCivic's health services?

I am a triple board-trained physician, which means I completed residency in three areas - general pediatrics, general psychiatry and child and adolescent psychiatry. Consequently, when interacting with patients and developing a health care delivery system, I inherently consider the multiple components that influence patient care. For example, several complex factors, such as social context, family history, education/work, and health care access all play roles in holistic health care delivery. I assume the CMO position with a distinct viewpoint owing to this training, comprehending the intricate interplay between

mental and physical health in correctional and detention facilities.

Why did you choose correctional healthcare as a career?

I chose correctional healthcare as a career because I am passionate about providing quality healthcare to underserved populations. I believe that everyone deserves access to healthcare, regardless of their circumstances, and working in correctional healthcare allows me to fulfill that belief by serving a population with significant healthcare needs.

What is your vision for health services at CoreCivic?

My vision for CoreCivic health services is to provide comprehensive, compassionate and evidence-based care that meets the unique healthcare needs of individuals in correctional settings. I envision a healthcare system that focuses on prevention, early intervention and holistic wellness to improve health outcomes and promote successful reentry into the community.

What lessons learned from free world medicine do you bring to your role at CoreCivic?

My experience in free world medicine has taught me the importance of patient-centered care, interdisciplinary collaboration and continuous quality improvement. I bring these principles to my role at CoreCivic to design healthcare services that are patient-focused, efficient and high-quality.

How then is quality of care monitored at CoreCivic?

We monitor and manage the quality of our care delivery through a variety of methods, including regular audits, performance metrics, patient satisfaction tools and collaboration with



external healthcare accrediting bodies. Our goal is to ensure that each patient receives personalized, evidence-based care that meets their healthcare needs and the unique standards applied to correctional medicine.

A significant portion of justice-involved citizens struggle with mental health issues, addictions and other similar conditions. How do we help people to overcome these challenges?

To help individuals overcome mental health challenges and addictions, we employ a multidisciplinary approach that includes counseling, medication-assisted treatment, peer support programs and access to community-based resources and services. Our goal is to provide comprehensive care that addresses the underlying causes of these issues and supports long-term recovery and rehabilitation.

Most patients in CoreCivic's care will rejoin their communities. What role does health services play in their readiness to return?

Health services play a crucial role in preparing justice-involved individuals for successful reentry into their communities by addressing their physical and mental healthcare needs, promoting wellness and self-management skills, and connecting them with community resources and support systems.

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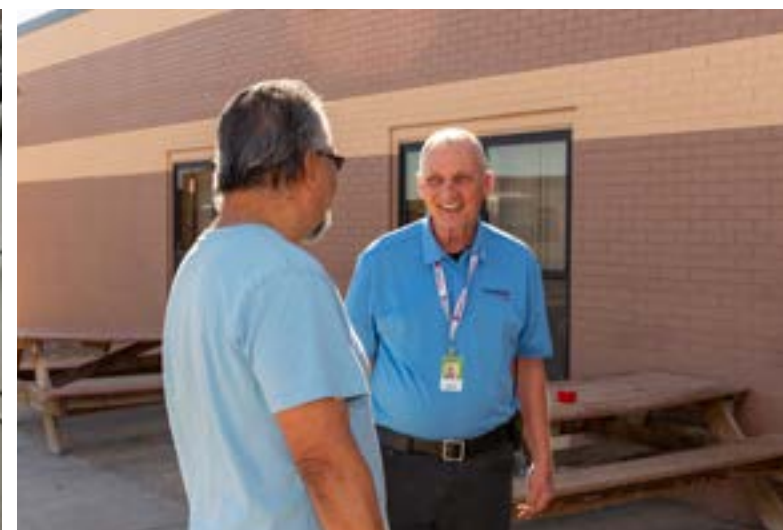
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Innovative Solution Delivery

CoreCivic has 40 years of operational experience, and our partners rely on us to help solve current, specific challenges as well as develop long-term solutions. Our management engages with our stakeholders, including individuals with lived experience, to better understand and anticipate how we can best serve them.

We have formalized our innovation approach with a cross-functional innovation committee, who reports to the company's chief innovation officer. This committee monitors our industry and explores ideas for innovation, such as normalization projects, education programs, reentry initiatives and technological advances. 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.



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Innovative Solution Delivery
Case Study

CoreCivic Reimagines Normalization with Launch of Project Vista

When you hear the word innovation, you may think of technological advances like the internet, the smart phone or GPS. For organizations like CoreCivic, innovations can be technical, but more often they consist of working solutions to the challenges facing our unique industry. Since the company was founded 40 years ago, it hasn't stopped innovating. The same spirit of flexibility, problem-solving and out-of-the-box thinking that prompted our founding runs deep through the company's culture today. The innovative spirit that spurred our founding remains and drives a desire to best serve the interests of all our stakeholders.

Project Vista

In 2023, CoreCivic launched Project Vista, a cross-company initiative to research "normalization" international best practices, trial new concepts at select facilities, and implement portfolio-wide changes accordingly. Normalization aims to help

ease justice-involved individuals back into life outside of a correctional environment. To date, the project has worked closely with prison operators, architectural leaders, nonprofits and those with lived experience to identify normalization priorities.

Phase one of this effort included collaboration with industry experts to develop an evidence-based color playbook, a resource used to determine standard color palette selections for interiors. The playbook serves as a primary design driver, accessible and to be adopted by all facilities. The Innovation Team partnered with the international design firm Guymer Bailey Architects, leveraging their extensive resume of developing meaningful design schemes in next generation correctional facilities. The goal of this design approach is to have a significant impact on a resident's demeanor, attitude and respect for their environment.



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Innovative Solution Delivery Case Study



Before



After

Re-Imagining Our Facilities

The Innovation Team is determined to develop a spectrum of evidence-based visions for our wardens, facility directors and government partners to consider, ranging from relatively small-scale renovations to end-to-end reconstruction. The team commissioned work to three different architectural firms

representing three continents (U.S., Europe and Australia) who have all applied varying degrees of normalization to their work.

This conceptual design phase throughout 2023 led to various on-the-ground projects across both our Safety and Community segments.

“While we are indeed making a significant company investment in the name of normalization, we cannot overstate that it does not always need to cost us great dollars to make great sense. The classroom transformation at Bent Correctional Facility and the CoreCivic Color Playbook are great examples of how we are continuing to afford facility leaders an opportunity to normalize without having to re-write their operational plans or re-calculate their budgets.”

Lana Sandas,
Senior Director, Strategic Development/Project Vista



Members of Senior Leadership Team Travel to Norway and Germany to Study Best Practices

Since 2018, CoreCivic has been part of a diverse, collaborative cohort of policy, academic, educational, judicial, lived experience and corrections experts creating a vision for what criminal justice and corrections reform could look like with a special focus on human dignity for staff and

residents. The cohort’s first series of site visits began in May 2023 in Europe, touring several correctional facilities in Norway and Germany. From the tours came a significant number of key observations and takeaways including physical plant concepts, commitment to staff selection and investment in training,

investments in staff attraction and retention, normality and human dignity principles in the role of the correctional officer, use of dynamic security and much more. Implementation planning is underway with the Project Vista team to initiate adaptable concepts observed in Europe.

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Diversity, Equity & Inclusion

We are proud of our diverse workforce. 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, respect and belonging.

Our chief human resources officer and our vice president of human resources lead our strategic approach to DE&I. A multi-disciplinary DE&I Advisory Council, with support from executive sponsors, advises on our strategy

development and contributes to the activities supporting our DE&I commitments. Our DE&I Advisory Council consists of an engaged group of employees that represent our workforce's diversity by gender, race, ethnicity, tenure and geography.



Connection (Recruiting & Retention)

Incorporating inclusion, belonging, and diversity into recruiting and retaining employees.

Community (External & Internal Partnerships)

Building external and internal partnerships through local and national community organizations.

Business Resource Groups

All BRGs have the same four pillars that focus on areas to drive business results and take the following into consideration:

Capability (Career Development)

Informing, supporting and empowering employees to engage, explore and leverage current and new career experiences.

Continuous Improvement (Innovation)

Supporting and expanding enterprise programs and resources through creative solutions to positively impact the employee experience.

Employee Demographics

11,194

Total Employees in 2023

53%

Female Workers

61%

People of color / underrepresented minorities (URM)

8%

Veterans

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Business Resource Group Highlights

CoreCivic proudly launched three Business Resource Groups (BRGs) - Military, Multicultural and Women's - at the facility support center (FSC) and four pilot facilities in 2022. BRGs are groups of employees who come together with common interests, perspectives and experiences. Members of facility-level BRGs lead activities that enhance the culture at their facilities and provide support to their local communities.

Considerable progress was noted over the past year, including on-boarding of the BRG leadership teams, setting goals for each BRG and understanding the needs of the BRG members. With these structural accomplishments complete and a solid foundation in place, CoreCivic rolled out BRG membership company-wide in late 2023.



Women's BRG

In March 2023, the Women's BRG held the first CoreCivic International Women's Day Celebration. Employees across the organization were invited to join in-person and virtually to hear from a panel of inspiring female leaders who shared their personal career paths on their journey to where they are now. Tallahatchie County Correctional Facility and Central Arizona Florence Correctional Complex were two of the facilities that held local events and joined the FSC virtual event.

Multicultural BRG

As part of Hispanic American Heritage Month, the Multicultural and Women's BRGs co-sponsored a live conversation with board of director member Donna M. Alvarado. The interview highlighted Donna's impactful life-long wisdom about being a leader, a female, and how her Hispanic culture influenced both roles throughout her career.



Military BRG

The Military BRG hosted its second annual Veteran's Day Lunch with messages from the guest speakers U.S. Army General Scott Brower and Evan Owens, CEO of Reboot. Key moments of the event included an opening ceremony with Red Rock Correctional Facility's bugler, remembrance of fallen soldiers, recognition of veteran hero stories and the handing out of military veteran pins.

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Talent Attraction & Retention



Our frontline staff play a crucial role in our mission to provide quality, compassionate care to residents while ensuring a safe and secure environment for all. Recent years have introduced unprecedented [labor market challenges](#) for many industries, including the [corrections and detention sector](#), where public agencies and private service providers have encountered [unique staffing challenges](#). Delivering positive outcomes to our stakeholders relies on our ability to attract, develop and retain a diverse and talented workforce. Conversely, negative impacts could occur if we do not maintain adequate staffing levels, which is why we incorporate frontline staffing vacancy reduction goals in our annual

strategic planning and tie staffing targets to [executive compensation](#). Further, we continue to routinely engage with our government partners to assess mutual needs and work through challenges.

Our managing director, talent acquisition, oversees day-to-day talent attraction activities leading a team of recruiters who play an integral part in our talent acquisition strategy. The talent acquisition team is focused on delivering the talent needed for organizational success through effectively managing the recruiting advertising budget and leveraging a flexible team structure that enables recruiters to quickly pivot to support

facilities with the greatest need. In April 2023, CoreCivic introduced a process wherein recruitment advertising spend decisions were centralized, which reduced the advertising cost per application by 70% while concurrently increasing our total volume of applicants by 17%.

As we look forward to 2024, CoreCivic will continue to focus recruiting resources to support high-volume hiring needs, while concurrently implementing new processes to improve outcomes for more challenging roles across the organization, including physicians, mental health staff, and programs staff.

2023 Talent Attraction Summary

\$9.2M

Invested in talent attraction efforts to reach prospective candidates

+61%

Year-over-year increase in applications received and processed

106,900+

Job applications received and processed

215+

Recruiting events attended in 2023



13 Years

Recognized by G.I. Jobs as a Military Friendly Employer for the 13th consecutive year

Additional G.I. Jobs awards received in 2023:

- Military Spouse Friendly
- Military Friendly Brand
- Military Friendly Supplier Diversity Program

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Talent Attraction & Retention
Case Study

Frontline Vacancy Reductions as a Result of Process Improvements



Correctional/Detention Officer and Security Monitor Vacancy Reduction



2023 Target Achieved

Full-Time Nurse Vacancy Reduction



2023 Target Achieved

In 2023, CoreCivic [met its goal](#) of reducing frontline vacancy rates across the enterprise as measured against its benchmark rate. We focused on attracting talent across two areas of need - frontline security staff (correctional officers, detention officers and security

monitors) and nursing staff (registered nurses and licensed practical/vocational nurses). Our talent attraction team implemented more efficient internal processes and streamlined external engagement strategies. For example, nursing staff

recruitment was centralized to improve our time from application received to job offer extended. Process improvements across both areas of need led to an increase in employment applications while significantly reducing our recruitment advertising spend.



Denison Culture Survey Shows Positive Results

In 2023, CoreCivic conducted its second Denison organizational culture survey. This abbreviated survey served as follow up to the comprehensive assessment conducted in 2020 and provided a pulse check across 12 Denison cultural dimensions plus diversity, equity and inclusion (DE&I). We increased our response rate by 18% and saw improved scores in eight of the 12 dimensions for a 13% overall improvement against the benchmark.

We noted the greatest cultural improvements in Denison's Organizational Learning category, with a 28-point improvement, while the main opportunities for improvement are related to teamwork and coordination. For DE&I, our top area of improvement was around support for learning about diversity with a 19-point improvement. In 2024, all enterprise leaders will create an action plan to strengthen the top opportunity for their facility or department.



Increased scores against benchmark

↑ 13%

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Compensation & Benefits



CoreCivic Benefits

Medical

Dental and vision

Matching 401(k)

Paid leave

Life and AD&D insurance

Health advocacy services

Financial wellness services

Employee assistance program

Tuition assistance scholarship fund

Total Rewards, which represents a significant portion of our Employee Value Proposition (EVP) at CoreCivic, is aligned with our belief that people are our greatest investment. At the core, our goal is to attract and retain a competent and confident workforce to best serve our government partners and positively affect the lives of those in our care. We make investments designed to positively impact employee wellbeing, while ensuring that our

employees have opportunities to grow with us through challenging and important work. To fairly reward these efforts, we provide competitive pay, health and financial wellness programs, training, professional development and promotional opportunities. The plans and programs we offer are responsive to the diverse needs of our employees and meet federal, state and contractual requirements. Our compensation policies and procedures

are designed to be fair and transparent. We evaluate external and internal factors throughout the year, using salary surveys, geographic location, employee tenure, experience and performance. Through consistent pay and policy evaluation, CoreCivic corrects for unintended pay differences and, where appropriate, adjusts for market competitiveness.

Our benefits support employees where they are in their career - whether their first day on the job or 40 years into a lifelong career. These include medical, dental and vision insurance coverage at various levels of affordability, a matching 401(k), paid leave, life and AD&D insurance, health advocacy services, financial wellness services, an employee assistance program and our tuition assistance scholarship fund.

Over the past year, CoreCivic has increased our investment in our people: increasing pay to address rising costs of living, expanding pay transparency in our job postings, and enhancing our retirement plan to help employees prepare for the future. **Throughout 2023, we provided wage increases to all our facility and corporate staff not already covered by the wage determination process in our federal contracts.**

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Compensation & Benefits
Case Study

CoreCivic Bolsters Employee Access to Mental Health Support Services

Our staff are exposed to unique stressors in their working environment. While mental health challenges across the general workforce in the United States have highlighted the need for improvements and access to treatment, the unique stressors in the correctional environment require customized solutions. CoreCivic's staff and their families have access to mental health professionals through our various medical plans and our Employee Assistance Program (EAP). CoreCivic's EAP provides access to free in-the-moment support and mental health counselors for all staff regardless of their participation in our health plans.

[Recent research](#) indicates that a significant percentage of healthcare workers and correctional professionals report symptoms associated with depression, anxiety, burnout, post-traumatic stress and sleep disturbance. In support of addressing the unique challenges around mental health in a correctional environment, CoreCivic engages with several partners to provide resources. In 2024, we have increased the number of complimentary counseling sessions for all employees with EAP counselors.



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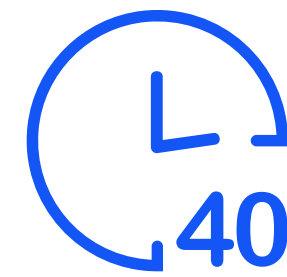
Training & Leadership Development

We understand the importance of investing in our people, and that's why we take a fulsome approach to training and development opportunities. Our leadership development programs help prepare employees to grow their career while developing a leadership bench to help ensure quality, experienced talent for the future.

For new and existing employees, we provide training that meets or exceeds ACA and government partner standards. In some cases, our state partners require 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 or licensures.



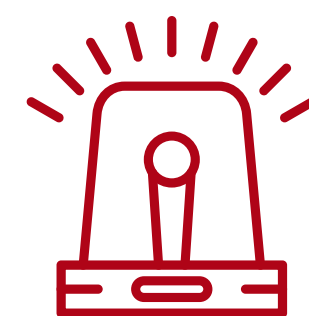
Pre-Service and On-the-Job Training for New Employees = **200 hours**



Annual In-Service for Current Employees = minimum of **40 hours per employee**



Clerical and Support Staff Orientation, On-the-Job and Annual In-Service Training = **40 hours for each category**



Specialized Response Team Training = **minimum of 32-70 hours**



Training Topics

Safe Operations		Respectful & Humane Operations	
Facility safety	Communication and de-escalation	Prison Rape Elimination Act (PREA)	
CPR / first-aid	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	

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Training & Leadership Development Case Study



Operations Academy Framework Born from MasterKey Leadership Program

MasterKey Leadership (MKL) focuses on developing individual leadership strengths of its participants and serves as a mechanism to strategically develop talent for employee succession. At higher levels of the curricula, MKL contains an action learning component where participant teams apply skills to address real-world challenges.

In 2023, a MKL project team utilized its collective experience and the methodologies taught in the MKL program to refresh our approach to reinforcing operational best practices at the senior correctional officer and sergeant level.

The Operations Academy framework received positive feedback as a part of the

project report to senior leaders, and will be developed and scaled across the enterprise. The CoreCivic University team, along with our operational leaders, are developing a plan to deliver 19 sessions throughout 2024. Facilitators for these sessions will be a mix of existing CoreCivic University instructors, alongside facility wardens and their leadership staff.

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CoreCivic University

CoreCivic University (CCU) is a custom leadership and operational development program offering a specialized curriculum that is updated regularly through partnerships with industry experts, learning institutions and career learning and development professionals. CCU delivers tailored development curricula based on skills critical to success at the respective participant's employment level.

In 2023, we graduated our inaugural CLEAR cohort. CoreCivic Leadership Experiences and Rotation Program (CLEAR) is a rotational leadership program aimed to provide participants with in-depth experiences, on-going mentorships and targeted training across a wide-range of business areas within the company to develop a pipeline of future facility-level leaders.

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Human Rights



We recognize the inherent dignity of every person and the benefits of promoting a culture of individual respect. As stated in our [human rights policy](#), respecting the rights of residents and employees is fundamental to our mission and a core component of the ethical framework that governs our business and operations.

Our unique mission introduces human rights risk on a scale and reach that few other companies encounter, with impacts occurring at the individual and systemic level for both the short- and long-term. We acknowledge human rights allegations and public controversies concerning our facility operations. We encourage readers to

review our [website](#) for statements and 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.



Residents

Maintain detailed policies and procedures that promote and protect human rights

Train all security personnel on risks before interacting with residents and on an annual basis thereafter

Provide grievance mechanisms for residents, friends and family members to report issues

Audit and monitor performance against key industry-specific obligations

Engage with external stakeholders on human rights issues

Employees

Maintain detailed policies on all employee rights

Train all employees annually on harassment and discrimination policies

Train all continuing employees annually on human rights impacts associated with our business and operations

Maintain grievance mechanisms for reporting concerns and prohibit retaliation

Apply investigative and disciplinary resources to enforce rights

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Human Rights
Case Study

Resident Concern Line Serves as Resource for Family and Friends of Those in our Care

The Resident Concern Line (RCL) is a 24x7 reporting option managed by CoreCivic's ethics and compliance team. While direct contact with the facility is encouraged, the RCL serves as a supplemental mechanism for family members, friends or other concerned persons to ask questions and raise concerns regarding their loved one while they are entrusted to our care.

We recognize that residents' family and friends can be impacted by our operations. A primary goal of the RCL is to improve communication and alleviate concerns individuals may have

regarding the safety and security of their loved one, and to ensure residents' basic human rights are being met.

Commonly asked questions include scheduling visitation, access to mail, dietary or religious requests, and inquiries regarding receipt of medicine or medical care. Each inquiry is read by a member of the ethics and compliance team and is triaged to help ensure appropriate review. Results of the review are shared with the person who reported the concern to the extent possible.



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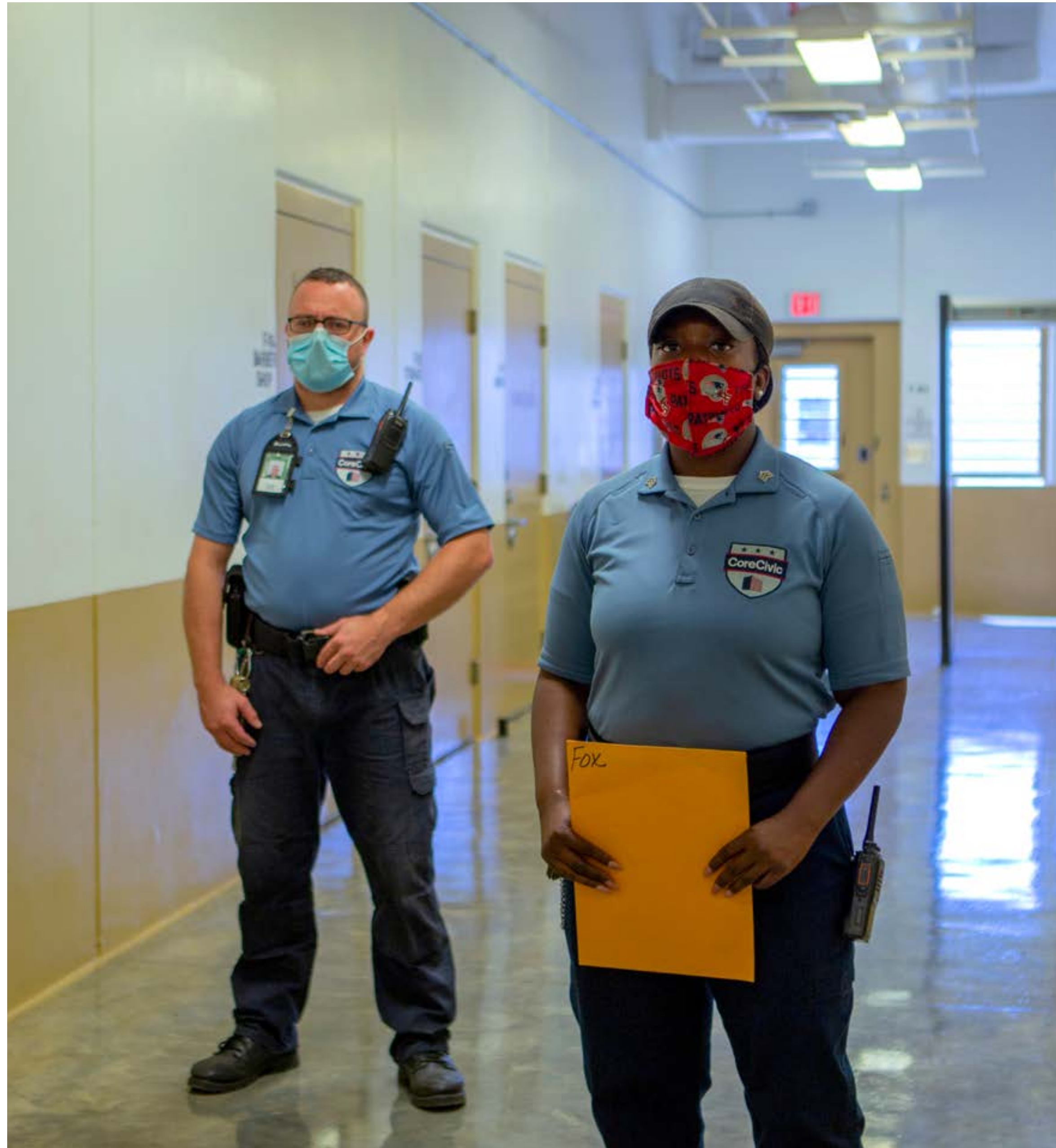
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Employee Health & Safety

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. Our team safety program and associated company policies outline our management approach to occupational health and safety. The corporate safety department supports our facility-level safety managers and facility safety authorities with a vision to be the best fully integrated health, safety and environmental team.

The team safety program includes several components tailored to the security needs of a facility. A designated safety manager at each CoreCivic Safety facility receives supplemental safety training and leads a team safety committee to share information and evaluate effectiveness of program elements. The facility safety manager also investigates work-related incidents and records relevant data in a centralized team safety system. This includes identifying root causes of an incident and recording corrective action.

Work-Related Injuries and Illness			
	2021	2022	2023
Work-related fatalities	0	1	0
High-consequence work-related injuries / rate	23/0.20	19/0.17	59/0.53
Work-related injuries / rate	400/3.52	335/3.27	378/3.71
Number of hours worked	27,716,612	21,221,703	22,440,181

* Rates calculated on a 200,000 hour rate basis

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Employee Health & Safety
Case Study

Respiratory Protection Program Upgrades Fit Testing

CoreCivic understands how vital respiratory protection is when working in corrections. The hazards of exposure to gases and other harmful substances used or potentially present in correctional operations and built environments can put our employees in harm's way. The right equipment can keep frontline staff safe on the job, and that's why we are partnering with suppliers OHD and AVON on respirator fit testing.

It's our goal to ensure staff are trained and fit tested as required by CoreCivic policy and OSHA regulations. Partnering with OHD and AVON allows us to ensure a safe and compliant workplace.

"At OHD, we are passionate about protecting the health of the world's workforce, and working with great partners like CoreCivic

advances that mission," said Luke Allen, President of OHD, LLLP. "CoreCivic's commitment to respiratory protection programs and their individualized focus on their team members is world class. We look forward to seeing continued improvements in health and safety through our relationship for many years to come."

The QuantiFit2 is a highly specialized instrument that utilizes OHD's scientifically proven and patented controlled negative pressure technology to directly measure respirator leakage. This innovative technology performs the fastest, easiest, and most precise respirator test available, ensuring the best protection and respirator fit for our officers.



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Quality Assurance

Independent assurance and oversight of our correctional and detention services is critical to building and maintaining trust that our services meet outside agency and accrediting organization standards and guidelines. Our facility operations are subject to rigorous internal and external oversight and accountability. CoreCivic is subject to routine oversight and performance requirements based on a combination of rigorous contract, accreditation and government-established performance standards. In fact, many of CoreCivic's government partners maintain full-time, on-site monitors to promote transparency and communication.

CoreCivic's quality assurance (QA) division is designed to mitigate actual and potential negative impacts in our Safety facilities by conducting an independent review of our operations. QA regularly reports contract compliance and service quality metrics to senior management and the board of directors to include 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.

2023 Highlights

33

ACA Accredited Safety Facilities

35

Number of Quality Assurance Audits

99.6%

Average ACA Audit Score

1,350

Typical Number of Audit Indicators Reviewed per Annual Audit and Corporate Review

220

Number of Government Partner Audits

75

Staff Dedicated to Quality Assurance

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Quality Assurance Highlight ACA Audits

In 2023, the ACA reaccredited all 12 CoreCivic facilities standing for re-accreditation. The ACA audit process includes a rigorous, 72-hour onsite audit of a facility and its operations, including hundreds of written standards and various live observations of activities ranging from safety and security, health services, employee training and reentry programs.

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.



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Supply Chain and Supplier Diversity



As part of our DBI community engagement in the Greater Nashville area, we have contributed to the TMSDC Education Foundation's Annual Scholarship program and the WBEC Power Luncheon. We have also sponsored entrepreneurs through the Nashville Business Development Incubation Center small business development program. CoreCivic is also a corporate member of The Table, a Nashville partnership focused on creating opportunities to grow prosperity in communities of color.

"A portion of Bob Barker Company profits are tithed to the Bob Barker Company Foundation. Through our partnership with CoreCivic, we have been able to further our mission to reduce recidivism. Since 2009, we have awarded over \$9 million in grants to over 450 nonprofits who have helped 3.5 million people reenter society after incarceration."

Nancy Barker Johns, Chief Operating Officer, Bob Barker Company



Supply chain management primarily impacts the residents and employees in our facilities through consistent access to goods and supplies needed for daily living. Having a robust supplier risk assessment process helps protect the organization and those in our care from supply chain disruptions, reduces the risk and impact of cybersecurity incidents and third-party data breaches, and ensures that the vendors we do business with share our values. We also have the ability to impact our business partners, particularly small businesses and those from underserved communities. We

combine support for diversity and small businesses through our Diversity Business Inclusion (DBI) program. In keeping with this commitment to support diverse businesses, the DBI program 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 (TMSDC) and the Women's Business Enterprise National Council (WBEC).



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Supply Chain and Supplier Diversity Highlight:

Supporting Diverse Businesses That Make an Impact on Local Communities

2023 Annual Diversity Spend Summary

28% spend on all small businesses

\$111M+

Total Spend On All Small Businesses

\$2.15M

Minority-Owned Business Spend

\$2.9M

Veteran-Owned Business Spend

\$35.7M

Women-Owned Business Spend



Leigh Walls, CoreCivic's Managing Director of Purchasing and Supply Management, attends the Nashville Area Chamber of Commerce Small & Diverse Business Forum Supplier Diversity Fair.

CoreCivic is proud to partner with supply chain vendors, many of which are diverse businesses, that align with our values and our reentry mission focus. These businesses choose to not only support the CoreCivic Foundation through the annual Chairman's Charity Golf Classic, raising funds for nonprofits working with vulnerable groups, but they actively support our local communities and local reentry organizations.

Below are a few examples of these vendors and the tremendous reentry-focused support they provide:

- Federal Supply USA, based out of Illinois, contributes annually to the CoreCivic Foundation and contributes to reentry non-profit organization Dismas House on behalf of the company's purchasing department in lieu of holiday gifts.
- Evan Trommer of Victory Supply, located in Tennessee, serves as a board member

for Dismas House Nashville, and Victory Supply provides an annual contribution to the CoreCivic Foundation.

- Since 2017, North Carolina-based Bob Barker Company has donated to the CoreCivic Foundation and to Tennessee grantees through the Bob Barker Company Foundation (including Men of Valor, Project Return, Tennessee Prison Outreach, and Tennessee Higher Education Initiative.)

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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 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 to reflect the current threat environment, regulatory compliance requirements and industry guidance. All employees are required to complete annual training. We also engage third parties in connection with assessing, identifying and managing our cybersecurity risks. In addition, we regularly engage consultants, advisors, services providers and others to help develop and manage our cybersecurity risk management program.

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** – Access management and database, file transfer 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 and application firewalls

Cybersecurity Risk Governance and Threat Mitigation

Our cybersecurity risk management program is integrated into our enterprise risk management (ERM) program, which is overseen by the risk committee of the board of directors. The ERM program, our board of directors and the board risk committee receive regular updates from our chief information officer (CIO). Our CIO also oversees the company's technology cybersecurity committee, which is comprised of technology department staff, and meets bi-weekly to review cybersecurity risks and incidents meeting certain criteria. We seek to mitigate cybersecurity risks and potential negative impacts through the following types of activity:



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Ethics & Compliance Program

CoreCivic’s ethics and compliance department follows best-practice design principles with the intent to develop and deliver an effective program. Our program utilizes the guidelines outlined in the Federal Acquisition Regulation and the U.S. Department of Justice “Evaluation of Corporate Compliance Programs,” among other resources. 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.



Policies & Code of Ethics

The CoreCivic code of ethics provides the framework for turning integrity into action and exhibiting our values in what we do. Our code and policies address special commitments and rules applicable to our industry and status as a public company. For example, 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 clearance processes



Empowering each other to do business with integrity and treat people the right way.

2023 Ethics Line and Investigation Volume

1,418

Contacts to the ethics helpline

326

Investigations conducted by the company's investigations counsel

65%

Investigation substantiation rate compared to 43% benchmark

1,446

Contacts to the resident concern line

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Ethics & Compliance Highlight

Liaisons Serve as Ethics Ambassadors Across The Enterprise

Ethics Liaison

The Ethics Liaison program was initiated in 2015 to better connect our ethics and compliance mission to staff at each CoreCivic Safety facility. Today, the program has expanded to include our Community facilities, as well as our subsidiary companies. Currently, there are 35 liaisons company-wide.

Liaisons are nominated or volunteer for the position and are selected jointly by leadership and ethics and compliance. Liaisons serve in this role as a voluntary, collateral duty, making their dedication to this program even more commendable.

By serving as representatives of ethics and compliance in our facility locations, ethics liaisons help connect employees to our ethics and compliance program by bringing it to them in a personal, meaningful way. Liaisons assist in strengthening CoreCivic's ethical culture across the organization by regularly communicating ethics-related messages, facilitating employee engagement in the concern reporting process, and serving as a resource to employees who may have workplace concerns.



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Community Engagement and Support

CoreCivic's longstanding community engagement work is central to our mission to better the public good. Charitable contributions range from monetary donations to supply drives, while volunteer efforts link CoreCivic employees using company-provided volunteer time off (VTO) to perform hands-on work in the community.

Our management approach to community engagement includes utilization of our facility Community Relations Committees (CRCs), charitable contributions and volunteer efforts. Our CRCs, comprised of stakeholders including facility staff, elected officials, law enforcement officers, community leaders and neighbors offer a forum to voice concerns and have them addressed meaningfully while also providing updates on operational activities and developments.



2023 CoreCivic Foundation by the Numbers:

Corporate Giving
\$1.89M

Foundation Giving
\$598,510

Facility Giving
\$232,791

United Way
\$624,908

CoreCivic Foundation

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 Foundation board of directors via the board treasurer.



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Community Engagement and Support Highlights

United Way Stuff the Bus

CoreCivic employees packed 100 backpacks full of supplies for area school children during the United Way of Middle Tennessee's annual Stuff the Bus campaign.



Law Enforcement Torch Run

Lake City Correctional Facility employees participated in the 2023 Law Enforcement Torch Run, benefitting Special Olympics Florida. Each year, over 5,000 members of law enforcement carry the torch on a 1,500-mile relay through 67 counties in Florida to the opening ceremony of the annual State Summer Games.



9/11 Day of Service

CoreCivic team members in Nashville packed more than 460 meals as part of the 9/11 Day of Service. Together, the Nashville community packed more than 250,000 meals for donation to food distribution centers.



Toys for Tots

CoreCivic's Adams Correctional Facility in Mississippi collected holiday gifts for their local Toys for Tots donation drive in service to our community.



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Political Activity



We are committed to providing accurate, responsive information to the public, and we are always open to constructive discussions about the challenges facing the criminal justice system.

Political Activity Management Approach

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
- Transparency through 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 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 activities are

provided by our board's nominating and governance committee

- Deliver targeted trainings and communications on our policies and associated risks

CoreCivic prioritizes targeted support of state and federal legislation aimed at reducing recidivism and removing barriers to reentry for returning citizens.

Considerations as a Government Services Provider

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 public, and we are always open to constructive discussions about the challenges facing the criminal justice system. To that end,

we have and will continue to engage subject matter experts, practitioners and individuals with lived experiences to better inform our processes and services with the goal of continuous improvement in outcomes and conditions for the individuals entrusted to our care. Our commitment to the ESG process demonstrates our dedication to transparency and our constant drive to improve processes and outcomes at every level.

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Political Activity
Case Study

CoreCivic Advocates for Pell Grant Restoration Policy, Introduces College Program in Montana

CoreCivic remains steadfast in our reentry commitment to help residents in our care transition their lives by offering a variety of reentry programming. What may not be known as it relates to our reentry mission is the company's targeted support of state and federal legislation aimed at reducing recidivism and removing barriers to reentry. One such example of successful policy advocacy is our support of the Free Application for Federal Student Aid (FAFSA) Simplification Act restoring Pell Grant eligibility to incarcerated individuals.

Since legislation was passed, Crossroads Correctional Facility in Montana partnered with Great Falls College-Montana State University to offer residents a unique chance to learn

about office administration programs, acquire skills, and obtain proof of their education. The Applied Science in Office Support program, which takes place in the facility's on-site computer lab, allows residents to explore foundational topics like accounting, payroll basics, customer service, technical math and technical writing. They also learn how to navigate programs like Microsoft Office, preparing them for a position in a business or office setting following release.

In total, this applied science program itself costs around \$5,000. However, secured funding through an approved Pell Grant makes it possible for residents to cover the cost of this meaningful higher education program.



**GREAT FALLS
COLLEGE**
**MONTANA STATE
UNIVERSITY**

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Corporate Governance

CoreCivic's majority-independent board of directors governs the company, and its 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. CoreCivic holds a "3+" rating from 50/50 Women on Boards indicating that three directors are women.



Governance Highlights

- Majority director independence (80%)
- Separation of chair and CEO roles
- Annual director elections
- 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 and evaluates performance against ESG-related goals. 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.



Board of Directors Key Facts¹

- 80% Independent
- 97% Average Board and Standing Committee Attendance
- 100% CEO or Senior Leadership Experience
- 70% Human Rights Knowledge, Skills and Experience
- 40% Gender or Racially Diverse
- Board Tenure
 - 1-4 years = 0
 - 5-9 years = 4
 - 10+ years = 6

¹This page reflects board composition during the reporting period. It includes Donna Avarado, who served on the board of directors for the full duration of the reporting period, but is not standing for reelection in 2024. It does not include Catherine Hernandez-Blades or Alexander R. Fischer who were appointed as independent members of the board of directors in 2024.

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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 operations at CoreCivic encompass all utility-related operations including 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.



Supplemental Environmental Metrics	2021	2022	2023
Building Size - Square Feet (SF)			
Portfolio (SF)	14,724,216	14,603,884	13,972,739
Secure (SF)	12,011,870	11,601,904	10,942,046
Non-secure Residential (SF)	992,905	959,835	959,835
Vacant Portfolio (SF)	1,719,441	2,042,145	2,070,858
Energy - Energy Usage Intensity (EUI)			
Portfolio EUI	100	94	94
Secure EUI	108	102	103
Non-secure Residential EUI	93	99	96
Vacant Portfolio EUI	48	50	42
Water - Gallons per Square Foot (GPSF)			
Average Daily Usage Per Resident	117.15	108.94	107.10
Overall GPSF	138	130	130
Secure GPSF	160	155	157
Non-secure Residential GPSF	101	98	100
Vacant Portfolio GPSF	2	5	4

Environmental Activities

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



Policy requirements to examine recycling, energy/water conservation, pollution reduction and renewable energy alternatives



Monthly utility reduction goals at corporate and facility-specific levels



Utility management software database for information gathering, storage and reporting



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



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

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Environmental Performance

CoreCivic discloses energy consumption, water consumption, waste and greenhouse gas reductions defined by the Global Reporting Initiative (GRI) standards. The tables in this section summarize these across our entire portfolio of property locations and types. We break out data by the three facility types listed below to better reflect our progress by the different facility uses. For any locations that changed ownership during 2023, data is included for the duration that CoreCivic owned the property.

SECURE

Currently occupied prisons/jails/detention centers where CoreCivic has financial responsibility for utility payments.

NON-SECURE RESIDENTIAL

Currently occupied residential reentry centers where CoreCivic has financial responsibility for utility payments.

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 basis. CoreCivic is currently working with a third-party consultancy to develop an environmental strategy, including goals, more closely aligned to recognized standards. We look forward to disclosing more details around this strategy and the goals to support it in future disclosures.

Environmental Sustainability Goals	For the Year Ending December 31	
	Goal	Actual
Energy		
Secure EUI	101	103
Non-secure Residential EUI	92	96
Emissions		
GHG Reductions (metric tons CO ₂ equivalent)	10,300	8,680
Water		
Secure GPSF	151	157
Non-secure Residential GPSF	95	100
Waste		
% Diverted	3.4	3.9

Environmental Performance Metrics	2021	2022	2023
Energy			
Electricity (kWh)	212,042,204	202,258,896	192,676,965
Secure kWh	183,600,374	170,354,678	163,189,995
Non-secure Residential kWh	18,694,482	19,963,013	18,962,603
Vacant Portfolio kWh	9,747,348	11,941,205	10,524,367
Natural Gas (thm)	6,958,492	6,357,828	6,091,032
Secure thm	6,228,687	5,514,976	5,332,417
Non-secure Residential thm	278,024	261,903	264,571
Vacant Portfolio thm	451,781	580,949	494,044
Propane (gal)	575,065	552,648	498,985
Secure gal	524,136	495,996	461,543
Non-secure Residential gal	10,032	11,479	10,512
Vacant Portfolio gal	40,897	45,173	26,930
Emissions			
GHG Reductions (metric tons CO ₂ equivalent)	20,950	10,310	8,680
Water			
Water (gal)	2,026,769,908	1,901,950,964	1,811,681,288
Secure gal	1,922,581,302	1,798,701,035	1,707,548,705
Non-secure Residential gal	100,289,582	93,742,931	95,603,486
Vacant Portfolio gal	3,899,024	9,506,998	8,529,097
Waste			
Tons of Refuse	23,560	20,101	15,744
Tons of Trash (Landfill)	22,880 (97.1%)	19,469 (96.9%)	15,165 (96.1%)
Tons Diverted (Recycled)	680 (2.9%)	632 (3.1%)	609 (3.9%)
Tons Mixed Recycling	384 (1.6%)	400 (2.0%)	392 (2.5%)
Tons Old Corrugated Cardboard	205 (0.9%)	148 (0.7%)	139 (0.9%)
Tons Organics	91 (0.4%)	84 (0.4%)	78 (0.5%)

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Environmental
Case Study

Fresh Water System in Arizona Supports Sustainability

In the arid region of Eloy, Arizona, where water scarcity is well documented, sit four CoreCivic facilities: Eloy Detention Center, La Palma Correctional Center, Red Rock Correctional Center and Saguaro Correctional Center. These facilities are located within a square mile of one another, but what's unique is that they are supported by an efficient water treatment system built and managed by CoreCivic.

The system supports the facilities via four underground wells, one for each facility, and two water treatment plants. Wastewater is captured and treated before being returned to the earth, where it is naturally filtered as it returns to the aquifer. Well water is then purified and used for daily activities, such as drinking water and showers, and facility safety features, such as fire suppression systems.

Jack Cook, water and wastewater supervisor, leads the five-person team that brings clean, quality water to each facility. Under his watchful eye, the system treats between 750,000 to 1 million gallons of water every day.

"What we are doing provides us a great sense of achievement," Cook said. "At the end of the day, you have a sense of accomplishment because you know that you have maintained the highest standards and provided clean water to thousands of people who depend on you."

[VIDEO: Fresh Water System in Arizona Supports Sustainability](#)



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Appendix Notable Memberships, Partnerships, Honors



Highlight NAAWS Warden of the Year

Doug Fender, Warden at the Northeast Ohio Correctional Center, received the North American Association of Wardens and Superintendents (NAAWS) 2023 "Warden of the Year" award. The award recognizes a warden who has gone the extra mile to solve problems in their organization, involve themselves in community and local organizations, and mentor in the development of others. This recognition by NAAWS is just one example of the company's rich 40-year history of our correctional leaders being recognized by peer groups.

Associations

- Advancing Women in Nashville (AWIN)
- Aesculapian Medical Society
- American Correctional Association (ACA)
- American Probation and Parole Association (APPA)
- Association of Women Execs in Corrections (AWEC)
- Coalition on Adult Basic Education
- Convergence (Reentry Ready)
- Correctional Leaders Association (CLA)
- Ethics & Compliance Initiative
- International Criminal Justice Association (ICJA)
- National Association of Blacks in Criminal Justice
- National Black Chamber
- National Center for Construction Education & Research
- National Health Commission on Correctional Health Care
- National Minority Supplier Development Council - Tristate Affiliate
- Nashville Compensation Roundtable
- North American Association of Wardens & Superintendents (NAAWS)
- Society for Human Resources (SHRM) - National and TN Chapters
- The Conference Board (TCB)
- U.S., Nashville Area, and Other State & Local Chambers of Commerce
- Women's Business Enterprise National Council - Southern Regional Affiliate

Partnerships

- 4th Purpose Foundation
- Alcoholics Anonymous (AA)
- Ashland University
- Auburn University's Canine Performance Sciences Program
- B.R.A.V.E. Effect
- Brewton Parker College
- Canine Companions for Independence
- Celebrate Recovery
- Center for Employment Opportunities (CEO-Tulsa)
- Collie Dawg Music
- Crossroads Prison Ministry
- Dismas House
- DREAMi
- Elijah's Heart
- Ending Recidivism Alliance
- Essential Education
- FuelED
- GED Testing Service
- Grossmont Community College
- HiSET
- Home Builders Institute
- Jenkins County K911 Rescue
- Joni and Friends Wheels for the World
- Men of Valor
- National Incarceration Association
- Oconee Fall Line Technical College
- Operation Hope Prison Ministry
- Operation New Hope's Ready 4Work Program
- Persevere
- Philippi Prison Ministry
- Prison Fellowship

- Reading Legacies
- Standing with Hope
- Tennessee Prison Outreach Ministry
- Tennessee Voices for Victims
- The Education and Employment Ministry
- The Frederick Douglass Project for Justice
- The Table
- WeBuild
- Wiregrass Georgia Technical College

Awards

- 50/50 Women on Boards
- Military Friendly Employer - Gold Level
- Military Friendly Spouse Employer
- Military Friendly Supplier
- Ohio Warden of the Year (Douglas Fender)
- NAAWS Warden of the Year (Douglas Fender)
- Tennessean Top Workplaces 2023

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Appendix GRI Content Reference Index

CoreCivic has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Form 10-K , Page 7
	2-2 Entities included in the organization's sustainability reporting	Form 10-K , Exhibit 21.1 - List of Subsidiaries of CoreCivic
	2-3 Reporting period, frequency and contact point	About This Report, Page 2
	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	CoreCivic at a Glance, Page 5 Supply Chain & Supplier Diversity, Page 34 Form 10-K , Page 48
	2-7 Employees	Form 10-K , Page 33-36 Talent Attraction and Retention, Page 21
	2-8 Workers who are not employees	CoreCivic utilizes non-employees for some on-site services, primarily in the delivery of health services and food services. Approximately 191 licensed doctors, dentists and nurse practitioners are employed separately through a professional employer organization (PEO) for regulatory purposes. Approximately 131 licensed practical nurses, 142 registered nurses, 14 certified medical assistants, 2 treatment counselors, 34 mental health coordinators and one psychologist provided contract services in 2023. Our food service contractor employs approximately 361 individuals that work full-time in our facilities.
	2-9 Governance structure and composition	Corporate Governance, Page 43 2024 Proxy Statement , Page 11-21
	2-10 Nomination and selection of the highest governance body	2024 Proxy Statement , Page 22-35
	2-11 Chair of the highest governance body	2024 Proxy Statement , Page 11-12
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, Page 43 2024 Proxy Statement , Page 11-21 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.
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, Page 43 2024 Proxy Statement , Page 13
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, Page 43 2024 Proxy Statement , Page 22
	2-15 Conflicts of interest	2024 Proxy Statement , Page 17-20
	2-16 Communication of critical concerns	Ethics & Compliance Program, Page 37
	2-17 Collective knowledge of the highest governance body	Corporate Governance, Page 43 2024 Proxy Statement , Page 22-35
	2-18 Evaluation of the performance of the highest governance body	2024 Proxy Statement , Page 42-73
	2-19 Remuneration policies	2024 Proxy Statement , Page 35-81
	2-20 Process to determine remuneration	2024 Proxy Statement , Page 46-81
	2-21 Annual total compensation ratio	2024 Proxy Statement , Page 76-79

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GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
General Disclosures		
GRI 2: General Disclosures 2021		
	2-22 Statement on sustainable development strategy	Corporate Governance, Page 43 Primary Impacts of Providing Justice-Related Services, Page 3 Human Rights, Page 28 Environmental Performance, Page 45
	2-23 Policy commitments	Human Rights, Page 28 Quality Assurance, Page 32 Safe & Secure Operations, Page 8
	2-24 Embedding policy commitments	Human Rights, Page 28 Quality Assurance, Page 32 Safe & Secure Operations, Page 8
	2-25 Processes to remediate negative impacts	Human Rights, Page 28 Ethics & Compliance Program, Page 37 Quality Assurance, Page 32
	2-26 Mechanisms for seeking advice and raising concerns	Ethics & Compliance Program, Page 37
	2-27 Compliance with laws and regulations	Ethics & Compliance Program, Page 37 The CoreCivic Ethics & Compliance department 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.
	2-28 Membership associations	Notable Memberships, Partnerships, Honors, Page 47
	2-29 Approach to stakeholder engagement	Materiality & Stakeholder Engagement, Page 6
	2-30 Collective bargaining agreements	Form 10-K , Page 36
Material Topics		
GRI 3: Material Topics 2021		
	3-1 Process to determine material topics	Materiality & Stakeholder Engagement, Page 6
	3-2 List of material topics	Materiality & Stakeholder Engagement, Page 6
Market presence		
GRI 3: Material Topics 2021		
	3-3 Management of material topics	Compensation & Benefits, Page 23 2024 Proxy Statement , Page 68 Through consistent pay and policy evaluation, CoreCivic corrects for unintended pay differences and where appropriate, adjusts for market competitiveness. Most of our roles are paid hourly based on fixed hourly rates. This highly structured framework helps to prevent excess managerial discretion in setting pay. Similarly, for CoreCivic's non-hourly employees, we use well-established pay bands for all roles, and pay is evaluated from the job offer and throughout the employment life cycle. During the application process, we avoid the use of compensation history when establishing starting pay for new hires.

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GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Compensation & Benefits, Page 23 2024 Proxy Statement , Page 76 Our median correctional/detention officer starting wage increased to \$21.88/hour and our median total compensation (other than our CEO) was \$60,493. We are a majority female (52%) company, and our average and median pay gap differences are under 5%. Variable incentive programs for executives and leaders align with our strategic goals, which regularly include the employee experience, human rights, and other ESG-related goals. We also consistently engage in collaborative discussions for those in our workforce represented by labor unions.
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain & Supplier Diversity, Page 34
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain & Supplier Diversity, Page 34 The primary goods and services procured to support our 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 approximately 11% are sourced from the state where the procuring facility operates.
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Political Activity, Page 41 Political Activity and Lobbying Reports
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Political Activity, Page 41 Ethics & Compliance Program, Page 37
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Performance, Page 45 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.
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-3 Energy intensity 302-4 Reduction of energy consumption	Environmental Performance, Page 45 Environmental Performance, Page 45 Environmental Performance, Page 45
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Compensation & Benefits, Page 23
GRI 401: Employment 2016	401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Form 10-K , Page 35 Talent Attraction & Retention, Page 21 Compensation & Benefits, Page 23
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Health & Safety, Page 30
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-9 Work-related injuries	Employee Health & Safety, Page 30 Employee Health & Safety, Page 30 Employee Health & Safety, Page 30
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Form 10-K , Page 34 Training & Leadership Development, Page 25
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee 404-3 Percentage of employees receiving regular performance and career development reviews	Training & Leadership Development, Page 25 Form 10-K , Page 34

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Diversity and equal opportunity

GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity & Inclusion, Page 19 Form 10-K , Page 34-35 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.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity & Inclusion, Page 19 Corporate Governance, Page 43

Forced or compulsory labor

GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, Page 28
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Risk Assessment Summary Human Rights, Page 28

Security practices

GRI 3: Material Topics 2021	3-3 Management of material topics	Safe & Secure Operations, Page 8 Quality Assurance, Page 32 Human Rights, 28 CoreCivic maintains a policy library that covers applicable operating procedures based on a partner's operational requirements, including grievance mechanisms and resolution of grievances for residents. 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 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.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Rights, Page 28 2024 Proxy Statement , Page 58

Local communities

GRI 3: Material Topics 2021	3-3 Management of material topics	Community Engagement & Support, Page 39 CoreCivic's corporate charitable foundation 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.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement & Support, Page 39
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Engagement & Support, Page 39

Public policy

GRI 3: Material Topics 2021	3-3 Management of material topics	Political Activity, Page 41
GRI 415: Public Policy 2016	415-1 Political contributions	Political Activity, Page 41 Political Activity and Lobbying Reports

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Appendix Reports & References

*This page provides a consolidated list of the reports and information referenced throughout this ESG report.

Public Filings

Annual Report (Form 10-K)	https://ir.corecivic.com/static-files/94995c0f-831c-40e6-858c-298a6a570bc6
Proxy Statement	https://ir.corecivic.com/static-files/b2467675-2ee5-4521-88be-d26fc33c3a99
Annual Letter to Shareholders	https://ir.corecivic.com/static-files/b2467675-2ee5-4521-88be-d26fc33c3a99
Public Filings Home	https://ir.corecivic.com/financial-information/annual-reports

Our Services

CoreCivic Safety	https://www.corecivic.com/safety
CoreCivic Community	https://www.corecivic.com/community
What We Do, What We Don't Do	https://www.corecivic.com/what-we-do-what-we-dont-do
Our Role in Immigration Detention	https://www.corecivic.com/private-detention
American Correctional Association	https://aca.org/
National Commission on Correctional Health Care	https://www.ncchc.org/
Federal Performance-Based Detention Standards	https://www.ice.gov/detain/detention-management/2008
PREA Reports	https://www.corecivic.com/the-prison-rape-elimination-act-of-2003-prea

Reentry Services

Reentry Services Overview	https://www.corecivic.com/reentry
GoFurther Reentry Curriculum	https://www.corecivic.com/reentry/gofurther
GoFurther Release	https://www.corecivic.com/news/go-further-release-program-offers-life-and-reentry-coaching
2023 Reentry Recap	https://www.corecivic.com/news/2023-reentry-recap-program-success-at-corecivic
PERMA Model	https://positivepsychology.com/perma-model/

Who We Are

Diversity, Equity & Inclusion Report	https://www.corecivic.com/hubfs/_files/2021%20CoreCivic%20DEI%20Annual%20Report.pdf
Racial Equity Audit	https://www.corecivic.com/hubfs/_files/CoreCivic%20Racial%20Equity%20Audit%20Report.pdf
Military Friendly Awards	https://www.militaryfriendly.com/is-corecivic-military-friendly/
50/50 Women on Boards	https://5050wob.com/

Industry Studies and Research

National Institute of Corrections Research on Evidence-Based Practice	https://nicic.gov/resources/resources-topics-and-roles/topics/evidence-based-practices-ebp
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Responsible Operations

CoreCivic Ethics & Compliance	https://www.corecivic.com/about/corporate-ethics
CoreCivic Code of Ethics	https://www.corecivic.com/hubfs/_files/Code%20of%20Conduct%20(CoreCivic).pdf
CoreCivic Ethics Line	https://app.convercent.com/en-us/LandingPage/a7d07854-f34d-ea11-a972-000d3ab9f062?_ =1595950801154%0D%0D
Ethics and Compliance Policies	https://www.corecivic.com/about/corporate-ethics
Political & Lobbying Activity	https://ir.corecivic.com/corporate-governance/political-lobbying-activity
PREA Reports Hub	https://www.corecivic.com/the-prison-rape-elimination-act-of-2003-prea
Corporate Governance Documents	https://ir.corecivic.com/corporate-governance/governance-highlights
CoreCivic Foundation	https://www.corecivic.com/corecivicfoundation

Human Rights

Human Rights Home Page	https://www.corecivic.com/about/human-rights
Human Rights Policy	https://www.corecivic.com/hubfs/_files/CoreCivic%20Human%20Rights%20policy%20statement.pdf
Human Rights Risk Assessment Summary Report	https://www.corecivic.com/hubfs/_files/2019%20ESG%20Report-Human%20Rights%20Section.pdf

Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix

Forward-Looking Statement / Disclaimer

This report contains 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

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