

March 31, 2020

Open letter to our employees, our clients, shareholders, and the public we serve:

MAXIMUS partners with governments to help serve some of the most vulnerable and at-risk communities across the United States and around the globe. In the coming weeks and months, our work will have greater importance as citizens turn to their government for information and assistance in response to the coronavirus (COVID-19) pandemic. We are being called on to do essential work to serve people during these uncertain times, and we are committed to doing it well.

Since early March, I have focused the Company's resources and expertise on addressing the most urgent challenges posed by COVID-19. Our key objectives include:

- Assisting our employees who may need to miss work and ensuring no one feels compelled to work if they feel ill or have direct contact with someone who has COVID-19
- Adapting our operations to protect the health and wellbeing of our employees as well as the people they serve
- Working with our clients and operations teams to procure resources and technology to transition more employees to work remotely
- Helping the public access information and assistance from essential government health and safety-net programs

As we prepare for what appears to be our "new normal" for the foreseeable future, I want to share these perspectives with you. In particular, I would like to lay out how the decisions we are making in response to COVID-19 align with the Company's mission and the values all MAXIMUS team members share.

Most importantly, I want you to know my single top priority in our COVID-19 response is the health and safety of our employees.

## **MAXIMUS continues to operate programs that are essential to the public.**

Most of the government programs we support provide a vital lifeline to people – putting many MAXIMUS employees on the front lines of the COVID-19 response to help individuals and families access vital health care and social safety-net programs. Underscoring the critical nature of this work, our government clients designate many of the programs we support as "essential services."

These include Medicare, Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and their international equivalents, among others.

By keeping essential government services open and accessible to people in need, our employees make a significant difference to others. More importantly, this is how we join people of all walks of life in this all-hands-on-deck national effort to battle the COVID-19 pandemic.

## **Protecting our employees is our top priority.**

Protecting the safety and wellbeing of MAXIMUS employees is paramount. *We are working tirelessly to do everything we can to protect our employees.*

One of the first actions we took in response to the pandemic was enacting our COVID-19 Temporary Response Plan to address income-continuity and safeguarding measures for our employees. We remain vigilant in adapting and developing additional measures as more information about the pandemic and its impact becomes available.

Similarly, the Company is taking the same measures for employees who reside and work outside the United States, addressing their needs locally through a combination of Company and government responses.

Helping government serve the people reflects our mission as well as our shared values and desire to make a difference by helping our fellow citizens. Our response to COVID-19 calls on all of us to be flexible, resilient, and compassionate as we do our part to help governments and our communities respond to this crisis.

**For those employees who can't or shouldn't come to the office:**

No MAXIMUS employees will face the difficult decision of choosing between their health and coming to work during the COVID-19 pandemic. If you are a MAXIMUS employee and need to stay home for a reason associated with COVID-19, we have options to support you.

Specifically, we set aside Company funds and set up policies in early March to give employees additional flexibility and financial stability to miss work in a variety of COVID-19 scenarios. We want to take care of anyone who faces quarantine orders, self-isolation, sick family members who need care, loss of childcare options, or office closures. These protections include emergency paid sick leave, paid administrative leave, emergency paid family and medical leave, and other benefits and safety nets. We continue to develop and refine these as we gain more experience working under COVID-19 and respond to the impacts it's having.

MAXIMUS has also provided resources and communications to employees to help cope with the impacts of the virus. Our Employee Assistance Program (EAP) offers counseling and crisis assistance to help employees manage their stress and anxiety, along with physical and financial resources. We continue to send regular updates to staff on how to flatten the curve by staying healthy and practicing social distancing, mental health guidance and resources, and policy and procedure updates.

If you are a MAXIMUS employee, my most important message to you is this:

**If you are feeling sick, showing signs of illness, or come into direct contact with someone with COVID-19:**

1. **Stay home**
2. **Contact your healthcare provider**
3. **Contact your supervisor or local Human Capital representative**

This is for your wellbeing as well as the wellbeing of your co-workers. And remember, all our health insurance options will pay for your COVID-19 testing. Should you be diagnosed with COVID-19, our health insurance programs also provide coverage for associated treatment. Stay home and call your doctor.

**For those employees who can work:**

As communities in all 50 states are moving to tackle COVID-19, our shared mission of helping government serve the people takes on greater importance. People are facing anxiety, tremendous uncertainty, and severe disruptions in their lives. Many people are going to be looking to you for answers and guidance in getting through this challenge. I know you are up to the task, and I am tremendously proud of your efforts.

To protect you and all employees to the greatest extent possible, we aggressively implemented social distancing measures and facility cleaning protocols in accordance with recommendations and guidelines from the Centers for Disease Control (CDC), Environmental Protection Agency (EPA), and Occupational Safety and Health Administration (OSHA). We have redesigned our operations to change how our employees work and how our services are delivered. Our objective is to maintain effective social and personal distancing in our offices while reducing the need for face-to-face interactions with the public.

Where possible, we're shifting employees to telework from home – including in many roles previously limited to onsite work. We're also deploying HIPAA-compliant tele-meeting capabilities that will enable us to assist program participants remotely for more complex services, including clinical and social assessments required to access important government benefits and services. We are tirelessly working with our government clients to launch telework in projects that were never envisioned to be remote.

For roles where employees must work onsite, we are taking every precaution to ensure a safe work environment. While adhering to CDC recommendations, we are actively monitoring and updating our procedures as new or updated guidelines are provided. Examples of the actions we're taking include:

- More rigorous, frequent and proactive cleaning and sanitizing of our facilities
- Reducing facility occupancy to increase personal distance between employees
- In the event an employee tests positive or has come into direct contact with someone who has a positive diagnosis for COVID-19, we immediately initiate our pandemic response plan – including suspending operations at the site, sending all employees home, and sanitizing the site. We only use qualified providers that use disinfectants that meet the EPA criteria for use against SARS-CoV-2, the novel coronavirus that causes the disease COVID-19. These disinfectants are used on all surfaces within our facilities. We have also recently introduced an electrostatic spray that enables us to disinfect more thoroughly in addition to the minimum disinfecting standards we are following by the CDC. These efforts allow us to quickly decontaminate the site to CDC, EPA and OSHA standards. The site remains closed until we have met these standards and are satisfied that it is safe to resume operations.

Employees also share in the responsibility for keeping our sites as safe as possible. Be vigilant about social distancing, frequent handwashing, cleaning and disinfecting, and staying at home when sick. We will continue sharing recommendations from the CDC and our medical experts as reminders to keep this top-of-mind. In all likelihood, this will be everyone's shared responsibility for some time to come – including after states and local communities begin lifting current restrictions on non-essential services.

This is how we are addressing our new normal.

## **The pandemic requires a flexible and dynamic response.**

COVID-19 is unlike any other crisis that government or MAXIMUS has addressed in recent memory. The threat is truly global – moving across borders on a timeline no one can predict with certainty – which means we cannot just shift calls and work to other program sites outside affected areas. COVID-19 can strike *anyone*, which means we must be vigilant in our efforts to prevent, identify, and contain outbreaks across all of our locations.

We are making significant progress in shifting many employees to telework amidst shortages in the IT equipment supply chain that many companies are facing due to unforeseen demand. We continue to press forward and are collaborating with our clients to create solutions and acquire resources that will support teleworking across the Company.

COVID-19 is already triggering large numbers of people to contact government programs for health information and emergency assistance. At the national level, we are supporting the CDC with a 24/7 service while at the state level, we are responding to surges in COVID-19 related calls.

Additionally, we are assisting our government clients outside the United States. For example, we are working with the government in the United Kingdom to support the need for additional clinicians who wish to volunteer on behalf of the National Health Service and are working to deploy administrative staff to provide

much-needed assistance on the ground for other ministries. This further illustrates how our clients value our partnership and look to us to assist in a time of critical need.

As we have seen in other crisis response efforts following natural disasters and economic downturns, this initial surge will continue to ripple across a broad range of government programs as people seek services and assistance. Already, application volumes for new unemployment benefit claims have been higher than any surge since the 1970s. Programs like Medicaid, SNAP, and TANF and their international equivalents will likely experience surges in applications in the coming weeks as well. People will seek help in finding work. Parents will ask that their child support obligations be adjusted to reflect significantly reduced incomes. Students will have questions about their student loans. And so on.

One thing is certain: government programs will require support to tackle these challenges. MAXIMUS is fully prepared to help federal, state, provincial, and local governments bridge those gaps to get the job done.

### **Looking to our future.**

Together, we are making a significant difference as we help governments respond to COVID-19 and the immediate needs of their citizens. Over the longer term, we will be there as we have been for more than 40 years to implement new programs and delivery models in concert with our government clients.

The MAXIMUS Board of Directors is playing an important role in navigating this path forward, maintaining close contact with me, and working with management to ensure the safety and wellbeing of MAXIMUS employees, while ensuring the long-term health of the Company.

MAXIMUS has a solid balance sheet and a management team with a strong operational track record in place to navigate these challenges. This will enable us to meet our contractual and financial obligations as these come due, including our income protection plan for our employees.

Looking past this initial public health crisis, governments will be challenged as they help families and communities address the ongoing social and economic impacts of the pandemic. Many programs will need to address gaps in resources, program capacity, technologies, and budgets as they focus on their missions.

As reflected in our mission, MAXIMUS is dedicated to helping governments succeed in serving the needs of their citizens in this time of need. I am proud of our employees and grateful for our shared commitment to do our part in this battle against COVID-19.

Sincerely,



Bruce Caswell  
President and Chief Executive Officer  
MAXIMUS