

The Maximus logo is displayed in a white, lowercase, sans-serif font. It is positioned on the left side of the slide, which features a dark purple background with a subtle dot pattern. The right side of the slide is a blurred photograph of an office interior with several people working at desks, overlaid with a large, semi-transparent purple arrow pointing from left to right.

maximus

Empowering our people, elevating our impact

2024-2025 U.S. Employee Engagement Report



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Introduction from Michelle Link, Chief Human Resources Officer

At Maximus, we believe that a thriving, people-first workplace is the foundation of our success. Our mission is to move people forward, and that includes our employees. I am proud to share our 2024-2025 U.S. Employee Engagement Report, Empowering Our People, Elevating Our Impact. This report captures how two years of purposeful investment in our workforce have not only strengthened our organization today, but also positioned Maximus to lead with confidence in 2026 and beyond.

The past two years have been a period of genuine transformation. We advanced employee satisfaction, modernized our talent acquisition and management processes, and deepened our commitment to professional development at every level of the organization. We marked a historic milestone with a global celebration of Maximus' 50th anniversary, and we sustained our cultural momentum through a company-wide HR transformation initiative and a rich calendar of on-site and virtual employee engagement events. Most importantly, we took intentional and significant steps to embrace artificial intelligence at all levels of the company, for employees, customers, and clients alike.

Maximus has been an early adopter of AI, and we are proud of that distinction. We launched an AI-driven skills platform to match employees with tailored growth opportunities, and we made a clear, deliberate commitment to equip every member of our workforce with AI knowledge, tools, and capabilities. That commitment reflects something we believe deeply: humans are not incidental to an AI-powered world; they are essential to it. That is why our approach to AI focuses on elevating employees, not replacing them. By investing in AI upskilling and enablement across the enterprise, we are developing a highly skilled workforce that can work smarter, lead in new ways, and continue to learn and grow at a higher level throughout their careers. The future we are building at Maximus is one where human ingenuity and artificial intelligence work side by side, and where every employee has a meaningful role in shaping it.

Our efforts have earned recognition from some of the most respected voices in business and workforce excellence, among them Fortune (America's Most Innovative Companies 2025), Forbes (America's Best Employers for Tech Workers 2025), and Time Magazine (World's Best Companies and America's Best Mid-Size Companies 2024 and 2025). We are especially proud of the recognition we have received from the Veteran and military community, including Military.com, VETS Indexes, and Military Times.

As we progress through 2026, we carry the achievements of the past two years forward with purpose and momentum. We continue to invest in innovative tools, development programs, and workplace strategies that attract, develop, and retain an exceptional workforce empowered by AI, centered on human potential, and united behind a mission that moves people forward.



Maximus culture

Global Engagement Survey

Continuing to move our talent forward

HR transformation



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Global Employee Engagement Survey

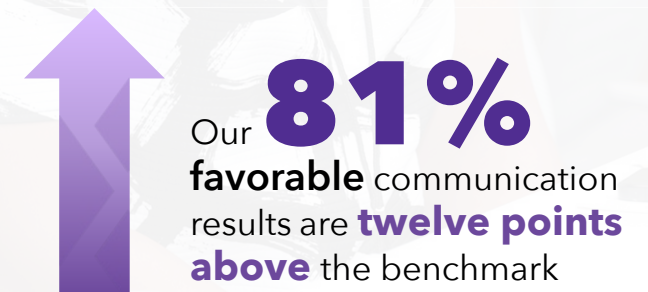
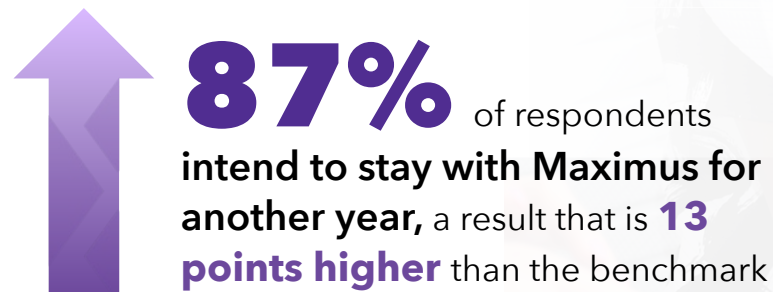
At Maximus, we are committed to creating a supportive and engaging work environment that fosters our employees' growth, wellbeing, and performance. Each year, we measure our progress through our Global Employee Engagement Survey. As in previous years, in 2024 and 2025, we collaborated with a leading national external vendor to gather confidential employee feedback. The results reflected our dedicated efforts and strategic focus on fostering a positive and welcoming workplace culture.

The overall 80% response rate for 2025 is a **five-point increase from 2024** and a **17-point increase since 2021**. Our response rate improvement has largely been driven by the visible action we take on each year's results, and the combined results for 2024 and 2025 demonstrate significant gains in key measures of workplace satisfaction and loyalty.



For example, in 2024, our Employee Net Promoter Score increased by **11 points to +31**, and then rose another 5 points in 2025, for a **current employee Net Promoter Score of +36**. Similarly, our favorable engagement index increased from 77% in 2024 to 79% in 2025, reflecting gains in employee belonging, motivation, and intention to stay with the company for at least another year. The net promoter score, on the other hand, measures our employees' willingness to recommend Maximus as a great place to work. Together, these results demonstrate the impact of our efforts to create a supportive and engaging work environment.

Additionally, we compared our survey results with a Professional Services Benchmark, allowing us to gauge our performance against similarly sized companies. **Maximus outperformed the benchmark in several critical areas:**





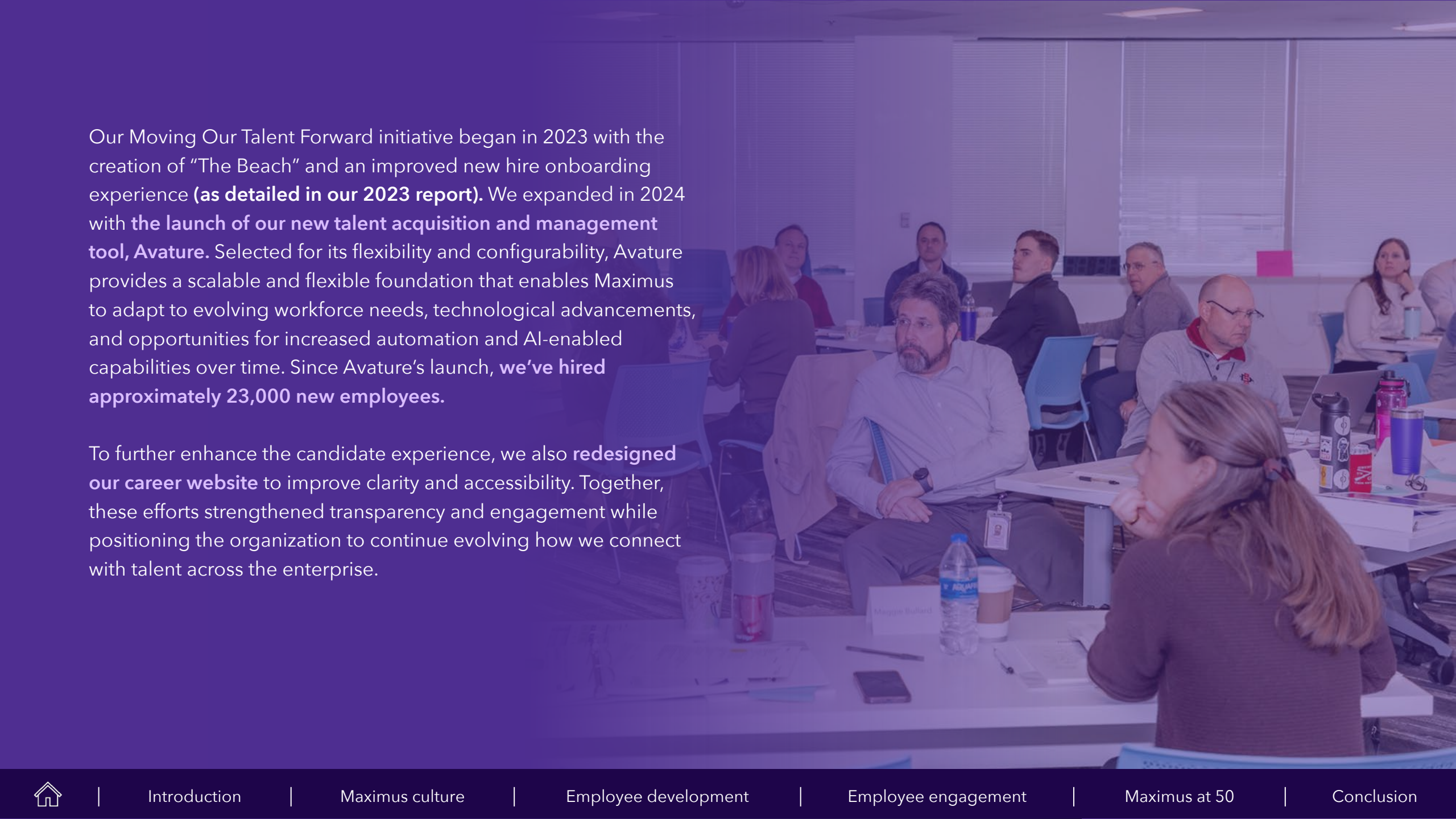
The percentage of champions, defined as employees who are both highly engaged and likely to remain, **increased from 63% in 2024 to 67% in 2025**. This continued improvement in champions is a testament to our culture of listening, feedback, transparency, and accountability, which has been pivotal in building trust and a sense of belonging among our employees.

The overall Global Employee Engagement Survey results play an essential role in our continuous cultural improvement process by setting the stage for the initiatives we undertake to further employee engagement and drive our collective impact.

Continuing to move our talent forward

At Maximus, employee engagement starts well before day one. We know that traditional human resources approaches alone can't meet the rapidly evolving business needs of today's workforce and tomorrow's business challenges. That's why we're **innovating and developing new strategies to attract, retain, and develop our staff**. This ensures we have the necessary capabilities to meet the demands of our business and our clients. Our focus remains on supporting sustainable growth, delivering a consistent, positive employee experience, and providing current and prospective employees with the tools and technologies they need to be successful.



A group of people are seated at long tables in a modern office or meeting room, facing towards the left side of the frame. They appear to be attending a presentation or a meeting. The room has large windows in the background, and the overall atmosphere is professional and collaborative. The text is overlaid on the left side of the image.

Our Moving Our Talent Forward initiative began in 2023 with the creation of “The Beach” and an improved new hire onboarding experience **(as detailed in our 2023 report)**. We expanded in 2024 with **the launch of our new talent acquisition and management tool, Avature**. Selected for its flexibility and configurability, Avature provides a scalable and flexible foundation that enables Maximus to adapt to evolving workforce needs, technological advancements, and opportunities for increased automation and AI-enabled capabilities over time. Since Avature’s launch, **we’ve hired approximately 23,000 new employees**.

To further enhance the candidate experience, we also **redesigned our career website** to improve clarity and accessibility. Together, these efforts strengthened transparency and engagement while positioning the organization to continue evolving how we connect with talent across the enterprise.



HR transformation

In tandem with the Moving Our Talent Forward initiatives, we began transforming our human resources capabilities and continued to achieve key milestones in this project throughout 2024 and 2025. This transformation brought together the Talent Acquisition and Learning and Organizational Development teams into a single, integrated talent organization: **Total Talent Management**.



This integrated approach reflects a shared belief that attracting talent and developing talent are interconnected parts of a continuous employee journey. By uniting these teams, Maximus established a holistic, end-to-end model that better aligns how we identify, hire, onboard, develop, and grow our people with evolving business needs, while strengthening collaboration, continuity, and long-term capability building. This integrated approach created more intentional, data-driven talent decisions across the enterprise.

The evolution of our HR functions also included two additional projects focused on **creating adaptable solutions that can grow with Maximus and providing fair and efficient employee experiences:**



Building an Employee Relations Center of Excellence



Expanding the shared human resources services to offer scalable and consistent support



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In February 2024, when we launched the **Employee Relations Center of Excellence**, we developed it in close collaboration with an external vendor and our Legal and Global Ethics and Compliance teams. Designed to provide expert handling of employee issues and enhance our organizational culture, the Employee Relations team successfully built comprehensive standard operating procedures, trained new team members on workplace investigations and conflict resolution, and launched a new employee relations case management system, alongside robust new resources for both employees and managers.

2025 saw our HR transformation build on the previous year's momentum by rebranding the HR Service Center to a People Operations organization. This team represented an **expanded shared services footprint for Human Resources functions across the company**. The new People Operations function included a dedicated advisor team to ensure fair policy application, broadened the verification team's scope for enterprise-wide paperwork completion, streamlined AskHR inquiry routing, and revamped our self-service tools to provide employees with quick, accessible information.



By July 2025, our three-phased HR transformation was fully launched and actively providing employee-first HR **support to more than**

9,000 workers
across the company.

With a single point of entry for easier access and refreshed resources, the HR transformation empowered employees and provided expert, consistent handling of employee issues across the organization. Moreover, within the first three months, the number of resolved HR tickets increased by 57% and the average time to resolution decreased by almost a minute, indicating **improved processes and quicker answers for employees.**



Employee development

Eightfold

Learning and organizational development

Career development counselors

Personalized professional development

Leadership development

Tuition reimbursement



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Another cornerstone of the Maximus culture is our emphasis on fostering a “one Maximus” mindset - thinking of employees and staff as “our talent” (across projects and business segments) versus “my talent” (tied to a particular manager, team, or contract).

This unites employees under a **shared purpose and reinforces our collective strength**. This approach fosters open, collaborative dialogue between managers and their employees around career development opportunities within and across projects.

Our Strategic Workforce Planning team, for example, uses data-driven insights to align the right people, with the right skills, at the right time to the right projects or teams, ensuring our workforce remains agile and ready to meet the evolving needs of our clients and customers.

In 2024 and 2025, we sustained strong momentum across our employee development initiatives. Our efforts sought to strengthen the systems, capabilities, and experiences that support long-term growth. These achievements reflect our shared commitment to accountability, collaboration, and customer focus, and underscore the role learning plays in advancing our people, culture, and mission.



Eightfold

In 2024, Maximus launched Eightfold, a next-generation **skills and development hub** that uses cutting-edge AI to transform how we identify, develop, and grow our talent. Rolled out across the U.S., U.K., Canada, and India, the platform offers personalized career pathways, targeted skill-building insights, and internal mobility opportunities. Eightfold empowers employees to achieve their full potential, supporting our long-term success and aligning with federal, state, and local priorities for a highly skilled workforce.

Here are just a few examples of what Eightfold does for our employees:

- Employees can create dynamic profiles by uploading their resumes, showcasing their experience, education, and professional skills
- The platform's advanced AI recommends additional skills, maps existing strengths to other internal opportunities, and provides visibility into career paths across Maximus
- Managers gain valuable, data-driven insights into their team's capabilities, spot skill gaps, and connect employees to targeted development opportunities through our learning platform, helping improve performance and team agility



We have **successfully deployed Eightfold to approximately 39,000+ U.S. employees** through a robust change management program. This included a network of more than 150 change champions, a nine-month roadshow with 40 consistent presentations, and a coordinated communications strategy featuring:



Tailored learning experiences



Targeted email communications



Microlearning videos



A centralized intranet hub for resources

Our phased, leadership-first rollout ensured managers were equipped to explore and understand the platform before guiding their teams through the transition, introduced new employee groups to maintain momentum, and minimized operational disruption. This effort supports our broader Moving Our Talent Forward strategy and accelerates our transition to a skills-based organization.

This transition will:

- Address emerging talent needs with precision
- Widen the funnel for sourcing and developing talent
- Leverage data to maximize employee skillsets
- Open the door to more talent by revisiting and enhancing fundamental processes, practices, and philosophies related to recruiting, hiring, developing, and retaining employees



These results demonstrate:

39,000+

employee profiles created

18,000+

employees used career navigator

33,000+

employees engaged in the
networking feature

15,000+

employees have identified
skills to develop

These outcomes represent more than platform adoption; they highlight Maximus' accelerating transition to a skills-based organization by broadening access to opportunity, strengthening workforce readiness, and maximizing the potential of our people. Employee development is more than training; it's a strategic investment in skills, leadership, and agility to fuel our success. With the launch of Eightfold, our employees have clear visibility into the various career paths and development resources available to them. This enables them to take ownership of their growth while aligning their skills to the company's evolving needs.

“

Eightfold is a game-changer within our corporation. It has given the employees a boost of confidence. The company cares about our abilities and skills and wants to help us build them and utilize them. Thank you!

— **Chaconie Baker**, *Analyst*



Learning and organizational development

Across 2024 and 2025, our Learning and Organizational Development team **laid new groundwork for connection, confidence, and capability.** They intentionally designed learning experiences that modeled our values and reinforced a culture of shared, practical, and forward-looking development. They **expanded course offerings** for leaders and individual contributors, delivering nearly 20 formal leadership and professional development programs, along with four communities of practice, to the business, empowering employees at every level to grow and excel. This approach strengthened community across teams while equipping employees with the skills and confidence to navigate change and contribute meaningfully to our collective success.





Among these efforts, several programs stood out for their sustained impact and broad adoption across the organization. These include:



Insights Discovery program, which helps teams improve communication and foster a deeper appreciation of different working and communication styles



Consultative Sales Training Program Pilot, specific to Maximus, developed to support leaders in the Office of the Chief Digital and Information Officer organization



Comprehensive upskilling program for Human Resources business partners as part of our broader HR Transformation initiative



Career development counselors

Another Learning and Organizational Development enhancement came in December 2024 when we **launched the Employee Career Development team**, comprised of dedicated specialists. These professionals serve as internal career counselors, providing a compass to guide employees through their career journeys and helping them unlock new opportunities to achieve their professional goals. By fostering a culture of continuous learning and advancement, the Employee Career Development team collaborates directly with employees to offer essential tools, guidance, and resources, empowering them to reach their full potential.



The team provides a wide range of services, including:



**Interview
preparation**



**Resume
building**



**Career
advisement**



**Assistance in navigating
internal resources**

such as tuition reimbursement, learning and
development programs, and the Eightfold platform



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Testimonials:

“

I had been wanting to enroll in college and kept putting it off, because I was unsure on choosing what type of degree to pursue. After meeting with a Career Development Specialist, I have now enrolled in college with a long-term plan of pursuing a master's program.

— **Michelle Black**, *Customer Service Representative 2*

“

Scheduling this appointment was one of the best decisions I've made for my personal and professional growth. The insights provided in my meeting will help me to continue developing as both an individual and a valuable asset to Maximus.

— **Natalie Alleyne**, *Senior Admin, Recruitment*

The Employee Career Development specialists are steadfast in their mission to support employees in understanding and pursuing their career advancement effectively, ensuring that our workforce remains highly skilled and aligned with federal priorities.

Personalized professional development

In addition to launching the Employee Career Development counselors, the Learning and Organizational Development team began a strategic planning process to introduce and scale individual contributor-level classes that debuted at the start of our 2025 fiscal year in October 2024 and continued into 2025. The updates to our learning curricula included the following:



Individual development

plans: With a focus on improving end-user experience, we simplified IDPs and scaled them to include the ability to fully customize a six- to 12-month development journey



55 competency development

playlists: We curated 55 competency playlists, strategically mapped against our core and leadership competencies, to provide personalized upskilling opportunities for employees as we evolve into a skills-based workforce



Expanded access to professional development offerings

for employees at the specialist/associate project manager level and above



Committed to integrating AI into the workforce

- AI training for all employees
- AI@Maximus hub with meeting recordings
- AI upskilling resources for leaders and teams
- Peer-driven AI Champion network to support AI application

Leadership development

For our supervisors, managers, and other senior-level employees, we provided a variety of foundational and targeted classes to help them mature and succeed as leaders. For example, one 2024 strategic priority was to launch and scale our “Crucial Conversations for Mastering Dialogue” course.

Since its launch, more than **800** leaders have learned **conversational skills** to **improve accountability, alignment,** and **upward feedback.**

“

This was a fantastic course that was masterfully facilitated! I learned incredibly valuable skills that I am using daily in my personal and professional life. I recommend that all Maximus leaders take this course. Overall, this may be the best training course I have ever taken.

— **Kathleen Salanik**, *Managing Director, Federal Services*





Throughout 2024 and 2025, more than 480 leaders learned to increase their effectiveness by adjusting their approach to individuals and team development through our Situational Leadership II course, which also emphasizes adapting different leadership styles.

Furthermore, beginning in 2024 and continuing in 2025, we have provided targeted development opportunities for company leaders, including the following:



Emerging Leaders program: A first-of-its-kind, company-wide training program for new supervisors designed to give new leaders a comprehensive foundation of leadership development skills



Senior leadership development: Strategically curated classes with a three-fold focus: leading yourself, leading others, and leading the organization



Executive leadership development: Strengthening the Maximus leadership pipeline for critical roles globally; completed by 48 leaders, hand-selected by executives, since 2024

Tuition reimbursement program

Of course, learning and development opportunities are not limited to company-provided options. Many employees pursue personal and professional goals through degree programs, higher education courses, and/or industry certifications outside of work. Our tuition reimbursement program, launched in 2023, supported these goals by reimbursing eligible expenses.

The program received **1,831 completed submissions in 2024 and 2025**, with 86% of participating employees submitting multiple applications, demonstrating its effectiveness in supporting continuous learning and skill enhancement. Additional highlights include:



65% of applications were for degree-seeking programs
(e.g., bachelor's degrees)



29% of applications aligned with professional certifications

Subjects and specializations range from psychology, nursing, business administration, and human resources to project management, artificial intelligence, cloud technology, and cybersecurity.

Testimonials:

“

It was a lifelong dream to earn a master's degree, but the opportunity was never affordable [before]. I'm incredibly grateful for the tuition benefits helping me achieve this goal.

— **Nancy Copan**, *pursuing a Master's of Human Resources and Employment Law*

“

“[It] is such a meaningful experience to have your employer helping to pay for your degree program. The fact that Maximus shows how much confidence they have in my success means the world to me.”

— **Jeffrey Hill**, *pursuing a BA in business administration with a concentration in management*

With dedicated career counselors, improved course offerings, and personalized development opportunities, our comprehensive approach to continuous learning is a cornerstone of our culture. Through our learning and development initiatives, we empower our employees to grow and excel, enhancing their individual skills and career trajectories in alignment with our strategic priorities. As a result, we continue to elevate our impact for our customers and clients, knowing that a well-supported and engaged workforce is the key to achieving our mission and driving sustainable success.



Employee engagement

Employee recognition platform

Benefits enhancements and wellbeing program

Supporting employees through Disaster Philanthropy and the Employee Assistance Fund

Values Week

Values Icon Awards

On-site activities



Our Maximus culture also believes in the importance of fostering appreciation and recognition for ourselves and each other. We celebrate our employees' achievements and invite them to do the same. We encourage self-care and offer resources to enable it. We leverage the Maximus Foundation and our Corporate Giving team to support employees facing hardships or disasters. With initiatives such as our Employee Recognition Platform and employee awards, we provide employees with multiple opportunities to demonstrate the values that drive our success: **accountability, collaboration, compassion, customer focus, innovation, and respect.**



Employee recognition platform

2024 and 2025 marked the first two full calendar years of our Employee Recognition Platform, an innovative online portal designed to foster a culture of appreciation and excellence. This platform enables employees to give and receive peer-to-peer accolades, celebrate achievements in real time, allocate points redeemable for prizes, and publicly acknowledge outstanding performance. Additionally, each recognition is tied directly to our company values, reinforcing their importance. Some key highlights in 2024 and 2025 include:



Significant participation and engagement:

More than 115,000 recognitions given, reaching 94% of our U.S. employees



Points and rewards:

Supervisors and higher-level managers awarded **more than 2.5 million points**, with an average of 21 points per recognition

81% of points given to individual contributors, reflecting the importance of recognizing the hard work and contributions of all employees, regardless of their role



Alignment with core values:

Recognitions tied to **at least one value** (accountability, collaboration, compassion, customer focus, innovation, or respect)



Testimonials:

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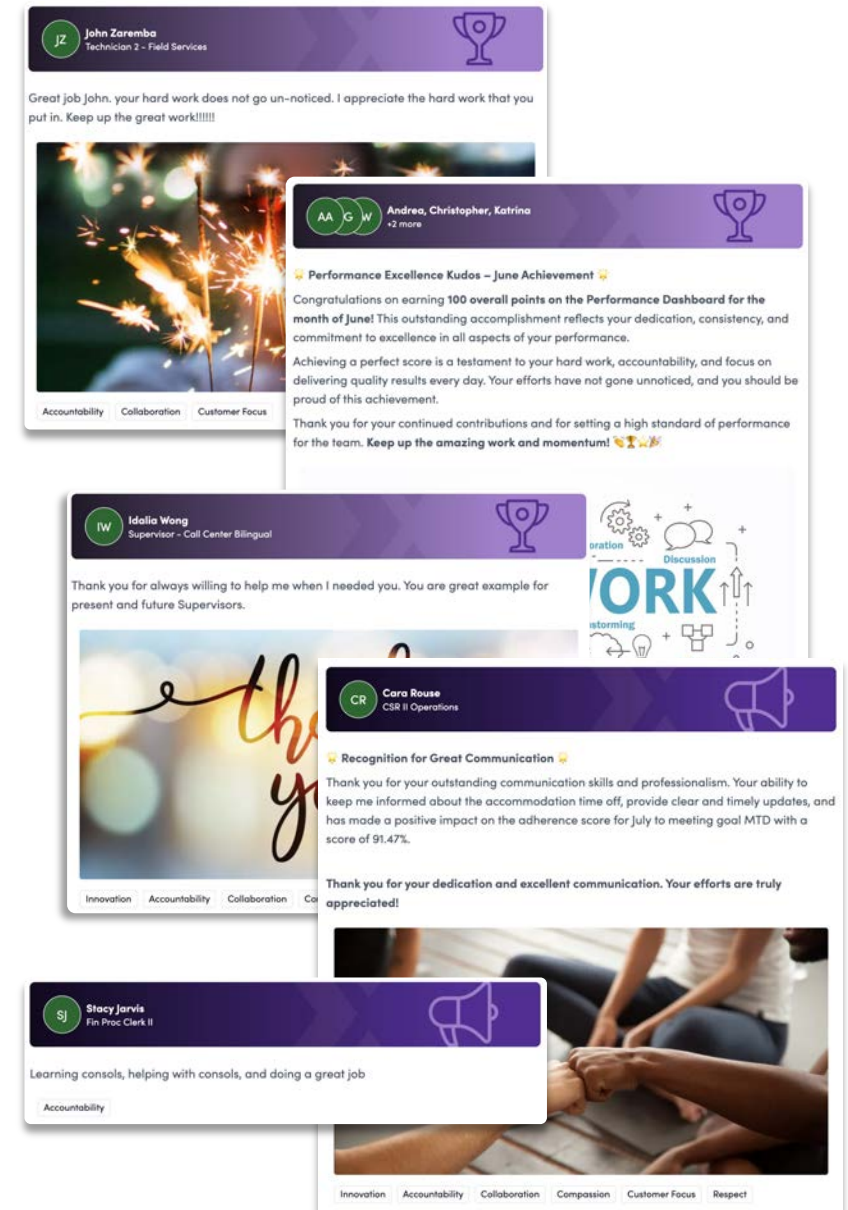
The recognitions reassure employees that their commitment is being noticed. It provides positive reinforcement and allows spotlighting those who do an exceptional job.

— **Tara Hardiman**, *Field Supervisor, New York Medicaid Choice program*

“

Recognition “gives me the sense that I belong with my team and company because they see my desire to help others succeed... I [also] want my peers to feel respected and valued. Sometimes you may see something in your teammate that others don’t.

— **Rocio Martinez**, *Customer Service Representative, Texas Vital Statics*



Benefits enhancement and wellbeing program

At Maximus, employee wellbeing is a cornerstone of our mission. We are committed to creating a thriving workplace where employees feel empowered and supported. Our Total Rewards team continuously reviews and enhances our benefits options to ensure they meet the evolving needs of our employees. Since 2024, we've made several significant improvements:



We increased coverage for basic dental services from 80% to 100% and added coverage for oral surgery



We now cover both prescribed and over-the-counter hearing aids



We launched a new Spending Accounts Education Center to provide guidance and information on health savings accounts, flexible spending accounts, and health reimbursement accounts, helping employees understand and maximize their benefits





We also expanded our wellbeing program in 2024 and 2025, focusing on education and awareness and on reducing barriers to care. Accomplishments since 2024 include:

- All employees have access to education and health coaching through a monthly webinar series called Wellbeing Talks and health coaching via video or phone
- Employees enrolled in an Anthem medical plan have access to additional programs that are provided at no cost and are not subject to plan deductibles to continue our efforts to reduce barriers to care and meet employees where they are:



Telehealth: Access to free telehealth through LiveHealth Online, with care expanded to include primary care in 2025. **20% of members had a telehealth visit in 2025**



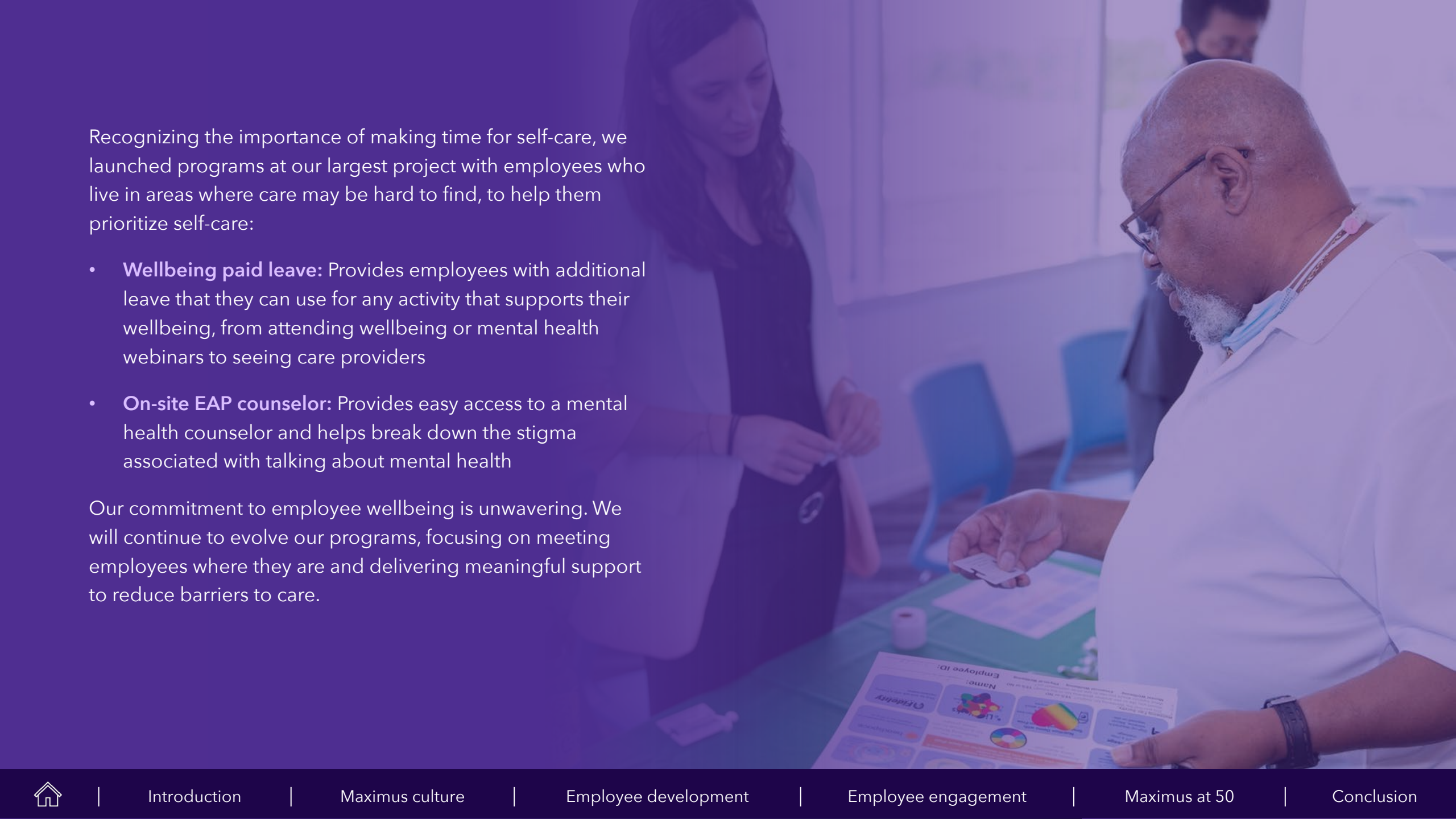
Substance use support: Support through Pelago, added to address the continuing mental health crisis



Expanded health coaching: with more than 1,500 members engaging since the program launched

- Bolstered programs for women and families, such as virtual physical therapy for pelvic floor health and support for growing families; in 2025, more than 1,000 employees enrolled in the pelvic floor physical therapy





Recognizing the importance of making time for self-care, we launched programs at our largest project with employees who live in areas where care may be hard to find, to help them prioritize self-care:

- **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
- **On-site EAP counselor:** Provides easy access to a mental health counselor and helps break down the stigma associated with talking about mental health

Our commitment to employee wellbeing is unwavering. We will continue to evolve our programs, focusing on meeting employees where they are and delivering meaningful support to reduce barriers to care.



Supporting employees through Disaster Philanthropy and the Employee Assistance Fund

Our support and empowerment of employees extends into the communities where they live and work. As part of the Global Impact & Belonging team, the Corporate Giving team manages the operations of the colleague-led Maximus Foundation. It serves as the company's thought partner and lead on the philanthropic components of disaster and crisis response. This includes nonprofit vetting, partner coordination, and supporting company-wide giving campaigns approved by executive leadership.

Through this unified structure, we have created a **model of employee engagement deeply rooted in our values**, particularly compassion.





In October 2024, at the start of FY25, we launched our partnership with the Center for Disaster Philanthropy with a corporate commitment of **\$150,000 per year**. This partnership strengthens our ability to support communities—both where our colleagues live and around the world—through resources that prioritize local needs and long-term recovery.

Just a few months later, the January 2025 California wildfires marked the first major activations of this partnership. The company-wide response reflected our shared commitment to supporting communities in times of crisis. Together, colleagues and corporate matching contributed more than **\$55,000** to the California Wildfires Recovery Fund through the Center for Disaster Philanthropy, and Maximus provided an additional **\$100,000** corporate donation to the SoCal Grantmakers organization to strengthen community-led relief and long-term recovery in Southern California. In total, more than **\$155,000** in support was mobilized for communities impacted by the fires.



To complement this community-focused support and further demonstrate our commitment to compassion, the Corporate Giving team also oversees the Employee Assistance Fund, which has served as our internal safety net since its launch in FY21. Co-funded by Maximus and our employees, the **Employee Assistance Fund provides confidential financial support to those facing financial hardship due to qualifying disasters or personal crises.** Administered by America’s Charities, the fund ensures a fair, consistent, and respectful process for applications, funding decisions, and distributions.

FY25 statistics:

Since its launch, the Employee Assistance Fund has helped staff recover more quickly and focus on what matters most:



Values Week

One signature employee engagement event is our annual Values Week celebration in early October. Originally observed as Customer Service Week, we expanded our focus in 2024 to include all our values. This approach enabled us to recognize and promote our values as an integral part of our Maximus culture.

In both 2024 and 2025, we offered a variety of virtual activities throughout the week that connected to one or more of our values. These activities included:



Keynote speeches on innovation by NASA astronaut Joan Higginbotham and AI expert Zack Kass, plus a keynote speech on accountability by best-selling author Cy Wakeman



Virtual trivia games and escape room activities to foster collaboration



An emphasis on compassionate self-care with chair yoga and “get fit while you sit” sessions



Our 2025 Values Week event was also connected to our ongoing 50th anniversary commemorations, with employees contributing their memories of Maximus or a quote explaining what a value meant to them. With the virtual game sessions and keynote speeches averaging 75-100 participants, Values Week reinforced the importance of integrating our values into our work and maintaining our dedication to our employees, customers, and the communities we serve.



Values Icon Awards

Values Week also serves as the launch of the nomination window for our annual Values Icon Awards. This program recognizes employees who best exemplify our values: accountability, collaboration, compassion, customer focus, innovation, and respect. After starting the program with the United States, United Kingdom, and Canada in 2023, we expanded in 2024 to include Maximus Gulf (Saudi Arabia and the United Arab Emirates) employees and in 2025 to include Maximus India employees.

The results were impressive:



Over the two years, we received **more than 700 nominations for 600+ individuals** who demonstrated exceptional commitment to our values



A cross-collaborative, international group of judges reviewed the nominations to **ensure a fair and comprehensive selection process**



CEO Bruce Caswell and CHRO Michelle Link recognized 54 employees – one winner and three to four honorees for each of the six values



These awards celebrated the outstanding contributions of our employees at all levels of the company.

Furthermore, the expanded nomination process and high participation rate underscore our commitment to recognizing and rewarding excellence across all regions, fostering a global culture of respect, collaboration, and innovation.

					
ACCOUNTABILITY	COLLABORATION	COMPASSION	CUSTOMER FOCUS	INNOVATION	RESPECT
2025	2025	2025	2025	2025	2025
Larry Voss	Shiva Schilling	Julia Singler	Heather Jones	AJ Brownell	Michelle Valenzula
2024	2024	2024	2024	2024	2024
Lauren Padilla	Amy Barnes	Hamdah Al Ghamdi	Wendy Ross	Sophie Hudgins	Andre Price

On-site activities

Though we have approximately 115 offices across the country, many Maximus employees work remotely or have a hybrid schedule that includes working out of an office once or twice a week. Thus, employee engagement becomes a vital factor in connecting with remote colleagues, building team cohesiveness when individuals are dispersed in different states, and ensuring employees feel a part of the larger “one Maximus” culture and community. **Accordingly, many projects host in-person and virtual events, offer volunteer opportunities in local communities, and find meaningful ways to recognize employee accomplishments.**



Maximus at 50



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In 2025, Maximus commemorated its 50th anniversary with a year-long celebration centered on the theme

"Celebrating our past, focused on the future."

The company engaged employees across its global workforce in meaningful ways, beginning with inviting team members with 20 or more years of tenure to record video testimonials sharing their experiences, reflecting on the company's remarkable growth, and offering their perspectives on the future. In a parallel effort, Maximus conducted video interviews with 45 current and former leaders, gathering insights that formed the foundation for a comprehensive 50th-anniversary book chronicling the company's history and articulating its vision for the decades ahead. These leadership interviews were also edited into a compelling 10-minute documentary that captured the essence of Maximus' journey and evolution.





50 Year Celebration

The anniversary celebration extended to employees worldwide through commemorative gifts, on-site celebrations at locations across the globe, and a special in memoriam video honoring deceased colleagues whose contributions helped shape the company's legacy. **The year of festivities culminated in November 2025 with an elegant black-tie gala held at the historic Washington National Cathedral,** bringing together the Maximus community to reflect on five decades of impact and to look ahead with renewed purpose and vision. Through these diverse initiatives, the 50th anniversary not only celebrated the company's past achievements but also strengthened connections among team members and reaffirmed the shared values that will guide Maximus into its next chapter.



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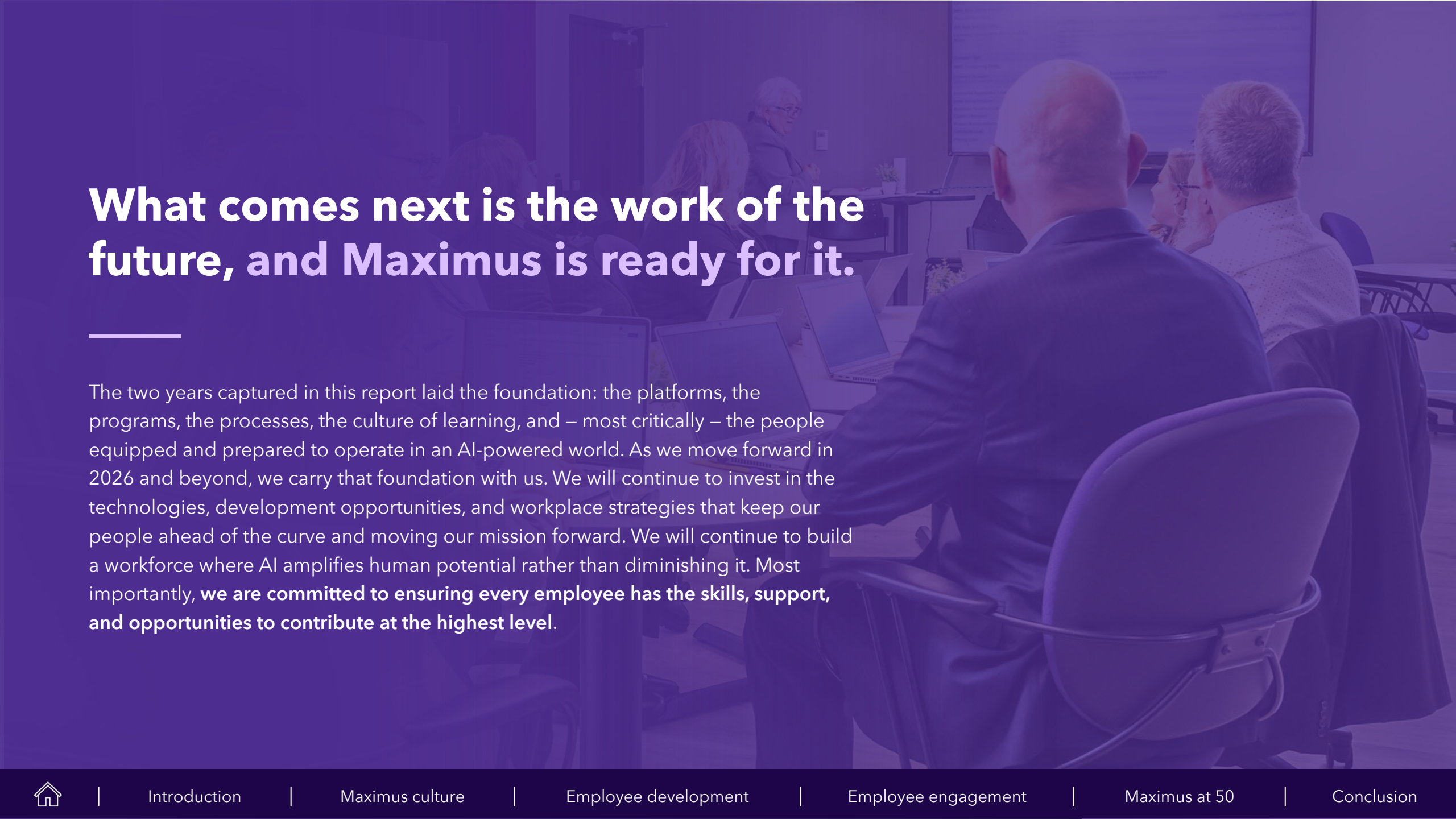
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Looking back on 2024 and 2025, what stands out most is the cumulative efforts of our employees to build a strong foundation for the work we are taking on now. Our focus for the last two years has centered on preparing Maximus and our employees for the work of the future.

Artificial intelligence is an essential component of that work, but so are the people who power AI. The skills infrastructure we developed during 2024 and 2025 has proven to be precisely what we need to operate with confidence in an AI-enabled world. Moreover, our efforts have been intentional and deliberate; we know our employees need more than simple access to AI tools and automated workflows. They also need guidance, encouragement, targeted professional development opportunities, and a company that supports where they want to go and how they get there.





What comes next is the work of the future, and Maximus is ready for it.

The two years captured in this report laid the foundation: the platforms, the programs, the processes, the culture of learning, and – most critically – the people equipped and prepared to operate in an AI-powered world. As we move forward in 2026 and beyond, we carry that foundation with us. We will continue to invest in the technologies, development opportunities, and workplace strategies that keep our people ahead of the curve and moving our mission forward. We will continue to build a workforce where AI amplifies human potential rather than diminishing it. Most importantly, **we are committed to ensuring every employee has the skills, support, and opportunities to contribute at the highest level.**



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