



2024 Corporate Responsibility Report

About This Report

CoreCivic is committed to consistent reporting on the environmental, social and governance (ESG) topics of greatest interest to our stakeholders. This report updates our focus areas, key topics and priorities of our stakeholders, in addition to impacts that inform or modify our strategies and progress against goals.

We recommend that this report be reviewed alongside CoreCivic’s 2024 annual report ([Form 10-K](#)), most recent [proxy statement](#), and our most recent shareholder letter, all available at our [public filing reports hub](#).

Unless otherwise noted, this report covers the fiscal year January 1, 2024 to December

31, 2024, and it includes information about CoreCivic, Inc. with select references to activities conducted by our wholly-owned subsidiaries.

This report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Core option effective January 1,

2023. To ensure disclosures are relevant, CoreCivic conducts comprehensive stakeholder materiality assessments biennially. Disclosures based on GRI Standards are listed in the GRI Content Reference Index at the end of this report. Our management approach to corporate responsibility reporting includes participation and review at many levels of

our organization. Authority for reporting is delegated to our vice president and chief ethics and compliance officer by the president and CEO. A cross-functional team works to collect disclosure data and provide updates to material topics. The report is reviewed by members of our senior management team. Corporate responsibility reporting is overseen

by the risk committee of the CoreCivic Board of Directors, while each standing committee shares oversight of ESG topics consistent with the duties specified in each committee’s charter. Questions about this report can be directed to Mike Grant, managing director of investor relations at CoreCivic, at investorrelations@corecivic.com.



Table of Contents

04



Our Company

Message from Our CEO

Primary Impacts of Supplying
Justice-Related Services

Materiality & Stakeholder Engagement

09



Our Services

Safe & Secure Operations

Immigration Detention

Community Corrections

Reentry Services

Health Services

Innovative Solution Delivery

24



Who We Are

People & Culture

Talent Attraction & Retention

Compensation & Benefits

Training & Leadership Development

33



Responsible Operations

Human Rights

Employee Health & Safety

Quality Assurance

Supply Chain & Supplier Diversity

Cybersecurity

Ethics & Compliance Program

Community Engagement & Support

Political Activity

Corporate Governance

48



Environment

Environmental Performance

51



Appendix

Notable Memberships, Partnerships, Honors

GRI Content Reference Index

TCFD Index

Reports and Resources

Forward-Looking Statement / Disclaimer



Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix

Message from Our CEO



CoreCivic’s Legacy of Dependability and Innovation Over 40+ Years of Public Service

At CoreCivic, our mission to better the public good means being dependable — to our government partners, to our employees, to our communities and to those in our care. That’s how we we’ve remained a steadfast partner to government for over 40 years, helping administrations solve some of their most pressing challenges as our communities and the world changes around us.

Being dependable also means meeting our stakeholders’ expectations to be transparent about how we serve our partners, take care of our residents, treat our incredible professionals, and engage with our community. Our seventh annual corporate responsibility report shows that we continue to deliver on our commitments to operate ethically, transparently and dependably. It also shows our innovation as we serve our stakeholders more effectively.

Business Highlights

I’m proud to share that in 2024, CoreCivic renewed 36 contracts that were up for renewal and entered a new management contract with Montana to care for residents at our Saguaro Correctional Facility in Eloy, Arizona. Few metrics better demonstrate our dependability and the value we provide than the trust our government partners place in us when they renew our services.

Looking to 2025, CoreCivic recently announced that we will resume operations at South Texas Family Residential Center in Dilley, Texas — a facility our company purpose-built for the federal government in 2014 to provide civil residential services in an open and safe environment while individuals await their due process in immigration courts. We are grateful for the trust our government partners continue to place in us as we provide

the flexibility to meet their immediate and long-term needs in a cost-effective manner.

Reentry Highlights

Our government partners depend on us to help those in our care break the cycle of recidivism, often using innovative partnerships and technology. I’m proud to share that in 2024, we helped over 5,000 individuals earn high school equivalency or industry recognized certifications; 36 individuals earn college degrees; and 985 individuals complete substance use programs. We developed [Go Further Discovery](#), a learning management system that connects individuals with digital content in academics, continuing technical education, career preparation, entrepreneurship, behavior change and more.

We expanded our reentry offerings in 2024 to include new programs and partnerships at several facilities. From helping residents train to start their own box truck businesses in Arizona and Montana to launching virtual reality programs that teach trade skills to training residents for certifications in culinary, heavy machinery operation, forklift and commercial driver’s licenses, we served as dependable partners helping those in our care reenter society.

Environmental Highlights

We continued to serve as dependable stewards of the environment in 2024, expanding our innovative [smart water controls](#) to new facilities to monitor drought conditions in arid states where we operate. CoreCivic has installed smart water controls for five facilities in Arizona and Nevada, with California projects scheduled for completion by the end of 2025. Since 2023, we’ve saved nearly 12 million gallons of water with smart water controls.

Safety Highlights

I’m proud to share several innovations in our Safety business that will allow us to keep dependably meeting our government partners’ needs. We expanded Project Vista, which

aims to “normalize” environments for residents so that they resemble the world outside instead of correctional institutions. Evidence shows that a normalized setting better prepares justice-involved individuals returning to society. CoreCivic completed 14 Project Vista projects in 2024. Our normalization efforts also included adding imagery of [Cooper the Dog](#) throughout our facilities so that when residents’ families with children visit, they will have friendly imagery to guide and reassure them.

Employee Highlights

CoreCivic has been a dependable partner to government for over 40 years in no small part because of our people. One striking example of our employees’ dependability is [Shawn Snell, Senior Detention Officer at Eloy Detention Center in Arizona](#). Shawn recently took heroic action on his way home from work when a hot air balloon crashed near where he was driving. He was credited with saving the lives of four survivors of the crash by stabilizing the scene and carrying out life-saving measures. CoreCivic is fortunate to have heroes like Shawn making us even better, more dependable partners for the public good.

I’m proud of all that CoreCivic accomplished in 2024, and I’m excited about what’s ahead in 2025. I know we will continue to be dependable partners working to better the public good, and we will continue to innovate new ways to meet our partners’ needs. Our own Patrick Swindle stepped into the role of President and Chief Operating Officer at the start of this year, and I’m confident that with his talents and deep knowledge of our company, he will serve us well as we enter a time when we believe CoreCivic will see strong and sustained growth. I look forward to what we will all accomplish together.


Damon T. Hininger
Chief Executive Officer, CoreCivic



Our Company

- Our Services
- Who We Are
- Responsible Operations
- Environment
- Appendix

CoreCivic is a diversified, government-solutions company with over 40 years of experience helping to solve the toughest government challenges in flexible, cost-effective ways. The nature of our work as a government services provider caring for some of the most vulnerable populations means we operate under close public scrutiny and oversight, just like our public agency partners. We are rightly held to the same high standards as we work with them to provide solutions to many of the most critical challenges they face.

As a result, review and analysis of our performance should include an understanding that scrutiny of our company and industry from the public, the media and/or special interest groups does and will continue to occur. We are committed to providing accurate, responsive information to the public, and we are always open to constructive discussions about the challenges facing the criminal justice system. To that end, we have and will continue to engage subject matter experts, practitioners and individuals with lived experiences to better inform our processes and services with the goal of continuous improvement in outcomes and conditions for those entrusted to our care.

Our commitment to continuous dialogue and public disclosure on the topics of greatest stakeholder interest demonstrates our dedication to transparency and our constant drive to improve outcomes at every level.

Primary Impacts of Supplying Justice-Related Services



Residents & Clients

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



Government Partners

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



Employees

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



Communities

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

Our Company

- Our Services
- Who We Are
- Responsible Operations
- Environment
- Appendix



Materiality & Stakeholder Engagement

Understanding the priorities of our stakeholders guides the development of our reports and informs our business strategies. Updated in 2024, our GRI-informed materiality assessment process includes interviews with our diverse group of internal and external stakeholders. For each material topic identified in this process, CoreCivic team members reviewed and discussed GRI 3-3 “Management of material topics” to inform the disclosures in this report.



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

Our Company

- Our Services
- Who We Are
- Responsible Operations
- Environment
- Appendix

Focus Area	Operational Excellence	People & Organizational Culture	Resident Treatment / Reentry Services	Community Relations	Improving Environmental Performance
Key Topics	<ul style="list-style-type: none">• Contract Compliance• Data Tracking & Reporting• Ethics & Integrity• Innovative Solution Delivery• Robust Oversight• Safe & Secure Operations• Cybersecurity	<ul style="list-style-type: none">• Culture of Belonging & Respect• Employee Safety & Security• Talent Attraction & Retention• Training & Leadership Opportunities• Compensation & Benefits• People & Culture	<ul style="list-style-type: none">• Community Corrections• Health & Medical Services• Humane & Respectful Treatment• Resident Safety & Security• Reentry Services	<ul style="list-style-type: none">• Community Engagement• Community Safety & Security• Economic Impact on the Community• Media Understanding & Influence• Political Accountability• Trust & Transparency	<ul style="list-style-type: none">• Utilities consumption and GHG emissions• Climate risk mitigation

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

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





OUR SERVICES

Our Company

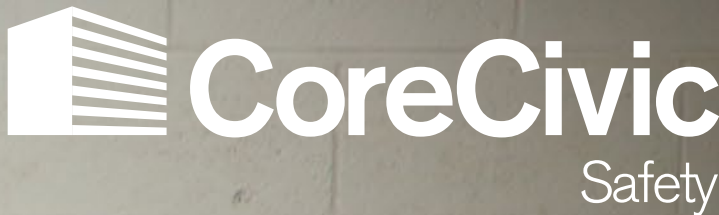
Our Services

Who We Are

Responsible Operations

Environment

Appendix



Safe & Secure Operations

Safe and secure operations are a fundamental component of our business and one of the reasons our government partners rely on us to positively impact those who come into our facilities. Our operational performance directly impacts our residents, employees and communities, and the impact of our performance requires a management approach founded in longtime experience, strong values and established professional standards.

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

Our operations management team, with support from other divisions, routinely assesses safety and security risks and develops programs or initiatives to mitigate threats. Annual goals are created to meet our organizational objective of providing safe, secure and humane operations that treat all individuals with dignity and respect and improve their future outlook. These goals directly address potential impacts from our safety and security operations, such as incident reduction and implementation of programs to reduce the likelihood of negative outcomes. Oversight is provided by our Quality Assurance (QA) division, as well as external accrediting organizations, government partners and various federal, state and local agencies.

Key Components of Safety and Security Operations



Conditions of Confinement

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



Safety & Security

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



Access to Daily Needs

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



Preparing for Success

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

Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix

Immigration Detention Services

CoreCivic provides working solutions that meet government's civil and criminal detention management needs with facilities that also meet the unique needs of those in our care. We've partnered with Immigration and Customs Enforcement (ICE) for more than 40 years to provide safe environments where detainees can reside temporarily as they go through judicial and diplomatic processes.

Immigration detention services differ from those found at traditional correctional facilities. [Operational standards applicable at our ICE facilities](#) detail the performance expectations applicable to the multifaceted scope of our services, including how our buildings and physical structures facilitate access to legal resources and proceedings. Many of our detention centers feature on-site legal and diplomatic services and immigration courts, which are operated by the federal judiciary.

What We Do

- Prohibit advocacy for or against any legislation that serves as the basis for – or determines the duration of – an individual's incarceration or detention.
- Ensure access to three nutritious meals a day, legal counsel, recreation, faith-based programming and any other needs.
- Collaborate with multiple levels of oversight, including regular review, independent audits without prior notice and onsite monitoring at our ICE-contracted facilities.
- Continue a 40+ year partnership with executive administrations to operate safe and humane immigration facilities.
- Care for each person respectfully and humanely while providing access to legal due process they are entitled to.
- Provide flexibility for capacity and location with facilities purpose built or modified to care specifically for civil detainees.

What We Don't Do

- Never provided housing for children who entered the country unaccompanied by a parent.
- Do not enforce immigration laws, arrest anyone who may be in violation of immigration laws or have any say whatsoever in an individual's deportation or release.
- Do not in any way prevent access to health care, whether provided by CoreCivic or our government partners.
- Do not operate without direct government supervision at our facilities. More than 50 ICE officials are currently assigned to CoreCivic's detention facilities, including onsite monitors who ensure real-time accountability and communication to address any issues.
- Do not know the circumstances or basis of detention for individuals when they are placed in our care.
- Do not lock our government partners into contracts that can't be easily modified or canceled with little notice.



Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix

Immigration Detention Services

CoreCivic has served as a trusted partner to the federal government for over 40 years, providing safe and humane immigration facilities supporting ICE's mission demands. We play a small yet valuable role as it relates to ICE's management of detained and non-detained populations, and we believe our ability to provide flexible solutions and quickly fulfill emergent needs would be very difficult and costly to replicate in the public sector.

Not having private contractors would leave a major hole in our immigration system, costing taxpayers billions of dollars to build dozens of new detention facilities and hire tens of thousands of new public employees.



How Contracts are Awarded

Frequently, government agencies responsible for detention facilities and services procure space and services through solicitations or competitive procurements. As part of the procurement process, the government agency solicits information and proposals from private providers to determine where these services may align with their needs. If the agency's needs fits within our business strategy, we

submit a written response. The requesting agency selects a provider believed to be able to provide the requested bed capacity and most qualified to provide the requested services, and then negotiates final terms of the contract with that provider.

We believe our federal government partners seek a compelling value and service offering when they're selecting an outsourced detention services provider. We offer a cost-effective alternative by reducing their services costs, including large capital investments in construction and maintenance of facilities across the country. In fact, the Department of Homeland Security has found that private facilities like CoreCivic's offer more than 24% cost savings to taxpayers.

Detained Populations - Agency Priorities

According to the [FY2024 ICE Annual Report](#), noncitizens from dozens of countries passed through ERO's detention facilities (including those contracted with CoreCivic), staying in custody an average of 46.9 days. Generally, ICE residents in our care have been detained by ERO in accordance with their detention space priorities, including:

- Noncitizens ERO may not release because doing so would violate the Immigration and Nationality Act.
- Noncitizens ERO has determined must be detained to secure their presence for immigration proceedings or removal from the United States.
- Noncitizens who pose risks to public safety or national security or may be considered flight risks.



Immigration Detention Services

CoreCivic Quality Assurance operational audits are designed to replicate the audit practices of our government partners. At ICE detention facilities or those with ICE residents, we review compliance with each of the items on an ICE audit checklist, which covers Performance-Based National Detention Standards (PBNDS), and may include additional items based on contractual requirements.

In addition to partner requirements, we utilize a corporate review tool during annual audits to look at CoreCivic-specific requirements including but not limited to general administration, finance, human resources, learning and development, food service, physical plant, laundry services, company vehicles, security supplement, armory, safety supplement, fire drill, and Narcan/Naloxone protocols. These areas have been identified by the QA team as requiring a minimum baseline to ensure consistent review regardless of audit practices of individual partners.

Lastly, the Quality Assurance team conducts facility social climate surveys designed to provide an independent gauge of the environment at each facility. These surveys involve structured interviews with 40 staff and 40 residents (a minimum of 30 individuals for smaller facilities). We also interview the ICE contract monitor to learn about their view of facility performance.



- Our Company
- Our Services**
- Who We Are
- Responsible Operations
- Environment
- Appendix

Community Corrections

CoreCivic Community provides justice-involved individuals with a variety of services designed to help participants establish a successful connection to their communities. Our programs are designed to offer structure and support to individuals transitioning from incarceration or participating as an alternative to incarceration.

Our case management programs are linked with complementary services that vary depending on the individual. These services may include those directly provided by our facility staff, such as employment assistance and counseling, or those facilitated by our staff through connection to local community groups.

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



In 2024, the division hosted its first community leaders conference at our corporate offices in Brentwood, Tennessee, bringing together community corrections leaders and subject matter experts from across the enterprise to discuss current trends, division goals and ongoing normalization projects.

CoreCivic Community facilitates connections by linking residents to local resources:



Benefits

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



Employment

Our staff conduct outreach to potential employers and partner with local groups to raise awareness of the benefits of hiring justice-involved individuals, ensuring that residents have ample opportunities to find gainful employment.



Family Connections

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



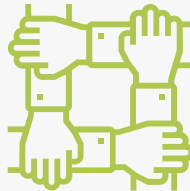
Financial Planning

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



Identification

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



Substance Abuse Treatment

We provide substance use treatment and facilitate connections to external support groups. We also provide alcohol and drug monitoring services to accompany treatment and mentorship programs.



Transportation

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

Community Corrections Highlights



Arapahoe Community Treatment Center Undergoes Transformation as Part of CoreCivic's Normalization Efforts

CoreCivic's evidence-based approach to normalization is aimed at easing the reentry process for returning citizens. In other words, providing environments that reflect the ways of the "free world" can help those in our care experience what CoreCivic hopes to be a less-shocking transition from a secure correctional environment to their unconfined communities of origin. Too many changes at once can be detrimental to a returning citizen's reentry. Therefore, mitigating such abrupt changes ahead of release can likely reduce these individuals' chances of recidivism.

CoreCivic has implemented normalized environments in various capacities at CoreCivic facilities across the country. One CoreCivic Community normalization project that was completed in 2024 is the kitchen renovation at Arapahoe Community Treatment Center in Englewood, Colorado. Now, residents at Arapahoe can access a fresh, bright and new kitchen space to prepare meals, snacks or beverages throughout their day.

Fort Worth Transitional Center Provides Comprehensive Support to Residents

A resident's smooth transition back to the community is the mission for CoreCivic's Fort Worth Transitional Center in Fort Worth, Texas. This CoreCivic facility partners with the Texas Department of Criminal Justice to provide a supportive, step-down environment for approximately 200 individuals who have been paroled.

Two of the main barriers to successful reentry are securing housing and employment. As a residential reentry facility, Fort Worth helps residents overcome both barriers by providing short-term housing until residents either reconnect with family or locate other suitable accommodations and by helping residents find gainful employment.

Fort Worth partners with several community organizations onsite to support residents on their journey to self-sufficiency: Cornerstone Reentry Services helps residents obtain official identification records needed for employment; One Man's Treasure provides a complete set of clothing and shoes for each resident; Texas Christian University offers case management and follow-up services for residents receiving mental health services; and the nearby Justin Boots factory donates work boots to residents who may need them for their job.



Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix



Reentry Services

Since the majority of justice-involved citizens return to their communities regardless of the length of time they will be in our care, our reentry services division’s mission is to help make our residents better than arrival by positively impacting their long-term outlook and equipping them with the tools needed to live a better life. We seek to mitigate potential negative impacts to justice-involved citizens, their families, our government partners and our communities by delivering evidence-based practices at our facilities that are rooted in the overarching goal of helping to find and build a good life.

As our reentry teams carry out the important mission of providing opportunities that lead justice-involved individuals to building a good life, we recognize we can do more.

We value the credibility and unique insight individuals with lived experience bring to our programs and actively seek their partnerships. To that end, we currently work with over 20 organizations whose leaders were formerly incarcerated.

Best Practices in Our Reentry Services

Evidence-based practice (EBP) is the use of scientific research to guide and inform efficient and effective reentry services. We integrate EBP into our reentry services strategy by focusing on widely recognized principles of EBP used by the National Institute of Corrections. We believe the pursuit of EBP also includes desistance and positive psychology, which includes helping a person

adopt a new identity by leaving their criminal lifestyle in the past. Our team uses the PERMA Framework, which stands for Positive Emotions, Engagement, Relationships, Meaning and Achievement. This framework is a critical piece to helping individuals build a better life. We believe this process aligns with our stakeholders’ interest in measuring effective reentry outcomes and determining how our operations as a whole support recidivism reduction. EBP principles are based on leading research and help us disclose in greater detail how our activities impact our reentry goals and reduce recidivism. Our integrated reentry services are designed to maximize the positive impacts that each stakeholder makes on the reentry process, including our own employees, community members and government partners.

2024 Reentry Recap

5,130 High School Equivalency or Industry Certifications	31 Computing Coding Graduates
36 College Degrees Conferred	20 Go Further Release Completions
985 Substance Use Program Completions	10 New Presenters Brought Messages of Hope to Residents

Reentry Highlights



CoreCivic Expands Go Further Discovery Program

Go Further Discovery, piloted in 2023, is growing. The learning management system for residents teaches everything from general academics to overcoming substance abuse and finding inspiration through religious faith. Like other Go Further programs, the goal is to help residents improve themselves and their lives on the way to rejoining society.

Under the program, a facility is furnished with 20 to 25 laptop computers and an open lab

period is offered three days a week, during which residents can sign up for asynchronous learning sessions.

CoreCivic first piloted the idea for Go Further Discovery in 2023 using an educational platform used widely in U.S. classrooms. Now, the company has created its own learning management system and plans to make the program available at 16 of CoreCivic's correctional facilities.



Faith-Based "Finding the Good Life" Program Introduced in 2024

Finding the Good Life is a faith-based Journal, designed for participants of all faiths. It invites participants to reflect on what living a good life means to them and is intended to teach participants several skills for pursuing a positive direction, connecting with their faith and reaching for their goals.

CoreCivic partnered with The Change Companies to develop the new curriculum and invited correctional chaplains to share their thoughts about what they felt would be most effective. The result is a 12-week program with 14 sessions that uses the ancient Exodus story to help participants progress from a life marked with suffering to a good life.

Finding the Good Life was designed to be completed in 90 days and follows an open enrollment cycle, allowing participants to join at any time.

Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix

Reentry Highlights



Tim Tebow Brings Inspirational Message to Residents at Trousdale Turner Correctional Center

Heisman Trophy winner and philanthropist Tim Tebow visited residents at Trousdale Turner Correctional Center in 2024, sharing a message of hope and transformation. The event was organized by Tennessee-based prison ministry Men of Valor and emphasized the power of faith and redemption for those impacted by incarceration.

Tebow shared a powerful message centered on the importance of faith and personal transformation. "I've experienced a lot of success over the years, but what truly matters now is my relationship with Christ - and you all matter to me," Tebow shared with residents.



Tech Founder Inspires Residents to Pursue Entrepreneurship and Business Success

Marcus Bullock, tech founder and CEO of [Flikshop](#), visited multiple CoreCivic facilities in 2024, with one stop at Lake City Correctional Facility in Lake City, Florida. Bullock brought a message backed by years of business experience, particularly through the app and business he started called Flikshop,

which allows individuals to send photos, postcards and prints to their incarcerated loved ones at a low cost to keep them connected to the outside world during incarceration.

But his story didn't start with success. Like his audience, Bullock served time in

prison early in life. Nevertheless, Bullock overcame adversity, believed in himself, and redefined his story, which ultimately led him to a path of success. Today, he is sharing with incarcerated people how they, too, can find future business success after reentry.

Health Services



Providing access to quality health services is a critical component of our mission and a major part of the positive impact we make for those in our care. CoreCivic provides medical, mental health and dental services at most of our Safety facilities. The on-site medical clinics are staffed by licensed health care professionals, including physicians, nurse practitioners, psychiatrists, psychologists, mental health counselors and dentists. We

also ensure access to offsite care for residents by coordinating with our staff, government partners, community physicians, hospitals and ambulatory care providers.

Our care approach is designed for the higher degree of emergent needs in detention populations and the higher-than average degree of chronic and non-acute care needs of inmate populations.



Health Assessments

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



Dental Services

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



Sick Call

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



Optical Services

Provide on-site vision care via an optometrist.



Primary Care

Deliver treatment for common illnesses with a focus on prevention and wellness, care coordination with other specialists, and the comprehensive management of patient care.



Mental Health Services

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



Chronic Care

Diagnose and monitor patient chronic conditions to assess health status and, as indicated, adjust treatment plans based on evidence-based clinical protocols.



Provider Networks

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



Critical Patient Watch Lists

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



Emergency Services

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



Acute Care Services

Provide for inpatient admissions to acute care hospitals.



Medication Administration

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



Ambulatory Services

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

Health Services: By the Numbers

CoreCivic recognizes the significant and emergent medical and mental healthcare needs of individuals in our care. In 2024, our Health Services division was responsible for the oversight of over 800,000 onsite medical and mental health encounters in our facilities. Below is a breakdown of both onsite and offsite healthcare services.

Onsite Service	2024 Volume
Chart Review + Audit	49,000
Dental Visits	52,000
Lab Tests	38,000
Mental Health Visits	112,000
Mid-Level Visits (NP)	153,000
Nursing Visits (ex., Sick Call)	317,000
Optometry Visits	4,500
Physician Visits	48,000
Radiology Tests (ex. X-Ray, Ultrasound)	31,000
Onsite Service Total	804,500

Offsite Service	2024 Volume
Inpatient Hospital Stays	1,700
Outpatient Hospital Visits (inc. ER + Sched. Surgery)	9,000
Ambulance Trips	1,400
Physician Specialty Office Visits	12,500
Offsite Service Total	24,600



Our Company

Our Services

Who We Are

Responsible Operations

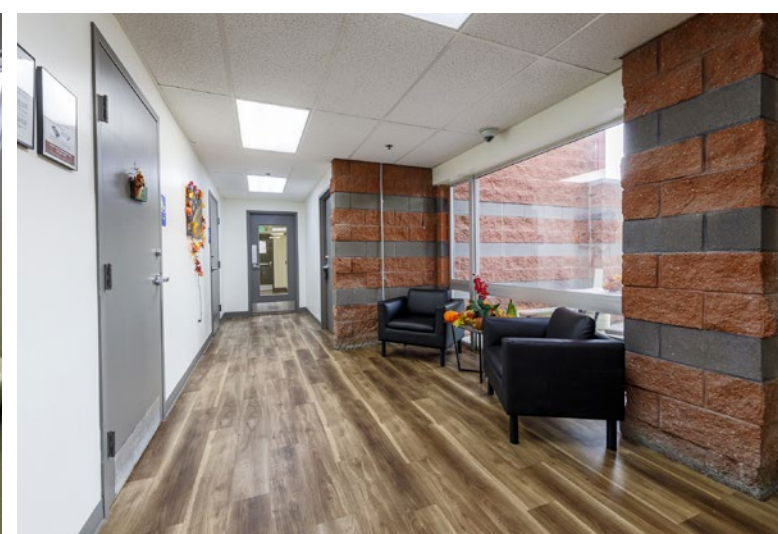
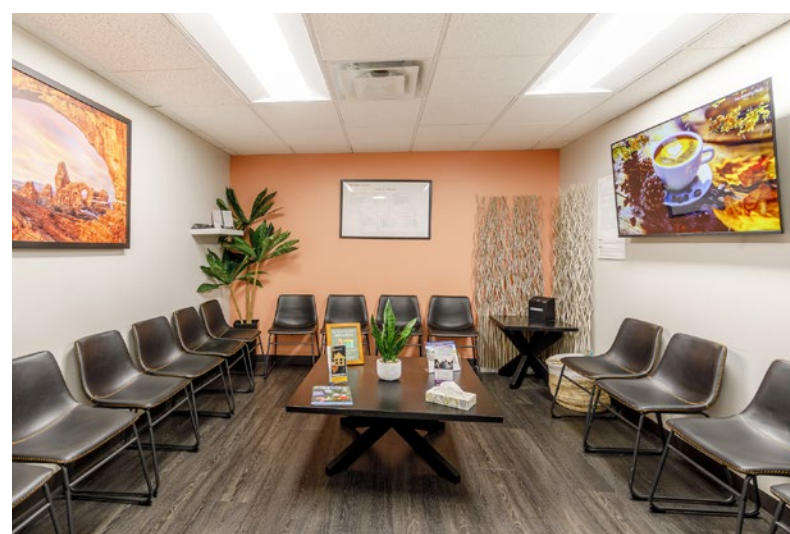
Environment

Appendix

Innovative Solution Delivery

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

We have formalized our innovation approach with a cross-functional innovation committee, which reports to the company's chief innovation officer. This department monitors our industry and explores ideas for innovation, such as facility normalization projects, rehabilitation and reentry programs and initiatives, and technological advances and partnerships. Further, the innovation department host quarterly Innovation Summits with a multidisciplinary attendee list representing various parts of our enterprise. The summit is used to share ideas, explore opportunities and to pilot new initiatives that have the potential to address issues faced by the justice, immigration and health sectors.



Innovative Solution Delivery Highlights



CoreCivic's Project Vista officially launched last year, and since then there have been exciting changes across the Safety and Community facilities. The mission of Project Vista, the normalization process at CoreCivic, is to build, create and maintain a correctional environment and daily routine that mirrors the free world as much as possible. Evidence shows normalized settings better prepare justice-involved individuals returning to society by affording them a respectful living environment and one that enables a productive day, therefore increasing that person's success upon release. Through ongoing research, including numerous international tours and internal U.S.-based pilots, our Innovation team has identified the design principles that have the greatest impact and therefore must be scaled. Further, through Project Vista's ongoing collaboration with external stakeholders- including criminal justice leaders, architects, academics and those with lived experience- CoreCivic has ensured its approach is multidisciplinary and aligned to industry best practice.

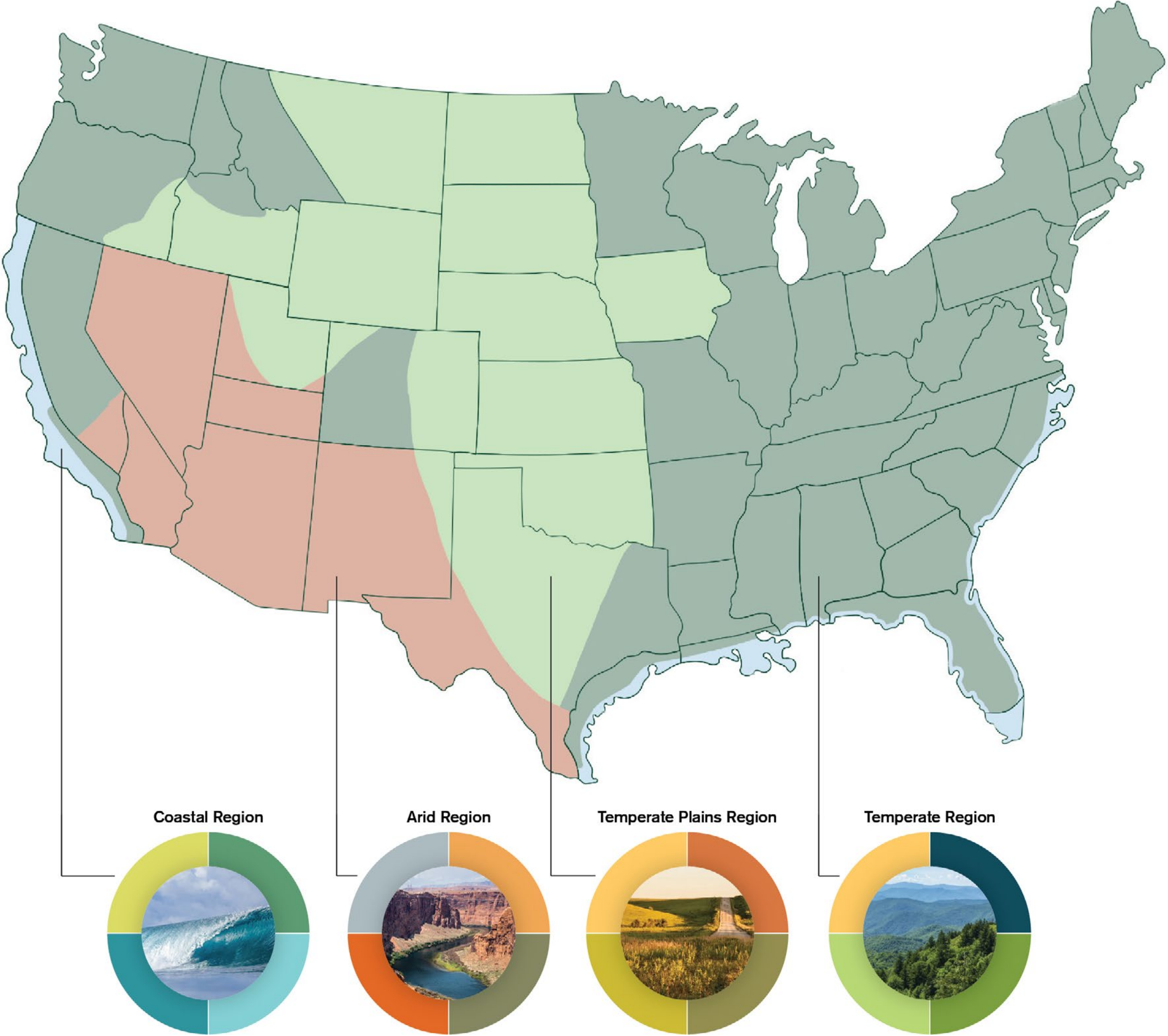
The Innovation team partnered with four architectural firms based out of North America, Europe and Australia to help make normalization a reality in our own facilities. The team has been able to see various evidence-

based perspectives on normalization, across populations with varying needs, and develop feasible concepts for implementation in the U.S. The partnerships have culminated in four key design principles: Normalization, Biophilia, Carceral Geography, and Trauma-Informed Color and Design.

- Normalization - the creation of a space that enables pro-social activity and resembles life in the free community.
- Biophilia- the incorporation of natural elements and greenery into the environment.
- Carceral Geography - the use of space within facilities, how individuals interact with the layout, and how this affects people inside and outside of the facility.
- Trauma-Informed Color and Design- the creation of physical spaces that promote healing and connection to the recovery process.

Trauma-Informed Color Palette

CoreCivic's trauma-informed color palette is just one strategy built into CoreCivic's normalization approach. Developed in



collaboration with Guymer Bailey Architects of Australia, who leveraged their extensive expertise in trauma-informed color applications within correctional environments, this trauma-informed color palette comes with two playbooks that provide a rationale behind each color choice and advice on its application in correctional and detention settings. This color palette guides CoreCivic facilities across all

regions, with colors strategically designed to match and flow with the geographical regions in which the facilities are located. For example, warmer orange and red colors are appropriate in facilities located in desert regions. Feedback from residents impacted by normalization has been overwhelmingly positive. More than 95 percent of residents

among a newly painted housing unit reported that the colors around them significantly impact their mood throughout the day and night. Additionally, staff members at this polled CoreCivic facility agreed that it is now their favorite housing unit to work in, citing the enhanced atmosphere and overall positive environment.

Innovative Solution Delivery Highlights



Cooper the Dog

Normalization efforts have a positive impact on residents' family members and children who enter our facilities to visit loved ones. Prison visits can be stressful and scary for young children and depending on the facility, sometimes the physical features within a prison can be intimidating. By scattering imagery of Cooper on the walls at a child's eye level from prison entrance through to visitation, that child's focus will be more on

Cooper and less on the features that we know can lead to trauma.

Cooper is a companion and a friend, a design commissioned by the company. Through facility creativity, he now comes in the form of wall stickers, paw prints on the ground, crocheted animals, life size cut outs and two-person activity books that children can complete with their incarcerated loved one.



“As we grow as a community, we will influence others to be positive and productive, which would allow others to make better choices to achieve such privileges as we have.”

Resident Testimony on Impact of Normalization Efforts

Bent County Correctional Facility Updates Resident Incentive Pod

The Innovation Team is determined to develop a spectrum of evidence-based visions for our wardens, facility directors and government partners to consider, ranging from relatively small-scale renovations to end-to-end reconstruction. The team commissioned work to three different architectural firms representing three continents (U.S., Europe and Australia) who have all applied varying degrees of normalization to their work.

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







People & Culture

We believe having a robust people and organizational culture strategy drives positive impacts by improving the quality of operations, increasing employee engagement and fortifying a culture of dignity, respect and belonging. We celebrate the diversity of work and life experiences our employees bring to CoreCivic and recognize that fostering an empowered, team-oriented culture is integral to our performance as an organization.

Our chief human resources officer and our vice president of human resources lead our strategic approach to our People & Culture strategy. A multi-disciplinary People & Culture Council (PCC) and our Business Resource Group (BRG) leadership teams, with direction from executive sponsors, advises on our strategy development. Our three Business Resource Groups, Military, Multicultural and Women's, are key contributors to activities supporting our organizational culture commitments.



**CoreCivic
Culture Vision**

We foster a welcoming culture where everyone is treated with dignity and respect, contributions are valued, and people are equipped for success.

CoreCivic's Culture Guiding Principles

Promote a shared understanding of CoreCivic's values reflected in our policies, practices and procedures. **1**

Foster a culture of belonging and respect that encourages a collaborative environment. **2**

Support career success through professional development opportunities and a range of experiences. **3**

Enhance engagement in our communities through involvement, support and partnerships with local organizations and diverse businesses. **4**

Business Resource Group Highlights

CoreCivic offers three Business Resource Groups (BRGs) - Military, Multicultural and Women's - across the company's footprint. BRGs are groups of employees who come together with common interests, perspectives and experiences.

Throughout 2024, the BRGs hosted cultural events and community support volunteer activities at facilities across the U.S.



Women's BRG

The Women's BRG hosted its second annual International Women's Day Celebration in March, with events taking place at the FSC and several facilities across the enterprise. Several members of the BRG spoke about their volunteer efforts and board involvement with local nonprofit organizations focused on advancing women and youth.



Just in time for the holidays, the CEO of Nashville area non-profit Monroe Harding spoke about their mission and resources for area youth during a lunch and learn session. Monroe Harding is the only Middle Tennessee agency providing a comprehensive continuum of services for current and former foster children from birth to age 26, as well as serving other vulnerable young adults.



Military BRG

The Military BRG hosted its third annual Veteran's Day lunch with a heartfelt and emotional presentation from A Soldier's Child Foundation, a military-focused nonprofit organization dedicated to serving the children and widows of fallen active-duty military personnel who have lost their lives while defending our country. The program also included a performance by country music recording artist and actor Mark Collie, remembrance of fallen soldiers and handing out of military veteran pins.

Army Lieutenant General (retired) Keith M. Huber served as a special guest speaker for the Military BRG's September monthly meeting, highlighting the facts of veteran's benefits and how his organization helps navigate the VA system. The information provided immediately impacted five employees and their family members. Huber currently serves as senior advisor for veterans and leadership initiatives, and distinguished visiting professor at Middle Tennessee State University.



Multicultural BRG

The month of May is Asian American Heritage month and the Multicultural BRG hosted a virtual interview with Ron Charpentier, retired Vice President of Health Services. Charpentier shared an inspiring story of multiple Asian American generations with attendees and details of his extraordinary life resulting from his multicultural heritage.

Talent Attraction & Retention



Our frontline and healthcare staff are essential to our mission of providing quality, compassionate care to our residents while maintaining a safe and secure environment. In recent years, many industries, including the corrections and detention sector, have faced unprecedented labor market challenges. Public agencies and private service providers have encountered unique staffing issues. Achieving positive outcomes for our stakeholders depends on our ability to attract, develop and retain a diverse and talented workforce. Failure to maintain adequate staffing levels could have negative consequences, which is why we set frontline staffing vacancy reduction goals in our annual

strategic planning and link staffing targets to executive compensation. Additionally, we regularly engage with our government partners to assess mutual needs and challenges.

The managing director of human resources oversees day-to-day talent attraction activities, leading a team of recruiters integral to our talent acquisition strategy. This team focuses on delivering the necessary talent for organizational success by effectively managing the recruiting advertising budget. We also leverage a flexible team structure that allows recruiters to quickly support facilities with the greatest need.

CoreCivic will continue allocating recruiting resources to support high-volume hiring needs, while concurrently implementing new processes to improve outcomes for more challenging roles across the organization.

Staff retention continues to be a priority with a specific focus on frontline staff. This past year we've taken a targeted approach for identifying solutions to increase retention especially for our highest need facilities. In-depth retention assessments have enabled us to tailor solutions that local facility leaders can use to address their facility-specific retention challenges.

2024 Talent Attraction Summary

\$7.2M

Invested in talent attraction efforts to reach prospective candidates

94,000+

Job applications received and processed

22%+

Improved candidate conversion efficiency

215+

Recruiting events attended in 2024



14 Years

Recognized by G.I. Jobs as a Military Friendly Employer for the 14th consecutive year

Additional G.I. Jobs awards received in 2024:

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

Talent Attraction & Retention
Case Study



The Journey Program

At CoreCivic, we believe our employees are our greatest investment and continuously strive to create lifelong careers for those who join our team. In July 2024, the Human Resources team piloted a unique pay program at select Tennessee facilities called The Journey. The Journey was designed to recognize and incentivize new employees in a correctional officer role for achieving milestones early in the career journey.

Here's how it works:

- The program applies to full-time correctional officers working at CoreCivic facilities in the state of Tennessee.
- Once an employee is hired into an eligible position, they receive an increase to their base salary rate upon completion of six, twelve, 18 and 24 months of service. The total pay increase is applied to existing employees based on tenure.
- New employees hired with 5-10 years of correctional experience and 10+ years of experience are also eligible to be hired at a higher starting rate and participate in The Journey.

By providing an individualized schedule of predictable and time-frame specific pay increases over the first two years of a correctional officer's career, our goal is to increase retention through monetary recognition of their experience and career development at CoreCivic.

Compensation & Benefits



Total Rewards: Investing in Our Workforce

At CoreCivic, our Total Rewards philosophy reflects our commitment to attracting, retaining and developing a skilled workforce that serves our government partners while positively impacting the lives of those in our care. We recognize that our people are our greatest investment and strive to provide

comprehensive, competitive compensation and benefits.

Our Total Rewards framework includes competitive wages, paid time off, retirement contributions, health benefits, wellness programs, and robust training and leadership development opportunities. These programs are designed to meet the diverse needs of our employees while ensuring compliance with federal, state and contractual requirements.

We are committed to fair, transparent and market-competitive compensation. Our

ongoing evaluation process considers industry salary benchmarks, geographic location, tenure, experience and performance. This approach helps us identify and correct unintended pay disparities while maintaining equitable compensation practices across our workforce.

Our benefits support employees at every stage of their careers, from their first day on the job to long-term professional growth. We offer medical, dental and vision coverage at multiple affordability levels, a 401(k) retirement plan with employer matching, paid time off, holiday

pay, life and AD&D insurance, health advocacy services and an Employee Assistance Program. We also provide tuition assistance through our scholarship program to encourage ongoing professional development.

In the past year, CoreCivic has taken measurable steps to enhance employee well-being, pay equity and career mobility. We increased wages to address the rising cost of living, expanded free mental health services and strengthened pay transparency in job postings. We reduced earned wage access transaction fees, doubled relocation

reimbursement allowances to support career mobility and enhanced retirement security by adding a Roth feature to our 401(k) plan. Most notably, we renegotiated contracts and streamlined benefits to ensure no increase in employee medical plan premiums for 2025.

Additionally, in 2024, we provided wage increases to all facility and corporate employees not already covered under federal contract wage determinations. These efforts reinforce our commitment to fair compensation, workforce retention and employee well-being.

Compensation & Benefits

Case Study

Our Benefits Strategy: Simple, Affordable and Meaningful

In 2024, CoreCivic's Benefits team conducted a comprehensive review of our benefits offerings to ensure they remain affordable, responsive to employee needs, compliant with federal, state and contractual requirements, and within budgetary limits. To maximize value for employees participating in our benefits programs, we refined our strategy to align with three key principles: Simple, Affordable and Meaningful.

This approach ensures that our programs are easy to understand and enroll in, provide strong value for the price and meet employee expectations. The primary objective of this optimization was to identify cost-saving measures that could be passed along to employees, resulting in no increases to medical plan premiums for 2025—a significant relief in a year of rising healthcare costs.

Additional improvements included a new automatic enrollment process and simplified plan communications. Employees who

were already enrolled and did not make an election change would have their coverage automatically rolled over to the new plan year, reducing administrative burden and improving accessibility. The team also reviewed program utilization, removing underutilized options to further streamline offerings and reduce costs.

CoreCivic's comprehensive benefits package includes medical, dental, and vision coverage at multiple affordability levels, life and AD&D insurance, a 401(k) retirement plan with a market-leading company match, paid time off, employee assistance and advocacy programs, and earned wage access.

By refining our benefits strategy, we ensured our offerings remain competitive, cost-effective and valuable to our employees, reinforcing our commitment to their well-being and financial security.



- Our Company
- Our Services
- Who We Are
- Responsible Operations
- Environment
- Appendix



Training & Leadership Development

We understand the importance of making long-term investments in our people, and that's why we take a fulsome approach to learning and development opportunities. Our programs help prepare employees to succeed in their current roles and grow into their future roles. For new and existing employees, we provide training that meets or exceeds ACA and government partner standards. In some cases, our state partners require additional specific training academy standards that we meet as a part of our training governance. Many of the services our staff provide are subject to continuing education or training credits associated with specific certifications or licensures.



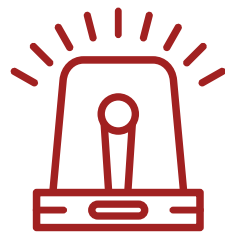
Pre-Service and On-the-Job Training for New Employees = **200 hours**



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



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



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

Training Topics		
Safe Operations	Respectful & Humane Operations	
Facility safety	Cultural awareness	Inmate-resident grievances
CPR / first-aid	Communication and de-escalation	Prison Rape Elimination Act (PREA)
Emergency plans	Management of special populations	Restrictive housing
Opiate/opioid safety and response	Respectful workplace and workplace violence prevention	Code of ethics and human rights
Risk assessment	Stress management	Suicide prevention
Search procedures	Treatment counseling	Inmate-resident rights

CoreCivic University

CoreCivic University (CCU) is CoreCivic’s internal corporate university that delivers tailored development based on skills critical to success at the respective participant’s employment level or function. CCU delivers these programs regularly through partnerships with industry experts, learning institutions and career learning and development professionals. Within the university sits three separate colleges:

The College of Leadership

With a goal of building the "leadership bench" within the enterprise, the College of Leadership is designed to concentrate on the concepts, tools and models needed to solve today’s workplace and business challenges.

In 2024, CoreCivic welcomed its third CLEAR cohort, which happens to be the largest and most diverse group to date. CoreCivic Leadership Experiences and Rotation Program (CLEAR) is a rotational leadership program designed to provide participants with in-depth experiences, on-going mentorships and targeted training across a wide-range of business areas within the company to develop a pipeline of future facility-level leaders.

The College of Operations

The College of Operations focuses on providing an in-depth, complex understanding of the various factors and functions that can impact a facility’s operations. Leaders are exposed to concepts and scenarios that sharpen their skillsets, enabling them to make informed decisions that drive the right results.

In 2024, we formally expanded our operational academies in collaboration with our various partners. The primary objective of these academies was to equip our frontline leaders with the skills and knowledge needed to excel in their operational roles.

The College of Business and Professional Skills

The College of Business and Professional Skills aim is to equip our staff with knowledge and skills needed to succeed in a business environment. In collaboration with various industry experts and private institutions, we have developed and delivered a wide range of courses designed to address the most crucial aspects of business.

In 2024, our curriculum focused on pivotal areas such as change management, project management and business acumen. These courses have been meticulously crafted to ensure that our teams are well-prepared to navigate the dynamics of our industry.

Our partnerships have allowed us to bring in real-world perspectives and expertise, providing practical knowledge, skills and certifications that are directly applicable to staff careers. We are committed to continuing this collaborative approach and expanding our offerings to meet the evolving needs of our organization.





RESPONSIBLE OPERATIONS

Human Rights



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

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

concerning our facility operations. We encourage readers to review our [website](#) for statements and other sections of this ESG report to learn more about our commitment to provide safe and secure operations, quality health services and a positive work environment.



Residents

Maintain detailed policies and procedures that promote and protect human rights

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

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

Audit and monitor performance against key industry-specific obligations

Engage with external stakeholders on human rights issues



Employees

Maintain detailed policies on all employee rights

Train all employees annually on harassment and discrimination policies

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

Maintain grievance mechanisms for reporting concerns and prohibit retaliation

Apply investigative and disciplinary resources to enforce rights

Human Rights Facility Consultations

Summary of 2024 on-site human rights consultation work



Corporate Strategic Goal:
On-site human rights consultations

Complete human rights risk assessments at a minimum of 50% of facilities with immigrant detainees, plus additional locations as determined by executive management.



Focus & Approach	Objectives
Focus Identify potential human rights flashpoints and build a cultural commitment to respecting human dignity.	<ul style="list-style-type: none">• Assess site-specific risks and potential flash points• Promote a shared understanding of dignity and respect in the facility• Explore identified flashpoints with facility leadership and share ideas on how to mitigate• Exchange ideas with leaderships staff on how to align human rights messaging with day-to-day activities and interactions
Approach Conduct interviews with residents and staff to gauge understanding of, and commitment to, human rights in the facility.	



Review several types of background documents indicating performance and risks unique to a facility, such as grievances, audit results, and climate surveys.



Conduct interviews with a representative sampling of residents and staff over multiple days to elicit feedback on human rights flashpoints.



Analyze interview feedback and prepare leadership workshop materials based on observations and themes arising during interviews.



Facilitate discussion with facility leadership staff to explore identified flashpoints and follow up on identified items requiring specific action.

- Our Company
- Our Services
- Who We Are
- Responsible Operations**
- Environment
- Appendix



Employee Health & Safety

Maintaining the health and safety of our employees is a paramount concern for our business. We are dedicated to providing a secure working environment through our comprehensive team safety program and associated company policies. Our corporate safety department supports facility-level safety managers and authorities, striving to be the leading fully integrated health, safety and environmental team in the industry.

According to the U.S. Bureau of Labor Statistics (BLS), the correctional facilities sector had an average Total Recordable Incident rate of 7.7 in 2023. CoreCivic has consistently achieved a significantly lower

rate of 3.5, demonstrating our commitment to surpassing industry standards.

Our team safety program includes various components tailored to meet the specific security needs of each facility. Each CoreCivic Safety facility has a designated safety manager who receives additional training and leads a team safety committee. This committee disseminates information and assesses the effectiveness of the program elements. The facility safety manager also investigates work-related incidents, records relevant data in a centralized system, identifies root causes and documents corrective actions.

Work-Related Injuries and Illness			
	2022	2023	2024
Work-related fatalities	1	0	0
High-consequence work-related injuries / rate	19/0.17	59/0.53	19/0.17
Work-related injuries / rate	335/3.27	378/3.71	467/3.92
Number of hours worked	21,221,703	22,440,181	23,059,278

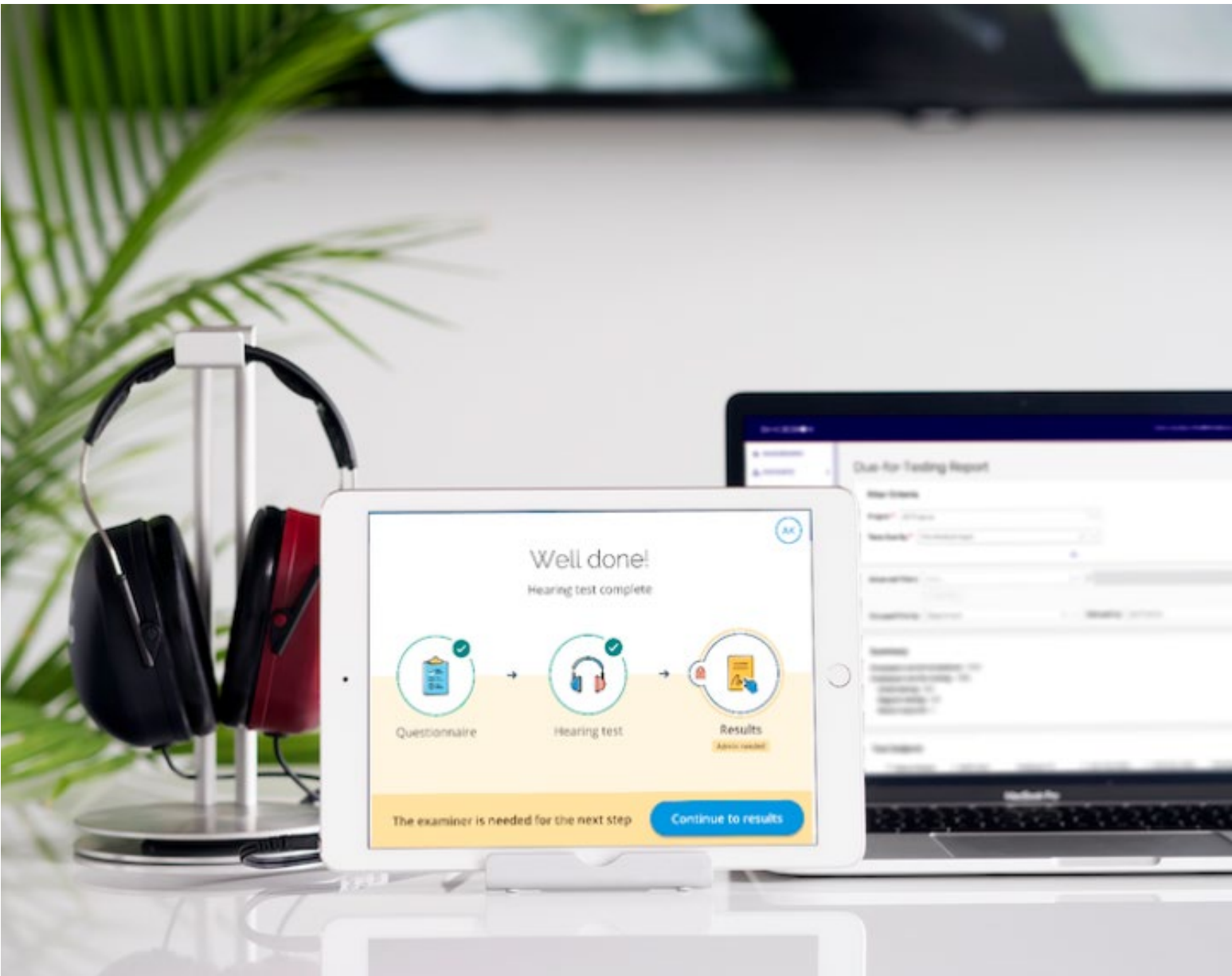
* Rates calculated on a 200,000 hour rate basis

Employee Health and Safety Highlights

CoreCivic acknowledges the critical importance of hearing protection for our staff working in our correctional facilities. The risks associated with noise exposure can significantly impact employee safety. To address these hazards, CoreCivic has established a comprehensive hearing conservation program. This initiative includes the provision of suitable hearing protection devices, such as earplugs and earmuffs, regular monitoring of workplace noise levels, and periodic audiometric testing to evaluate hearing health. Furthermore, CoreCivic educates employees on the significance of hearing protection and endeavors to reduce

noise at the source whenever feasible. All staff members receive annual training on the dangers associated with prolonged noise exposure.

Our partnership with SHOEBOX, one of the leading providers of digital audiometers and hearing screening solutions, ensures compliance with industry standards. The company's PureTest enables us to conduct hearing exams for all staff conveniently on-site, at any time. This partnership allows CoreCivic to manage hearing exams efficiently without the need to send staff to external physicians for testing.



“SHOEBOX has been leading the evolution of occupational hearing testing solutions to include being the first to put an automated hearing test on an iPad, optimized for testing outside of a sound booth. We're thrilled to work with CoreCivic as they optimize their Hearing Conservation Program. We look forward to many more years of this productive partnership.”

Jennifer Wright,
VP SHOEBOX North America



Quality Assurance

Independent oversight and assurance of our facilities is critical to building and maintaining trust that our services meet outside agency and accrediting organization standards and guidelines. CoreCivic is subject to routine oversight and performance requirements based on a combination of rigorous contract, accreditation and government-established performance standards. In addition, many of CoreCivic's government partners maintain full-time, on-site monitors to promote transparency and ease of communication.

Our quality assurance (QA) division is designed to mitigate actual and potential negative impacts in Safety facilities by conducting an independent review of our operations. QA regularly reports contract compliance and service quality metrics to senior management and the board of directors including facility safety metrics, such as violent incidents, PREA allegations, contraband discoveries, self-harm attempts and other serious incidents.

This informs operational decisionmaking, management's strategic planning and board oversight of our operational and human rights performance.

CoreCivic's quality assurance (QA) and internal audit division is the only known correctional industry quality assurance department that has achieved conformance with the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing(Standards) and Code of Ethics. IIA Standards guide the worldwide professional practice of internal auditing and serve as a basis for evaluating and elevating the quality of the internal audit function. Being compliant with these standards demonstrates that the division is consistently providing the board of directors and senior management independent and objective assurance, and insight on the effectiveness and efficiency of the company's governance, risk management and internal control processes.

2024 Highlights

33

ACA Accredited Safety Facilities

99.7%

Average ACA Audit Score

209

Number of Government Partner Audits

34

Number of Quality Assurance Audits

1,455

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

74

Staff Dedicated to Quality Assurance

CoreCivic Quality Assurance Team Achieves Industry First- Institute of Internal Audit (IIA)® Compliance



In 2024, CoreCivic's Quality Assurance and Internal Audit Department became the first and only correctional industry quality assurance or internal audit division to achieve conformance with the Institute of Internal Audit (IIA) International Professional Practices Framework (IPPF)® Global Internal Audit Standards. The Global Internal Audit Standards guide the worldwide professional practice of internal auditing and serve as a basis for evaluating and elevating the quality of the internal audit function. To be deemed in conformance with the IIA Global Audit Standards, CoreCivic's Quality Assurance and Internal Audit Department must maintain an internal quality assurance and improvement program that

covers all aspects of the internal audit function and must have an independent, third-party external quality assessment completed at least once every five years.

Being in conformance with the IIA Global Internal Audit Standards demonstrates that CoreCivic's Quality Assurance and Internal Audit Department is consistently providing the CoreCivic Board of Directors and senior management independent and objective assurance and insights regarding the effectiveness and efficiency of the CoreCivic's governance, risk management and internal control processes.



Supply Chain and Supplier Diversity

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

underserved communities. We combine support for diversity and small businesses through our Diversity Business Inclusion (DBI) program. In keeping with this commitment to support diverse businesses, the DBI program raises the standards for how we engage with the small and diverse business community.

CoreCivic partners with external agencies that collaborate with and assist diverse businesses and contributes to local organizations providing sponsorships to small business entrepreneurs.

2024 Annual Diversity Spend Summary

27% spend on all small businesses

\$105M+
Total Spend On All Small Businesses

\$3.45M
Minority-Owned Business Spend

\$1.29M
Veteran-Owned Business Spend

\$35.1M+
Women-Owned Business Spend



- Our Company
- Our Services
- Who We Are
- Responsible Operations
- Environment
- Appendix

Cybersecurity

Cybersecurity threats pose ongoing risks to business systems and the personal information of our residents and employees. CoreCivic utilizes a defense-in-depth security strategy to establish variable security barriers across the multiple layers and missions of our operations. Our policies and procedures that govern information security and cybersecurity apply to all employees and information systems that CoreCivic manages.



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

In 2024, CoreCivic initiated their first Artificial Intelligence (AI) Committee with a goal of utilizing and protecting our organization from AI. This committee will review our AI strategy, tools and software.

Defense-In-Depth Cybersecurity Strategy

- **Perimeter Security** – Firewalls, secure DMZ, remote access monitoring and email security
- **Network Security** – Network access control and content filtering
- **Endpoint Security** – Endpoint protection, configuration management, multi-factor authentication
- **Data Security** – access management and database, file transfer and back-up encryption
- **Risk Management and Compliance** – NIST 800-53 Cybersecurity Framework, Sarbanes-Oxley and internal policies and procedures
- **Application Security** – Database activity monitoring, secure file transfer protocols and application firewalls

Cybersecurity Risk Governance and Threat Mitigation

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




Security Incident Tool
24/7/365 threat monitoring



Audit Logs
Weekly review of detected threats



Vulnerability Scans
Weekly threat review and self-evaluation, supplemented on an ad-hoc basis for specific threats or to test patch status



Routine Self Evaluation
Incident response exercises and recovery tests



Standardized Practices
Conformance to industry-recognized standards



Training
All employees and select third parties receive training, including social engineering, privacy and other related topics

Ethics & Compliance

CoreCivic's ethics and compliance department is designed to follow best-practice principles, aiming to develop and deliver an effective program. Our program adheres to guidelines from the Federal Acquisition Regulation and the U.S. Department of Justice's "Evaluation of Corporate Compliance Programs," among other resources. It undergoes periodic

assessments, which have led to changes such as establishing an independent structure for the department. The company's executive ethics and compliance committee and the board of directors' risk committee also contribute to the program evaluation by providing feedback and direction on strategic priorities.



The ethics and compliance office:

Administers the CoreCivic ethics line and resident concern line

Provides guidance regarding the CoreCivic code of ethics and ethics policies

Conducts annual CoreCivic code of ethics training

Maintains risk ownership and regulatory compliance tracking registers that inform risk-based training and education for targeted audiences

Produces company-wide communications through a variety of channels

Administers the ethics liaison program at our facilities

Manages employee conflict of interest disclosure and clearance processes



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

2024 Ethics Line and Investigation Volume

1,478

Contacts to the ethics helpline

258

Investigations conducted by the company's investigations counsel

68%

Investigation substantiation rate compared to 43% benchmark

1,581

Contacts to the resident concern line

Our Company

Our Services

Who We Are

Responsible Operations

Environment

Appendix

Community Engagement and Support

In 2024, CoreCivic has continued to prioritize community engagement and support as a cornerstone of our mission. Our charitable giving efforts range from monetary donations to supply drives, as well as hands-on community volunteer efforts. CoreCivic employees can participate in using company-provided volunteer time off (VTO).

We have undertaken numerous initiatives aimed at fostering positive relationships with the communities in which we live and work. This includes the utilization of our facility Community Relations Committees (CRCs), charitable contributions, partnerships with local organizations to address critical issues and employee volunteer efforts. CRCs are comprised of facility staff, elected officials, law enforcement officers, community leaders and neighbors offering a forum to voice concerns and provide updates on operational activities and developments.



CoreCivic Foundation

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



2024 CoreCivic Foundation by the Numbers:

Corporate Giving

\$1.89M

Foundation Giving

\$544,000

Facility Giving

\$232,791

United Way

\$624,908

Community Engagement and Support Highlights



CoreCivic Courage Award Recipient Saves Multiple Victims Following Hot Air Balloon Crash

Shawn Snell, Senior Detention Officer at Eloy Detention Center in Eloy, AZ, was on his way home from work when he noticed a hot air balloon descending rapidly from the air. He saw that the balloon ultimately crashed, and he then turned his car around to head toward the scene of the crash, where he discovered one individual who was already deceased and four other individuals who were in critical condition. He called 911 to report the

accident then carried out life preserving measures to the injured individuals, as well as stabilizing the scene. Shawn remained calm, directed actions of additional civilians stopping to render aid placed precise physical markers to help emergency responders find the scene of the accident. Ultimately, EMS personnel arrived and assumed care of the accident victims. They later attributed Shawn with saving the lives of the four survivors.

CoreCivic Helps Welcome Students Back to School with New Supplies

Staff from CoreCivic's headquarters in Tennessee supported the United Way Stuff the Bus campaign, which helps 15,000 Middle Tennessee students start the year with backpacks full of supplies.



Annual CoreCivic Foundation Charity Golf Tournament Raises \$550,000

The CoreCivic Foundation held its 33rd annual Charity Golf Classic on Oct. 3 in Old Hickory, Tennessee. The Charity Golf Classic raised more than \$550,000 this year—funds that will go to a group of 42 non-profit organizations supporting formerly incarcerated individuals, victims of crime and abuse, and underserved youth. More than \$8 million has been raised for charity since the event's inception in 1991.

CoreCivic Employees Celebrate the Holidays by Giving Back

The holiday season can be challenging for some of our neighbors, which is why CoreCivic employees come together to collect and distribute donations. In Lake City, Florida, staff at Lake City Correctional Facility sponsored 25 local children and donated gifts from each child's gift list. Gifts ranged from bicycles to tablets, stuffed animals, and more.



Political Activity



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



The framework of our political activity and policy advocacy work is to educate government officials at all levels about challenges and trends within the criminal justice system and CoreCivic’s small but valuable role as a dependable solutions provider. As a private provider of public services, we are committed to doing business with integrity and in support of the public good. Since 2013, we have published an annual report disclosing political contributions and lobbying activities. Our commitments and management approach to this topic include:

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

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



Political Activity Highlights

CoreCivic prioritizes targeted support of state and federal legislation aimed at removing barriers to reentry for returning citizens. Since launching our public policy advocacy initiative in 2017, we have sent over 3,400 letters to federal and state officials in support of 206 reentry-friendly bills with 30 pieces of legislation signed into law.

Of the bills CoreCivic tracked in 2024, thirteen became law across states and at the federal level. Our highlights include:

Nebraska - LB 20.

Restores individuals' voting rights upon the completion of felony sentences.

California - SB 1254.

Allows eligible individuals to pre-enroll in CalFresh before their release from state prisons or county jails, ensuring that benefits commence promptly upon their reentry into the community.

Louisiana - HB 338.

Establishes a mental health transition pilot program to provide inmates with mental health services as they transition back into their communities.

New Hampshire - SB.376.

Establishes a Corrections Education and Vocational Planning group to consider opportunities for career and educational programming in the New Hampshire state prisons, including higher education pathways that have demonstrable benefits for lowering recidivism, intergenerational improvement, and employability.

Washington - HB 2084.

Enhances construction-related training programs in state correctional facilities to improve pathways for incarcerated individuals to transition into state-registered apprenticeship programs upon reentry into the community.

CoreCivic supported seven types of reentry-focused policies in 2024:

- Reentry Program Policies
- Restoration of Rights Policies
- Ban the Box Policies
- Licensure Reform Policies
- Pell Grant Restoration Policies
- Social Impact Bond Policies
- Employer Protection Policies



Corporate Governance



In 2024, Donna Alvarado retired her position on the Board of Directors after nearly 21 years of service. With Alvarado's retirement, the CoreCivic welcomed two new directors, Catherine Hernandez-Blades and Alexander R. Fischer following their appointment in May.

CoreCivic's majority-independent board of directors governs the company, and its members bring a strong mix of experience, knowledge, skill and perspective gained from diverse professional backgrounds and life experiences.

When nominating and selecting members, we consider many factors, such as skills, experience or expertise with human rights, and educational and professional background. CoreCivic holds a "3+" rating from 50/50 Women on Boards indicating that three directors are women.

Governance Highlights

- Majority director independence (82%)
- Separation of chair and CEO roles
- Annual director elections
- 100% Independent Committees
 - Audit
 - Compensation
 - Nominating & Governance
 - Risk

ESG in Corporate Strategy

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





Environmental Performance

Delivering sustainable, long-term value to our stakeholders includes how we manage our environmental impacts and performance. We aim to manage environmental impacts while continuing to deliver quality services in clean, safe and comfortable environments for our residents and staff. We prioritize management of our utilities consumption to control financial and environmental impacts from our facility operations. We also continue to develop internal mechanisms to track and mitigate potential negative impacts of climate risk in the regions where we operate. The environmental activities highlighted on this page, together with our Task Force on Climate-related Financial Disclosure (TCFD) Index, detail our management approach to these environmental priorities.



Environmental Activities

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



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



Monthly utility reduction goals at corporate and facility-specific levels.



Utility management software database for information gathering, storage and reporting.



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



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

Scope 1 & 2 GHG Emissions (metric tons CO ₂ e)	2022	2023	2024
Scope 1	36,209.5		
Scope 2 (location based)	76,708.18		
Water and Waste Metrics			
Water (Gal)	1,901,950,964	1,811,681,288	
Waste			
Tons of Refuse	20,101	15,744	
Tons of Trash (Landfill)	19,469 (96.9%)	15,165 (96.1%)	
Tons Diverted (Recycled)	632 (3.1%)	609 (3.9%)	
Tons Mixed Recycling	400 (2.0%)	392 (2.5%)	
Tons Old Corrugated Cardboard	148 (0.7%)	139 (0.9%)	
Tons Organics	84 (0.4%)	78 (0.5%)	

- Our Company
- Our Services
- Who We Are
- Responsible Operations
- Environment**
- Appendix

Environmental Performance
Case Study



Smart Water Controls Installation Continues in at-Risk Regions

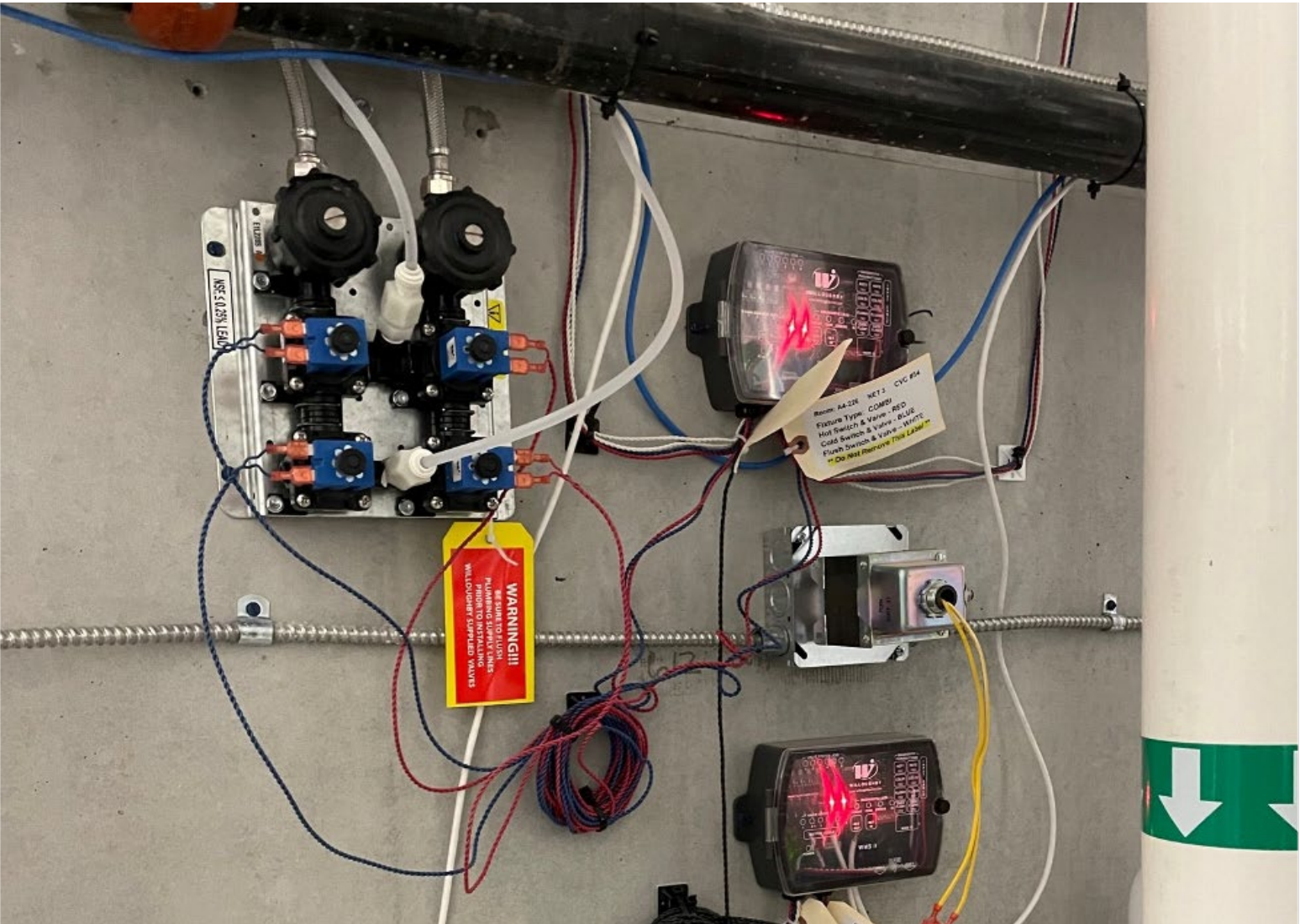
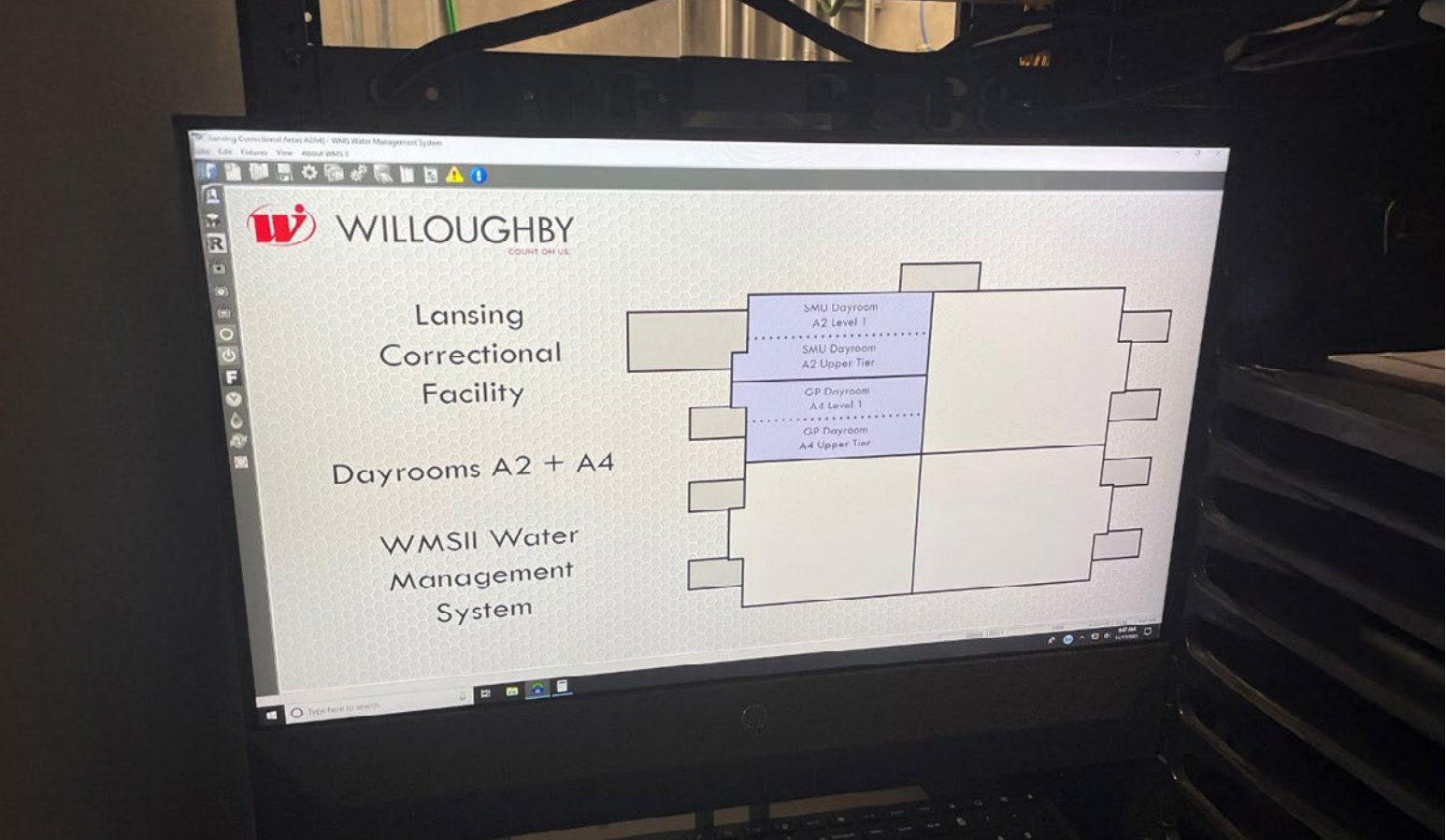
Since 2021, CoreCivic has been monitoring drought conditions in arid regions of the country that are at-risk for water scarcity. One solution the company has invested in to monitor and control water usage is an electronic water management system. Willoughby Industries has been responsible for the installation of the networked valve controllers in the states of California, Arizona

and Nevada. The technology assists with water conservation through fixed scheduling and cycle timing control. To date, the company has completed the installation of smart water controls for five facilities in Arizona and Nevada, with California projects scheduled by completion by the end of 2025.



Since installing the smart water controls at Red Rock Correctional Center and Saguaro Correctional Center in 2023, there's been a reduction of nearly

12M
gallons
of water





APPENDIX

Appendix

Appendix Notable Memberships, Partnerships, Honors



CoreCivic Celebrates 25+ Years of Partnership with Joni & Friends Wheels for the World

For more than 25 years, staff and residents at CoreCivic have been helping the Joni & Friends ministry restore mobility equipment like wheelchairs to support individuals around the world through their Wheels for the World program.

In 2024, the company celebrated a total of 55,000 wheelchairs restored through this partnership, impacting individuals with disabilities across 34 countries.



Associations

- Advancing Women in Nashville (AWIN)
- Aesculapian Medical Society
- American Correctional Association (ACA)
- American Probation and Parole Association (APPA)
- Association of Women Execs in Corrections (AWEC)
- Coalition on Adult Basic Education
- Convergence (Reentry Ready)
- Correctional Leaders Association (CLA)
- Ethics & Compliance Initiative
- International Criminal Justice Association (ICJA)
- National Association of Blacks in Criminal Justice
- National Association of Reentry Professionals (NARP)
- National Black Chamber
- National Center for Construction Education & Research
- National Health Commission on Correctional Health Care
- National Minority Supplier Development Council - Tristate Affiliate
- Nashville Compensation Roundtable
- North American Association of Wardens & Superintendents (NAAWS)
- Society for Human Resources (SHRM) - National and TN Chapters
- Tennessee College of Applied Technology (TCAT)
- The Conference Board (TCB)

- U.S., Nashville Area, and Other State & Local Chambers of Commerce
- Women's Business Enterprise National Council - Southern Regional Affiliate

Partnerships

- 2nd Opportunity
- 4th Purpose Foundation
- A Soldier's Child
- Acceleron
- ACCI
- Acivilate
- Alcoholics Anonymous (AA)
- All Things
- Arise Foundation
- Ashland University
- Auburn University's Canine Performance Sciences Program
- B.R.A.V.E. Effect
- Brewton Parker College
- Canine Companions for Independence
- Carey Group
- Celebrate Recovery
- Center for Employment Opportunities (CEO-Tulsa)
- Change Companies
- Charlie and Hazel Daniels Veterans and Military Family Center (Daniels Center)
- Choices
- Collie Dawg Music
- Cornbread Hustle
- Creative Hope
- Crossroads Prison Ministry
- Dismas House
- DREAMi
- Elijah's Heart
- Ending Recidivism Alliance
- Escape the Odds
- Essential Education
- FueLED
- GED Testing Service
- Grossmont Community College
- HiSET
- Home Builders Institute
- Hustle 2.0
- Jenkins County K911 Rescue
- Joni and Friends Wheels for the World
- Job Site Ready
- Life Empowerment Enterprises
- Listening is Key
- MaxxContent
- Men of Valor
- National Incarceration Association
- Oconee Fall Line Technical College
- Operation Hope Prison Ministry
- Operation New Hope's Ready 4Work Program
- Our Journey
- Persevere
- Philippi Prison Ministry
- Pivot Tech
- Prison Fellowship Reading Legacies
- Reboot Recovery
- Rebound Employment
- Reentry Coaching Academy
- Standing with Hope
- Shining Light
- Tennessee Prison Outreach Ministry

- Tennessee Voices for Victims
- The Education and Employment Ministry
- The Frederick Douglass Project for Justice
- The Table
- Untapped Solutions
- WeBuild
- Wiregrass Georgia Technical College

Awards

- 50/50 Women on Boards
- United Way of Middle Tennessee Iris Circle Award
- Military Friendly Employer - Gold Level
- Military Friendly Spouse Employer
- Military Friendly Supplier Diversity Program
- Military Friendly Brand

Appendix GRI Content Reference Index

CoreCivic has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
General Disclosures GRI 2: General Disclosures 2021	2-1 Organizational details	Form 10-K , Page 7
	2-2 Entities included in the organization’s sustainability reporting	Form 10-K , Exhibit 21.1 - List of Subsidiaries of CoreCivic
	2-3 Reporting period, frequency and contact point	About This Report, Page 2
	2-4 Restatements of information	N/A
	2-5 External assurance	No external assurance provided at this time
	2-6 Activities, value chain and other business relationships	Primary Impacts, Page 6 Supply Chain & Supplier Diversity, Page 40 Form 10-K , Page 48
	2-7 Employees	Form 10-K , Page 33-36 Talent Attraction and Retention, Page 27
	2-8 Workers who are not employees	CoreCivic utilizes non-employees for some on-site services, primarily in the delivery of health services and food services. Approximately 191 licensed doctors, dentists and nurse practitioners are employed separately through a professional employer organization (PEO) for regulatory purposes. Approximately 131 licensed practical nurses, 142 registered nurses, 14 certified medical assistants, 2 treatment counselors, 34 mental health coordinators and one psychologist provided contract services in 2023. Our food service contractor employs approximately 361 individuals that work full-time in our facilities. 2024 Proxy Statement , Page 9-19
	2-9 Governance structure and composition	
	2-10 Nomination and selection of the highest governance body	2024 Proxy Statement , Page 24-33
	2-11 Chair of the highest governance body	2024 Proxy Statement , Page 9-10
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, Page 47 2024 Proxy Statement , Page 9-19 Our executive leaders oversee the implementation and performance of corporate strategic goals, which are tracked through our strategic management goals and objectives program. Compensation for our executive leadership team is tied to ESG-related goals identified in our corporate strategic plan.
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, Page 47 2024 Proxy Statement , Page 11
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, Page 43 2024 Proxy Statement , Page 21 2024 Proxy Statement , Page 15-20
	2-15 Conflicts of interest	
	2-16 Communication of critical concerns	Ethics & Compliance Program, Page 42
	2-17 Collective knowledge of the highest governance body	
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance, Page 47 2024 Proxy Statement , Page 24-33 2024 Proxy Statement , Page 41-71
	2-19 Remuneration policies	2024 Proxy Statement , Page 37-85
	2-20 Process to determine remuneration	2024 Proxy Statement , Page 40-85
	2-21 Annual total compensation ratio	2024 Proxy Statement , Page 68-78

Appendix GRI Content Reference Index

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
General Disclosures		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Corporate Governance, Page 47 Primary Impacts of Providing Justice-Related Services, Page 6 Human Rights, Page 34 Environmental Performance, Page 49
	2-23 Policy commitments	Human Rights, Page 34 Quality Assurance, Page 38 Safe & Secure Operations, Page 10
	2-24 Embedding policy commitments	Human Rights, Page 34 Quality Assurance, Page 38 Safe & Secure Operations, Page 10
	2-25 Processes to remediate negative impacts	Human Rights, Page 34 Ethics & Compliance Program, Page 42 Quality Assurance, Page 38
	2-26 Mechanisms for seeking advice and raising concerns	Ethics & Compliance Program, Page 42
	2-27 Compliance with laws and regulations	Ethics & Compliance Program, Page 42 The CoreCivic Ethics & Compliance department seeks to mitigate actual and potential negative impacts at the individual and systemic levels that could result from compliance failures. The independent department reports directly to our president and CEO and the chair of the risk committee of the board of directors.
	2-28 Membership associations	Notable Memberships, Partnerships, Honors, Page 52
	2-29 Approach to stakeholder engagement	Materiality & Stakeholder Engagement, Page 7
	2-30 Collective bargaining agreements	Form 10-K , Page 36
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality & Stakeholder Engagement, Page 7
	3-2 List of material topics	Materiality & Stakeholder Engagement, Page 7
Market presence		
GRI 3: Material Topics 2021	3-3 Management of material topics	Compensation & Benefits, Page 29 2024 Proxy Statement , Page 65 Through consistent pay and policy evaluation, CoreCivic corrects for unintended pay differences and where appropriate, adjusts for market competitiveness. Most of our roles are paid hourly based on fixed hourly rates. This highly structured framework helps to prevent excess managerial discretion in setting pay. Similarly, for CoreCivic's non-hourly employees, we use well-established pay bands for all roles, and pay is evaluated from the job offer and throughout the employment life cycle. During the application process, we avoid the use of compensation history when establishing starting pay for new hires.

Appendix GRI Content Reference Index

GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Compensation & Benefits, Page 29 2024 Proxy Statement , Page 77 Our average correctional/detention officer starting wage increased to \$21.88/hour and our median total compensation (other than our CEO) was \$60,493. We are a majority female (52%) company, and our average and median pay gap differences are under 5%. Variable incentive programs for executives and leaders align with our strategic goals, which regularly include the employee experience, human rights, and other ESG-related goals. We also consistently engage in collaborative discussions for those in our workforce represented by labor unions.
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain & Supplier Diversity, Page 40
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain & Supplier Diversity, Page 40 The primary goods and services procured to support our operations include health and medical supplies, food services, commissary supplies, clothing, bedding, uniforms, telecommunications and facility maintenance items. We source our goods from throughout the U.S. and Canada, and approximately 11% are sourced from the state where the procuring facility operates.
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Political Activity, Page 45 Political Activity and Lobbying Reports
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Political Activity, Page 45 Ethics & Compliance Program, Page 42
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Performance, Page 49 We exclude non-owned facilities because we are limited in the types of energy conservation measures we can employ. The type of facility and its mission also play a large role in how utilities are consumed, and we organize our performance by facility type for the most meaningful year-over-year comparisons.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance, Page 49
	302-3 Energy intensity	Environmental Performance, Page 49
	302-4 Reduction of energy consumption	Environmental Performance, Page 49
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Compensation & Benefits, Page 29
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Form 10-K , Page 35 Talent Attraction & Retention, Page 27
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation & Benefits, Page 29
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Health & Safety, Page 36
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health & Safety, Page 36
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health & Safety, Page 36
	403-9 Work-related injuries	Employee Health & Safety, Page 36
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Form 10-K , Page 34 Training & Leadership Development, Page 31
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training & Leadership Development, Page 31
	404-3 Percentage of employees receiving regular performance and career development reviews	Form 10-K , Page 34

Appendix GRI Content Reference Index

Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	People & Culture, Page 25 Form 10-K , Page 34-35 CoreCivic policy prohibits harassment and discrimination on the basis of race, color, religious creed, sex, national origin, ancestry, age, physical disability, mental disability, medical condition, genetic information, gender identity, gender expression, sexual orientation, marital status, military or veteran status, or any other protected classification in accordance with applicable laws and regulations. We maintain multiple grievance mechanisms to report harassment and prohibit reprisals for reporting.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity & Inclusion, Page 19 Corporate Governance, Page 43
Forced or compulsory labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, Page 34
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, Page 34
Security practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Safe & Secure Operations, Page 10 Quality Assurance, Page 38 Human Rights, 34 CoreCivic maintains a policy library that covers applicable operating procedures based on a partner’s operational requirements, including grievance mechanisms and resolution of grievances for residents. We maintain channels of communication and feedback with our agency partners and local community groups to evaluate our approach and ensure that our services meet stakeholder needs. Our security-oriented operations are governed by external standards developed by organizations like the American Correctional Association (ACA) or by our government partners’ own standards, such as the Federal Performance-Based Detention Standards. Our policies and operating procedures are also informed by corrections-specific laws such as the Prison Rape Elimination Act (PREA) and regulatory standards of general application like Occupational Safety and Health Administration standards.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Rights, Page 34 2024 Proxy Statement , Page 54
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Engagement & Support, Page 43 CoreCivic's corporate charitable foundation board meets annually and as needed throughout the year to review fundraising and grant application data and vote on action items. Operations are subject to an annual external, independent audit conducted in accordance with industry-recognized auditing standards. Audit results are communicated to the board of directors via the board treasurer.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement & Support, Page 43
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Engagement & Support, Page 43
Public policy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Political Activity, Page 45
GRI 415: Public Policy 2016	415-1 Political contributions	Political Activity, Page 45 Political Activity and Lobbying Reports

Appendix TCFD Disclosure

At CoreCivic, we are committed to embedding corporate responsibility considerations into our strategy and operations. We understand that ensuring long-term success means aligning our business with sustainable practices. We have prepared the following report aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), outlining the climate-related risks faced by CoreCivic and our management process. This report highlights our progress to date.

Governance

Recommendation

Describe the board’s oversight of climate-related risks and opportunities.

Our board of directors oversees the integration of environmental, social and governance (ESG) principles throughout our enterprise, including oversight of enterprise risk. Each committee has a specific ESG alignment point, allowing for delegation of ESG topics among the committees. Each committee reports out to the full board on their specific ESG responsibilities at least annually.

Audit Committee

Responsible for ESG matters concerning policies and practices regarding environmental and sustainability issues. Includes climate-related initiatives, as well as regulation and reporting requirements around ESG topics.

Risk Committee

ccc Oversees the company's assessment and management of key enterprise risks, including ESG-related risks as they are tracked in CoreCivic’s ERM program.

Nominating and Governance Committee

Oversees ESG matters related to corporate governance, social responsibility, community interests, political activities, contributions, and lobbying, and other social considerations.

The CoreCivic Audit Committee has specific responsibility over environmental and sustainability issues, including climate-related topics. This includes preparing CoreCivic for compliance with all relevant emerging regulations around climate reporting requirements. The audit committee receives regular reports on material ESG topics from CoreCivic's Executive Vice President and Chief Innovation Officer. The risk committee has responsibility for our enterprise risk management (ERM) program and receives quarterly updates on each tracked risk. Climate risk is specifically included as an identified risk under CoreCivic's ERM program.

Describe management’s role in assessing and managing climate-related risks and opportunities.

Climate-related responsibilities reside with several members of management.

CoreCivic maintains an enterprise risk council (ERC) comprised of individuals from senior management and chaired by our general counsel (GC). The purpose of the ERC is to oversee and guide CoreCivic's enterprise risk management program. The ERC is responsible for tracking and managing responses to each risk identified in our ERM process. The ERC also provides quarterly updates to the risk committee of the board of directors. Our executive vice president (EVP) and Chief Innovation Officer is the member of the council responsible for tracking our response to climate-related risks. Our senior director of ethics compliance assurance coordinates with the company's facilities management team on climate/sustainability initiatives and reports regularly to the ERC on climate risk-related developments.

Multiple members of management make up our corporate responsibility steering committee which manages CoreCivic's corporate responsibility strategy. This team is responsible for periodic reports to the board of directors on the status of CoreCivic's ESG programs and progress, including climate-related considerations. This team ensures alignment on environmental strategy, including governance of ESG issues, identifying and mitigating risks, and benchmarking against goals. The committee meets at least quarterly and is responsible for the development of our annual corporate responsibility report.

Strategy

Recommendation

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

CoreCivic undertook a TCFD-informed risk identification and assessment process, working with management teams as needed to qualify the potential impacts of each identified risk. The table below outlines the climate-related risks identified by CoreCivic. Risks were analyzed along short (S), medium (M), and long-term (L) time horizons, generally assessed as 0-2 years, 2-5 years, and 5+ years, respectively. The results of the risk assessment, including estimated likelihood of occurrence and financial impact of each risk is integrated into management plans to mitigate climate-related risks. Risks with low priority ratings are considered emerging for future consideration.

Risk Description

Category Type

Potential Impact

Time Horizon

EPA regulations for GHG emissions for commercial vehicles

Transition – regulatory

Requirement for CoreCivic to update fleet vehicles and ensure compliance with standards.

M, L

Appendix TCFD Disclosure

	Cost of adopting lower emissions technology	Transition – technology	Investment to purchase EVs and install required infrastructure.	M,L
	Extreme weather events	Physical – acute	CAPEX associated with damage to assets caused by flood, storms, or other extreme weather. Loss of revenue due to operational or supply chain disruptions.	S,M,L
	Introduction of carbon price or emissions limit	Transition – regulatory	Increased costs associated with reducing emissions or compliance costs for GHG emissions from our facilities. Potential price increases in purchased energy.	M,L
	Supply chain constraints	Transition – market. Physical – acute	Potential shortages of raw materials and increased costs due to supply chain disruptions and increased energy and transportation costs.	S,M,L
	Resource availability	Physical – chronic	Long-term impacts of climate on energy, water, and other raw material availability present potential cost increases and operational disruptions for CoreCivic	M,L
	Climate reporting requirements	Transition – regulatory	Compliance costs with collecting and reporting data	S,M,L
	Changing customer demands	Transition – market	Costs of maintaining product safety and quality while addressing increased interest in cost and carbon footprint reductions for our products	M, L
Describe the impact of climate related risks and opportunities on the organization’s businesses, strategy, and financial planning.	CoreCivic is considerate of the potential impacts of climate change on our operations, financial performance, and supply chain. We have worked to integrate climate considerations across our organization, with collaboration between the board of directors, management's corporate responsibility steering committee, members of our enterprise risk council, and additional internal teams resulting in strategic management plans. Climate integration begins at the initial stage of our facility selection/construction, with our property development team collaborating with third-party engineering teams and our customers to ensure that all relevant state and local climate requirements are met. We also consider the accessibility of our sites in case of emergency. Our facilities are located in numerous regions around the United States and the exposure to physical hazard risks varies site to site. While we have not been affected historically by climate impacts on a broad basis, we monitor physical hazards in specific areas where they are most likely to occur. Along with this we meet all relevant infrastructure codes in addition to client-requested climate enhancements (i.e. enhancements to increase resiliency to hurricanes). As part of our ERM process, each identified climate-related risk is also assessed for its financial implications and estimated cost. This is communicated to our finance team to ensure these impacts are being monitored and integrated into necessary financial planning. Additionally, we maintain insurance against catastrophic risk insurance for each of our facilities under our property insurance. We conduct an annual review of our facility portfolio and, where necessary, may work with our insurance broker for additional coverage at locations where specific risks are flagged.			
Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Our strategy has been influenced by climate-related risks and opportunities, and we will look to develop a formal transition plan in the future. Climate risk is integrated into our enterprise-wide risk management strategy and is monitored alongside our other high-priority risks. This allows us to track changes to our risk exposure and plan appropriate response actions.			

Appendix TCFD Disclosure

Risk Management	
Recommendation	
Describe the organization’s processes for identifying and assessing climate-related risks	<p>CoreCivic undertakes various internal risk assessment processes. Our climate-related risks were identified and ranked as part of a TCFD-informed process led by our corporate responsibility team. The team met with subject matter experts across the organization to identify potential climate-related risks and assess each based on likelihood, time horizon, strategic impact, and estimated financial impact. Of those risk areas, utilities availability (water and energy) and electric product alternatives (vehicles and appliances) emerged as the most likely to have the greatest financial impact over the short-medium-, or long-terms. These high-priority risks were grouped together under the umbrella of “Climate Risk” in our ERM program. Additional lower priority risk areas will continue to be monitored for any changes to their impact severity in the future.</p> <p>As a part of its ERM program, CoreCivic performs periodic risk surveys and calibration sessions to identify potentially material risks to the organization. The most recent process involved approximately 36 subject matter experts across various parts of the organization. To the extent climate-related risks are identified in the ERM process, they are tracked and reported as stated in the Governance section above. Substantiative risks, including any identified climate-related risks, are generally disclosed in the Risk Factors section of the Form 10-K.</p> <p>In 2024, CoreCivic conducted a physical climate risk assessment to better understand the physical climate-related risks to its operations. This consultancy-led assessment utilized historical natural hazards data and forward-looking climate models to forecast acute and chronic physical risks to our facility portfolio. Additionally, our insurance carrier conducts an annual risk assessment of our properties, providing feedback to our real estate and finance teams on any site-specific risks and required improvements or changes in our coverage.</p>
Describe the organization’s processes for managing climate-related risks	<p>Enterprise-level risks are managed or mitigated through internal policies, procedures, or other strategic initiatives. Our EVP, chief innovation officer has oversight over our climate risk response.</p> <p>CoreCivic has already adopted a number of climate-related mitigation and adaptation measures to protect its personnel, facilities, and operations as part the company’s overall strategic risk management planning:</p> <ul style="list-style-type: none">• We maintain a comprehensive system for emergency planning and response. We have enterprise-wide emergency preparedness policies that cover all potential risks. Site-specific emergency response plans are drafted at the local field level by the facility operation teams. These plans include considerations around severe weather events. In addition, we work with local agencies to coordinate emergency response when needed. In the event of an emergency, including climate-related events, we set up an Emergency Operations Center which coordinates efforts at the facility and enterprise level for the duration of the emergency until normal operations resume. Our software that supports this tracks weather hazards across our operations, allowing us to plan in advance of an emergency.• In instances of inclement weather, we have policies and contingency plans in place to ensure the safety of our personnel while maintaining essential operations.• We have plans in place to ensure business continuity in the event of severe weather events, especially in relation to the resources necessary to maintain essential operations. All of our facilities have backup power generation to ensure continuity of essential functions, with multiple days’ fuel storage on site. We also maintain contacts with local fuel, natural gas, water, and other essential resource providers to ensure quick access to resources in the event of disruptions.• We also invest in resource-efficient technology and other facility improvements to reduce our climate impact and proactively address potential transition risks. Some of our facilities are LEED certified, and those requirements are incorporated into the initial design phase. For all properties we maintain, we strive to implement energy efficient technology to offset utilities consumption. To date, all occupied CoreCivic owned and managed facilities have been retrofitted with LED lighting.• We have also implemented water management systems at eleven facilities, with more planned, that have resulted in up to a 30% reduction in water usage. <p>Further, CoreCivic manages the risks of our supply base. We monitor any potential disruptions to the supply of materials to our facilities and maintain a diverse supply network to improve resiliency. As CoreCivic continues to monitor our climate risk exposure, we will look to implement any necessary management actions.</p>
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	<p>Climate risk has been included in CoreCivic’s risk dashboard when identified as a top ERM risk. Our ERM dashboard includes impacts, key risk indicators, and management actions that re tracked year-to-year. Our EVP and chief innovation officer – a member of the enterprise risk committee – has ownership of our climate risk response, collaborating as needed with the corporate responsibility steering committee and other internal teams on actions and reporting to the risk committee of the board every quarter.</p>

Appendix TCFD Disclosure

Metrics and Targets				
Recommendation				
Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.	As part of CoreCivic's assessment and management of climate-related risks, we utilize financial metrics to quantify potential risks, such as capital expenditures, transportation costs, and energy costs, and these risks are reviewed annually.			
	We also monitor additional environmental metrics as part of our efforts to manage our environmental and climate impact. We track energy consumption, waste data, and water usage across our operations.			
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.		2022	2023	2024
	Scope 1	36,209.5 metric tons CO2e	Xx,xxx.x metrics tons CO2e	Xx,xxx.x metrics tons CO2e
	Scope 2 (location based)	76,708.18 metric tons CO2e	Xx,xxx.x metrics tons CO2e	Xx,xxx.x metrics tons CO2e
	Scope 1:			
	36,309.50 metric tons CO2e			
	Scope 2 (location based):			
	76,708.18 metric tons CO2e			
	CoreCivic considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development’s (WBCSD) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised, and GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard (collectively, the “GHG Protocol”), recognized external standards, to guide the criteria to assess, calculate and report GHG emissions, including energy consumption.			
CoreCivic defines its GHG emissions inventory organizational boundaries using the Operational Control Approach as described in WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard. Under the operational control approach, a company accounts for 100% of scope 1 and 2 emissions from operations over which it or one of its subsidiaries has operational control.				
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CoreCivic has completed our inaugural scope 1 and 2 GHG inventory. We will be reviewing our strategies to reduce those emissions in the coming months.			

Appendix Reports & References

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

Public Filings		
	Annual Report (Form 10-K)	https://ir.corecivic.com/static-files/2345b904-5bd7-47c8-b711-2bc30d6ada21
	Proxy Statement	https://ir.corecivic.com/static-files/b2467675-2ee5-4521-88be-d26fc33c3a99
	Annual Letter to Shareholders	https://ir.corecivic.com/static-files/b2467675-2ee5-4521-88be-d26fc33c3a99
	Public Filings Home	https://ir.corecivic.com/financial-information/annual-reports
Our Services		
	CoreCivic Safety	https://www.corecivic.com/safety
	CoreCivic Community	https://www.corecivic.com/community
	What We Do, What We Don't Do	https://www.corecivic.com/what-we-do-what-we-dont-do
	Our Role in Immigration Detention	https://www.corecivic.com/private-detention
	American Correctional Association	https://aca.org/
	National Commission on Correctional Health	https://www.ncchc.org/
	Federal Performance-Based Detention Standards	https://www.ice.gov/detain/detention-management/2008
	PREA Reports	https://www.corecivic.com/the-prison-rape-elimination-act-of-2003-prea
Reentry Services		
	Reentry Services Overview	https://www.corecivic.com/reentry
	GoFurther Reentry Curriculum	https://www.corecivic.com/reentry/gofurther
	GoFurther Release	https://www.corecivic.com/news/go-further-release-program-offers-life-and-reentry-coaching
	2024 Reentry Recap	https://www.corecivic.com/news/2024-reentry-success-at-corecivic
	PERMA Model	https://positivepsychology.com/perma-model/
Who We Are		
	Racial Equity Audit	https://www.corecivic.com/hubfs/_files/CoreCivic%20Racial%20Equity%20Audit%20Report.pdf
	Military Friendly Awards	https://www.militaryfriendly.com/is-corecivic-military-friendly/
	50/50 Women on Boards	https://5050wob.com/
Industry Studies and Research		
	National Institute of Corrections Research on Evidence-Based Practice	https://nicic.gov/resources/resources-topics-and-roles/topics/evidence-based-practices-ebp
Responsible Operations		
	CoreCivic Ethics & Compliance	https://www.corecivic.com/about/corporate-ethics
	CoreCivic Code of Ethics	https://www.corecivic.com/hubfs/_files/Code%20Of%20Conduct%20(CoreCivic).pdf
	CoreCivic Ethics Line	https://app.convercent.com/en-us/LandingPage/a7d07854-f34d-ea11-a972-000d3ab9f062?_=1595950801154%0D%0D
	Ethics and Compliance Policies	https://www.corecivic.com/about/corporate-ethics
	Political & Lobbying Activity	https://ir.corecivic.com/corporate-governance/political-lobbying-activity
	PREA Reports Hub	https://www.corecivic.com/the-prison-rape-elimination-act-of-2003-prea
	Corporate Governance Documents	https://ir.corecivic.com/corporate-governance/governance-highlights
	CoreCivic Foundation	https://www.corecivic.com/corecivicfoundation
Human Rights		
	Human Rights Home Page	https://www.corecivic.com/about/human-rights
	Human Rights Policy	https://www.corecivic.com/hubfs/_files/CoreCivic%20Human%20Rights%20policy%20statement.pdf

[Our Company](#)[Our Services](#)[Who We Are](#)[Responsible Operations](#)[Environment](#)**Appendix**

Forward-Looking Statement / Disclaimer

This report contains statements as to our beliefs and expectations of the outcome of future events that are “forward-looking” statements within meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of current or historical fact contained in this report, including statements regarding CoreCivic’s business and its future business plans, initiatives, sustainability goals and programs, are forward-looking statements. Forward-looking statements represent our current judgement about possible future events and are often identified by words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “projects,” “will,” “would,” or the negative of any of those words or similar expressions. These forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from historical experience or from those expressed or implied by the forward-looking statements made in this report. Any or all of our forward-looking statements contained in this report may turn out to be inaccurate. In making these forward-looking statements, we rely upon assumptions and analysis based on our experience and perception of historical

trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or results (financial or otherwise). Our statements can be affected by inaccurate assumptions we might make or by known or unknown risks and uncertainties, including, but not limited to, the risks and uncertainties described in “Risk Factors” included in our most recent annual report on Form 10-K, or the Form 10-K, filed with the Securities and Exchange Commission, or SEC, and in the other reports, documents, and other information we file with the SEC from time to time. Please consider the forward-looking statements in this report in conjunction with the Form 10-K and with the other reports, documents and other information we file with the SEC. We caution readers not to place undue reliance on forward-looking statements. Any forward-looking statements made in this report are as of the date of this report and, except to the extent required by applicable law, we undertake no obligation to update or publicly revise any of the forward-looking statements included in this report.

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