

A person with long hair, wearing a colorful patterned shirt, is seen from behind, paddling a yellow kayak on a calm lake. The sun is low on the horizon, creating a warm, golden glow and lens flare effects. The surrounding forest is dense with evergreen trees, and their reflections are visible in the still water. The overall atmosphere is peaceful and serene.

maximus

Employee Wellbeing at Maximus

Meeting Employees  
Where They Are

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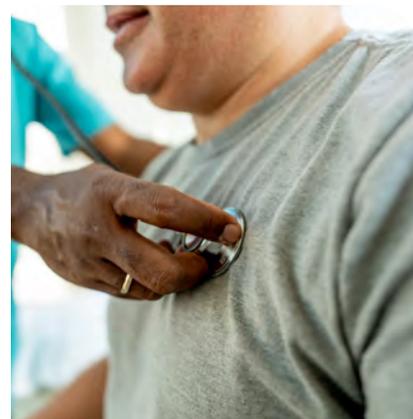
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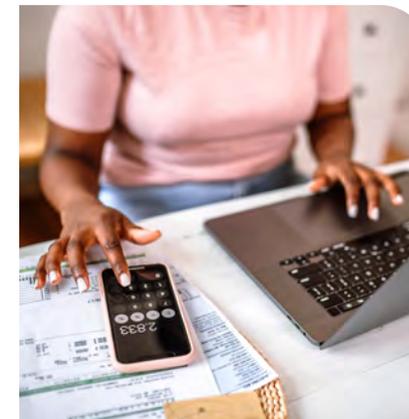
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## Michelle Link

Chief Human Resource Officer  
Maximus

At Maximus, our commitment to employee wellbeing is at the core of everything we do. We understand that a thriving workplace is one where every employee feels supported and empowered to succeed. As we navigated the challenges brought on by the pandemic, we moved quickly to provide remote work opportunities, enabling our employees to balance their professional and personal lives effectively. This shift not only helped our employees achieve their goals but also allowed Maximus to continue thriving.

As many companies now shift back to office environments, Maximus remains dedicated to respecting our employees' needs by adopting a flexible approach to where and how they work whenever it is permissible with the customer. We aim to meet employees where they are, continuously evolving to support their changing needs, with a steadfast emphasis on employee wellbeing.

Since launching our Employee Wellbeing program in 2019, we have significantly expanded our initiatives, with an initial emphasis on physical, emotional, and financial wellbeing. We provided tools and resources to help employees manage chronic conditions, mental health issues, and financial stress. During the pandemic, we recognized the importance of social wellbeing as employees faced isolation and challenges in maintaining connections.

In 2022 and 2023, we made significant progress in delivering resources directly to our employees, no matter where they were. We are excited to carry this momentum forward into 2024.

Key initiatives included:

- **Expanding the Employee Assistance Program (EAP):** Offering both in-person and virtual mental health sessions with no cap on the number of visits per issue and no limit on how many times an employee uses the EAP.
- **Launching virtual physical therapy:** Enabling employees to work with physical therapists remotely using at-home technology.
- **Regular virtual mental health training:** Equipping managers to recognize and address when an employee needs help, especially crucial for remote management.
- **Wellbeing roadshows:** Promoting awareness of mental health and wellbeing resources for on-site employees.
- **Diverse communication strategies:** Utilizing corporate emails, a dedicated Wellbeing site, Engage in-app messaging, home mailers, and printed materials at project locations to reach employees.

*Continued on next page*



**Michelle Link**

Chief Human Resource Officer  
Maximus

- **Virtual events and webinars:** Collaborating with project leaders and Employee Resource Groups to inform employees about available resources and the importance of mental health care.
- **Commitment to favorite resources:** Continuing support for popular programs like Headspace and Wellbeats for on-demand wellbeing content.
- **Enhanced support in 2024 for women, families, and at-risk populations:** Offering virtual physical therapy for pelvic floor health, support for all stages of family planning, and additional resources for managing weight-related disease.

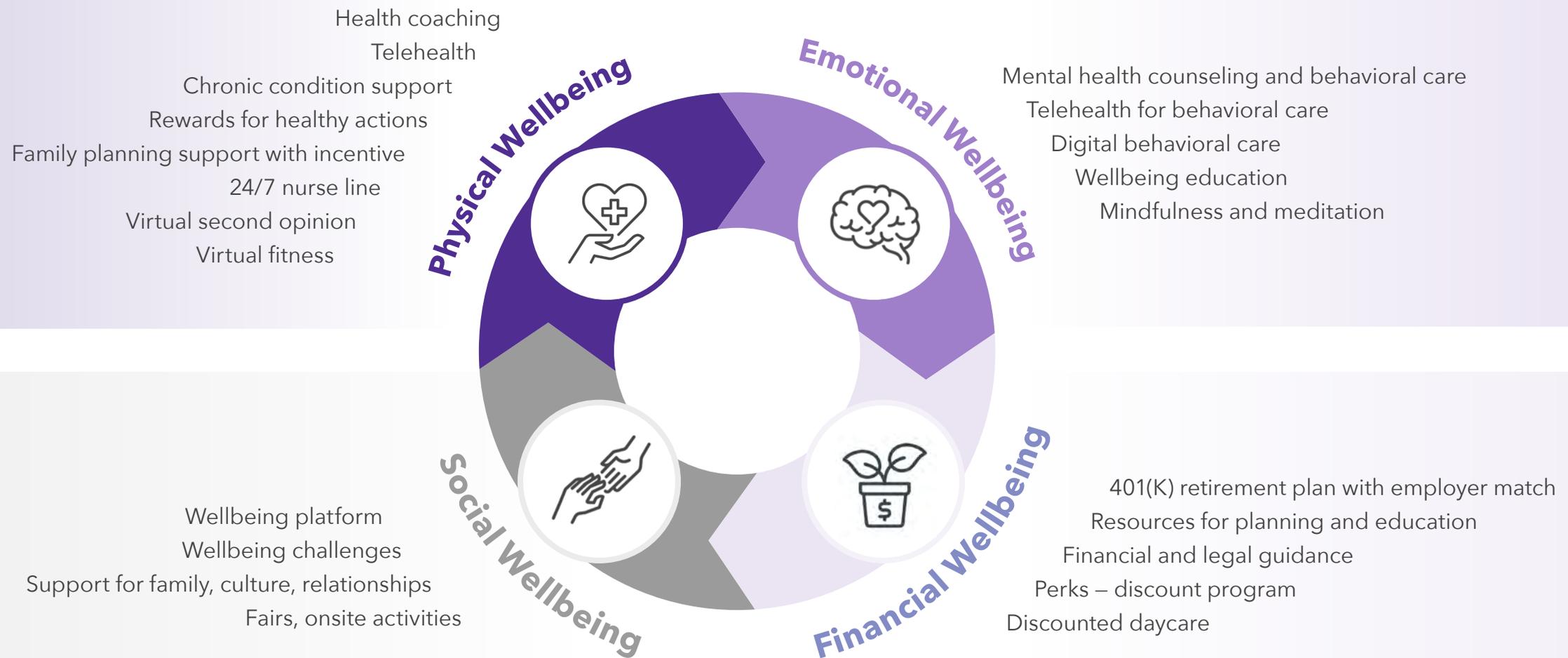
We will always prioritize meeting our employees where they are and delivering resources to help them thrive. As we continue the evolution of our wellbeing program, we will place expanded emphasis on outcomes and results in addition to tracking utilization. By monitoring health outcomes, we aim to gain a deeper understanding of the effectiveness of our initiatives and identify emerging wellbeing needs. Through continuous assessment and adaptation, we are committed to fostering a healthier, more resilient workforce that can thrive in any environment.

**“We will always prioritize meeting our employees where they are and delivering resources to help them thrive.”**

# Evolution of Employee Wellbeing at Maximus



Since 2019, Maximus has been developing a wellness program to support employees' overall wellbeing. The program has expanded to address their evolving needs, focusing on physical, mental, financial, and social wellbeing.





## 2019

### Launched Ready. Set. Now! Wellness Program.

- Built wellness program around physical, financial, and emotional wellness.
- Introduced employer funding for healthy activities.
- Hosted on-site wellness fairs and biometric screenings.

## 2020

### Increased focus on mental and emotional wellbeing.

- Introduced enhanced Employee Assistance Program (EAP).
- Addressed unprecedented challenges of COVID-19 pandemic.
- Launched free Headspace Premium mindfulness and meditation for all employees.

## 2021

### Enhanced campaign on education and access to resources.

- Awarded the Ragan Workplace Wellness Award for Outstanding Wellness Programs.
- Launched Know your Numbers campaign.
- Expanded programs for mental health, such as personal coaching and digital behavioral care.

## 2022

### Expanded mental health support and education to meet continuing mental health crisis post-COVID:

- Expanded mental health counseling and work/life services with our new Employee Assistance Program (EAP) provider and LifeSpeak wellbeing education library.
- Introduced monthly training for managers on Mental Health in the Workplace and launched a series of monthly wellbeing webinars for all employees.
- Increased Wellbeing Rewards to \$250 for all Anthem enrolled employees with a substantive boost to \$500 for employees on selected contracts.
- Held Employee Wellbeing fairs at key project sites.

## 2023

### Restructured Wellbeing Rewards to highlight the importance of preventive care and support for chronic conditions, with an increase to \$500 for all Anthem-enrolled employees:

- Enhanced the 401(k)-employer match, dedicating the first quarter to financial wellbeing through intensified communications.
- Rolled out Sword Healthy Back and Joints Digital Physical Therapy.
- Continued our commitment to mental health with ongoing monthly training for all employees.
- Hosted EAP and Mental Health Awareness Days at key project sites.

## Activities that bring employees and wellbeing together.

Regular challenges combined all areas of wellbeing throughout the year; encouraged and rewarded physical wellbeing, mental health, and financial education; and connected employees with each other through team challenges.

-  **Whole Person Wellbeing** with an added focus on Diversity, Equity, and Inclusion.
-  **Healthy Heart challenge** designed to help employees make small, daily changes to improve heart health.
-  **Move More Challenge** that promoted movement in all forms, from walking, swimming, biking, and sports to stretching, gardening, meditating, and caring for others.
-  **Race to the Finish challenge** to promote movement and teamwork.
-  **Walk with Friends challenge** that encouraged movement and social interaction.
-  **LifeSpeak Watch and Win contest** and Bank on your Health challenge to promote financial wellbeing resources.
-  **Wellbeing BINGO** focused on finding and using resources across all areas of wellbeing.



Local Human Resources (HR) staff at project sites hosted monthly **Table Talk** days, during which employees learned about various wellbeing resources during lunch and short breaks. These events created opportunities for employees to gather information on their terms—quickly and easily without taking too much time away from lunch and break time.

A person is shown from the chest down, sitting at a desk and using a laptop. The person's hands are on the keyboard and mouse. The background is a blurred office setting. Overlaid on the image are digital graphics: a purple triangle on the left containing the text, a large faint number '3' in the background, and a network of white lines and hexagons across the right side. The overall color palette is blue and purple.

# Ongoing Commitment to Access and Education

**As our employees continued their wellbeing journey, we worked harder to break down barriers to care by meeting them where they are and offered programs and resources that are easy for them to understand and access.**

With a solid foundation of resources that address different areas of wellbeing to meet individual needs, we focused on packaging and communicating these resources to increase awareness and utilization.

## Step 1

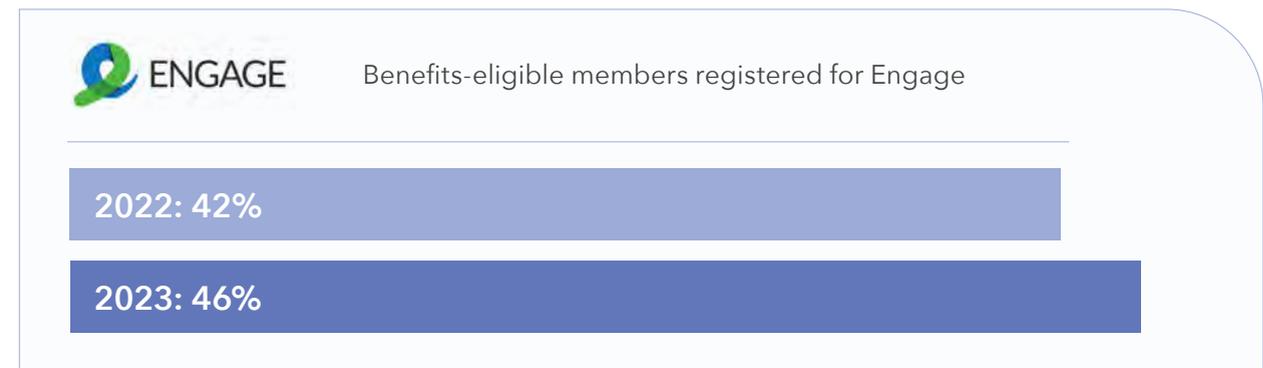
**Increased awareness in meaningful ways** that connected employees to programs and resources when they needed them:

- Added regular wellbeing content to a weekly Corporate Update issued to all employees.
- Leveraged vendor communication campaigns and in-app messaging, significantly boosting program utilization.
- Presented 32 wellbeing seminars across the company.
- Integrated wellbeing content into new employee orientation at the corporate level and with various projects with anticipated increased mental health demands.
- Held Wellbeing Fairs, EAP, and Mental Health Roadshows for 11 large key project sites.

## Step 2

**Provided tools to make resources and programs accessible.** Developed easy-to-understand digital and printed materials made available at project sites with large on-site employee populations.

- Consolidated all health and wellbeing resources in one place with the Engage Wellbeing platform.



- Created a self-service site for HR field representatives to access employee education materials easily.
- Expanded our wellbeing site content, making finding information on all available resources easier.

# 04

## Staying Well



Supporting all employees and helping them stay well could prevent more serious problems later. Employees had access to programs that made it convenient to get support quickly, from digital apps, phone support, and in-home options:

**Personal wellbeing coaching** provided a whole-person, strengths-focused approach to support behavior change. Top coaching topics included:

- Tobacco
- Stress
- Fitness
- Weight Management
- Sleep
- Professional Development
- Financial
- Nutrition



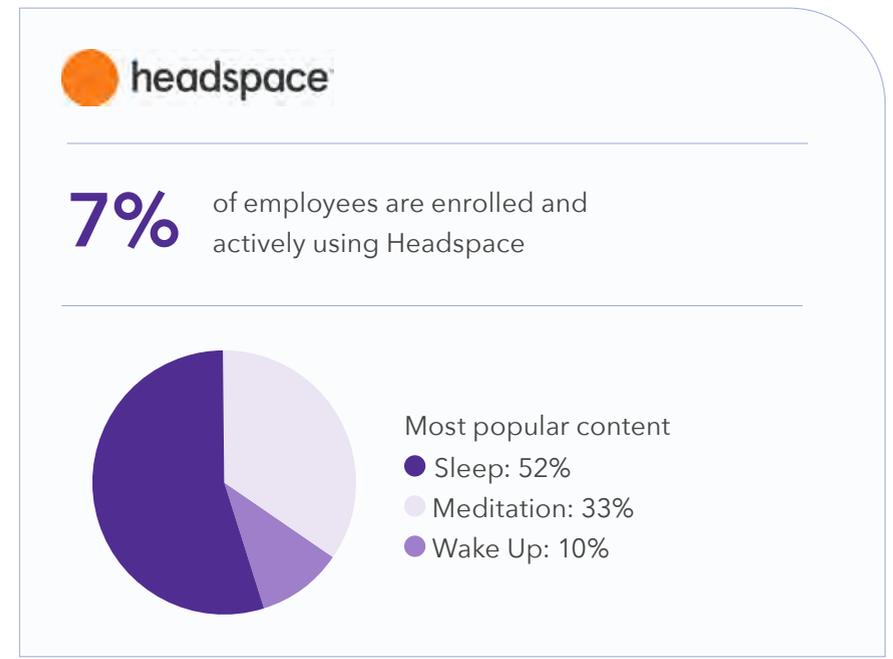
Coaching for all topics was available online and by telephone.

**Virtual fitness through programs like Wellbeats** on-demand, instructor-led classes on physical fitness, mindfulness, and nutrition, and LIFT customized workouts provided convenient options.



Employees liked the convenience of in-home and on-the-go workouts available for every age, interest, and ability.

**Headspace's guided meditations and mindfulness practices** provided stress relief for employees.



Mobile apps provided digital, on-demand content to meet the demands of life with meditations and exercises that are as short as one minute.

## Additional support is offered to employees enrolled in an Anthem medical plan.

Maximus provided annual **biometric screening through Quest** at no cost to help employees avoid health risks. This is also our best way to see trends across employee populations to help us modify our wellbeing program.



We saw some improvement from 2022-2023.

- ↳ Members with BMI over 30 decreased from **7.1%** of the participating population to **5.5%**.
- ↳ Members with LDL cholesterol in the moderate or high-risk range dropped from **61% to 60%**.

Convenient in-home test kits were available in addition to Quest labs nationwide.

The **Anthem Care Management** team provided access to health professionals to help employees reach their goals with overall health, managing chronic conditions, and navigating care.



The Anthem team proactively reached out to at-risk members.

- Engagement remained steady, ranging from **40% to 43%** of identified members, with a high engagement rate for higher-cost cases.

**Maternity support for women during pregnancy and after delivery** included nurse consultations, preventive screenings, educational materials, and a financial incentive for program enrollment. This benefit will be enhanced in 2024 to include a full spectrum of support for all aspects of family planning to support growing families.



- ↗ Enrollment increased by **40%** from 2022 to 2023.



# 05 Condition Support

Maximus designed programs to better support employees managing chronic conditions. Programs were accessible and affordable to encourage engaging in care to help employees avoid complications down the road. With phone support or in-home care options, employees got support when and where they needed it.

Two convenient programs supported employees at risk of weight-related disease: **LiveHealth Online Healthy Blood Pressure** telephone coaching and **Omada Health** digital and online support for preventing diabetes and hypertension.

In 2023, we launched **Sword Digital Physical Therapy** for Healthy Back and Joints. Sword integrated guidance from a physical therapist with user-friendly, at-home technology and offered more than convenience. It can reduce pain by up to 70% in just eight weeks.

**LiveHealth**  
O N L I N E

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- From 2022 to 2023, on average, 24% of engaged members **moved from hypertensive to normal and reduced systolic blood pressure** by 20 points.

**omada**

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- On average from 2022 to 2023, **participation in Omada increased from 8% to 12%** with weight loss of about 8 pounds.
- By 2023, 28% of members who had completed at least nine lessons with Omada **achieved 5% weight loss** at the 26-week mark, representing an essential clinical risk reduction threshold.

**sword**

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- 44% of members in this program self-reported a **reduction in pain levels**, and 47% reported a **decrease in intent to have surgery**.

Telephone support, digital tools, and in-home devices made monitoring and managing chronic conditions easier for employees. Reaching people at home was crucial for increasing utilization. Vendor email and direct mail campaigns significantly increased utilization.

Employees had additional support for managing chronic conditions through the **Virtual Second Opinion** program. This service provided expert medical and behavioral diagnosis advice, treatment plan options, and helped employees find providers and care facilities.

# Mental Health Support



The Employee Assistance Program (EAP) has been the foundation of our mental health support for all employees.

In 2022, we expanded mental health support and enhanced our EAP through TELUS Health. Efforts included:

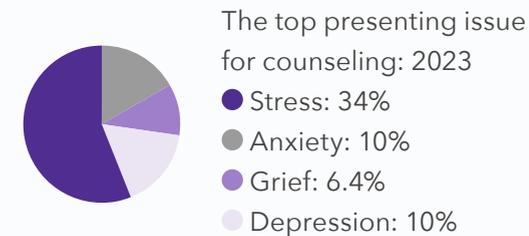
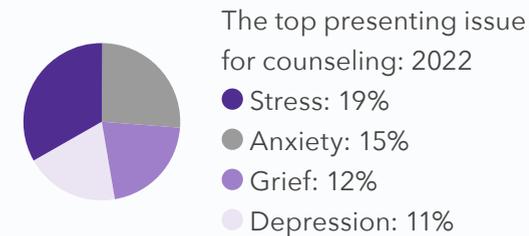
- One-on-one counseling with a mental health professional for short-term and solutions-focused counseling that is not capped at a specific number of sessions. Employees may use this resource as many times as needed throughout the year.
- Digital behavioral care through the CareNow program with a counselor-assisted support option.
- Mental Health in the Workplace training for managers began monthly in 2021. In 2023, we added a monthly training session for employees.
- Monthly wellbeing webinars on different topics, including Seasonal Stress, an Introduction to Mindfulness, Care for the Caregiver, and Avoidance of Burnout began in 2022.
- Regular EAP and mental health roadshows at large project sites, where the Wellbeing team could engage with employees in person on mental health resources.
- Emphasis on other programs, like Headspace, Wellbeats Fitness, and LifeSpeak, that focused on maintaining wellbeing and reducing stress.

Maximus offered a range of mental healthcare resources, including digital tools, webchat support, and one-on-one counseling, to support employees at every stage, meeting them wherever they were.



Utilization of the EAP remained strong at **6.77%**, above TELUS Health’s book of business of 3.54% for our industry.

Presenting issues of **anxiety, depression, and grief fell slightly** from 2022 to 2023; however, stress continued to be a top concern.



The top work/life issues have been consistent over the last two years:

- Debt/credit
- Community programs
- Separation/divorce
- Child custody

During the first quarter of 2023, we increased the promotion of the EAP’s legal and financial counseling services and dedicated our communications efforts to financial wellbeing.

07

# Financial Wellbeing



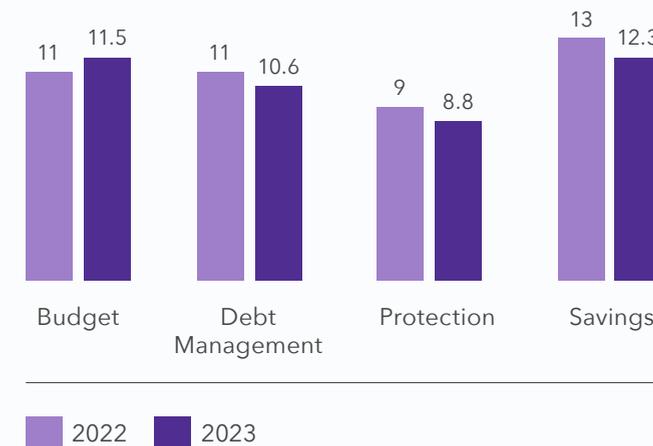
Financial concerns continued to grow, as seen in our EAP utilization and the Fidelity Financial Wellness Check-Up scores. Maximus recognized that financial wellbeing goes hand in hand with physical and emotional wellbeing, so we increased our promotion of underutilized resources, enhanced our 401(k)-employer match, and increased our investment in rewarding employees for healthy actions.

- In 2022, Maximus made investing in the 401(k) more appealing to employees by increasing the match to 100% of the first 3% deferred of eligible pay and 50% on the next 2% deferred. We also made the matching contributions immediately vested.
  - 401(k) enrollment remained steady until enhancements were added in 2022, and enrollment grew by about 10%.
- The Fidelity site’s live and on-demand webinars, articles, videos, and calculators made it easy for employees to access resources.
- In 2022, Fidelity representatives were on-site during wellbeing fairs to educate employees on the plan.
- The online Financial Wellness Check-Up through Fidelity provided a first look into an employee’s fitness in budgeting, debt management, savings, and financial protection (such as insurance). Employees received feedback on what they were doing well and guidance on improving their scores.



Employees had access to planning and education resources such as live and on-demand webinars, calculators, and assessments.

Fidelity My Money Check Up



Top ways to improve

- 💰 Spend less than you earn
- 🐷 Save for a buffer
- 🐷 Save for something special

Asking for help with finances can be intimidating. To reduce barriers, Maximus provided easy-to-access resources at various support levels, from primary education to webinars and access to personal financial guidance.

We continued educational efforts on topics such as basic budgeting and savings strategies. In 2022, for the first time, we dedicated the wellbeing kick-off message and the first quarter to financial wellbeing, which we repeated in 2023 during April's America Saves Week.



Financial and legal advisors were available through our EAP to help employees get answers to questions and figure out the next steps. This can be an easy first step before talking to a Fidelity financial advisor.



To help employees save money, we introduced a Perks program, offering discounts on products and services.



By 2023, we increased Wellbeing Rewards to \$500 for all employees enrolled in a medical plan, putting more money in employees' pockets to pay for out-of-pocket medical expenses.

# Continuing the Evolution of Employee Wellbeing





**Liz Olsen**

Manager,  
Employee Wellbeing

To continue the evolution of employee wellbeing at Maximus we will identify emerging employee needs, focus on education and awareness efforts to increase participation in our programs, and begin measuring results in addition to utilization. We undertook our first in-depth analysis of programs in place for three years or more to examine their value in the employee experience and results that impact the company’s overall wellbeing.

**Where we’re going:**

- Ongoing assessment of our Wellbeing program to ensure we meet the needs of new generations of employees.
- Looking for opportunities to align Employee Wellbeing with enterprise-wide initiatives to help move our talent forward and transform Maximus to meet the challenges ahead.
- Ongoing and expanded communications incorporating leadership messaging from the top and efforts that take us deeper into the organization and our diverse project teams’ unique needs.
- Enhanced coverage of programs that address women’s health and other underserved and at-risk populations, such as Bloom Pelvic Floor Health for women and individuals with vaginal anatomy, enhanced support for weight-related disease, and expanded support for building healthy families at every stage of family planning.

- Recognizing that a critical barrier to wellbeing is finding the time to focus on self-care, we will be launching two pilot programs in 2024 at three large project sites:
  - Wellbeing Paid Leave provides employees with additional leave that they can use for any activity that supports their wellbeing, from attending wellbeing or mental health webinars to seeing care providers.
  - An on-site EAP counselor to provide easy access to a mental health counselor and to help break down the stigma associated with mental healthcare.

Our wellbeing journey is guided by a steadfast commitment to meet employees where they are. We are dedicated to providing resources that meet their evolving needs. We will continue to ensure that employees are well-informed and supported by using all of the tools available to us to reach employees, including regular email updates, direct mail to employees’ homes, presentations and virtual webinars, and, our favorite form of communication, meeting employees personally at Maximus project sites across the country.

**maximus**