



Our Evolving DE&I Strategy

Our DE&I strategy is one that will continue to evolve based on ongoing data collection and analysis, needs of our colleagues, clients, and other stakeholders, and best and promising practices, in addition to the conditions of our ever-changing world.



Leading with DE&I

At Maximus, we lead with **diversity, equity, and inclusion** (DE&I). We offer a workplace where people don't just exist but thrive.

Our strategy is focused on providing our employees with opportunities for growth and advancement, increased engagement, a culture of learning and belonging, and a workplace where differences are celebrated, and everyone can excel.

This document provides Maximus' overall DE&I framework including our strategy, goals, and the specific actions we'll take to achieve and measure those goals.

While much of the work began in FY21, the document will outline the continuation of those efforts and provide a high-level overview of planned activities in FY22 and beyond.

Our Commitment to DE&I

Maximus is firm in our commitment to lead with DE&I in all aspects of our business. We work tirelessly to create and sustain a workplace where everyone can thrive and come together as our authentic selves. We believe in equitable practices, opportunities for growth, and career paths that unfold based on how our employees want to evolve – regardless of differences. The core of who we are is a fair, open, and inclusive workplace with peers dedicated to the communities we serve.

Mission

Our unique differences are the building blocks of our company. Every day, we are entrusted to serve some of the most vulnerable communities. What we do matters, and how we do it matters even more. Our diverse backgrounds, experiences, and perspectives are powerful and allow us to have strong connections to each another and the people we serve. Our collective actions are thoughtful, open, transparent, and done with integrity to maintain a diverse, equitable, and inclusive workplace.

Vision

We are committed to providing a workplace reflective of the communities we serve at all levels of our company. We hire employees committed to better serve the needs of our customers, teams, and other stakeholders through innovation and collaboration. We push for social justice as we work toward gender and racial equity. We support and offer acceptance and belonging for employees in all marginalized groups, such as individuals with disabilities, those who identify as LGBTQIA+, and veterans. DE&I is essential to who we are as people and our business needs. We are unwavering in our commitment to these values.

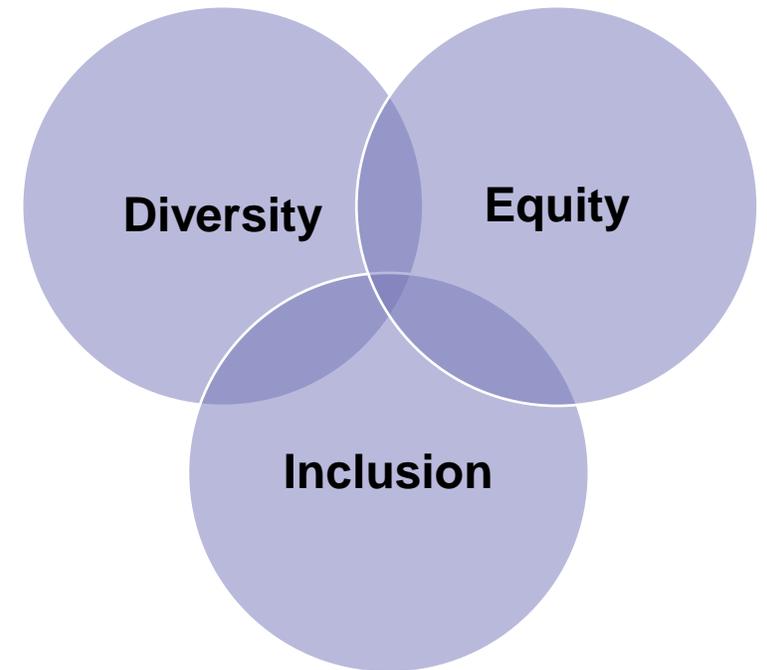
Shaping Our DE&I Strategy

To shape our DE&I strategy, we must ensure we have a common language about what DE&I is, why it matters, and how we will lead with DE&I in all aspects of our work.

Diversity is the representation of the spectrum of our identities and differences (race, ethnicity, national origin, culture, tribe, religion, gender, gender identity, sexual orientation, disability, socioeconomic and social status, thinking, experiences, and communication styles, etc.).

Equity is the fair treatment for all people in terms of access to resources, opportunities, information, and advancement, while at the same time striving to identify and eliminate historic and contemporary barriers that have prevented the full participation of some groups. Approaches designed for more equitable access of one group ends up improving access for all groups.

Inclusion creates a culture of belonging that genuinely invites the full participation and contribution of everyone across differences. It focuses on bringing traditionally excluded individuals and groups into all spaces, activities, processes, and decision-making in ways that ensure equal access to resources and opportunities.





Why DE&I Matters

Diversity matters because it helps us to do our jobs better and strengthens connections with the people we serve while working in an environment where we feel appreciated and valued.

Equity matters because being intentional about providing support that some people need, particularly those historically disadvantaged, ends up helping everyone. Fostering an environment where everyone benefits and can excel together.

Inclusion matters because it promotes innovation, attracts and retains more talent, and creates more opportunities for business growth. Inclusion makes people feel valued which makes them feel good about coming to work and doing their best.

How DE&I Improves Our Workplace

A Focus on Diversity

- Allows us to learn and grow from others.
- Gives us the opportunity to understand topics and problem solve from other perspectives and fosters personal growth and development.
- Gives us the confidence to come together as our authentic selves to improve collaboration and innovation in our workplace.
- Creates a workplace that mirrors the communities we serve to better support their needs.

A Focus on Equity

- Helps identify and eliminate historic and contemporary barriers that have prevented the full participation of some groups.
- Strives to intentionally increase fairness within policies, practices, and procedures of institutions and systems, as well as distribution of resources and authority.
- Develops approaches designed for more equitable access of one group ends up improving access for all groups.

A Focus on Inclusion

- Fosters a strong and welcoming work environment where individuals feel like they belong because they have the commitment and support from their colleagues and the organization.
- Creates acceptance and mutual respect for our differences.

Strategic DE&I Priorities

Our evolving DE&I journey requires a comprehensive approach that touches our employees through every aspect of the employee journey and through every business process.



Drive Employee Engagement & Education

FY21
Strategic
Priority
#1

FY21 focused on developing an engagement model to introduce employees to DE&I.

Developed Monthly Cultural Heritage Recognition Program

- Delivered monthly communications highlighting culture, history, and heritage.
- Launched First Fridays, virtual networking events to build engagement, connection, and educate employees through fun and interactive activities.

Launched Community Conversations

- Developed live and pre-recorded webinars featuring conversations on DE&I topics to coincide with cultural recognition calendar as a pilot for FY21.

Engaged Employees Through DE&I Intranet Site

- Created a centralized portal where employees can refer to DE&I information and resources.
- Encouraged staff involvement through sharing stories and accessing resources.

Drive Employee Engagement & Education

FY21
Strategic
Priority
#1

In FY22, we will continue to deliver and support the DE&I Monthly Cultural Heritage Recognition Program, First Fridays, Community Conversations, and evolve our DE&I site.

Expand Monthly Cultural Heritage Recognition Program

- Integrate religion and interfaith recognition into our current cultural heritage program.
- Develop a collaboration site using Microsoft Teams where employees can contribute things of cultural significance like recipes, books, and documentary information.

Expand Community Conversations to Include Other Means of Engagement

- Support Employee Resource Groups (ERG) in developing community conversations topics.
- Launch DE&I lunch and learns and coffee chats.

Engage Employees Through DE&I Intranet Site

- Continue to evolve DE&I SharePoint site to include employee blogs and stories.
- Publish monthly “did you know” facts.
- Provide a place where local teams can publish DE&I related work activities.



Measuring Employee Engagement & Education Efficacy

We will measure our success by:

- 74% improvement rating of DE&I metric on employee engagement survey.
- Gain a 1–2-point increase on the eNPS score.
- Cross ERG collaboration for at least two events.
- Annual ERG assessment indicating employee satisfaction by at least 40%.
- 80% of attendees surveyed at DE&I educational events report their learning has been increased.

Continue to Drive Employee Engagement & Education

FY22
Strategic
Goals

Launch Employee Resource Groups (ERGs) to help expand our efforts through involvement and engagement from our employees. ERGs:

- Are voluntary groups for employees across Maximus to get involved in DE&I efforts and programming.
- Help to address and elevate topics related to each group and foster professional development and networking among its members.
- Provide a safe space within larger Maximus community to build upon shared characteristics and life experiences and to amplify diverse voices and perspectives.
- Help the business understand different perspectives in order to strengthen our work.

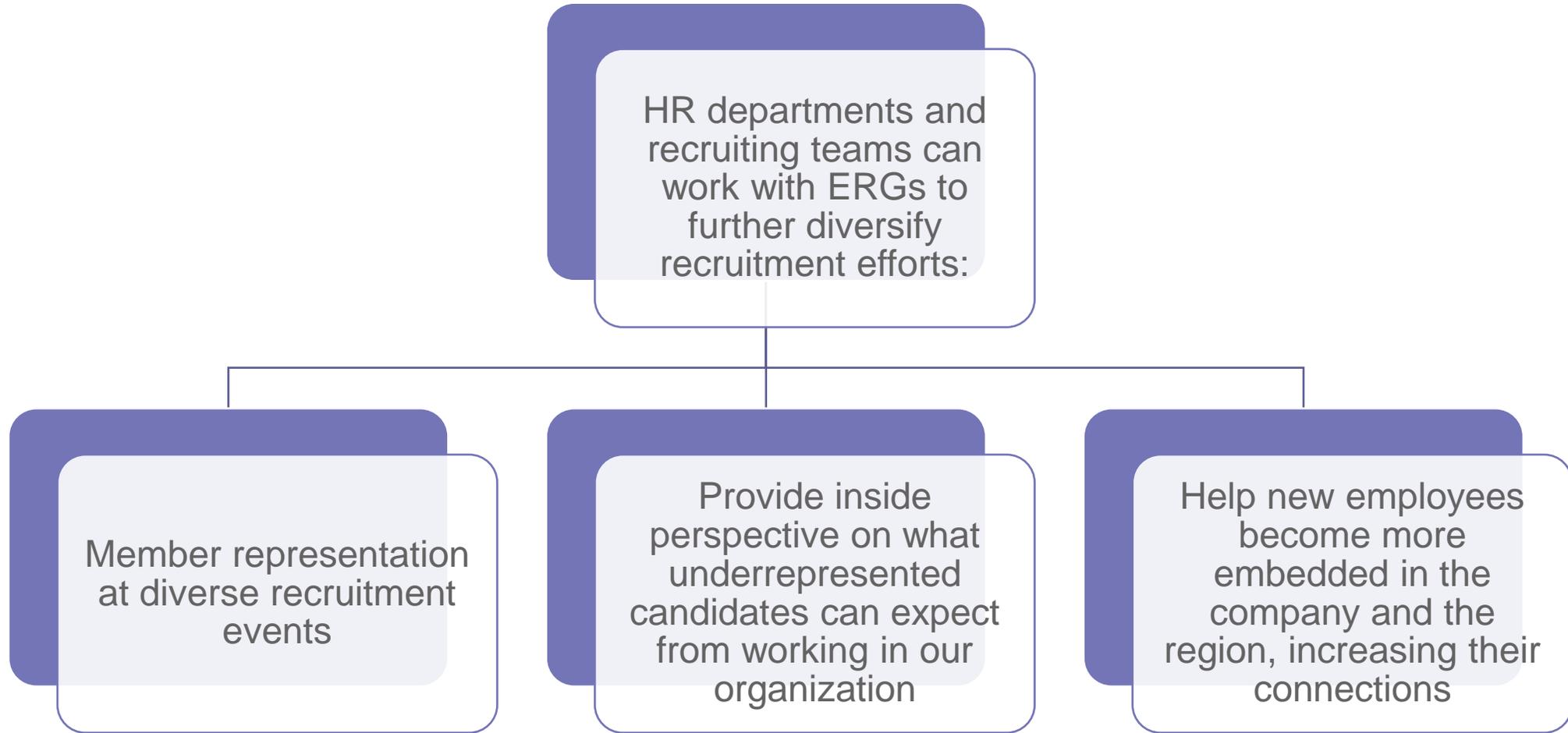
Anyone can participate in or support any ERG without having the same identity of the group.

How can an ERG make an impact?



Recruitment, Development, Retention, & Promotion

(I.e., Veterans, Individuals with Disabilities, LGBTQIA+, Early Talent and Recruitment, Women, etc.)



Employee Resource Group Development

Through data collection and analysis, 14 topic areas emerged for potential ERG development. Based on employee interest, involvement, and other requirements for formation, four areas will be selected to be developed and piloted for FY22.

American Indian & Alaska Native

Asian American/Pacific Islander American

Black Diaspora or Black Alliance

Caregivers

Early Careers or Career Growth Network

Hispanic/Latinx

Individuals with Disabilities Alliance of Individuals, Family, & Friends

LGBTQIA+

Men for DE&I

Multifaith/Interfaith

Multiracial/Ethnic/Cultural Alliance of Individuals, Families, & Friends

Primetime Professionals

Veterans Alliance of Individuals, Family, and Friends

Women/Women's Leadership Development

The successful launch of the first four ERGs will support charter development for additional ERGs in FY23 and FY24.

ERG Launch Timeline

✓ FY22 Q1

- Define governance for ERGs.
- Share list of potential ERGs and solicit employee feedback.

✓ FY22 Q2

- Hold information session on ERG governance and application process.
- Analyze employee feedback to determine four ERGs to launch as official pilot in FY22 Q1.

✓ FY22 Q3

- Support pilot and train officers.
- Determine additional ERGs to launch based on employee feedback.
- Identify needed support for other ERGs.

✓ FY22 Q3 and Q4

- Assess ERG network.
- Continue to drive launch and expansion.

ERGs will be expected to:

- Foster professional development and work enhancement.
- Assist in matching mentors with mentees.
- Support recruitment and development efforts to increase employee diversity.
- Encourage interaction and relationship building within and across employee resource groups.
- Support activities that will help the business understand various perspectives as we all work toward transformative DE&I.

Support Learning & Development to Build DE&I Competencies

Strategic
Priority
#2

A culture of learning helps to drive DE&I. In FY21 our learning and development actions focused on creating a culture of learning and listening.

- Conducted employee listening sessions and focus groups across Maximus.
- Senior Director continues individual listening and learning tour of company.
- Identified and shared knowledge to guide technology and solution development with a DE&I focus and best practices.
- Developed a centralized mechanism for two-way communication, questions, and feedback.
- In FY22 Q1, deliver secured unconscious bias training and assessment targeted for people managers and above.
- In FY22 Q1 and Q2, develop DE&I cohort to including skills to facilitate listening sessions and difficult conversations and launch DE&I Coaches Pilot program.



Learning & Development

FY22 strategic goals will focus on building DE&I competencies and skills for people managers through tools, trainings, and workshops including:

- Deliver DE&I Workshop in partnership with Learning and Organizational Development.
- Continue to build DE&I Coaches Program.
- Develop mentorship program.
- Expand learning resources and workshops for teams and divisions.



Measuring Learning & Development Efficacy & Success

Targets

- 80% of participants who complete post event/workshop surveys show increased learning on topic to ensure effective employee management and interpersonal team effectiveness.
- 60% participation and engagement during learning events/workshop.
- 5% favorable score increase from the captive audience on the Employee Engagement survey, topical area focused DE&I.

Measuring Efficacy

- Employee Engagement Survey.
- Learning event surveys and pulse-checks.
- Post-event surveys.
- Host additional listening sessions and focus groups.

Workforce Planning Integration

Focus on recruitment, development, retention, and promotion

- Introduction to DE&I during new hire orientation and onboarding.
- Improved diversity in recruitment and promotion outcomes.
- Increased diversity in development of internal talent pool for succession planning.

FY21 Actions

- Supported increased internship opportunities for BIPOC, IWD, and women.
- Created matrix tool of HBCUs, Tribal Colleges and Universities, and Hispanic Serving Institutions.
- Developed DE&I component for new hire orientation.
- Supported Talent Acquisition and College Recruitment's planning of potential partnerships with Organizations of Color.
- Developed (and continue to develop and expand) partnership network for targeted professional development opportunities.* Supported 20 colleagues thus far; additional 13 colleagues will start opportunities in Fall 2021.

FY22 Actions

- Continue to work in partnership with Talent Acquisition and College Recruitment to expand relationships and opportunities with HBCUs, Tribal Colleges and Universities, and Hispanic Serving Institutions
- Continue to work in partnership with Learning and Organizational Development to increase DE&I promotion and influence succession planning to increase diversity at Director level and above.

*A Leadership Experience for Black Women; McKinsey Black Leadership Academy Management Accelerator; McKinsey Black Leadership Academy Leadership Program. McKinsey Asian Academy, McKinsey Hispanic/Latino Academy, McKinsey Black Europe, Middle East Africa Academy, Velvet Suite She-Suite Summit *Sponsorship of 15 Women in 2022*; *DE&I Certification Program Support*

DE&I and ESG Partnership

Continue partnership with Environmental Social Governance (ESG) and Corporate Social Responsibility (CSR) to focus on:

Environmental

- Research link between DE&I and sustainability to ensure different perspectives are incorporated.
- We have a unique opportunity to align efforts including our Indigenous land recognition.

Social

- Benchmark KPI indicators including human resource management (hiring, developing, retaining employees), workforce training and development, and supply chain with a goal of transparency in 2025.
- Continue to evolve Maximus Foundation and our DE&I framework within grantmaking.

Governance

- Support the Board as a Thought Partner when considering diversity in boardroom and senior management.
- Continue to support efforts to increase diversity to ensure our leadership better reflects our people and to influence metrics around DE&I for Executive Team's Bonus Plan.

Advancing DE&I

- Identify opportunities to help advance DE&I through our ESG framework, in addition to potential risks associated with a lack of meaningful DE&I.



External Partnerships and Signatories

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

- Largest CEO-driven business commitment to advance DE&I within workplace. To date, 1,400+ have signed.
- **Peer-to-Peer Engagement:** CEO Action hosts several events to gather CEO signatories and executive leadership, including an annual CEO Closed-Door Session and annual Chief Human Resources Officer / Diversity and Inclusion Officer Summit.
- **Employee Engagement Resources:** I Act On pledge allows employees and students to be part of the journey by making a personal pledge to advance inclusive behavior.
- **Thought Leadership:** CEO Action is actively driving CEO-led, industry-specific dialogues at major industry events to drive collective action within various business sectors.
- No signatory cost; just action.



- Global movement putting disability inclusion on business leadership agenda, calling for 500 of most influential business leaders to ignite systemic change.
- Valuable 500 asks CEOs to commit to:
 - Putting disability inclusion on their leadership agenda.
 - Taking one action for colleagues or customers.
 - Sharing that action with Valuable 500 and with our company as part of the campaign.
- Global in nature and particularly strong in the UK, which is how we were initially connected (for example, helpful with social value bid requirements there).
- No signatory cost; just action.

Ongoing DE&I Research and External Engagement to Inform Our Evolving Strategy

- Our DE&I Lead will continue to participate on external DE&I Councils on best and promising practices
- Our DE&I Team will continue to participate in industry specific conferences to gain information on DE&I trends and for expanding programmatic areas
- Continue to collect and use internal metrics to mature our DE&I efforts
- Engage company-wide stakeholders to help evolve our strategy

Examples of some of the research and engagement activities:

- Attendance at CEO Action for Diversity and Inclusion CHRO and CDO Summit and other signatory events
- Attendance on monthly meeting with WashingtonExec DE&I Council and in Women's Leadership Programs
- Engage cross-team discussion on the development of initiatives, such as a supplier diversity program
- Integrate a DE&I lens to our Foundation work

Appendix – Future Work

Build Compliance Audits

- In partnership with HR Compliance, ensure buildings have sufficient gender affirming/gender neutral bathrooms.
- Ensure buildings are both compliant and exhibit best practices with having entrances and exits accessible for individuals with disabilities.

Analyze Employee Engagement

- 80% of employee participants show that educational events increased learning and engagement through survey and focus groups data collection.

Analyze Demographic Data

- Analyze demographic data disaggregated by gender, race/ethnicity, age, disability, etc. including:
 - Promotion rates and offers.
 - Department representation and job level representation.
 - Turnover rates (both voluntary and involuntary).
 - Employment status (full time vs contract vs part time).
 - Pay equity compensation with goals to close gaps.

Engage Colleagues

- DE&I is reflected in every budget proposal.
- DE&I efforts with clear outcomes are integrated in performance management system.
- Minimum training/workshop targets are met.