2020 ESG REPORT

Responsive   ▪   Responsible   ▪   Resilient

CoreCivic

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About This Report

CoreCivic is committed to consistent public disclosure on our impact to Environmental, Social, and Governance (ESG) topics. As the first company in our sector to publish an ESG report in 2019, we are continuing to refine and build upon our reporting capabilities. In this, CoreCivic's third ESG report, we focus on the topics of greatest material impact to our stakeholders by sharing progress against relevant goals, details on our management approaches and special considerations for how we prepared for and responded to the challenges presented by the COVID-19 pandemic.

We recommend that this report be reviewed alongside CoreCivic's 2020 annual report (Form 10k), most recent proxy statement, and our current shareholder letter, all available at our public filing reports hub. Unless otherwise noted, this report covers the fiscal year January 1, 2020 to December 31, 2020 and includes information about CoreCivic, Inc. with select references to activities conducted by our wholly-owned subsidiaries.

This report has been prepared in accordance with GRI Standards: Core option. To ensure disclosures are relevant, CoreCivic conducted a comprehensive stakeholder materiality assessment in 2020. Disclosures based on GRI Standards are listed in the GRI Content Reference Index at the end of this report. This material references GRI Standards effective on or after July 1, 2018.

Our management approach to ESG reporting includes participation and review across many levels of the organization. Authority for reporting is delegated to our vice president and chief ethics and compliance officer by our 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, and ESG matters are reported to the risk committee of the CoreCivic Board of Directors. Questions about this report can be directed to Cameron Hopewell, managing director of investor relations at CoreCivic, at investorrelations@corecivic.com
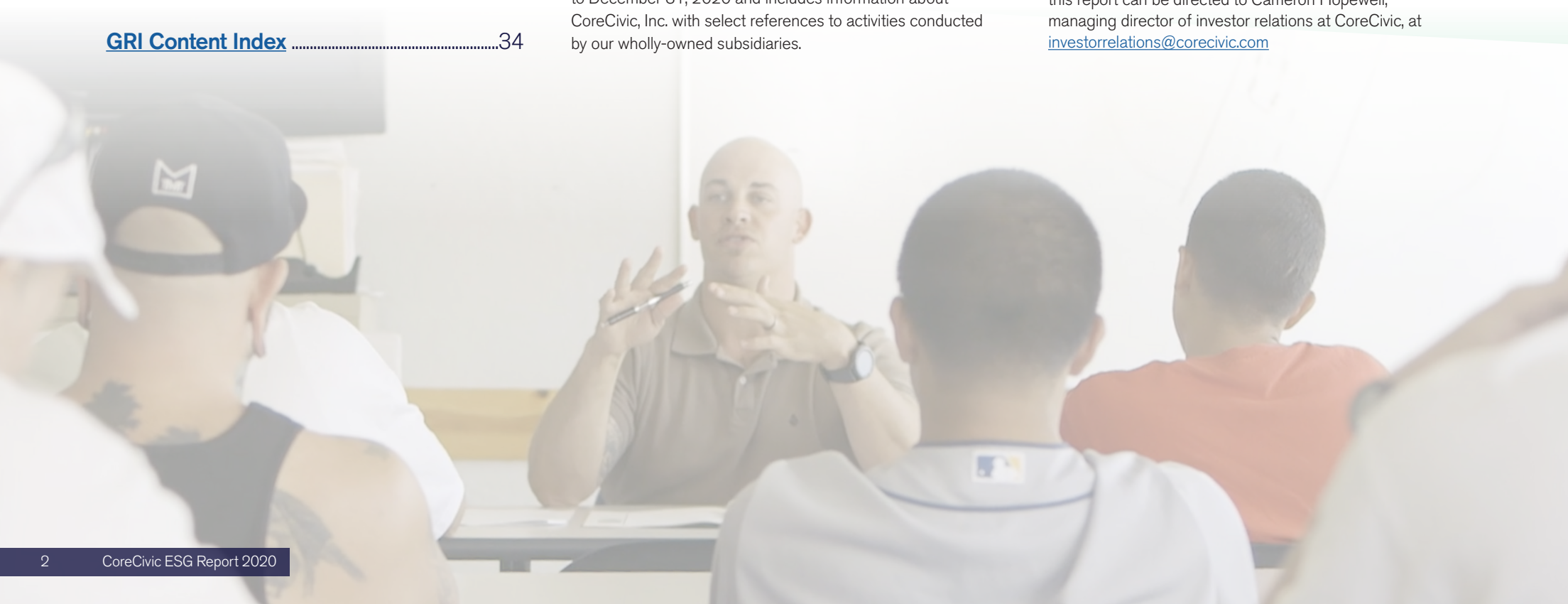
Given all that we have witnessed in the last year, it would be difficult to add new words to the millions now out there that capture the destruction of COVID-19. Instead, we can find far more benefit and inspiration by recognizing and learning from those who served society over the past year at varying degrees of personal risk. Many did so in uniform. Many are still hard at it. They are correctional officers, nurses, teachers, police officers, utility crews and grocers, just to name a few. They rescued us. They followed the safety guidelines, but remained in the risk zone. Having the courage to suit up and get on with essential work was their defining virtue.

The work of CoreCivic's team to mitigate the threat of COVID-19 was nothing short of heroic — and perfectly exemplifies our constant focus on adhering to best practices. Preparedness is an essential theme and subject in CoreCivic's 2020 annual ESG Report, our third. This year, we highlight the company's important, and increasingly consequential, efforts to operate with proper care for the environment, social responsibility and strong governance. The purpose is transparency for all stakeholders and accountability for CoreCivic.

Like any enterprise worth its salt, we evolve. We believe in constantly striving to be a better company and to find ways to make the most difference in the work we do — training and educating those involved in the justice system and equipping them with productive skills to reenter society successfully. From day one, we begin helping justice involved individuals transition back to society by providing opportunities to gain workplace and social skills, and job training. In normal times, our programming helps about 1,500 individuals in our care earn GED degrees each year, on average.

To protect the safety of our residents and comply with health directives related to COVID-19, we had to make some tough decisions to temporarily suspend some in-person reentry services in 2020. This unfortunately limited our ability to deliver programming at the level we normally would. But this does not signal a reduced commitment to reentry. Instead, our team of reentry programming professionals — prepared, energetic, always looking to improve — put these virtues to work. They identified new, socially distanced and responsible ways to introduce alternative forms of programming.

For example, we worked with stakeholders to introduce new tablet-based technology solutions, offered unique access to community engagement and identified new methods to measure and report success as well as areas where we could improve. And despite these challenges and the suspension of our usual reentry goals, our staff still met our goal in delivering substance use disorder treatment to inmates at an 81 percent completion rate.

Operationally, we are and will always be poised for effective rapid response to emergency scenarios of all types. In 2020, that included the deadliest pandemic the world has seen in a century. Thanks to CoreCivic's long-standing infectious disease management plans, we took quick and decisive action to mitigate transmission of COVID-19 and protect those in our care and our employees. Our Emergency Operations Center stayed staffed, ready and active 24/7. Existing procedures guided us from day one, and our command structures staffed by the right people with the right experience worked to help us adapt to rapid changes as quickly as we could. Supply chain analysts also ensured access to enough PPE to keep those in our care and our staff as safe as possible, and a vaccine committee took responsibility for procurement and distribution at individual sites. In short, we put the right people in the right places to get the job done.

While any loss of human life carries incalculable costs, I am grateful for the collective efforts of our facility leaders and staff who worked tirelessly to save lives over the past year. Their efforts were well-documented, with the U.S. Department of Justice's Office of Inspector General (OIG) finding that contractor-operated U.S. Marshals Service facilities, like those run by CoreCivic, were safer, more accountable and more responsive in mitigating risk from COVID-19 than publicly operated facilities.

In addition to responding to COVID-19, CoreCivic accelerated important work in the areas of diversity, equity and inclusion (DEI). We established a DEI council along with a board-level DEI committee to help guide our work. We deployed a companywide culture survey to gauge how we're doing and conducted conscious inclusion training for leaders. While our work on this front is far from over, I'm proud that we have some key mechanisms in place to help ensure that diversity, equity and inclusion remain a priority and an authentic part of who we are as a company far into the future.

Looking ahead, we know that while only 8 percent of correctional facilities nationwide are privately operated, our contribution is significant. Time and time again in crisis, we have helped government provide better, safer care to inmates and detainees. We've carried out this mission under different presidential administrations and political parties for nearly 40 years, and our mission will continue because there is still important work to do.

On the public policy front, we're supporting initiatives to make it easier for former inmates to obtain jobs and education. We're especially proud of our support in 2020 for restoring access to Pell grants for incarcerated people. We applaud Congress for lifting the ban on incarcerated people receiving these grants to pursue higher education last year. We also have made support for recidivism-reducing policies a factor for our company to support political candidates.

As we issue this year's report, the nation seems to be approaching the beginnings of a post-pandemic normal with cautious optimism. At CoreCivic we, too, are pushing through to keep our service to government and our programming service to inmates at the highest level, while maintaining our all-important focus on safety. We are doing it, on a daily basis, through a powerful combination of core human virtues — optimism, ingenuity, bravery, energy and an ability to get prepared, be prepared and stay prepared.

Damon T. Hininger
President & CEO, CoreCivic

Our Company | **CoreCivic at a Glance**

Our Purpose:
To help government better the public good

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

CoreCivic Safety

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

CoreCivic Community

Preparing people for success by delivering innovative and proven services to help justice-involved citizens integrate into their communities.

CoreCivic Properties

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

CoreCivic plays a small but critical role in the criminal justice system. As a diversified government solutions provider, we aim to meet the needs of our government partners in a responsible manner that creates value for all of our stakeholders. For nearly four decades we have worked closely with administrations at the federal, state and local levels to solve some of the most challenging issues they've faced. While perspectives differ on various aspects of the criminal justice system, we remain steadfast in our commitment to valuing human dignity and providing quality services.

We believe it is important that our readers have an understanding of our activities and services in comparison to the decisions, authority and scope of the governments we serve.

Government / Public Agencies' Role		CoreCivic's Role
Basis for and duration of incarceration		Abide by our longstanding policy that prohibits lobbying for the basis of or duration of incarceration, while supporting legislation that helps break down barriers to reentry
Decisions regarding detention and correctional facility assignments for justice-involved citizens		Provide flexible solutions ensuring access to safe, modern and quality environments
Eligibility for diversionary programs and non-residential services		Deliver rehabilitation programs and individual plans to prepare justice-involved citizens for success
Robust oversight and performance monitoring of private service providers		Comply with all laws, regulations and partner operational standards through consistent, transparent information sharing
Develop contract requirements that support the agency's priorities and public policy goals		Compete for contracting opportunities and future business by demonstrating operational excellence and generating value for all stakeholders

Our Company | **ESG Highlights**

The COVID-19 pandemic affected nearly every facet of our operations. As the early phases of the pandemic developed, we shifted our strategic priorities to protect resident and employee safety. As a result, most of our ESG-related goals and initiatives for the year had to shift as well. However, our commitment did not. Throughout this report we will highlight how, even amidst the pandemic, our employees displayed resilient dedication to ESG topics throughout the year.

Reentry Services

Initiated deployment of resident tablet program for access to new programming and communication tools, and also introduced other novel, socially-distanced options such as journaling prompts and mindfulness exercises.

Human Rights

Collaborated with various stakeholders to provide free or reduced cost calls for residents and launched Visitation 2.0 to keep our residents in contact with the outside world.

Health Services

Waived medical copays for residents during the pandemic where possible by collaborating with our government partners and health services stakeholders.

Human Resources

Provided additional employee paid time off to ensure employees could quarantine due to their conditions, symptoms or close contacts associated with the virus.

Community Engagement

Donated over 60,000 masks during the height of the nationwide mask shortage through volunteer efforts by our residents and employees.

Supply Chain and Supplier Diversity

Monitored conditions to ensure ongoing access to mission critical equipment and supplies while partnering with diverse businesses along the way.

ESG Approach | **Process and Stakeholder Engagement**

Understanding the key topics, needs and relative priorities of our stakeholders guides the development of our ESG reports and informs our related business strategies. We routinely engage with our stakeholders in a number formal and informal settings to meet their needs. In 2020, we refreshed our ESG materiality assessment by interviewing over 40 stakeholders across internal and external groups. The content of this report originates from the topics identified via our engagement channels, including our most recent materiality assessment.

Stakeholder Group	Engagement Channels	Focus Areas of Significant Interest
CoreCivic Board & Employees	• Engagement and culture surveys • One-on-one dialogue • Focus groups and town halls • Digital and print media • Formal reporting mechanisms (e.g., CoreCivic ethics line)	• Operational Excellence • Organizational Culture and Employee Value Proposition • Resident Treatment and Reentry Services • Community Relations • Improving Environmental Performance
Inmates, Residents & Detainees	• Daily interaction • Resident climate surveys • Formal reporting and grievance mechanisms	• Resident Treatment and Reentry Services
Government Partners	• One-on-one dialogue • Requests for information/proposals • Oversight and monitoring • Audit and corrective action planning • On-site contract monitors	• Operational Excellence • Resident Treatment and Reentry Services
Industry & Labor Associations	• One-on-one dialogue • Meetings and conferences • Negotiations	• Operational Excellence • Organizational Culture and Employee Value Proposition • Resident Treatment and Reentry Services
Investors and Banks	• Annual meeting of stockholders • Quarterly earnings calls • Investor presentations and events • One-on-one dialogue • Industry events • ESG and proxy analyses • Facility tours	• Operational Excellence • Organizational Culture and Employee Value Proposition • Resident Treatment and Reentry Services • Community Relations • Improving Environmental Performance
NGOs, Faith-Based Organizations, & Advocacy Groups	• National and local partnerships • One-on-one dialogue • Employee volunteering and non-profit service • Written communications and media • Facility tours	• Resident Treatment and Reentry Services • Community Relations
Community Members	• One-on-one dialogue • Employee volunteering and non-profit service • Community Relations Committees • Community member in-facility volunteer services • Written communications and media	• Operational Excellence • Organizational Culture and Employee Value Proposition • Resident Treatment and Reentry Services • Community Relations • Improving Environmental Performance

ENGAGEMENT HIGHLIGHTS:

CoreCivic established a new senior leadership role – vice president, reentry partnership and innovation – to further cultivate meaningful partnerships with academics, thought leaders, policymakers and other stakeholders who share our dedication to effective reentry solutions. This role will focus on collaboration and engagement with stakeholders on pro-reentry initiatives and help introduce emerging practices into our own operations.
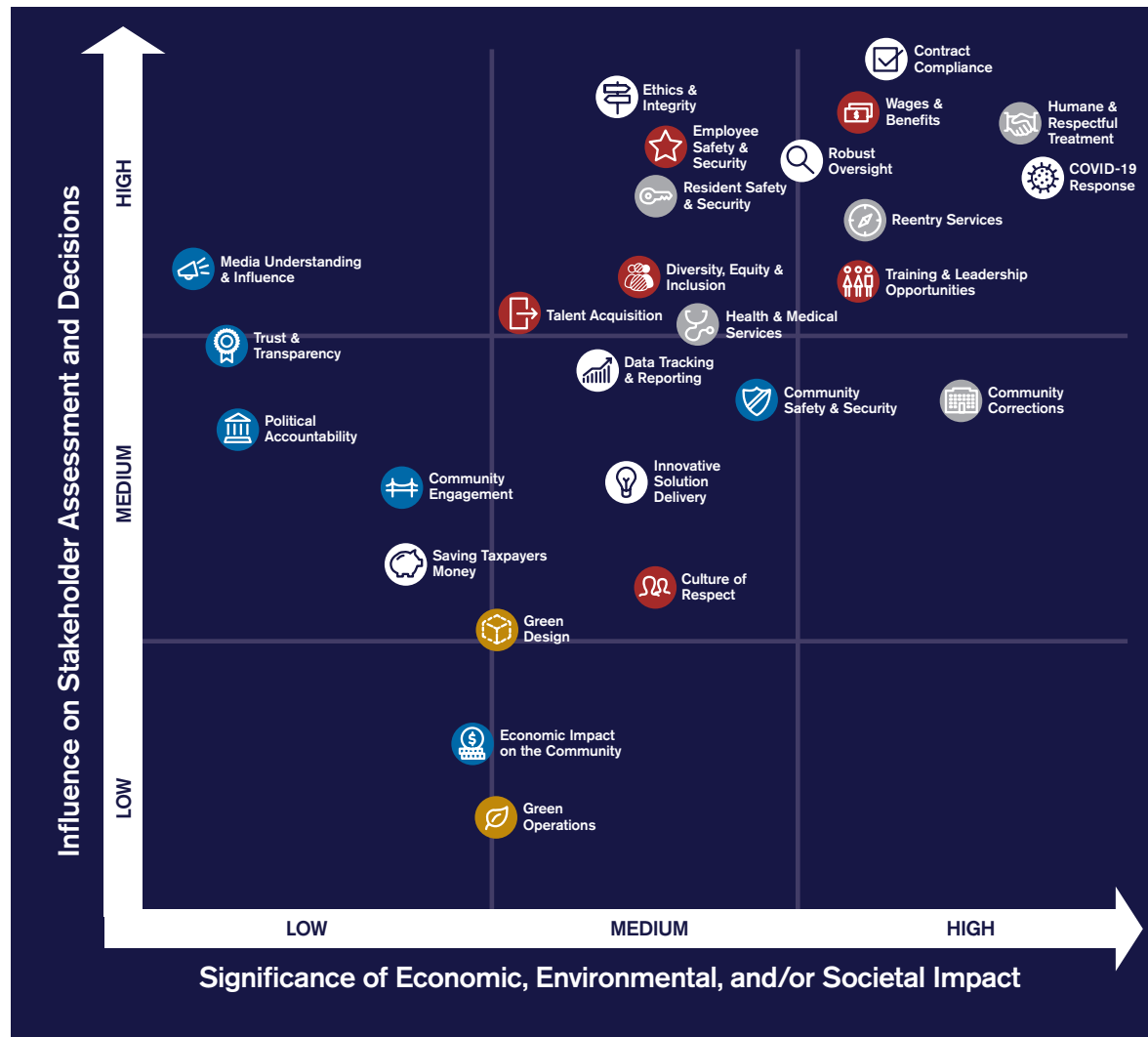
Daren Swenson, Vice President, Reentry Partnerships and Innovation

CEO Damon Hininger and other senior leaders hosted a weekly virtual lunch for headquarters employees to stay apprised of company changes in response to the COVID-19 pandemic.

ESG Approach | **Findings and Materiality Matrix**

Influence on Stakeholder Assessment and Decisions

HIGH / MEDIUM / LOW

Matrix topics plotted:
- Contract Compliance
- Ethics & Integrity
- Wages & Benefits
- Humane & Respectful Treatment
- Employee Safety & Security
- Robust Oversight
- COVID-19 Response
- Resident Safety & Security
- Reentry Services
- Media Understanding & Influence
- Diversity, Equity & Inclusion
- Training & Leadership Opportunities
- Trust & Transparency
- Talent Acquisition
- Health & Medical Services
- Data Tracking & Reporting
- Political Accountability
- Community Safety & Security
- Community Corrections
- Community Engagement
- Innovative Solution Delivery
- Saving Taxpayers Money
- Culture of Respect
- Green Design
- Economic Impact on the Community
- Green Operations

Significance of Economic, Environmental, and/or Societal Impact — LOW / MEDIUM / HIGH

FOCUS AREAS	KEY TOPICS
Operational Excellence	• Contract Compliance • Data Tracking & Reporting • Ethics & Integrity • Innovative Solution Delivery • Robust Oversight • COVID-19 Response
Organizational Culture and Employee Value Proposition	• Culture of Respect • Employee Safety & Security • Talent Acquisition & Retention • Training & Leadership Opportunities • Wages & Benefits • Diversity, Equity & Inclusion
Resident Treatment and Reentry Services	• Community Corrections • Health & Medical Services • Humane & Respectful Treatment • Resident Safety & Security • Reentry Services
Community Relations	• Community Engagement • Community Safety & Security • Economic Impact on the Community • Media Understanding & Influence • Political Accountability • Trust & Transparency
Improving Environmental Performance	• Green Design • Green Operations

Key topics identified by our internal and external stakeholders can be organized into five focus areas. Many key topics are interrelated, and this report will cross-reference to 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 in which we manage key topics.

Topics were assessed based on the GRI's definition of "materiality" as displayed in the matrix to the left. The expected economic, environmental, and social impact of a topic appears on the X axis. Our calculation of impact includes consideration of many factors, including the United Nations Sustainable Development Goals (UN SDGs). Topics are plotted vertically on the Y axis according to the degree of influence on stakeholder assessment and decisions with respect to CoreCivic.

Key topics as illustrated on the materiality matrix apply to various and sometimes overlapping areas of this report. To help identify where a topic addresses multiple key topics, we have placed those topics in the footer of each section.

How We Operate | Corporate Governance

A majority independent board of directors governs CoreCivic. All 11 board members bring a powerful mix of experience, knowledge and perspective gained from varying professional backgrounds and life experiences. Our board governance policies and best practices include director independence, separation of chair and CEO roles, annual director re-elections, meeting attendance requirements, stock ownership requirements and anti-hedging restrictions. When nominating and selecting members, we take many factors into account such as diversity, age, skills, experience or expertise with respect to human rights, and educational and professional background. We are pleased to have been recognized as a "Winning Company" by 50/50 Women on Boards for four consecutive years with 27% of our board seats held by women. More information on our corporate governance can be found in our most recent proxy statement.

Board of Directors Key Facts

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

Risk Governance

The risk committee provides board-level leadership in overseeing the company's risk assessment and risk management functions. The risk committee oversees management's enterprise risk management (ERM) program, which identifies and develops plans and controls to mitigate a broad range of risks. The program is led by our general counsel and is a component of management's strategic planning process, and also includes periodic reports to the full board.

ESG IN CORPORATE STRATEGY

We integrate ESG into our overall corporate strategy and continue to develop ESG-specific governance for certain topics covered in this report. Our approach to ESG includes multiple levels of the organization spanning several different initiatives throughout our operations as summarized below.

Board of Directors

At the highest level, our board of directors regularly engages with executive leaders on ESG topics and how ESG issues are incorporated into our corporate strategy. ESG reporting is overseen by the risk committee with reporting authority delegated by our president and CEO to our chief ethics and compliance officer. In 2020, our board engaged directly with our ESG reporting team to examine the state of sustainability reporting across industry sectors and opportunities for improvements to our reporting process.

Senior Leadership Team

Our executive leaders oversee the implementation and performance of corporate strategic goals. ESG considerations are woven throughout our corporate goals, which are formally tracked through our strategic management goals and objectives program. Examples of ESG corporate goals include creating humane environments that treat all individuals with dignity and respect; delivering reentry services that reduce recidivism; promoting diversity, equity and inclusion; and implementing our human rights-related projects. Compensation for our executive leadership team is tied to performance in ESG areas as identified in our corporate strategic plan.

Board of Directors

Risk Committee   President & CEO

Corporate Strategic Goals Program

ESG Steering Committee

ESG Reporting Working Group

Robust Oversight | Ethics & Integrity

CoreCivic
COVID-19 Response

COVID-19 affected nearly every facet of our operations in 2020 and continues to do so today. Principles of preparedness, control and management anchor our approach to the ongoing pandemic. We maintain the ability to respond rapidly to emergency scenarios of many kinds, including communicable diseases and pandemics. While COVID-19 presented challenges on an unprecedented scale, our pandemic-related policies, procedures, and experience in this area enabled us to communicate timely and relevant information to stakeholders as developments occurred.
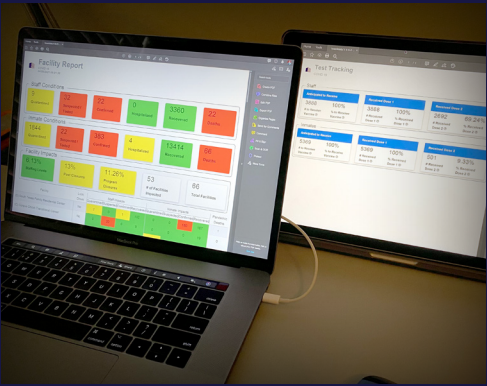
Our pandemic response is led by our vice president, core services, who brings extensive experience in contagious disease prevention and response within the correctional setting. We activated our emergency operations center (EOC), which tracks and monitors developments and resources in real time with state-of-the-art emergency management software, as part of our pre-existing policy and procedure. We also assembled a special COVID Response Committee, which includes our chief medical officer, to ensure all areas of our operations understand and communicate our plans. The committee meets weekly to discuss the status of our control and management efforts and to continuously evaluate prior decisions to ensure they still align with Centers for Disease Control and Prevention (CDC) recommendations and other best practices. Senior management receives daily updates from data generated through the EOC. Other key personnel receive weekly updates, including counts and locations of confirmed cases, hospitalizations, deaths, recoveries, and vaccines administered.

Below is a high-level summary of our management approach and performance in response to COVID-19:

COMPREHENSIVE PLANS
Routinely distributed mitigation procedures and management policies around all aspects of virus prevention and response

EMERGENCY OPERATIONS CENTER
Activated our EOC for 24/7 monitoring and response

HEALTH SCREENINGS
Implemented health screening entry controls at our facilities and followed CDC guidance on sanitation and prevention procedures

PERSONAL PROTECTIVE EQUIPMENT
Continuously assessed our supply chain to ensure access and distribution of PPE for residents and employees

COMMUNITY SUPPORT
During the nationwide mask shortage for health care workers, our facilities and residents contributed to the national effort by creating our own masks and donating to communities in need

SOCIAL DISTANCING
Modified food service, programming and visitation practices to follow partner agency direction and CDC guidelines

ACCESS TO MEDICAL CARE
Worked with government partners to waive medical co-pays for residents

COMMUNICATIONS
Provided routine updates for families, employees and the public regarding all aspects of COVID-19 best practices and changes to our operations

EMPLOYEE SUPPORT
Provided a $500 bonus for all facility employees and implemented new paid time off and sick leave procedures for COVID-19 symptoms/exposures

VACCINE PREPARATION
Analyzed logistical and material needs for rapid distribution of vaccine when available

HIGHLIGHT: Emergency Operations Center

We tracked data and monitored results in real time with our existing web-based EOC software. This resource, combined with our team's experience, enabled detailed planning, streamlined organization, and the situational awareness needed to respond effectively. Our EOC operated 24/7, updated management daily and informed our strategic responses to developments throughout the year.

Resident and Employee Safety & Security | Community Safety & Security | Health & Medical Services | Data Tracking & Reporting | Reentry Services

How We Operate | Ethics & Compliance Program

CoreCivic's ethics and compliance department follows best-practice design principles to develop and deliver an effective program. The CoreCivic code of ethics provides the framework for turning integrity into action and exhibiting our values in what we do. CoreCivic's vice president and chief ethics and compliance officer leads the independent department and reports directly to our president and CEO and the chair of the risk committee of the board of directors.

Our program is designed to meet the guidelines outlined in the Federal Acquisition Regulation and the U.S. Department of Justice "Evaluation of Corporate Compliance Programs," among other considerations. It is subject to internal and external 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.

As a government contractor, we identify special commitments and rules relevant to our industry to ensure responsible business practices. We maintain policies and procedures to prevent and detect misconduct related to corruption, fraud, bribery, and kickbacks. We also provide protections against reprisals for anyone reporting misconduct in good faith.

The ethics and compliance office:

- **Administers the CoreCivic ethics line**
- **Provides guidance regarding the CoreCivic code of ethics and ethics policies**
- **Provides annual CoreCivic code of ethics training**
- **Provides risk-based training and education for targeted audiences**
- **Produces company-wide communications through a variety of channels**
- **Administers the ethics liaison program for ethics champions at our facilities**

Ethics & Compliance Facts

All	**All**	**95%**	**43**	**1,500+**	**249**	**35%**
security personnel receive live, in-person code of ethics training as a part of pre-service training	employees required to receive code of ethics training	returning employees completed code of ethics and respectful workplace training in 2020	facility ethics liaisons	contacts to the ethics helpline	number of investigations conducted by the general counsel's office of investigations	investigation substantiation rate compared to benchmark rate of 43%

CoreCivic
Ethics & Compliance

HIGHLIGHT: INTEGRITY IN GOVERNMENT CONTRACTING

CoreCivic routinely assesses our ethics and compliance risks with particular consideration for ethics risks in government contracting, such as bribery, corruption and fraud. In 2020 we delivered targeted, specific training on these topics to relevant employees. Training included the resources available for submitting inquiries and seeking guidance to comply with anti-corruption policy requirements.

HIGHLIGHT: COVID-19 RESPONSE

Travel restrictions and safety protocols prevented most of our in-person activities, and in response we turned to messages of support and leveraged our ethics liaison program to promote the message that while circumstances change our values do not. We also conducted our first "virtual" ethics liaison conference to provide specific training to our liaisons on selected topics, share best practices and evaluate opportunities to improve the program.

Ethics & Integrity | Culture of Respect | Humane and Respectful Treatment | Contract Compliance | Trust and Transparency

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How We Operate | Quality Assurance

CoreCivic facilities' operations are subject to significant oversight and account-ability measures, both internally and externally. Many of CoreCivic's government partners maintain full-time, on-site monitors to promote transparency and ease of communication. CoreCivic is subject to routine oversight and performance requirements based on a combination of rigorous contract, accreditation and government-established performance standards. CoreCivic operates 39 facili-ties accredited by the American Correctional Association (ACA), with an aver-age score of 99.6 percent.

Our vice president, quality assurance (QA) oversees all QA activities and regularly reports contract compliance and service quality metrics to senior man-agement and the board of directors. The staff dedicated to quality assurance at our corporate headquarters and embedded throughout our facilities follow procedures to manage compliance monitoring with a broad range of contractual and regulatory requirements. We evaluate our approach by tracking metrics and, when needed, changing operational procedures informed by data related to audit performance, corrective action plans, and employee and resident climate surveys, all overseen by QA. For more information, please see our Quality Assur-ance and Facility Oversight report.

KEY AUDIT AREAS

Physical Environment	Resident Safety
Sexual Abuse Prevention Program	Resident Programs
Community and Family Participation	Health Care
Facility Personnel	Legal and Religious Rights
Work Programs	Food Service
Use of Force	Discipline and Restrictive Housing

Quality Assurance Highlights 2020

39	99.6%	250
ACA accredited facilities	Average ACA audit score	Number of government partner audits
35	1,315	75
Number of Quality Assurance audits	Average number of audit indicators reviewed per annual audit and corporate review	Staff dedicated to Quality Assurance

HIGHLIGHT: COVID-19 RESPONSE

The COVID-19 pandemic resulted in significant disruption to audit processes in 2020. Balancing the needs for employee safety with assurance of quality operations, CoreCivic's QA division initially paused to thoroughly review audit tools and processes, assessing ways to complete audits safely and effectively. Temporarily suspending the unannounced component of internal audits allowed for greater safety, but also created the opportunity to have facilities scan and upload documentation for remote review. In addition, remote audit procedures were used to assess human resources, training, safety, security, health services, classification, food service and maintenance operations.

How We Operate | **Safe and Secure Operations**

Safety and Security Policies

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

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

PREA

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

Occupational Health and Safety

CoreCivic is committed to providing a safe environment for residents in our care and safe working conditions for our staff in compliance with federal, state and local codes. Our "Team Safety" program and associated company policies outline our management approach to occupational health and safety. They are overseen by the senior director, safety & environment and staff at our facility support center. Our Safety Department supports facility-level safety managers and Facility Safety Authorities in fire safety, Occupational Safety and Health Agency (OSHA) regulation compliance, loss control programs, and injury and illness prevention. In addition to monthly communication with facilities via the Team Safety program, the Safety Department works with other corporate-level departments to identify trends, assess risks and deliver prevention strategies.

The Team Safety program includes several components tailored to the unique mission and security needs of a facility. At a minimum, the program covers procedures needed for safe operations (e.g. hazard communication, respiratory protection, personal protective equipment, annual hazard assessments, etc.), injury and illness reporting procedures, OSHA inspection guidelines and applicable federal, state and local safety ordinances. The Team Safety program is administered by the designated Facility Safety Authority at each facility, who undergo additional training specific to their role in managing the occupational health and safety systems.

Our Safety facilities also maintain a Team Safety Committee consisting of facility leadership and employee representatives across operational departments. The committee meets monthly to discuss previous and current safety recommendations and evaluate their effectiveness

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

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

Team Safety and COVID-19 Management

We leveraged our Team Safety program to help implement guidance from the CDC, state and local authorities, and our government partners. For example, we routinely communicated COVID-19 related updates to our staff and worked quickly to implement safety procedures at our facilities. Standardized procedures included employee screenings, social distancing measures, following CDC recommendations for cleaning and disinfecting surfaces, use of personal protective equipment, and increased communication regarding personal hygiene. Safety managers teamed with facility leadership and medical services personnel to review instances of potential COVID exposures. We monitored OSHA guidance as it became available during 2020 and developed tools applied by safety managers according to the guidelines provided. We continue to monitor developments on this topic and report instances as required under current guidelines.

Resident and Employee Safety & Security | Humane & Respectful Treatment | Community Safety & Security

How We Operate | Health Services – Scope of Care

A wide range of health and medical services are provided at CoreCivic Safety facilities. We work to ensure access to timely and quality care for residents by coordinating with our partners, community physicians, hospitals, ambulatory care providers and staff. Licensed health care professionals, including physicians, nurse practitioners, mental health counselors and dentists, staff our on-site medical clinics. Depending on the partner agency's needs, CoreCivic can

provide a suite of medical services or coordinate with other service providers for a wide range of care.

We directly provide health services at most of our Safety facilities, and our robust policies, procedures, and clinical protocols govern all aspects of the care we provide. Our services include health screenings, access to care, patient records, chronic care and correctional medicine topics. Our vice president, health services, oversees our

overall delivery of health care services, while licensed staff monitor the networks of staff, providers and third parties involved in patient care. Our Quality Assurance division and government partner auditors assess our delivery of services. Where applicable, accrediting agencies like the American Correctional Association and the National Commission on Correctional Health Care also provide oversight.

CoreCivic
Health Services

Care Delivered in First 30 Days

We recognize the unique nature of correctional medicine and the challenges associated with it. Our approach to delivering care 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. The range of treatment services we provide to residents include:

MEDICAL SERVICE

We screen for infectious diseases and immediate or urgent medical needs upon admission. Referrals are made as needed. Full physicals are provided within two weeks.

We verify and continue current medications based on patient history of medical issues, mental health and infectious diseases. If new diagnoses are discovered, new medications are ordered as clinically indicated.

We protect patients exhibiting signs of self-harm.

We provide a safe, humane detoxification environment when needed.

We create treatment plans for those with complex and chronic medical and mental health conditions and continue management as needed until reentry.

We treat acute and episodic medical problems 24/7.

DENTAL SERVICES

We screen new residents within two weeks of admission.

We provide emergency dental care 24/7.

We provide dental sick call for pain, swelling and infection within 24-48 hours.

We provide oral hygiene instructions.

All residents have in-facility access to a dentist for existing or new dental issues.

OPTICAL SERVICES

Vision needs are provided on site by an optometrist.

MENTAL HEALTH SERVICES

Licensed staff conduct mental health evaluations for new residents within two weeks.

We renew current psychiatric medications upon arrival with follow-up by licensed mental health professionals within 30 days.

Qualified mental health professionals provide counseling and medication for diagnosed psychiatric conditions.

Health & Medical Services | Humane & Respectful Treatment | Human Rights | Contract Compliance

# How We Operate | Health Services – COVID-19 and Provider Management

COVID-19 Response in Our Medical and Dental Services

Control and Management

- Developed high-risk patient lists and distributed plans on how to best protect identified patients based on known risk factors.
- Created contingent staffing plans and processes to ensure continuous care delivery despite any staff quarantine needs.
- Implemented CDC guidance as provided throughout the pandemic.
- Issued routine information updates to keep everyone informed of changes, how to protect themselves and how to protect the resident population.
- Instituted masks and social-distancing protocols in health services operations for the staff and inmate populations.
- Instituted tele-health visits by providers on and off site, where needed, to better protect staff and patient populations while ensuring timely access to care.
- Limited dental care to emergency and urgent needs, and instituted applicable safety guidelines. Routine care will resume based on CDC, state, and local health guidelines.

Vaccine Administration

- Formed relationships with local health departments to ensure proper preparation for vaccine deployment.
- Coordinated vaccine administration with local health departments, and utilized CDC and state guidelines to prioritize vaccine administration to identified priority groups.
- Communicated CDC vaccine information sheets for each vaccine administered, and provided residents and employees with access to medical staff to answer questions or concerns about the vaccine.
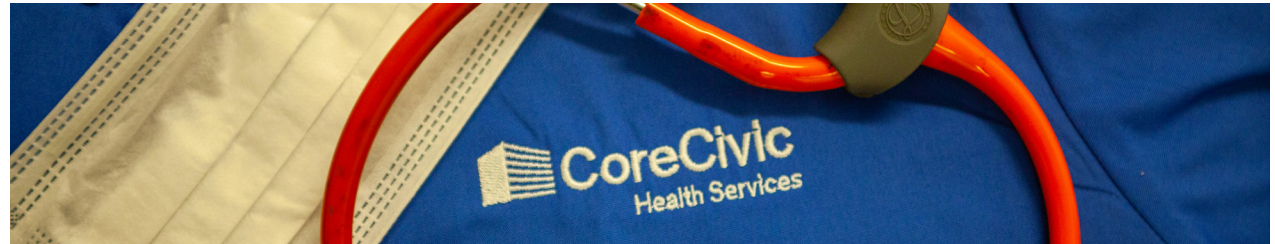
Q&A WITH CORECIVIC MEDICAL STAFF

CoreCivic medical services staff exemplified our values by maintaining quality services despite the hardships presented by the COVID-19 pandemic. Clinical nurse supervisor Mary Ngonomo of our Red Rock Correctional Facility shared how her experience fighting contagious diseases overseas, along with company protocols, enabled her to keep residents and staff safe. She also describes how she and CoreCivic medical services staff provide compassionate, therapeutic care in the correctional setting. See the full conversation here.

PROVIDER CREDENTIALING

- All medical providers are board certified.
- All dentists are vetted before hiring by The National Practitioner Data Bank, the National Student Clearinghouse, the Drug Enforcement Administration and dental licensing boards.
- A regular medical peer review combines chart review, productivity review and clinical management.
- A regular dental peer review process occurs annually or biannually depending on accreditation requirements of the facility.
- We undertake confidential reviews of serious incidents and mortalities to determine if there are lessons learned to improve care. Our medical leadership group also conducts regular case conference reviews at the local and regional levels.

How We Operate | **Health Services – Care Delivery**

CARE DELIVERY STANDARDS AT CORECIVIC SAFETY FACILITIES

Clinical Outcomes – Residents have access to medical care 24/7 inside the facility. Patients generally see a nurse face-to-face within 24 hours of requesting care. We track performance to document applicable timing and access standards.

Chronic Care – Patients with chronic conditions are seen regularly. Patients who are not improving are seen as often as clinically necessary, as often as daily. Patients who are improving and have no other needs may be seen up to every six months.

Patient Watch List – Each facility administers a "watch list" of patients who are fragile, high-risk or sick and not improving. Nurses monitor these patients and alert physicians when early warning signs occur. This watch list is regularly reviewed and updated through a multidisciplinary process.

Initial Assessments – Newly arriving residents are screened twice on arrival — first for any emergent needs, second for current/past medical issues and medications, mental health observations, immunization needs and infectious diseases. Residents are also screened for participation in any special programs or work assignments within the facility.

Medications – Licensed medical directors decide which medications are preferable for use for routine, chronic, urgent and emergency conditions. Our pharmacy partner processes prescriptions and delivers them to the facilities where they are distributed to patients as many as 6 times a day. Patients typically are provided medication within 24-72 hours of the order.

Standardized Clinical Processes – All facilities follow a standardized best practice template for care delivery. Flexibility is integrated into the standard design to permit government partner-directed processes.

Sick Call – Sick call by nurses, dentists, mental health and medical providers is available at a minimum of 5 days per week and up to 7 days per week at some larger facilities.

Dental – Dental services follow American Dental Association standards of care. Dental sick calls for pain, swelling or infection are seen within 24-48 hours for their chief complaint. Dental emergencies are evaluated by dental or medical care providers 24/7.

Mental Health – A licensed psychiatrist evaluates patients with chronic conditions who require psychotropic medication. Patients are reevaluated every 90 days and before medications are renewed or changed. All patients prescribed psychotropic medication provide an informed consent before administration occurs.

Patient Care in Restrictive Housing Units (RHU) – Medication is delivered to patients in RHUs. Nurses visit the units at least daily, mental health staff visit at least weekly, and medical providers as needed. Mental health staff conduct reviews of each patient within 7 days of placement and every 30 days thereafter. Patients can schedule regular appointments with medical or mental health providers as needed or requested. Patients with serious mental illness are evaluated by qualified mental health staff who coordinate with other staff to house the patients in the safest option to meet their specific needs.

Optical – Optometry services are provided on site with occasional referral to offsite specialists. Patients with co-morbidities who require regular exams receive care, and others can request services as needed.

Emergent Care – Emergent needs inside the facility are subject to 24 hour nurse coverage or on-call physical coverage.

How We Operate | Political Activity

CoreCivic's political and government relations activities are designed to educate government officials about the benefits of partnership corrections and CoreCivic's ability to help meet their needs as a dependable, competent and efficient service provider. To provide transparency and promote accurate public understanding of our government relations activities, we publish an annual report disclosing political contributions and lobbying activity on our website. We have issued the report since 2013.

CoreCivic policy establishes compliance procedures and provides guidance for political activities such as corporate contributions, lobbying, and personal political activity. Our policies also include anti-corruption procedures to avoid unlawful gifts or gratuities and promote compliance with foreign anti-corruption laws. Compliance oversight is provided by our office of general counsel and our ethics and compliance office, while board-level review of our political and lobbying activity is provided by the board's nominating and governance committee. Targeted trainings and communications on our policies and associated risks are provided by our ethics and compliance office.
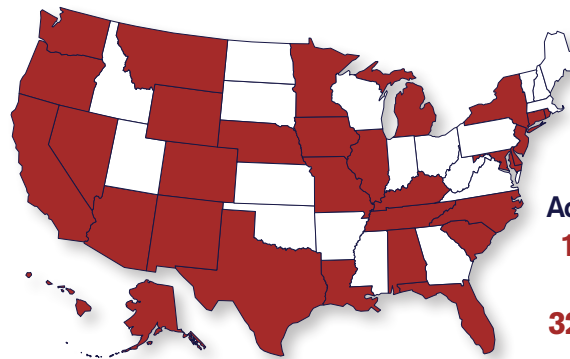
Policy Advocacy

CoreCivic prioritizes the targeted support of legislation at the state and federal levels that helps remove barriers to reentry for justice-involved individuals and reduces recidivism. In 2020 alone, we sent 360 letters of support for 20 bills covering eight reentry policy areas in the U.S. Congress and state legislatures in Connecticut, Iowa, Michigan, Missouri, Nebraska, New Jersey, New York, North Carolina, South Carolina and Washington.

Since launching our public policy advocacy initiative in 2017, we have sent 1,960 letters to federal and state officials in support of 69 bills aimed at helping people succeed in their communities after incarceration.

For example, in November, 2020, our president and CEO, Damon Hininger, sent a letter of support to the Chairman of the Federal Communications Commission, specifically praising the Chairman's push to have states cap their intrastate inmate telephone services rates, as well as the FCC's vote to cap interstate rates. Mr. Hininger shared CoreCivic's actions to provide free and reduced rates at all facilities where we had the contractual authority. He closed the letter by thanking the Chairman for his "commitment to supporting the human dignity of incarcerated men and women in this country."

*States in red represent where CoreCivic has lobbied on behalf of reentry-focused legislation.

CoreCivic Policy Advocacy Since 2017:

1,960 Letters of Support

69 Reentry-friendly bills

32 States and U.S. Congress

The Day 1 Alliance

CoreCivic is a founding member of the Day 1 Alliance – a trade association formed to educate and inform the American public about the small but valued role of the private sector in meeting key challenges in corrections and detention. During its first full year of operation in 2020, D1A was active on multiple fronts:

- **Media engagement** – D1A responded to inquiries and actively reached out to reporters and editors to set the record straight on facts about the industry, to include

publishing several opinion editorials, letters to the editor and news releases.

- **Informational campaigns** – D1A coordinated an informational letter-writing campaign from more than 11,000 employees of the member companies, addressing misinformation around industry de-banking issues. D1A also launched a digital ad campaign in Denver, Colorado to dispel misinformation from industry critics and educate the public on facts about the industry.

- **Defending the industry** – In mid-December of 2020, D1A filed an amicus curiae brief with the U.S. District Court for the District of Arizona in support of the role of private sector contractors, addressing a number of factually inaccurate claims made by plaintiffs in a lawsuit filed by the Arizona NAACP and other groups against the Arizona Department of Corrections. The case was dismissed in court in March 2021.

Through D1A, CoreCivic and other member companies are educating the public, the media, decision-makers and many other stakeholders on the facts about our industry. In doing so, D1A also adds an industry voice and perspective to the ongoing, national dialogue around the solutions that public-private partnership offers to meet ongoing correctional and detention challenges.

2020 CoreCivic-Backed Legislative Highlights

✔ PASSED: Michigan House Resolution 234 Called on congress to repeal the ban on Pell Grants for prison-based education.

✔ PASSED: Iowa Senate File 2348 Restored voting rights to former offenders.

✔ PASSED: North Carolina Senate Bill 562 Provides expungement opportunity to former offenders.

How We Operate | Environmental Sustainability

Green design and green operations at CoreCivic share the primary goals of reducing the carbon footprint of our operations and providing stakeholder value through reduction of utility-related expenses. We define green design at CoreCivic as the use of energy conservation measures in both new construction and retrofit projects to reduce utility usage. Green design elements also improve the physical environment for residents and our employees. Green operations at CoreCivic encompasses all utility-related operations. This includes electricity, natural gas, propane, water, wastewater, stormwater and refuse (to include trash and recycling of all forms).

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

We maintain policy requirements for our facilities to examine recycling, energy/water conservation, pollution reduction and utilization of renewable energy alternatives. Our facilities pursue monthly utility usage reduction goals as a matter of policy and we train employees on environmentally-friendly practices. Day-to-day oversight of facility and company-wide goals in these areas are overseen by our director, energy management. Oversight activities include weekly usage data compilations and monthly reports shared with our operations finance and facility operations leaders. Progress on energy conservation measures is reported quarterly to the board of directors. We evaluate the effectiveness of our management approach by comparing data year-over-year, leveraging reliable information stored in a utility management software database. Both usage reductions and cost avoidance are easy to calculate using readily available data.

Our measurements are designed on rate-based approaches that take into account usage per square foot. Our changing portfolio size and proportion of square footage dedicated to certain uses changes over time, and to track year-over-year progress we use the following categories to provide the most transparent and balanced approach:

Secure
- **Currently occupied prisons/jails/detention centers for which CoreCivic is fiscally responsible for utilities.**

Non-secure Residential
- **Currently occupied residential reentry and family residential centers for which CoreCivic is fiscally responsible for utilities.**

Non-residential
- **GSA and similar primarily office-use facilities for which CoreCivic is fiscally responsible for utilities.**

Vacant
- **Any type of facility not currently occupied.**

HIGHLIGHT: Usage Reduction Projects

CoreCivic is on track to complete LED retrofit projects at all currently owned and occupied secure facilities by the end of 2023. Afterwards, our usage reduction strategy will focus on water controls projects across our portfolio.
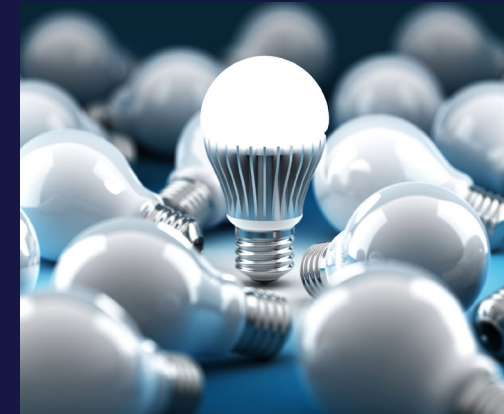
HIGHLIGHT: Resident Impact

The ACA sets several standards governing the physical environments of our facilities. Our continuous improvement in environmental performance not only creates value, but ensures our capacity for clean, safe and modern environments that support positive change. For example, we adhere to compliant lighting levels and temperature comfort levels in all of our energy conservation measure projects.

Green Design | Green Operations | Innovative Solution Delivery | Saving Taxpayers Money

How We Operate | Environmental Performance

CoreCivic discloses energy consumption, water consumption, waste and greenhouse gas reductions as defined by the Global Reporting Initiative (GRI) standards. The table at right summarizes these across our entire portfolio of property locations and types. For any locations that changed ownership during 2020, data are included for the duration CoreCivic owned a property. We introduced our four facility types in 2019, so for the year ending 2018, only the total amounts are provided.

Environmental Sustainability Goals

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

Environmental Sustainability Goals	For the year ended December 31		
	2020		2021
	Goal	Actual	Goal
Energy Usage Intensity (EUI)			
Secure EUI	112	110	109
Non-secure Residential EUI	106	97	105
Emissions			
GHG Reductions (metric tons CO2 equivalent)	13,000	11,244	10,000
Water			
Secure GPSF (gallons per square foot)	161	158	157
Non-secure Residential GPSF (gallons per square foot)	94	98	93
Waste			
% Diverted	4.0	3.2	3.5

HIGHLIGHT: Smart Water Controls

In 2020 we successfully piloted water controls at our Lansing Correctional Facility and will install controls throughout the facility in 2021. CoreCivic currently has water control systems at eight of our facilities, and installation of these controls will become our primary utility conservation measure in years to come. As an added benefit, our water controls business partner has a program to hire individuals with felony convictions to work in their manufacturing plant.

Environmental Performance Metrics	2018	2019	2020
Energy (consumption, by type)			
Electricity (kWh)	258,531,857	245,824,411	236,987,814
Secure kWh	-	207,499,172	198,461,515
Non-secure Residential kWh	-	21,250,520	18,502,108
Non-residential Portfolio kWh	-	6,421,481	9,976,297
Vacant Portfolio kWh	-	10,653,238	10,047,894
Natural Gas (thm)	7,543,954	8,436,936	7,645,537
Secure thm	-	7,083,714	6,710,813
Non-secure Residential thm	-	480,395	351,047
Non-residential Portfolio thm	-	98,930	135,479
Vacant Portfolio thm	-	773,897	448,198
Propane (gal)	1,003,768	625,228	534,158
Secure gal	-	540,593	480,003
Non-secure Residential gal	-	15,197	10,525
Non-residential Portfolio gal	-	0	0
Vacant Portfolio gal	-	69,438	43,630
Emissions (total reductions)			
GHG Reductions (metric tons CO2 equivalent)	4,369	12,304	11,244
Water			
Water (gal)	-	2,210,688,650	2,139,443,388
Secure gal	-	2,091,584,795	2,012,989,921
Non-secure Residential gal	-	106,979,016	100,153,949
Non-residential Portfolio gal	-	2,793,577	15,520,369
Vacant Portfolio gal	9,331,262	9,331,262	10,779,149
Waste			
Tons of Refuse	-	25,344	25,261
Tons of Trash (Landfill)	-	24,484 (96.6%)	24,453 (96.8%)
Tons of Diverted (Recycled)	-	860 (3.4%)	808 (3.2%)
Tons of Mixed Recycling	-	422 (1.7%)	482 (1.9%)
Tons of Old Corrugated Cardboard	-	335 (1.3%)	252 (1.0%)
Tons of Organics	-	103 (.4%)	74 (.3%)

Green Design | Green Operations | Innovative Solution Delivery

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

At CoreCivic, we recognize the need to balance our government partners' short- and long-term needs. While our partners rely on us to help solve current, specific challenges, they are also seeking a reliable partner that can develop better long-term solutions. That's why our management approach includes engaging with our stakeholders to better understand — and anticipate — how we can best serve them. We consider where lifecycle costs can be reduced and where risks can be mitigated, and we explore new possibilities to serve our partners however we can. We strive to deliver this value to all our stakeholders across the full spectrum of our business to ensure long-term value for all those we serve.

Innovative Property Solutions
The examples below illustrate how our nationwide portfolio of facilities and institutional readiness deliver value to government partners across the spectrum of corrections and detention needs.

Scalable Space On-Demand: CoreCivic maintains its vacant facilities at operational levels to ensure the ability to rapidly activate as needed. Our experienced personnel are able to collaborate with public agencies to implement operational standards and procedures according to the partner's specifications and assume responsibility for a wide range and scale of services as needed.

Geographic Diversity: CoreCivic offers value through its geographically diverse facility portfolio. For example, housing detainees near the location of their judicial proceedings limits the negative impacts of travel and allows for greater access to counsel. It keeps detainees closer to family and friends and limits interruptions to programming and other aspects of daily life. Additionally, this limits the financial and logistical burdens associated with long-range detainee transportation.

Design-Build: Aging facility infrastructures are a common challenge across the landscape of public corrections and judicial services buildings. CoreCivic has decades of experience in all phases of property development in this sector and offers a full suite of options. Benefits of our design-build and leasing opportunities through our CoreCivic Properties segment include:

■ States with CoreCivic properties
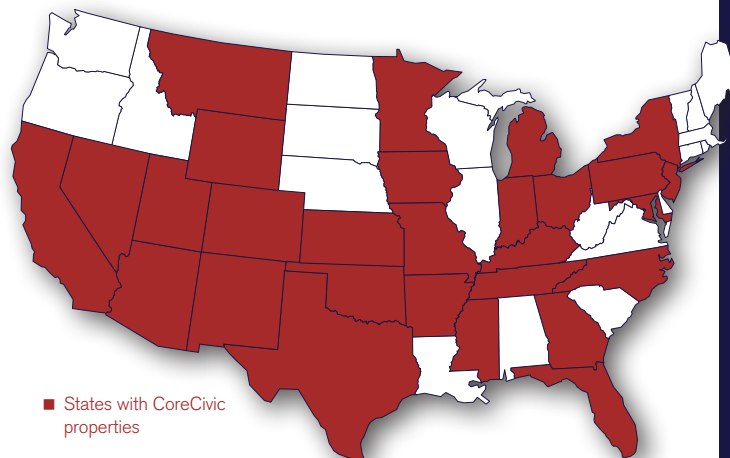
■ **Modern Design** - Safe and supportive environment for residents and employees

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

■ **Construction Time** - Accelerated construction scheduling

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

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

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

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CASE STUDY: MODERN DESIGN AND VALUE AT THE LANSING CORRECTIONAL FACILITY

Green Building – The initial phase of project construction included demolition of existing on-site structures. Our plans utilized environmentally-friendly techniques of on-site recycling for 31,500 tons of raw materials like block, stone and concrete used as underlayment for the new facilities. Additionally, 495 tons of steel were also recycled. This approach mitigated environmental impacts and introduced cost and time savings to the project.

Green Operations – Green design features and modern innovations in utilities systems have already introduced significant usage reductions. During the first seven months of full operation at the new facility, Kansas reduced its greenhouse gas emissions by an equivalent of 1,999 tons of C02 which saved over $75,000. State-of-the-art mechanical systems also mitigated COVID-19 risks by improving air circulation controls and exchange options. For example, air from quarantined areas could be circulated independently of general populations.

Awards and Recognition – The Lansing project was named "Project of the Year" in its category by the Kansas City Chapter of Associated General Contractors and received the Merit Award from the Design Build Institute of America Mid-America Region.

How We Make an Impact | Supply Chain and Supplier Diversity

CoreCivic actively manages its supply chain to deliver quality and cost-effective services to our government partners using high-quality products. Our managing director, purchasing, leads a team of purchasing and supply chain professionals to support our operations and meet requirements for subcontracting goals as included in our government contracts. Federal, state and local agencies have various small business goals that we track, monitor and report on quarterly or annually. The primary goods and services procured to support operations include health and medical supplies, food items and services, commissary supplies, clothing, bedding, uniforms, telecommunications and facility maintenance items. We source our goods from throughout the U.S. and Canada, and about 17% are sourced from within the state where the procuring facility operates.

We also seek to combine diversity and support of small businesses through our Diversity Business Inclusion Program (DBIP). In keeping with this commitment to utilize diverse businesses, the DBIP adds increased value to our company by raising the standards for how we engage with and support small businesses.

2020 Diversity Spend Summary

25% spend on all small businesses	**$88+** million spend on all small businesses	**$4.5** million minority-owned business spend	**$4.3** million veteran-owned business spend	**$13** million women-owned business spend

HIGHLIGHT: Diversity Business Inclusion Program

Beginning in February, CoreCivic began a supply chain analysis to ensure the organization could obtain needed supplies and equipment as COVID-19 information came to light. We continued this effort throughout 2020 to ensure access to proper materials and efficient distribution of a vaccine when it became available. We were able to pursue the dual benefit of PPE preparedness and support of our DBIP through partnership with The P3 Group, Inc. to provide medical supplies. "CoreCivic was one of our first customers in this area," said Dee Brown, president of the P3 Group. "This relationship has allowed our medical supply group to grow tremendously, and also added significant credibility to our firm in the PPE market, as well as our core markets. Through our strategic partnership, we have added three full-time employees who focus on sourcing high-quality PPE products that are on the ground in the USA. The additional revenue has allowed us to continue to exceed our annual growth projections and has us well-positioned for the future. I truly appreciate the opportunity."

The P3 Group, Inc.

Timeline of Supply Chain Analyses

WEEK OF FEBRUARY 23, 2020
A supply chain analysis for general supplies and pharmaceutical supplies is initiated to ensure the organization is able to obtain needed supplies and equipment

WEEK OF MARCH 1, 2020
General supply chain and pharmaceutical supply chain analysis completed, confirming our ability to obtain needed supplies and equipment

WEEK OF MARCH 15 AND MARCH 29
Collaborated with inmate telephone suppliers to implement programs that provided a limited number of free phone calls for those in our care in light of suspended visitation
Free phone call program expanded among CoreCivic Safety facilities in conjunction with various public and private partners

WEEK OF APRIL 5 FORWARD
Ramp up period of purchasing activity to obtain more PPE as more guidance from CDC is made available on risk mitigation procedures

Continued purchasing activity throughout 2020 in line with estimates for usage and availability of PPE and related supplies

WEEK OF OCTOBER 25
Worked with vendors to ensure all applicable items to support vaccine distribution can be procured ahead of vaccine availability

WEEK OF NOVEMBER 29
Conducted table top exercise training sessions to confirm all necessary supplies for vaccine distribution were available

Economic Impact on the Community | Contract Compliance | Data Tracking & Reporting | Resident and Employee Safety and Security

How We Make an Impact | Community Engagement and Support

Giving back to the community became more important than ever in 2020. Due to visitor restrictions, most on-site community relations events were cancelled, and facility tours were eliminated to reduce the risk of COVID-19 exposures. Instead, CoreCivic staff across the country focused on reaching out to local communities in the form of supply drives, food deliveries and financial support.

Our management approach to community engagement starts with our Facility Community Relations Committees (CRCs). These CRCs offer the local community a forum and a process to voice concerns and have them addressed meaningfully. CRCs are made up of facility staff and community stakeholders, including elected officials, law enforcement, business owners, facility neighbors and often members of the media. Because of COVID-19 restrictions, we made more direct contributions to community members in need instead of through our usual channels.

Through a mix of corporate and facility giving, and gifts through the CoreCivic Foundation, CoreCivic contributed more than **$2.7 million** in 2020 to organizations working with former offenders, victims of crime, underserved youth and those impacted by the pandemic. This significant financial support helped these vulnerable groups at a critical time.

CoreCivic Foundation

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

CoreCivic Community Support

$2.7 million

- Corporate Giving: **$2 million**
- Foundation Giving: **$575,000**
- Facility Giving: **$156,000**

The CoreCivic Charity Golf Tournament raised $575,000 for the nonprofit community.

HIGHLIGHT: STAFF AND INMATE VOLUNTEERS MAKE MORE THAN 61,000 MASKS

Since the onset of COVID-19, CoreCivic has worked tirelessly to keep people safe and healthy, including mandating the use of masks by staff and those in our care. When there was a national mask shortage early in the pandemic, CoreCivic staff and inmate volunteers stepped up to help, and have continued producing masks since March.

Here is a look at the numbers:

CoreCivic COVID-19 Response | **CoreCivic Mask Production**

While the COVID-19 pandemic caused a nationwide mask shortage, staff and inmate volunteers at CoreCivic facilities raised their hands to help. To free up personal protective equipment for healthcare workers and first responders on the frontlines, we have produced almost 60,000 masks.

Facility	Masks
Central Arizona, Arizona	4,500
Cibola, New Mexico	2,838
Citrus, Florida	4,800
Crowley, Colorado	624
Davis, Oklahoma	4,610
Eloy, Arizona	2,563
Lake Erie, Ohio	8,930
La Palma, Arizona	836
Leavenworth, Kansas	3,503
Jenkins, Georgia	2,430
McRae, Georgia	3,144
Nevada Southern, Nevada	6,544
Northeast Ohio, Ohio	7,000
Northwest New Mexico, New Mexico	3,533
Red Rock, Arizona	400
Saguaro, Arizona	2,690
South Central, Tennessee	625
South Texas, Texas	1,876
West Tennessee, Tennessee	530

61,976+ MASKS PRODUCED

Human Rights | Management Approach and Goals Progress

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

Our commitment to human rights is embodied in the CoreCivic Human Rights Policy Statement adopted by our board of directors and implemented by CoreCivic's vice president, chief ethics and compliance officer. Oversight of human rights performance is provided by the company's ethics and compliance committee and the risk committee of the board of directors. Human rights-related performance indicators are incorporated as a component of our named executive officers' compensation, which is detailed in our most recent proxy statement.

We operationalize our approach through the following management practices:

Residents

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

Employees

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

Freedom of association We recognize employee freedom of association, and we support the right of employees to decide freely if they want to be represented by a labor union. Approximately 10% of our workforce is represented by labor unions.

Human-rights related allegations We acknowledge certain human-rights allegations and public controversies concerning our facility operations. Statements on our positions regarding certain matters or allegations can be found on our website. We also encourage you to review the other sections of this ESG report to understand our commitment to provide safe and secure operations, quality health services and a positive work environment.

Human Rights Risk Mitigation When COVID safety protocols prevented in-person visitation we recognized the risk of limiting residents' rights to contact with the outside world and communication with loved ones. We quickly worked with our telecommunications vendors to provide free phone services at nearly every CoreCivic Safety facility during the pandemic. Going forward, we have worked with stakeholders to cap applicable phone rates and continue to work with local community members and other providers to ensure safe access to communities and external content.

As described in our 2019 Human Risk Assessment, we have identified salient rights belonging to residents and employees and have rated the associated risk level for each right. This process led to development of a series of annual goals with our progress in 2020 summarized below.

Human Rights Governance

- ✓ Assembled a cross-functional steering committee for direction and feedback on the update to our Human Rights Policy
- ✓ Delivered human rights training to the board of directors and senior executives
- ✓ Added human rights experience/expertise to director nominee evaluation criteria

Management of Salient Rights

- ✓ Exceeded human rights training target of 90%+ completion rate among continuing employees
- ✓ Incorporated human rights elements in 21 pre-service training courses
- ✓ Initiated review of policy library and audit tools to link with salient rights
- ✓ Included human rights in enterprise-wide cultural survey
- ✓ Monitored impacts of COVID-19 to salient rights of residents and employees

2021 Goals

- Adopt and implement new human rights policy
- Design and conduct facility-level risk assessments
- Deliver human rights training to 95%+ of continuing employees
- Define human rights stakeholder engagement strategy

Ethics & Integrity | Culture of Respect | Resident and Employee Safety & Security | Humane & Respectful Treatment

Reentry Services | Management Approach and Evidence-Based Practice

Most citizens involved in the justice system will return to their communities. Whether they have the skills and tools to be successful after release depends largely on the opportunities provided while they are incarcerated. At CoreCivic, our objective is to prepare the people in our care for long-lasting success after release.

In fact, our president and CEO, Damon Hininger, made long-standing commitments in 2014 to track reentry-related data and publish groundbreaking reports on our progress toward key metrics. Our prior ESG reports highlighted progress by participants in building important life skills in areas like high school equivalency education, job training, substance use treatment and more, including a set of five-year goals that expired at the end of 2019.

During those five years, CoreCivic invested heavily in reentry programming options at our Safety facilities and greatly expanded our portfolio of reentry centers in our Community branch. This investment in people enabled us to exceed goals to deliver substance use treatment programs and complete three quarters of them successfully. We provided the facilities, equipment and staff to help 23,000 motivated inmates earn industry recognized certificates — proof of their new skills that they will take with them to earn new jobs and launch

careers. We supported 3,200 inmates completing nationally recognized victim impact training to develop positive social and emotional skills like empathy. Through interaction with former victims of crime, many better understood the impact of crime on victims and communities. During those five years, we also helped more than 7,300 inmates to earn a General Education Degree (GED) or other high school equivalency (HSE) degree.

With the conclusion of the goals initially set in 2014, and with COVID-19 guidelines restricting in-person programming in 2020 and into 2021, we are deferring disclosure of new goals to future reports. We will continue to set program delivery goals as conditions allow while using qualitative measures to align our programs with emerging research indicating that a fully integrated reentry approach can create lasting positive change that reduces recidivism. For example, motivational interviewing techniques help residents identify their intrinsic motivation to develop new skills and seek lasting change. This section of the report explains the underlying principles of effective reentry services and how we incorporate them into our management approach and program delivery.

An inter-disciplinary reentry services team under senior

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

We recognize that there are opportunities to grow and evolve. To that end, our reentry services team regularly shares lessons learned and best practices from our staff's experiences at the facility level. They also share recent developments in broader reentry-related research, such as the guiding principles discussed in this report. The team also regularly consults with facility staff to define success, measure it and understand operational challenges. We intend to adapt when needed and provide the most effective programming possible.

What is Evidence-Based Practice?

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

We offer integrated reentry services that seek to maximize the positive impacts that everyone plays in the reentry process, including our own employees, community members and government partners. The EBP principles that follow highlight how our services incorporate reentry-supporting activity in environments that support lasting positive change.

CoreCivic Programming

Community Collaboration

Evidence-Based Practice

2020 Goals and COVID-19 Impact

To protect the safety of our residents, we postponed most in-person programs, which impaired our goals achievement for high school equivalency degrees, vocational training, chaplaincy services, victim impact programs and Go Further journal completions. However, we did meet our goal of substance use treatment completion rates (81%). In lieu of pursuing our suspended goals, our team identified new, socially distanced and responsible ways to deliver alternative forms of programming. We worked with stakeholders to introduce new tablet-based technology solutions for education, chaplaincy and cognitive programs. We offered printed worksheets for individual use, as well as unique access to community engagement, and we continued planning for new long-term ways to measure success.

Programming | Community Corrections | Innovative Solution Delivery | Humane and Respectful Treatment

Reentry Services | Principles of Evidence-Based Practice

Guiding Principles of EBP

Principle 1– Assessing Needs and Risks

CoreCivic provides timely, relevant evaluations for our residents in Safety and Community facilities to determine their unique reentry needs and provide a baseline for measuring their progress. We do this by evaluating residents' unique **criminogenic risks and needs** — in short, what is their risk level for committing a crime in the future, and what are their specific reentry needs? Our policies also include processes for reevaluating residents over time according to their program assignments, education, vocational training or other special programs to assist them in meeting reentry goals.

The specific types of assessments CoreCivic provides vary with our government partners, but in all cases the assessments inform each resident's individualized care based on their unique risk levels. Assessments generally rank participants as having a low, medium or high risk of recidivism. For example, a resident with a high risk assessment might have a case plan with a goal of participating in our Go Further Program and working on cognitive-behavioral worksheets with their case manager to address the risk.

Principle 2 – Enhancing Intrinsic Motivation

An individual's desire and commitment to make a positive change — known in the industry as intrinsic motivation — is critical to reducing the risk of recidivism. We recognize that our staff all play a role in creating a culture that promotes this kind of individual motivation. Staff who are trained in motivational interviewing lead discussions with residents to meet the person where they are and help them find their own motivation for change. Tapping into this motivation for change is a critical aspect of our Go Further reentry framework and associated staff training that asks staff to support the idea that people can and do change. The Go Further curriculum not only seeks to enhance the intrinsic motivation of its participants, but it communicates to our staff the role that we all play in helping unlock and enhance it.

Trained classification counselors and case managers at our Safety and Community facilities apply motivational interviewing techniques in discussions with residents that combine aspects of collaboration, acceptance, evocation and compassion to locate and maximize intrinsic motivation. Our staff collaborate with residents because we recognize that people are the experts on themselves, and that our approach must meet the individual where they are. We accept residents by recognizing their inherent worth and acknowledging their interest and effort in changing. We don't assume that we know what each resident needs. Instead, motivational interviewing sessions and our Go Further curriculum evoke the underlying motivations and skills they already have. Finally, our approach introduces a deliberate commitment by our staff to support and encourage the best for all of our residents which allows residents to trust the positive changes they make while entrusted to our care.

What Our Residents Our Saying

"My unit team manager encouraged me to attend Go Further because she felt that was something that might appeal to me. I, on the other hand, thought Go Further was just another carbon copy of a self-rehabilitation program and did not see what Go Further had to offer. Many programs claim to know the way to success and assumed that I was somehow broken.

The very first paragraph of every Go Further section asserts that it is designed to help me and is intended to support my efforts. That any action or decision to change is mine alone to make. The format laid out in these interactive journals affords me tools to consider a different perspective. To see things objectively and utilize a rational method to reach a desired outcome. The cognitive based model in these journals allows me to apply these techniques in every aspect of my life.

I believe the genius of Go Further is that … should I decide that I'd like to make a change, Go Further is available to me and my success is only measured by my willingness to be honest with myself.

Since graduating I've accepted a mentoring position because I believe that if I can play a tiny role in helping someone in their evolution, then I'm paying it forward. No one should be denied their desired outcome."
— Dean O., Resident

Programming | Community Corrections | Innovative Solution Delivery | Humane and Respectful Treatment

Reentry Services | Principles of Evidence-Based Practice

Principle 3 – Targeting Interventions

This EBP principle focuses on prioritizing and delivering "targeted interventions" based on risk levels, being responsive to participants' needs and delivering enough programming to effect change. Research tells us that an adult male resident who has a high risk to recidivate needs approximately 300 hours of "dosage." Dosage is defined as the amount of treatment necessary to reduce the risk of recidivism. Our reentry services provide many avenues for residents to obtain their necessary treatment:

- **Go Further - 89 hours**

- **Threshold (faith-based cognitive-behavioral programs) - 480 hours**

- **Residential Drug Abuse Program (RDAP) - over 500 hours**

- **Moral Reconation Therapy - 54 hours**

- **Thinking for a Change - 54 hours**

- **TCU Brief Interventions - 6 hours each**

- **Cognitive Behavioral Intervention Program (CBIP) - 160 hours**

- **Formal Education Programs - 15 hours per week in school**

CASE STUDY: COVID-19 Impact in Education Programs

Suspended delivery of education in the traditional instructor-led classroom environment and decisions by the providers of high school equivalency (HSE) tests to delay test dates meant we could not reach our annual HSE goals. However, we quickly redirected resources to distanced learning options by providing volumes of educational and exam preparation materials for socially distanced completion. A strong start to the year allowed for some progress and, where available, successful testing and graduations in 2020 despite the hardships that COVID protocols introduced.

CASE STUDY: Responsivity in Education Programs

A component of targeted interventions includes the concept of "responsivity," which means our ability to adapt our interventions to meet the specific needs of a resident. CoreCivic facilities implemented a two-week program called "GED Bootcamp" targeted to those who had a high school equivalency (HSE) testing date within 30 days and had demonstrated a need for extra instruction. Students received one-on-one tutoring in the specific areas where they were struggling to maximize the chance of success on the exam. Our instructors and students worked through lunch, and in support of the GED Bootcamp, the facility administrative team arranged to have their meals delivered to the classrooms.

Programming | Community Corrections | Innovative Solution Delivery | Humane and Respectful Treatment

Reentry Services | Principles of Evidence-Based Practice

Principle 4 – Developing and Practicing Skills

This principle focuses on delivering functional training like communication and social skills along with opportunities for practice in real-world scenarios. Integrating skills practice alongside skill development helps to ensure effectiveness of our programming and lasting positive changes from participants. CoreCivic's Go Further program includes integrated skill development and practice sessions throughout the entirety of the curriculum. In addition to directed practice and role-play scenarios that support social skills and behaviors, we work collaboratively with community and industry partners to provide opportunities for directed practice.

For example, we are piloting a program at our Lee Adjustment Center in Beattyville, Kentucky, to give participants the opportunity to rehearse job interviews. This cutting-edge program uses artificial intelligence to conduct mock job interviews and provide feedback to help participants rehearse for real-world application.
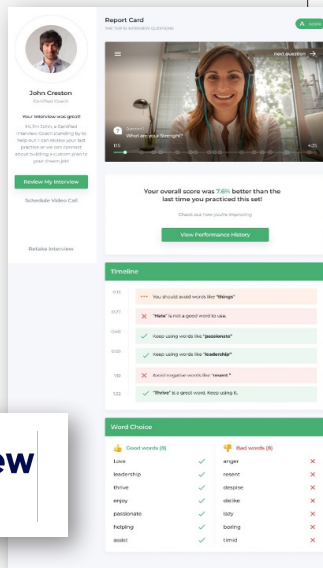
Principle 5 – Positively Reinforcing Progress

Research on EBP shows that developing new skills and making behavioral changes is most likely to occur in a positive environment where progress is acknowledged and supported. To that end, we build in opportunities to recognize resident progress in their individualized plans. For example, our education departments have a number of positive rewards to stimulate continued progress, including: food and beverage rewards, pizza parties, certificates of achievement, featured appearances on Wall of Fame boards, commissary fund deposits and extra time in the library. The positive reinforcement is intended to maintain and fuel intrinsic motivation as participants make progress.

HIGHLIGHT: Practicing Refusal Skills

Our substance use programming integrates practicing the skills needed to refuse substances in real-world scenarios. For example, participants engage in role play scenarios to practice the refusal skills and strategies covered in the curriculum. These include scripting the language of refusals and rehearsing them out loud, as well as envisioning how the first urges to use might arise. Participants also consider situations in which they may be offered a substance, and they role-play common scenarios to build the confidence needed to respond clearly and concisely.

Participants in our residential drug abuse program (RDAP) practice refusal skills and are even taking the lead in helping others in their recovery journey. We recognize National Recovery Month each September, and this year we celebrated a former resident at our Trousdale Turner Correctional Center who accepted a position as a certified peer recovery specialist and case manager at a residential reentry center in Tennessee.

What Our Residents Are Saying

"The positive environment and influence at the education department got me enrolled in college. Education gave me integrity and helped me rebuild trust with my family."
— **Gregory, Saguaro Correctional Center, Eloy, AZ**

"I found the positive and professional attitudes of all the HCCF staff to be most beneficial in helping me to achieve my goal in obtaining my HiSET diploma"
— **Gerald, Hardeman County Correctional Facility, Whiteville, TN**

"Once I walked through those doors, I was no longer treated as an inmate but a student. I enjoyed how the professors pushed us to do our best, and encouraged us with stories of companies looking for people with that specific trade."
— **Resident, Wheeler Correctional Facility, Alamo, GA**

"Horticulture has added real value to my life and drastically changed my prison experience. First and foremost, the environment created in the greenhouse is very atypical of prison. The relaxed atmosphere and excellent learning environment has been a great benefit."
— **Resident, Red Rock Correctional Center, Eloy, AZ**

Reentry Services | Principles of Evidence-Based Practice

Principle 6 – Supporting Participants in Natural Communities

Research shows that continuing skill use and development within an individual's natural community is an integral part of success after developing and practicing new skills. To that end, we provide opportunities for our residents to engage in their communities where skills and changes can be exhibited for a natural and supported transition. For many residents, reconnecting with family provides opportunities to practice new skills and experience support in their communities.

Family Connection

"I had a tough childhood and experienced a difficult relationship with my father. We were constantly at odds, and I couldn't bring myself to submit to his discipline. For living a life of crime, I earned myself a 16-year prison sentence. After my incarceration, I became sober, got involved in the Christian leadership class and really got serious in my walk in faith. I began to notice that I talked to people much differently. I started to show respect to staff and CO's. My family life had taken a new positive turn, and my dad has become my best friend. I reflect back to my teenage years when my father and I would intentionally avoid each other, and now he gets upset when I don't call him on a regular basis, and the fact that he chews me out for not calling brings joy to my heart that he wants to hear from me." — **Joshua, resident**

Principle 7 – Measuring Relevant Data

While GEDs and completion rates are important indicators of program success, they do not represent the only metric for success in an individual's reentry process. We also must measure incremental cognitive and behavioral changes in residents, as these can also be indicators of long-term change. Incremental measurements, which occur between pre- and post-program measurements, allow us to track changes in a resident's criminal thinking and the level of engagement with staff even in scenarios where partial program completions occur. We also use questionnaires to measure changes in cognitive restructuring and behavioral activation and the Urge to Use Scale to measure changes in cravings while in substance use treatment.

CASEY STUDY: OROC TEEM Partnership

In August of 2020 our Oklahoma Reentry Opportunity Center (OROC) collaborated with local non-profit organization TEEM (The Education and Employment Ministry) to provide residents access to a range of reentry programs, including job preparedness and reengagement with family. Program participants attend empowerment classes where they learn job readiness skills like building a resume and interviewing for a job, as well as pro-social skills. As of March 2021, 67 women from OROC have completed the job preparation program, and many former residents are still employed through connections made in the program. Currently, 14 residents are employed through the program, and seven residents are participating in the TEEM program.

This partnership with TEEM and other community stakeholders also allows OROC residents to put skills into practice in their natural communities. Recent activities include a mobile book program designed for mothers to read along with their children and other planned family interactions where residents can reengage with their families.

Principle 8 – Providing Measurement Feedback

Measuring data and converting it to feedback allows for continuous development and improvement. For example, following initial testing in a formal education program, the instructor and the student develop an educational plan using, among other factors, the results of the assessment, which identifies areas of strength and areas of need.

Feedback to our instruction staff is provided both formally and informally. Grade gain reports, for example, show staff the degree to which their students are developing within each subject area, and are used to identify teaching strengths/opportunities and where professional development can occur. Benefits of instructor feedback include more effective instructor training, improved classroom instruction, higher-level student learning and higher success rates on assessments.

Programming | Community Corrections | Innovative Solution Delivery | Humane and Respectful Treatment

Reentry Services | Community Corrections

CoreCivic Community

CoreCivic Community helps justice-involved individuals get their lives back on track by providing a variety of services that utilize evidence-based practices to remove barriers to successful reentry and ultimately reduce recidivism. Our services provide the necessary structure for individuals to receive the support they need where they need it to successfully reenter their communities. Our approach to this segment of the criminal justice system is critical not only for the long-term success of the individuals we serve, but offers a uniquely broad portfolio of services that meets the specific needs of our government partners.

CoreCivic's vice president, community corrections leads the business unit and reports directly to our chief operating officer. Community facility directors and administrators lead our day-to-day operations and receive annual performance assessments linked to key performance indicators like contract compliance and reentry program delivery. Our residential facilities are staffed at designated employee to resident ratios to ensure the quality of services provided. CoreCivic Community maintains a comprehensive policy library that covers applicable operating procedures based upon the partner's requirements, including procedures for raising resident grievances and how they are resolved. Similar to our Safety facilities, our residential reentry centers are subject to oversight and accountability through partner audits and where applicable, ACA accreditation standards. We maintain consistent channels of communication and feedback with our agency partners and local community groups to continuously evaluate our approach and ensure that our services meet stakeholder needs.

A brief overview of our residential and non-residential services that support reentry include:

RESIDENTIAL SERVICES		NON-RESIDENTIAL SERVICES	
Housing	Safe, secure and clean environments that promote positive change	**Electronic Monitoring**	Track and manage substance use in all stages within the criminal justice system
Case Management	Individual needs assessments and regular meetings to track progress and overcome obstacles	**Continuous Alcohol Monitoring**	Designed for programs where abstinence is required and home confinement may also be needed
Community Connections	Drive connection to local communities through mentorship programs, housing search assistance, family reengagement and more	**Probation Case Management**	Trained staff delivering face-to-face EBP services as specified by a court to reach successful outcomes
Treatment Services	Aligned with needs assessment, active engagement to address underlying substance use and behavioral health disorders	**Outpatient Treatment Solutions**	Cognitive-behavioral model coupled with 12-step program to reduce impact of substance abuse and address underlying substance abuse disorders
Home Confinement	Confirm individual compliance with terms of required home confinement schedules	**Drug Testing**	Monitor and process drug metabolites and parent drugs as directed by the courts

HIGHLIGHT: Ministry Through the Fence

CoreCivic Community staff recognized the need for residents to build and maintain community connections despite the challenges presented by COVID. With the help of church volunteers, they established a program called "Ministry through the Fence." Each Sunday an approved volunteer program arrives at the facility outside of the fence, located along the recreation yard. With the women present on the other side of the fence and with the assistance of a PA system, they provide church services to the ladies, while honoring social distance.

Programming | Community Corrections | Innovative Solution Delivery | Humane and Respectful Treatment

Who We Are | Diversity, Equity and Inclusion

Our employees come from many different backgrounds, and their diversity is integral to our individual and collective performance as an organization. We believe that diversity, equity and inclusion (DEI) improves our ESG pursuits by driving quality of operations, increasing employee engagement and fortifying a culture of dignity and respect.

Our vice president, talent and organizational development, and DEI leads our management of DEI-related initiatives under the direction of our chief human resources officer. We assembled a DEI Advisory Council in 2020 to drive future advancement of underrepresented groups and better understand how our DEI practice can be advanced. The Council represents our workforce's diversity by gender, race, ethnicity, tenure and geography. The Council formalized its governance approach and will actively manage enterprise-wide initiatives informed by the DEI portion of our cultural survey conducted in October of 2020. The Council, along with the executive leadership team, senior leaders, and the board of directors received training on conscious inclusion by a leading consultancy and have integrated DEI into our strategic planning.

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 applicable laws and regulations. We maintain multiple grievance mechanisms to report harassment and prohibit reprisals for reporting.

CORECIVIC ALL-EMPLOYEE DIVERSITY

Gender Diversity

51.5%

Female

Racial and Ethnic Diversity

56%
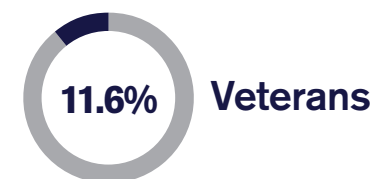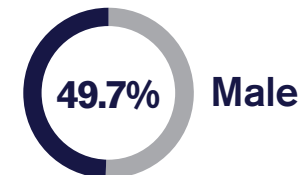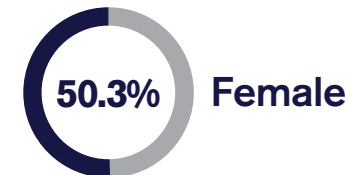
People of Color and Underrepresented Minorities (URM)

HIGHLIGHT: Board-Level Support of DEI

In support of our ongoing DEI-related efforts, the CoreCivic board of directors formed a board-level DEI committee. This committee oversees the board-approved DEI Initiative, which is designed to:

- Sustain and enhance an inclusive culture that values working with diverse groups of people who offer diversity of thought and perspective;
- Support an environment that treats persons equitably and strives to offer equality of opportunity; and
- Promote DEI in all aspects of the company's endeavors

Diversity in Talent Acquisition

We promote equal opportunity in our talent acquisition strategies by maximizing our ability to recruit from a diverse, broad spectrum of potential candidates. For example, we partner with various organizations to support hiring veterans and have been named a military-friendly employer each year since 2007. Our policies and procedures are designed to meet applicable federal government contracting requirements and govern our activities to hire diverse talent. The percentages below represent new employee hire data for the year 2020.

50.3% Female

49.7% Male

54.9% People of Color and Underrepresented Minorities

11.6% Veterans

Diversity, Equity and Inclusion | Talent Acquisition & Retention | Culture of Respect

Who We Are | Training and Leadership Development

We recognize the importance of investing in our people. CoreCivic's management approach to training and development is overseen by our chief human resources officer and managing director, enterprise learning and development. A network of learning and development managers at the facility level implements the training. Our training activity and records are managed according to our learning and development policy, and the board of directors receives periodic updates on delivery of strategic training programs to include CoreCivic University.

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

PARTNER ACADEMIES AND LICENSURE

Some of our state partner agencies have additional, specific training academy standards that we meet as a part of our training governance. Additionally, many of the services provided by our staff are subject to continuing education or training credits associated with certifications/licensures as applicable.

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

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

TRAINING TOPICS

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

Training & Leadership Opportunities | Culture of Respect

Who We Are | Training and Leadership Development

CoreCivic University

Investing in the long-term career development of our employees at all levels of the organization provides many benefits to our employees and the company alike. We offer targeted leadership and operational development through CoreCivic University. The university curriculum is updated regularly through partnerships with industry experts, learning institutions and career learning and development professionals. CoreCivic University delivers tailored development curricula based on the skills critical to success at the respective participant's employment level. Individual development not only increases our ability to provide operational excellence, but prepares participants to advance in their career at CoreCivic. This strategic approach also increases the strength of our leadership bench and is linked to beneficial effects in turnover and promotion rates. The learning sessions cover a wide range of topics from industry-relevant certifications, leadership development and best practice sharing.

COVID Impact

In 2020, we invested over $1 million to build and align our learning capabilities to meet the demands and requirements of our partners, both internal and external, while addressing the demands of the COVID-19 pandemic.

Strategic

- Over 75% of our pre-service and in-service curricula can now be delivered virtually.
- Our learning management system (LMS) and hardware (laptops, desktops, and tablets) received various upgrades to make training more effective, accessible and equitable for all learners.
- In partnership with industry experts, we have increased our capability by certifying virtual producers.
- We have continued our partnership with Linkedin Learning to provide 24/7 access to on-demand courses for our leadership population.

Operational

- Implemented a temporary ban on close contact training enterprise wide during the pandemic surge.
- Required use of approved PPE for all teammates during training.
- Reduced class sizes to lower than 10 to meet and social distancing requirements.
- Reinforced learning departments with additional staff to assist with social distancing measures.
- Implemented sanitization protocols for all classrooms and materials.
- Amended training practices to reduce exposure.
- Utilized virtual classrooms to facilitate large group sessions.

Our learning and development operations continue to align with CDC guidance and partner agency requirements. More details can be found on the COVID protocols section of our website.

Training & Leadership Opportunities | Culture of Respect

Who We Are | Compensation and Benefits

Our ability to serve our customers depends on our employees who work directly with the individuals in our care. That's why we offer employees plans and programs to help them succeed in their daily jobs and personal lives through healthy living and financial security.

Our compensation and benefits team is led by the vice president, human resources, and reports to the chief human resource officer. We maintain policies and procedures for compensation practices, paid leave and ongoing compliance with applicable wage and benefit regulations. Compensation plans for executives and senior leaders are reviewed annually to ensure alignment with strategic goals, which may include human rights and other ESG-related goals.

We offer competitive wages and salaries, with an average correctional/detention officer starting wage at $17.90/hr and an average employee salary of $41,134. Our benefits package includes health insurance options, paid leave benefits, life and AD&D insurance, and an employee assistance program. We also play an important role in supporting our employees financial future by offering our 401(k) retirement plan. Our plan includes a generous company matching component for all employees once the hours requirement and waiting period has been met.

We review our benefit plans annually using a variety of criteria: they need to be affordable, responsive to the needs of our employees, meet federal, state, and contractual requirements, and fall within budgetary limits. In recent years, these reviews have resulted in significant changes to our medical plan offerings to encourage and reward healthy behavior among our employees and to improve their access to care.

Recent Additions to Our Benefits Package

Voluntary Wellness Platform – Provides financial incentives to employees to obtain preventive medical services and screenings, participate in disease management programs, and adopt better habits in regard to activities like exercise, diet and sleep. More than half of our eligible employees voluntarily participate in these plans, and financial incentives now exceed $1,000,000 annually and are used to offset costs that would otherwise be paid by employees.

No-Cost Virtual Visits – Offers greater access to primary care for employees and continues to grow in usage with more than 2,000 virtual visits performed in 2020. Patients reported that more than half of these visits would have resulted in a trip to the emergency room in the absence of the virtual visit option.

No-Cost Generic Rx for Chronic Conditions – Convenient mail-order prescription drugs access for issues like diabetes, high blood pressure and high cholesterol. This change affected 10,000 prescriptions in the past year, representing more than $2.5 million in total drug costs.

Enhanced Care Management Assistance – Provides direct support for complex claims incurred among our workforce, assisting employees in navigating the healthcare system and accessing the highest quality care available for their condition. This program provided direct support to 1,500 covered individuals over the past year.

Diabetes Management Program – Delivery of free test strips, a wireless blood glucose monitor and real-time health condition coaching. The enrollment rate for this program exceeds benchmarks by 20 points, and HbA1c (blood glucose) measures have been continually improving for individuals enrolled and actively engaged in this voluntary program.

Advocacy Services Partnership – Free assistance in navigating through the healthcare system and how to best access and utilize the benefit plans we offer. This advocacy program provided assistance to employees and their families more than 6,000 times in the past 12 months.

COVID-19 SUPPORT
To support our employees in navigating through the impacts of the COVID-19 pandemic, we adopted the following as it relates to our compensation and benefit programs:

- **Hero Bonus**
  Provided a $500 bonus for every active facility employee and additional paid time off (8hrs for full-time employees and 4 hours for part-time staff)
- **Leave Policy Amendments**
  We amended our leave policies to support employees when following quarantine guidance. This included up to two weeks of paid leave based on a positive COVID test or close contact, and up to two weeks of advance PTO as needed. We also provided two days of leave for side effects from the vaccine.
- **No-Cost Telehealth Access**
  In addition to our existing no-cost options, we adopted a temporary waiver of the member cost share (deductible/co-insurance) for members following in-network telehealth providers who agreed to participate in the program for medical services, physical/occupational/speech therapy sessions and outpatient behavioral therapy.
- **Centralized Staffing Monitoring**
  Centrally monitored staff impacts, including tracking and reporting of nearly 14,000 staff test results in 2020. At the time of this report (May 2021), over 4,500 staff have received one or both vaccine doses.
- **FSA and 401(k) Amendments**
  We amended our FSA plan to allow the maximum amount of IRS-allowed fund rollover into the next plan year and expanded the scope of FSA-eligible expenses. We also implemented temporary 401(k) provisions for affected individuals for certain distributions, suspension of loan payments and waivers of required minimum distributions.
- **CoreCivic Cares Fund**
  Employees negatively impacted by the pandemic, through illness or other hardship, were encouraged to apply for special assistance from the CoreCivic Cares Fund which distributes payments up to $5,000 over the employee's lifetime as a part of the program.

Wages & Benefits | Talent Acquisition & Retention

Who We Are | Notable Memberships, Partnerships, Honors

Industry and Trade Associations

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

Partner Organizations

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

- 4th Purpose Foundation
- Alcoholics Anonymous (AA)
- AMAC Accessibility
- American College of Correctional Physicians

- Ashland University
- Auburn University's Canine Performance Sciences Program
- Canine Companions for Independence
- Community Service Council's Tulsa Reentry One-Stop
- Dismas House
- Essential Education
- FuelED
- GED Testing Service
- Habitat for Humanity
- HiSET
- Joni and Friends Wheels for the World
- Men of Valor
- Oconee Fall Line Technical College
- Operation New Hope's Ready4Work Program
- Persevere
- Prison Fellowship
- Reading Legacies
- Standing with Hope
- Tennessee Prison Outreach Ministry
- Tennessee Voices for Victims
- The Education and Employment Ministry (TEEM)
- Wiregrass Georgia Technical College

Honors and Awards

- 50/50 Women on Boards' Winning "W" Certificate – awarded to public and private companies whose boards are comprised of 20 percent or more women.

- Military Friendly® Employer for 2020 – recognized for supporting veterans in employment and contracting.

Community Engagement | Trust & Transparency | Innovative Solution Delivery | Reentry Services

Appendix | GRI Content Reference Index

GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
General			
102-1	General Disclosures	Name of the organization	CoreCivic at a Glance, Page 4 Form 10-K, Page 7
102-2	General Disclosures	Activities, brands, products, and services	CoreCivic at a Glance, Page 4 Form 10-K, Page 7
102-3	General Disclosures	Location of headquarters	Form 10-K, Page 7
102-4	General Disclosures	Location of operations	Form 10-K, Pages 21-28
102-5	General Disclosures	Ownership and legal form	Form 10-K, Pages 7-8
102-6	General Disclosures	Markets served	Form 10-K, Pages 8-28
102-7	General Disclosures	Scale of the operation	CoreCivic at a Glance, Page 4 Form 10-K, Pages 7-34
102-8	General Disclosures	Information on employees and other workers	Form 10-K, Page 34
102-9	General Disclosures	Supply chain	Supply Chain and Supplier Diversity, Page 20
102-10	General Disclosures	Significant changes to the organization and its supply change	Form 10-K, Page 8
102-11	General Disclosures	Precautionary Principle or approach	Corporate Governance, Page 8 2021 Proxy Statement, Pages 11-17
102-12	General Disclosures	External initiatives	About This Report, Page 2
102-13	General Disclosures	Membership of associations	Notable Memberships, Partnerships, Honors, Page 33
102-14	General Disclosures	Statement from senior decision-maker	Our Company, Page 3
102-15	General Disclosures	Key impacts, risks, and opportunities	Process and Stakeholder Engagement, Page 6 Findings and Materiality Matrix, Page 7
102-16	General Disclosures	Values, principles, standards, and norms of behavior	Ethics and Compliance Program, Page 10 CoreCivic Code of Ethics, Page 3
102-17	General Disclosures	Mechanisms for advice and concerns about ethics	Ethics and Compliance Program, Page 10 CoreCivic Code of Ethics, Page 13
102-18	General Disclosures	Governance structure	Corporate Governance, Page 8 2021 Proxy Statement, Pages 8-17
102-20	General Disclosures	Executive-level responsibility for economic, environmental, and social topics	About This Report, Page 2
102-21	General Disclosures	Consulting stakeholders on economic, environmental, and social topics	Process and Stakeholder Engagement, Page 6
102-22	General Disclosures	Composition of the highest governance body and its committees	Corporate Governance, Page 8 2021 Proxy Statement, Pages 9-10
102-23	General Disclosures	Chair of the highest governance body	2021 Proxy Statement, Page 8
102-24	General Disclosures	Nominating and selecting the highest governance body	2021 Proxy Statement, Pages 9-12
102-25	General Disclosures	Conflicts of interest	2021 Proxy Statement, Pages 13-15
102-26	General Disclosures	Role of highest governance body in setting purpose, values, and strategy	2021 Proxy Statement, Pages 8-17
102-27	General Disclosures	Collective knowledge of highest governance body	About This Report, Page 2

GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
General (continued)			
102-31	General Disclosures	Review of economic, environmental, and social topics	About This Report, Page 2
102-33	General Disclosures	Communicating critical concerns	Ethics and Compliance Program, Page 10
102-35	General Disclosures	Remuneration policies	2021 Proxy Statement, Pages 29-67
102-36	General Disclosures	Process for determining remuneration	2021 Proxy Statement, Pages 39-67
102-37	General Disclosures	Stakeholders' involvement in remuneration	2021 Proxy Statement, Pages 29-67
102-38	General Disclosures	Annual total compensation ratio	2021 Proxy Statement, Pages 63-64
102-39	General Disclosures	Percentage increase in annual total compensation ratio	2021 Proxy Statement, Page 71 2021 Proxy Statement, Page 64
102-40	General Disclosures	List of stakeholder groups	Process and Stakeholder Engagement, Page 6
102-41	General Disclosures	Collective bargaining agreements	Human Rights, Page 22
102-42	General Disclosures	Identifying and selecting stakeholders	Process and Stakeholder Engagement, Page 6
102-43	General Disclosures	Approach to stakeholder engagement	Process and Stakeholder Engagement, Page 6
102-44	General Disclosures	Key topics and concerns raised	Findings and Materiality Matrix, Page 7
102-45	General Disclosures	Entities included in the consolidated financial statements	Form 10-K, Exhibit 21.1 - List of Subsidiaries of CoreCivic
102-46	General Disclosures	Defining report content and topic Boundaries	Process and Stakeholder Engagement, Page 6
102-47	General Disclosures	List of material topics	Findings and Materiality Matrix, Page 7
102-48	General Disclosures	Restatements of information	N/A
102-49	General Disclosures	Changes in reporting	Process and Stakeholder Engagement, Page 6 Findings and Materiality Matrix, Page 7
102-50	General Disclosures	Reporting period	About This Report, Page 2
102-51	General Disclosures	Date of most recent report	May 14, 2020
102-52	General Disclosures	Reporting cycle	CoreCivic expects to report on an annual basis.
102-53	General Disclosures	Contact point for questions regarding the report	About This Report, Page 2
102-54	General Disclosures	Claims of reporting in accordance with the GRI Standards	About This Report, Page 2
102-55	General Disclosures	GRI content index	GRI Content Reference Index, Pages 34-36
102-56	General Disclosures	External assurance	No external assurance is provided at this time.
Economic			
GRI 202 Market Presence			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Compensation and Benefits, Page 32
202-1	Market Presence	Ratios of standard entry level wage by gender compared to local minimum wage	Compensation and Benefits, Page 32
GRI 204 Procurement Practices			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Supply Chain and Supplier Diversity, Page 20
204-1	Procurement Practices	Proportion of spending on local suppliers	Supply Chain and Supplier Diversity, Page 20
GRI 205 Anti-Corruption			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Political Activity, Page 16
205-1	Anti-Corruption	Operations assessed for risks related to corruption	Political Activity, Page 16 Ethics and Compliance Program, Page 10

GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
Environmental			
GRI 302 Energy			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Environmental Performance, Page 18
302-1	Energy	Energy consumption within the organization	Environmental Performance, Page 18
302-3	Energy	Energy intensity	Environmental Performance, Page 18
302-4	Energy	Reduction of energy consumption	Environmental Performance, Page 18
Social			
GRI 401 Employment			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Compensation and Benefits, Page 32
401-1	Employment	New employee hires and employee turnover	Compensation and Benefits, Page 32 Form 10-K, Page 34
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation and Benefits, Page 32
GRI 403 Occupational Health and Safety			
103-3	Management Approach	Explanation of the material topic and our management approach	Safe and Secure Operations, Page 12
403-1	Occupational Health and Safety	Occupational health and safety management system	Safe and Secure Operations, Page 12
403-9	Occupational Health and Safety	Work-related injuries	Omission for work-related injuries based upon certain information not yet available. We are working to generate quality data based on pandemic-related circumstances, and better align our internal systems to generate year-over-year comparative data in accordance with GRI reporting requirements. We expect to update data for the reporting year 2020 by the conclusion of the next reporting cycle.
GRI 404 Training and Education			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Training and Leadership Development, Page 30 Form 10-K, Page 35
404-1	Training and Education	Average hours of training per year per employee	Training and Leadership Development, Page 30
404-3	Training and Education	Percentage of employees receiving regular performance and career development reviews	100% of management and 99% of all other employees Form 10-K, Page 35
GRI 405 Diversity and Equal Opportunity			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Diversity, Equity and Inclusion, Page 29 Form 10-K, Page 35
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Diversity, Equity and Inclusion, Page 29 Corporate Governance, Page 8
GRI 409 Forced or Compulsory Labor			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Human Rights, Page 22
409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Risk Assessment Summary Report
GRI 412 Human Rights Assessment			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Human Rights, Page 22
412-1	Human Rights Assessment	Operations that have been subject to human rights reviews or impact assessments	Human Rights, Page 22 Human Rights Risk Assessment Summary Report
412-2	Human Rights Assessment	Employee training on human rights policies or procedures	Human Rights, Page 22

GRI Standard Number	GRI Standard Title	Disclosure Title	Report Page Number or External Source Reference
Social (continued)			
GRI 415 Public Policy			
103-1 to 103-3	Management Approach	Explanation of the material topic and our management approach	Political Activity, Page 16
415-1	Public Policy	Political contributions	Political Activity, Page 16 Political Activity and Lobbying Reports

Appendix | **Reports and Resources**

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

Public Filings
Annual Report (Form 10-K)
Proxy Statement
Annual Letter to Shareholders
All Public Filings

Our Company
CoreCivic Safety
CoreCivic Community
CoreCivic Properties
Our COVID-19 Response
What We Do and What We Don't Do
Our Role in Immigration Detention
CoreCivic Foundation

ESG Approach
Global Reporting Initiative
CoreCivic ESG Reports

Accountability and Oversight
Quality Assurance and Facility Oversight Report
DOJ OIG Review of COVID Risk Mitigation
PREA Reports Hub

Human Rights
CoreCivic Code of Ethics
Statements on Human Rights Controversies and Allegations
Human Rights Risk Assessment Summary Report
Human Rights Policy Statement

Reentry Services
Our Commitment to Reentry
Go Further - Reentry Curriculum
Visitation 2.0

Industry Studies and Research
National Institute of Corrections Research on Evidence-Based Practice
Bogue, Brad et al. "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention." *National Institute of Corrections*
Covergence "Reentry Ready" Project
Rethinking Prison: A Strategy for Evidence-Based Reform

Industry Studies and Research
Day 1 Alliance
Annual Political and Lobbying Activity Reports
2020 Policy Support

Forward Looking Statement

This report may contain statements as to our beliefs and expectations of the outcome of future events that are "forward-looking" statements within meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of current or historical fact contained in this report, including statements regarding CoreCivic's business and its future business plans, initiatives, sustainability goals and programs, are forward-looking statements. These forward-looking statements are subject to risks, uncertainties and other factors which could cause actual results to differ materially from historical experience or from those expressed or implied by the forward-looking statements made in this report. Any or all of our forward-looking statements contained in this report may turn out to be inaccurate. Our forward-looking statements can be affected by inaccurate assumptions we might make or by known or unknown risks and uncertainties, including, but not limited to, the risks and uncertainties described in "Risk Factors" included in our most recent annual report on Form 10-K, or the Form 10-K, filed with the Securities and Exchange Commission, or SEC, and in the other reports, documents, and other information we file with the SEC from time to time. Please consider the forward-looking statements in this report in conjunction with the Form 10-K and with the other reports, documents and other information we file with the SEC. Any forward-looking statements made in this report are as of the date of this report and, except to the extent required by applicable securities laws, we undertake no obligation to update or publicly revise any of the forward-looking statements included in this report.