

The background features a large, stylized 'M' shape formed by overlapping geometric shapes in two shades of purple: a darker shade on the left and a lighter shade on the right. The text is positioned on the left side of the image.

**maximus**

Diversity,  
Equity, &  
Inclusion

2023 Report

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# Introduction from Bruce Caswell, President and CEO

Over the last few years, Maximus has embarked on a journey regarding diversity, equity, and inclusion (DE&I) with the goal of integrating and centering DE&I principles in every aspect of our work and the employee experience. We strive intentionally to create and maintain a fair, open, and inclusive workplace where all employees can be their authentic selves. We believe that our unique differences and perspectives create strong connections with our clients, customers, and each other, contributing to our success as a company. I am therefore pleased to share with you our 2023 DE&I report, which highlights our accomplishments of the past year and looks forward to future initiatives.

At Maximus, we recognize that our DE&I efforts are vital to the strength of our culture and ability to execute our business strategy. We understand that implementing equitable practices, offering opportunities for growth, and fostering a diverse and inclusive workforce helps fuel innovation and strengthen our role

as an employer of choice for people wanting to do something greater. As a result, our fiscal year 2023 DE&I goals focused on creating a sense of “belong”ing, achieved through the following approaches:

- **B**uilding a supportive community to recruit and retain employees
- **E**ngaging employees and community partners
- **L**everaging relationships to strengthen existing connections and form new ones
- **O**ptimizing how employees develop professionally with DE&I support
- **N**avigating an inclusive approach to supplier diversity
- **G**rowing our diversity, equity, and inclusion efforts over time

One significant success in 2023 was the expansion of our Employee Resource Groups (ERGs), which are open to all employees. Since last year, we've launched three additional ERGs, bringing the total to six. These groups provide spaces for employees to connect, share experiences, and deepen their sense of belonging. Many of our ERGs helped plan and execute cultural heritage celebrations such as Juneteenth, Pride Month, and National Hispanic and Latinx Heritage Month within the company. We also introduced a mentorship program for ERG members that will soon become available to the entire company. The program allows mentors and mentees alike to expand their professional networks and develop their skills, leading to greater career opportunities, while learning from colleagues.

Our efforts have been recognized at the national level. Earlier this year, Forbes named Maximus to its [2023 list of America's Best Employers for Diversity](#). Moreover, Maximus climbed 207 spots from the 2022 list. While we celebrate these accomplishments, we acknowledge and recognize that our DE&I journey is ongoing. We remain dedicated to addressing challenges, identifying areas for improvement, listening to our employees, and continuing to evolve as a company to best serve our diverse clients and employees. Working collaboratively, we know that we can build an inclusive and equitable workplace where everyone can thrive.



**Bruce Caswell,**

Chief Executive Officer



# Our DE&I Strategy from Dr. Arvenita Washington Cherry, Vice President, Diversity, Equity, and Inclusion

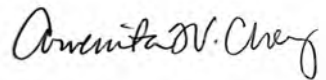
We are pleased to present our second annual DE&I report to share what we have undertaken as a company, as well as where there are opportunities to do more. We are three years into our formal DE&I journey at Maximus, and I am in awe of what we have been able to accomplish together in such a short period of time. In September 2020, Maximus' leadership charged me with developing and integrating a comprehensive and responsive DE&I strategy throughout the business. I am proud of what the DE&I team and the broader company have accomplished in three years. I am especially excited about what we have achieved since sharing our first annual report a year ago.

At Maximus, diversity, equity, and inclusion are business imperatives, central to who we are and who we strive to be. **Diversity** matters because working in an environment where there are different identities, experiences, and backgrounds, which spur innovation, helps strengthen problem-solving and is critical for our business as we serve our customers and clients.

**Equity** matters because being intentional about providing the support that some need, particularly those who have been historically excluded and disadvantaged, ends up helping everyone and can help foster an environment where everyone benefits. **Inclusion** matters because it makes people feel valued, promotes innovation, attracts and retains more talent, and creates more opportunities for business growth.

As we have integrated DE&I initiatives into the company and put them into practice, we have focused on one of the most important aspects of these efforts: supporting our employees. DE&I includes everyone, and we are committed to ongoing learning and successfully developing authentic relationships across differences. This commitment helps us ensure equitable policies and practices and builds a truly inclusive work environment where everyone can thrive.

We will continue investing in our DE&I initiative and our employees because we understand that our strength lies in our differences and our desire to have an equitable and inclusive workplace. We will celebrate our successes and continue to identify the areas where we can still improve. We will continue to collect and analyze meaningful data and engage with the external DE&I environment to understand and implement best and promising practices. I am confident our overall DE&I efforts will continue to trend in a positive direction.



**Dr. Arvenita Washington Cherry, Ph.D.**

Vice President, Diversity, Equity, & Inclusion  
President and Chairperson, Maximus Foundation



## 2023 Diversity, Equity, and Inclusion Goals

Our 2023 DE&I goals have focused on building and sustaining belonging. Two critical components of these goals have been launching three additional employee resource groups (ERGs): VETS (family and friends of Veterans), Prism (LGBTQIA+), and ¡MÁXIMO! (Hispanic and Latina/e/o/x), and expanding MentorU, our premier mentorship program. In the past year, we also leveraged our internal and external relationships to strengthen existing connections and forge new pathways for diverse talent.

We launched a collaboration with local colleges and universities, including historically Black colleges and universities (HBCUs), called the Greater Impact Experience. This effort supports increased access to and awareness of meaningful career experiences and pathways for local university and HBCU students and alumni. More information about the ERGs, MentorU, and the Greater Impact Experience can be found

later in this report.

During 2023, we further explored supplier diversity and committed to promoting an inclusive approach to procurement. After gathering feedback from stakeholders across the business and creating a framework for a supplier diversity program, we selected a vendor for a one-year data collection and analysis pilot phase. We maintain an ongoing partnership with our Global Ethics & Compliance team to ensure we follow best practices for building audits and education related to DE&I topics and needs. We have also helped facilitate meaningful education and engagement for supporting Individuals with Disabilities (IWDs) and Veterans, particularly through dedicated Community Conversations.

# 2023 DE&I Goals

## Build

Build community and foster belonging for recruitment, development, and retention of diverse talent.

## Engage

Engage employees and community organization partners.

## Leverage

Leverage relationships to strengthen existing connections and forge new pathways.

## Optimize

Optimize how we help employees develop professionally with DE&I support, tools, and resources.

## Navigate

Navigate the supplier diversity space by promoting an inclusive approach to procurement.

## Grow

Grow DE&I equity and inclusion efforts.



# Diversity at Maximus

As the charts on the next two pages show, in 2023,

## women made up 73% of our total workforce with

**63%** leading in our mid-management tier

**45%** in our executive management levels

## People of Color made up 66% of our total workforce

**50%** making up our mid-management tier

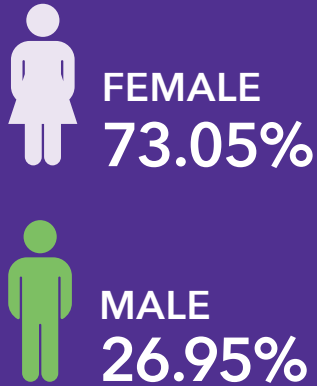
**23%** making up our executive management levels

While we still have opportunities to improve our gender equity, we have increased the percentage of women in the mid-management and executive management levels of the company, with a +1 gain in women as mid-management leaders and a +3 gain in woman as executive leaders. We also improved the percentage of People of Color working at all levels of the company, rising two points from 2022, from 64% of all employees to 66%.

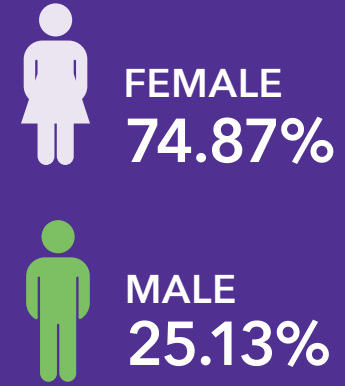


# U.S. Employee Gender Breakdown

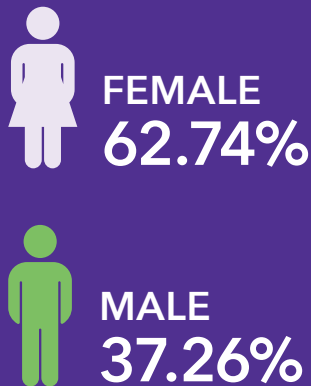
## All Employees



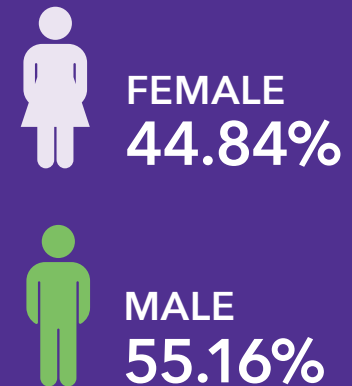
## Non - Management



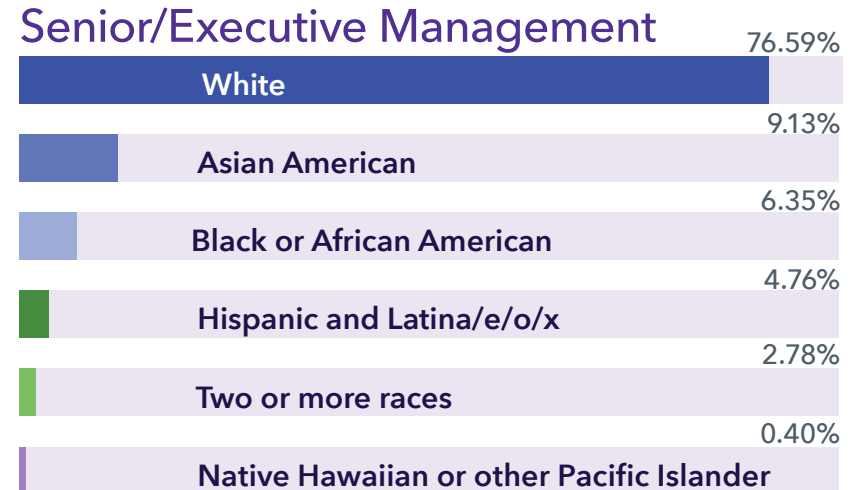
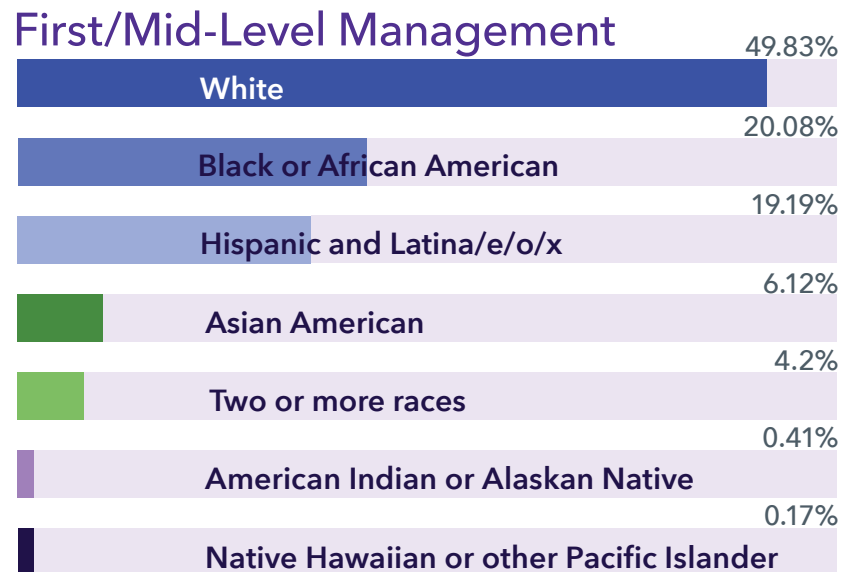
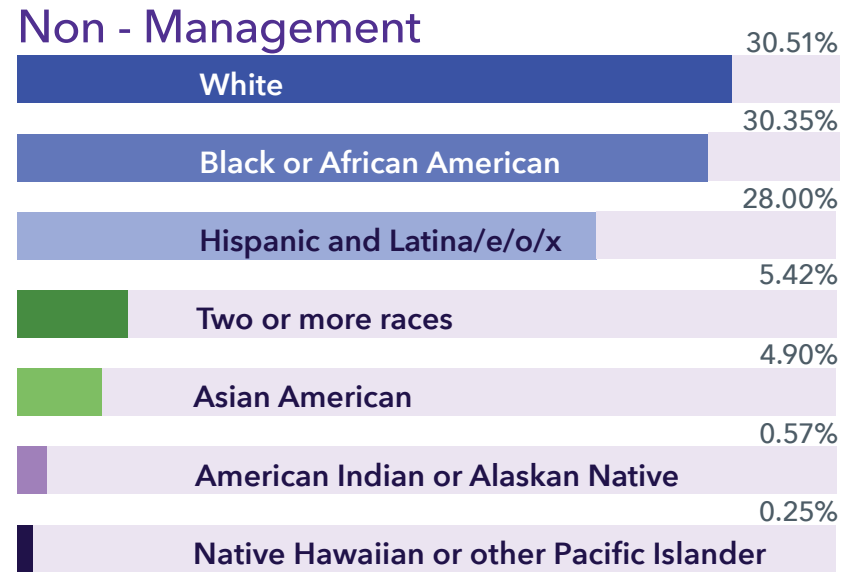
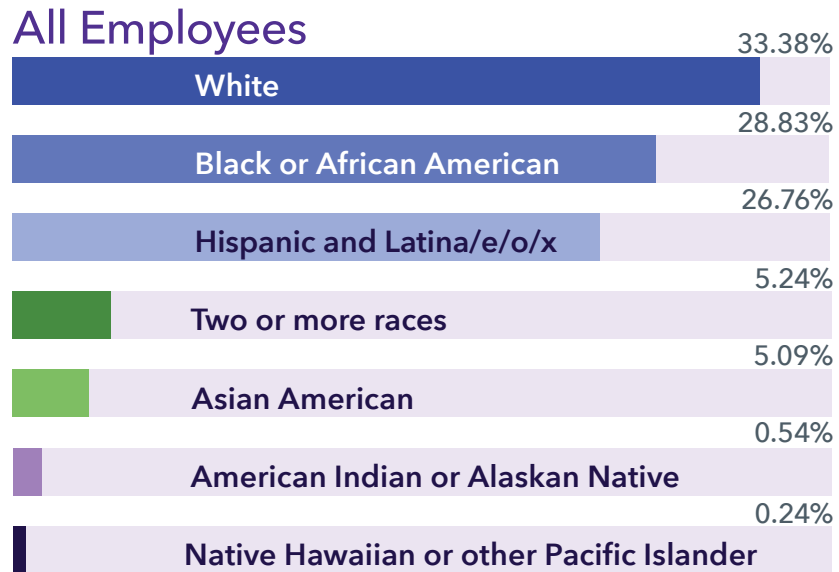
## First/Mid-Level Management



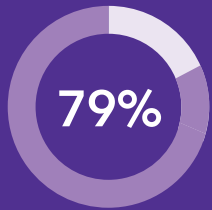
## Senior/Executive Management



# U.S. Employee Race and Ethnicity Breakdown

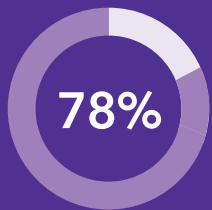


# 2023 Global Employee Engagement Survey



79%

DE&I Index - Global  
(+2 from 2022)



78%

DE&I Index - U.S.  
(+4 from 2022)

We have seen year-over-year improvements, within the U.S. and globally, in our DE&I measures on our global employee engagement survey. We have two different benchmarks built into our report, which allows us to compare the current year's results with both the prior year's answers and the Professional Services Benchmark. As a result, we can analyze our potential improvements internally and in relation to companies with a similar scope and size to Maximus.



# 2023 Global Employee Engagement Survey

For example, the statement “I am satisfied with actions leadership has taken to build a diverse and inclusive work environment” earned a 79% favorability rating in our 2023 results. This is a 1% increase from 2022 and 8% higher than the industry standard.

Our engagement survey is an evolving and responsive initiative. We use the feedback received to decide on adding or adjusting questions to ensure we accurately explore and capture the workforce’s comprehensive feelings about all aspects of the company, especially our DE&I efforts.

In addition to the four-question DE&I survey index, we have incorporated additional questions to showcase our progress, including the following:

- Engagement: “I feel a sense of belonging.”
- Company Brand: “I am satisfied with the commitment the Company shows to the community.”
- Psychological Safety: “I can be my authentic self at work.”



# Spotlight: ERG Growth



Employee Resource Groups (ERGs) are voluntary, employee-led groups, open to all employees, that foster a diverse, equitable, and inclusive workplace, help build a sense of community and belonging, and advance diversity, equity, and inclusion goals and objectives. We regularly communicate to our employees that they do not have to share the same identity as the group to become a member, show up as an ally, or learn more about new topics and cultures.

We started with three ERGs in 2022 - Black Alliance, Asian American, Native Hawaiian and Pacific Islander (AANHPI), and Women of Excellence. In 2023, we doubled the number of our ERGs with the launch of three additional groups:

- VETS, our group dedicated to Veterans, active service members, and their families and friends
- Prism, our LGBTQIA+ group
- ¡MÁXIMO!, our Hispanic and Latina/e/o/x community

Membership continues to rise across all six ERGs as employees learn more about these groups or join the company. As of October 1, 2023, total ERG membership exceeds 5,000 employees. The leaders of each group work intentionally to support each other and collaborate on different events, meetings, and celebrations.



“Being in a room (even a virtual room) with people who come from a shared cultural experience, and learning with and from them, knowing they want us to be the best version of ourselves that we can be... [is] amazing!”

# ERG-led events

As our employee resource groups have grown and evolved, ERG leaders have worked with our DE&I team to plan and lead events for all employees, such as our Community Conversations, that relate to their group's focus area. For example:

- In May, the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) ERG hosted a roundtable discussion about "the journey from East to West" in honor of Asian American Heritage Month.
- Our LGBTQIA+ ERG, Prism, helped arrange speakers for our Pride Month Community Conversation on allyship and intersectionality.
- ¡MÁXIMO! leaders and members helped moderate the "Juntos PaLante: Moving Forward Together" panel for National Hispanic and Latinx Heritage Month which focused on career and professional development.



The ERGs also engage employees in wellness and volunteer activities, encouraging participation and spreading awareness of company resources:

- In June, the Black Alliance ERG celebrated Juneteenth and led a volunteer effort that prepared hygiene kits for patrons of Maximus Foundation grantee SOME (So Others Might Eat).
- That same month, Maximus' wellness team opened a "move more" challenge to encourage physical activity. The Women of Excellence (WE) ERG formed four different groups composed of WE members for a friendly competition to promote health and wellness.
- Members of the VETS ERG have helped with packing snack bags for USO Honor Guards in the Washington, D.C. area and with the New York State of Health project's "adopt a soldier" drive to prepare care packages for overseas service men and women.

# Signature DE&I initiatives

Our First Friday and Community Conversation events continue to see increased attendance and participation year-over-year. Additionally, survey data shows that 98% of employees who participated in events and took the survey indicated that their learning increased by coming to an event, and nearly every employee who attended a First Friday or Community Conversation indicated a desire to attend or participate in a future DE&I event.

98%

*DE&I events increase my knowledge.*

97%

*DE&I events teach me how to work toward diversity, equity, and inclusion.*

44   
Community  
Conversations

38   
First Friday  
Events

255+   
Employee  
Communications



# The Greater Impact Experience



In 2023, we launched the Greater Impact Experience, Maximus' premier local university and Historically Black Colleges and Universities (HBCU) collaborative. We partnered with Talent Acquisition's Early Careers team, our Legal Department, and the Public Health team to increase access to and generate awareness of meaningful career experiences and pathways for local university and HBCU students and alumni, similar to existing programs for all university students and alumni. The 2023 Maximus summer internship cohort had 64 students in one of its most diverse classes yet, with 55% (35) being women, 75% (48) being POC, and 16% (10) representing HBCUs.

In celebration of HBCU week, we hosted our inaugural **Let's Talk about Greatness HBCU Corporate Industry Day Mixer** which hosted over 100 HBCU students and alumni to learn more about careers at Maximus and why we are an employer of choice. Participants were able to connect with Maximus' HBCU alumni network and learn directly from leading industry professionals

from across the business about desired career fields. HBCU faculty and staff received direct insight on industry trends and helpful tips to best prepare students for the future workforce. The following departments support this event and continue to be important partners in this work:

- Business Development
- Diversity, Equity, and Inclusion
- Finance and Accounting
- Human Resources
- Information Technology
- Legal
- Marketing/Communications
- Office of the President and CEO
- Public Health
- Talent Acquisition

# The Maximus Greater Impact Experience Legal Fellowship Program

At the event, we announced an exciting opportunity that will be available in 2024 - the **Maximus Legal Fellowship Program** will support HBCU and Washington, D.C.-area law students who have taken the bar exam and passed or are awaiting their results with a structured opportunity to gain training and on-the-job experience with a corporate entity, as well as with our federal, state, and local government contracts. These positions offer a rare and exciting opportunity to gain real-world experience in legal compliance, contract law, employment law, and privacy law within a publicly traded, global, government services corporation. The selected fellows will rotate in all areas of the legal department to gain knowledge of general business principles, corporate organizational structure, and government procurements. They will have the opportunity to learn, grow, and collaborate among various project teams, consultants, vendors, and senior management.



# Additional Accomplishments

## MentorU Expansion

In FY23, Maximus piloted its inaugural mentorship program, MentorU, through our three chartering employee resource groups (ERGs). MentorU is a six-month program designed to connect our ERG members with experienced professionals at Maximus. The mentoring relationship allows for meaningful topical engagement with the suggested curriculum to inspire holistic interaction and conversations amongst the paired participants. MentorU uses a one-to-one mentoring structure and matches are determined using a S.M.A.R.T. Matching system that analyzes every combination of every available participant to generate the best possible outcome.

Our first cohort collectively recorded over 1300 hours amongst the 155 employees who participated in the program, yielding an 86% satisfaction rate. With three new ERGs emerging, we were able to launch the second cohort in June with 175 active participants and over 1200 hours recorded within the first four months.

## Gender Neutral Bathrooms

The Maximus Facilities team, HR Compliance, and the DE&I team partnered to do an assessment of restroom facilities and have implemented gender-neutral restrooms (single-use) for more than 50% of our Federal employees under the leadership of the facilities team.



# Additional Accomplishments

## Supplier Diversity

At Maximus, we believe that a diverse supplier base provides us with unique perspectives and solutions while helping grow the communities in which we live and work. Our commitment to supplier diversity focuses on increasing fair and equitable opportunities for all.

- In 2022, our program spent 16.1% with diverse suppliers and, YTD in 2023, that has grown to 24%.
- This puts Maximus in the top 20% of companies per the 2023 Supplier Diversity Benchmarking Report.
- Maximus spend with African American-owned companies increased 7.4% since 2022.



## DE&I Innovation Lab Competition

During the summer of 2023, we hosted our inaugural DE&I Innovation Lab Competition with our summer interns. Interns were randomly placed into small cohorts and were invited to pitch innovative DE&I initiatives, project ideas, or expansions of existing ones that could benefit the company and its employees. The goal of the competition was to promote awareness and engagement around diversity, equity, and inclusion among new talent and to leverage their fresh perspectives and innovative ideas to advance DE&I initiatives within the organization. It also provided an opportunity for interns to gain valuable skills and experience in DE&I, leadership, project management, cross-collaboration, and public speaking.

As part of the competition, interns were provided with resources, support, and guidance to develop and present their ideas. The interns were encouraged to engage with the DE&I team and senior leaders within the organization. The competition culminated in a final pitch event, where the intern cohorts had the opportunity to present their proposals to a panel of internal judges at a designated virtual event. Proposals presented may have the chance to be implemented or further developed by the business in the future.

# Awards and Recognition



#13 on the Forbes' [Best Employers for Diversity](#) list



#13 on the BusinessBecause [25 Best Companies for Diversity and Inclusion](#) list



BusinessBecause's [10 Companies with the Best Diversity and Inclusion Initiatives](#) to Apply to After Graduation



#16 on the Washington Business Journal's [Women on Public Company Boards](#)





# Conclusion

As this report outlines, we are proud of all that we've accomplished in the last year as we've worked intentionally to integrate and center diversity, equity, and inclusion principles into our company culture and employee experience. We know this work is ongoing and evolving, and we embrace the opportunities for growth we identify, because we truly believe that our success as a company arises from our unique differences and perspectives.

We will maintain our commitment to listening to our employees, addressing challenges, and moving our customers and clients forward.