



# Sustainability Report

Making a difference when it matters most

# maximus

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## CEO Letter

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Maximus helps millions of people access the vital government services they need. With over 45 years of experience working with local, state, federal, and international government clients, we proudly design, develop, and deliver innovative and impactful health and human services programs and technology solutions that advance the mission of our customers and change lives. We are driven to strengthen communities and improve the lives of those we serve.

Our commitment to customers and communities has guided our business for decades. We are entrusted to assist some of the most vulnerable individuals around the world each day and, in doing so, to treat each person we serve – and each other – with dignity and respect.

We know our employees are essential to ensuring that our company is moving people, technology, and government forward. We are committed to providing our employees with an engaging and supportive work environment, as well as meaningful careers.

In 2022, to further emphasize the qualities that make our culture strong and our company a great place to work, we launched our mission statement, *Moving People Forward* which celebrates our role as connectors, innovators, and problem-solvers. We similarly affirmed the six company values that guide our actions: respect, compassion, innovation, accountability, collaboration, and customer focus.

Our continued success depends on our ability to meet the needs of our employees, including their health and financial wellbeing. In the last year, we built upon this focus by offering new family-oriented benefits in the U.S., including a new Paid Parental Leave policy, an Adoption/Surrogacy Reimbursement Plan, and infertility treatment(s).

We continually seek and value input from our employees worldwide. Through our annual Global Employee Engagement Survey and recurring pulse checks, we know that the majority of our team is motivated and proud to work at Maximus. Employees report that leadership takes action to build a diverse and inclusive work environment, and the company provides sufficient flexibility and support to help balance the demands of work and personal life. These are just a few of the positive attributes that affirm we're hitting the mark as an employer of choice. We know that 80% of Maximus employees intend to stay at least another year, and we aspire to increase retention rates even higher.

Diversity, equity, and inclusion (DE&I) are essential elements of our company culture. We strive to create an inclusive workplace that values individual differences and where employees can thrive. As part of our DE&I efforts, we are proud to have published our first annual DE&I Report in 2022. The report provides an overview of our efforts and accomplishments to date, as well as acknowledges our opportunities to grow and improve. As part of our report, we identified strategic priorities across our company, including employee engagement and education, talent acquisition, partnerships, supplier diversity, and employee development. We were also pleased to see this work recognized by Forbes as Maximus was named #13 in its 2023 Best Employers for Diversity List.

We recognize that Maximus has an important role in contributing efforts to reduce our impact on the environment and minimize relevant climate change risks. I'm pleased to report that in 2022, we announced a goal to reduce our Scopes 1 and 2 emissions by 20% per million dollars of revenue by 2035 compared to Fiscal Year 2019 data. To achieve this target, we have also established annual goals that will enable us to monitor results periodically and drive success. We also implemented several "green initiatives" to reduce the environmental impact on our planet, including moving our headquarters to a LEED Gold-certified building in McLean, VA, in May 2022.

I thank everyone in our organization for their commitment to strengthening communities and improving the lives of those we serve.

Sincerely,  
**Bruce L. Caswell**  
Chief Executive Officer and President

A handwritten signature of Bruce L. Caswell in blue ink. The signature is fluid and cursive, matching the printed name above it.

# Maximus at a Glance

Following our mission of *Moving People Forward*, Maximus helps millions of people access the vital government services they need. As a leading operator of government health and human services programs and provider of government technology solutions, we help make access to public services easier and more equitable.

With over 45 years of experience working with local, state, federal, and international government clients, we proudly design, develop, and deliver innovative and impactful health and human services programs and technology solutions that advance the mission of our customers and change lives.

*Moving People Forward* reflects our employees' shared desire to do something meaningful to help others succeed. That's why Maximus takes on today's challenges to define a better tomorrow.

### Helping government

It all starts with understanding governments' unique challenges. We understand the complexities of running public programs because it is our sole focus.

### Serving people

We never forget that government programs have the power to transform lives. That is why we are continually enhancing access and ease of use for citizens.

### Improving outcomes

Programs are more than processes and rules. Our ongoing focus is ensuring that policy translates into outcomes that matter.

### Achieving success

With more than 45 years of experience administering programs, Maximus aligns the inner workings of government, the needs of people, and the goals of public policy for breakthrough accountable results.

Every interaction that consumers have when seeking a government service becomes part of their Citizen Journey®. Whether it be accessing a government website, calling a contact center, using a mobile app to access benefits, or visiting an agency office, these are all interactions that reflect on their experience and perception of the process. We approach our work with a fundamental goal in mind to make a meaningful impact on people's lives.

## A leading provider of health and human services programs and technology worldwide



**\$4.63B**

Revenue



**39,000+**

Employees  
worldwide,  
12,550 contingent  
workers



**8**

Countries  
served



**45+ years**

Working with local,  
state federal,  
and international  
government clients



**McLean, VA**

Headquarters

## Our Values

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In 2022, Maximus employees around the globe came together to identify, define, and launch six core values, thereby uniting us to a common set of values that will guide our actions and behaviors. These six values represent current beliefs woven throughout everything we do at Maximus and our aspirations for the future.

### RESPECT



Ensures everyone has equal access to opportunities and resources. Treats others with honesty, respect, and consideration. Recognizes and pursues the unique perspectives, experiences, and talents of every individual to further promote cross-cultural understanding and inclusion throughout the organization.

### COMPASSION



Cares for people and encourages others to do the same. Welcomes perspectives and emotions of others and enables open conversations that create a culture of compassion, empathy, and support within and beyond the organization.

### INNOVATION



Broadens perspectives and overcomes prejudices to find solutions to complex challenges. Thinks innovatively and with a vision and focus on the future and is eager to problem-solve. Seeks opportunities to experiment with new approaches and grow/develop skills.

### ACCOUNTABILITY



Accepts responsibility for self and team, self-reflects and confronts problems, and demonstrates commitment to organizational success. Seeks to deliver quality work and achieve results that meet or exceed standard expectations without compromising others.

### COLLABORATION



Recognizes the benefit of working with others (internal and external). Believes collaboration can lead to better and stronger contributions to Maximus. Views partnerships as long-term and meaningful. Engages with trust, mutual respect, and personal accountability. Assumes positive intent.

### CUSTOMER FOCUS



Demonstrates commitment to meet current and future internal and external customer and client needs. Addresses complaints, makes realistic commitments, and effectively communicates solutions. Seeks to maintain quality and delivery of services that meet or exceed the standard of excellence.



## Our Approach to Sustainability

At Maximus, **environmental, social, and governance** (ESG) is embedded in our mission. We are committed to strengthening our communities, improving the lives of those we serve, and reducing negative environmental impact.

Maximus' Vice President, ESG, leads the company's strategy and implementation of ESG initiatives with oversight by the Chief Financial Officer. Ultimately, Maximus' Board of Directors (Board) provides leadership and oversight with respect to ESG issues and practices. The Nominating and Governance Committee has formal oversight of ESG matters, including climate-related risks and opportunities. The Committee receives reports from management regarding ESG on a quarterly basis, upon which they take action. The full Board regularly receives reports from the Committee, as well as directly from management.

### ESG Risks and Opportunities

To inform our ESG strategy and address the sustainability issues that are of the greatest concern to our stakeholders and those of greatest impact upon our business, we are guided by our 2021 materiality assessment. We considered a set of relevant topics across governance, environment, and social areas, including leading ESG reporting standards and frameworks such as the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), Task Force on Climate-related Financial Disclosures (TCFD), third-party evaluations, peer reporting, emerging trends, thought leadership, and regulatory mandates.

To continuously improve upon our ESG strategy, we engage a wide variety of stakeholders, including but not limited to shareholders, clients and customers, consumers, and employees. Participating in ongoing, two-way dialogue with our stakeholders strengthens our understanding of important ESG issues, helping to inform priorities.

#### Environment

- Air quality
- Carbon emissions and greenhouse gas (GHG) inventory
- Climate change policy
- Environmental geographic differences
- Science-based climate targets
- Waste reduction and recycling
- Water consumption

#### Social

- Employee health, safety & wellbeing
- Employee recruitment, engagement, and retention
- Community investment and engagement
- Diversity, equity and inclusion
- Our culture
- Social geographic differences

#### Governance

- Accounting
- AI governance and ethics
- Board Composition
- Corporate strategy
  - Customer Services, Digitally Enabled
  - Future of Health
  - Advanced Technologies for Modernization
- Data and privacy security
- Ethics and compliance
- Executive compensation
- Human rights compliance
- Human rights in supply chain
- Political expenditures and oversight
- Supply chain management
- Tax policy

## About this Report

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This report highlights our commitment to sustainability and provides information on our governance, oversight, policies, programs, and performance around the issues material to our company and our stakeholders. We organize this report using the four ESG Pillars that guide Maximus and our ESG strategy:

- **Process and Protection: Data Security, Privacy, and AI**
- **People and Community**
- **Planet and Environment**
- **Governance**

Unless otherwise specifically stated, this report covers the company's performance and disclosures for the fiscal year (FY) ending September 30, 2022.

This report was prepared using the following standards: Sustainability Accounting Standards Board's (SASB) Professional and Commercial Services industry standard, Task Force on Climate-related Financial Disclosure (TCFD), and Global Reporting Initiative (GRI). Our reporting is also influenced by the UN Sustainable Development Goals (SDGs).



## Process and Protection: Data Security, Privacy, and AI

As a leading strategic partner to governments across the globe, we understand the importance of protecting privacy. Maximus is dedicated to maintaining the security and privacy of every company, client, and consumer information we manage.

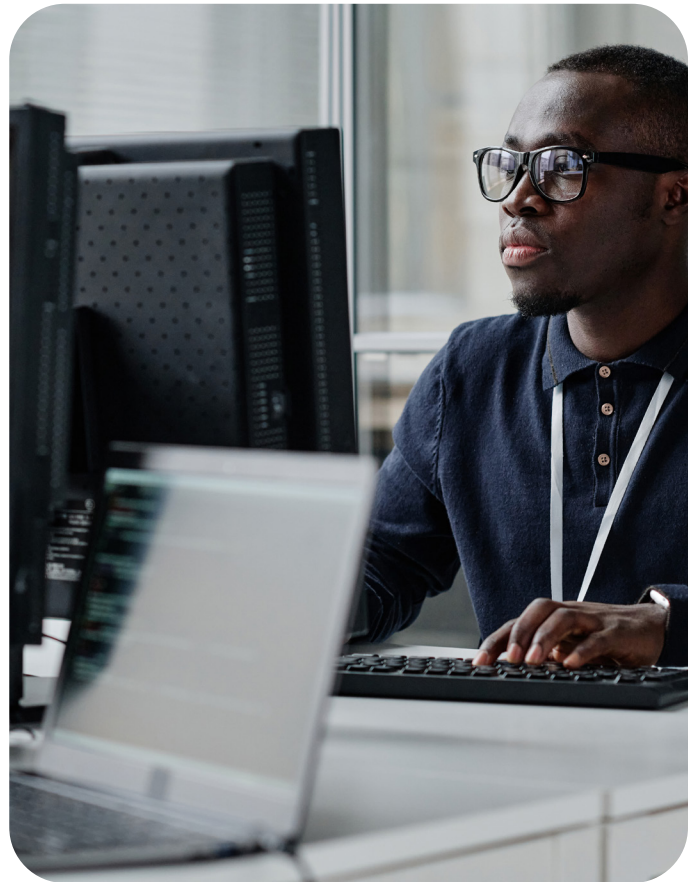
Our Information Security Office is led by the Chief Information Security Officer (CISO) to provide oversight of the company's security obligations, while our Privacy Office under the Privacy Official provides oversight over our privacy obligations within these contracts.

The Board of Directors Technology Committee maintains ultimate oversight of the company's global information technology (IT) operations and strategy, including, but not limited to, IT infrastructure, product development, digital services portfolio, cybersecurity, IT aspects of mergers and acquisitions, and intellectual property protection. The Technology Committee also has oversight of risk management pertaining to IT security, which includes protecting the company's intellectual property and other data assets – in particular, customer information – from theft or other compromise. The Board of Directors Technology Committee and full Board receive updates at least quarterly from the CISO.

### Privacy Statement

Maximus predominately serves in the role of a data "custodian." Our government clients maintain the role of data owners, which includes the responsibility for establishing the information security and privacy requirements that govern its access and use by contract. As such, each Maximus project that requires a public-facing website on behalf of the client, includes a website privacy policy reflecting the specific language required by the client.

Our [Privacy Statement](#) applies to personal information we collect on the Maximus website located at [maximus.com](https://www.maximus.com) (the "Site") and describes the types of information collected, how that information is used, and the choices users have about the collection and use of this information. This privacy statement does not govern privacy practices associated with offline activities, websites other than this Site, or products and services not available or enabled via this Site, except as expressly set forth in our privacy statement.





## Training

All employees, including full-time and part-time permanent and temporary employees, complete mandatory data privacy and security training on an annual basis. Depending on their role, some employees must complete additional secondary compliance training. As part of the onboarding process, all new employees are required to complete and pass data and information security fundamentals training within their first 90 days of employment.

We supplement the annual training with ongoing training in multiple mediums. Training topics include, but are not limited to, the following:

- Data protection principles regarding the use, protection, storage, transmission, and disposal of confidential information, with a specific focus on how certain data may not be used
- Guiding principles of information security:
  - Ensure the confidentiality, integrity, and availability of all company, customer, and consumer information it manages
  - Protect against any anticipated threats or hazards and secure such information from unauthorized access, disclosure, or use
  - Physical security measures, such as facilities, devices, clean desk policy, printing, shredding, and health measures put in place as a result of the global COVID-19 pandemic
- User ID protection and password requirements
- Recognizing and reporting security incidents
- Managers' role in data and information security
- Phishing, including simulation and quiz-based training courses, available in multiple languages
- Additionally, the Information Security and Communications teams promote Data and Information Security Awareness Month on an annual basis to reinforce policies, processes, guidelines, and principles.

## Audits and Certifications

To promote the effectiveness of our privacy and data security systems, we conduct internal and external audits and perform security penetration testing twice annually. The results are presented to the Technology Committee of the Board.

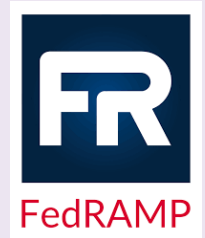
As a vendor to multiple state, federal, and foreign governments, Maximus has established standards to safeguard our information and businesses. Information security controls frameworks, such as HIPAA, NIST SP 800-53, CMS MARS-E, IRS 1075, ISO 27001, and more, define how we ensure the confidentiality, integrity, and availability of information is handled in a manner that can be measured. Maximus architects our security policy to adhere to 244 Information Security and Privacy control objectives and over 1000 control and control enhancements, as defined by the National Institute of Standards and Technology (NIST). Our cybersecurity strategy includes policies and standards, security controls, risk management programs, employee training, assurance processes, and technologies that protect the environment that processes, stores, and transmits our data.

## Our Accreditation and Certifications

### Federal Risk and Authorization Management Program (FedRAMP)

Maximus offers three Federal Risk and Authorization Management Program (FedRAMP) solutions, enabling us to provide state-of-the-art, secure customer care technology to federal agencies.

- **Maximus Intelligent Assistant** software as a service (SaaS) enables agencies to enhance their self-service offerings by allowing citizens to complete a wide variety of transactions. It merges artificial intelligence (AI) and human understanding to deliver rich, conversational, human-like interactions.
- **Maximus Cloud** infrastructure as a service (IaaS) offering is an enterprise-level, multi-tenant private and community cloud built to support programs of all sizes and complexities. It provides security, visibility, and enhanced performance through proactive monitoring, alerting, and maintenance without service interruption.
- **Maximus Engagement Platform** as a service (PaaS) offering is designed for government agencies in need of a scalable, tailorable telephony infrastructure for their citizen engagement centers. It provides a full range of technology capabilities to customize operations of any size while meeting security and privacy requirements.



### ISO/IEC 27001

This certification pertains to information security management systems.

- **Maximus Federal**
- **Maximus UK Employment and Training**



## Incident Reporting

Like all multinational companies, Maximus faces cybersecurity threats on a regular basis. Maximus has a robust incident management process to respond to a wide variety of cyber incidents globally. This process includes triage, investigation, evidence collection and storage, root cause analysis, and incident resolution with executive reporting.

## Responsible Innovation of Artificial Intelligence (AI) at Maximus

At Maximus, we understand that Artificial Intelligence (AI) technology is still evolving and has the power to transform society. In 2023, Maximus established a cross-functional and inter-disciplinary Artificial Intelligence Governance Board ("**AIGB**") to facilitate, manage, and support an enterprise-wide commitment to Responsible Innovation with our development and use of AI technologies. Organized under leadership from the Office of the General Counsel, with input and support from functional and business areas across the company the AIGB will enable adaptive risk management and organize collaborative oversight to ensure that our use of AI aligns with our organizational values, client expectations, and business objectives. The AIGB's structure and methodology has been developed to align with emerging best practice and industry standards, with input and support from functional and business areas across the company, and using guidance provided by legal and other industry experts. Prior to any significant application of AI in the business, the AIGB will be engaged to ensure there has been appropriate and sufficient review of the AI use. The AIGB will also frequently revisit and update our software engineering practices, technology stack, product and services roadmap, employee training, strategic partnerships, and other processes, procedures, and policies related to our use of AI.



The following **AI Guiding Principles** further shape our actions and serve as a foundation for Responsible Innovation of AI at Maximus.

## AI Guiding Principles

- **Human Focus and Accountability in our Approach and Methodologies** – Our core values are fundamental beliefs that guide our business decisions and describe how we work and interact with our employees, clients, partners, and communities. These values embody our business ethics, principles, and beliefs, and are a mix of where we currently are, as well as where we aspire to be. We align our core values and AI Guiding Principles by leveraging proven, consistent, science-based, and industry-leading solutions and technologies. These solutions allow for rapid deployment and mission customizations while managing potential risks involving privacy, data integrity, explainability, and bias.
- **Inclusivity, Accuracy, Privacy, and Security Focused in our AI Development and Use** – We value equality and equity and will follow industry best practices to ensure our use of AI puts human impact at the forefront while prioritizing data governance, privacy, technical robustness, and security. We follow our AI Guiding Principles to demonstrate ethical, transparent, and accountable use and development of AI. This includes incorporating appropriate human oversight and governance during all phases of the AI lifecycle – from design to development, operations, and retirement – to review for issues such as fairness, diversity, and non-discrimination.
- **Explainable and Transparent Insights and Outcomes** – As technology evolves, we view the challenges of a growing AI landscape as a journey during which we responsibly use AI to create mission-focused, actionable insights and outcomes that support decision-making at the speed required by the mission. When AI is responsibly developed, immediate value to our missions can be achieved through informing decision-making, increasing efficiency, and enhancing the citizen experience. We aspire to have innovative ideas that will improve the lives of the clients we serve, our employees, and our overall business operations.
- **Sustainability in our Design for Scale and Future** – Designing for scale and openness allows us to support our client's mission by integrating innovations rapidly with the proper security and guardrails while still enabling digital transformation. We will continue to operate in compliance with applicable laws and regulations, align with industry standards and best practices, and take societal and environmental well-being into consideration. We will look for innovative methods to facilitate environmentally friendly and sustainable ways of developing our AI programs for the long-term prosperity of society and the people we serve.

We are committed to doing the right thing and putting people first—responsibly leveraging AI to create real outcomes that matter for the mission and improve the human experience.



## People and Community

At Maximus, our success is a testament to the ingenuity, commitment, and compassion that everyone brings to their role. We know our employees make it possible for us to support individuals and families both within our community and around the world. We remain dedicated to providing our employees with an engaging and supportive work environment, as well as meaningful careers.

Maximus provides more than 39,000 full time jobs around the world. We aspire to contribute to the United Nation's efforts to tackle the world's most pressing social, economic, and environmental challenges, which they address with their Sustainable Development Goals (SDGs). We focus on SDG 8: promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. Through our citizen engagement centers, we are the largest employer in many of the communities in which we operate. Maximus helps foster economic development in these communities by staffing many of our operations with local employees.

### Number of Employees as of September 30, 2022



During 2022, we focused our efforts on looking inward to assess and strengthen those qualities that make Maximus unique. As a result, we launched a new logo and brand to reflect the forward-thinking mindset that fuels our work - ***Moving People Forward***. In addition, we launched six core values to guide our actions and behaviors: respect, compassion, innovation, accountability, collaboration, and customer focus.

### ***Moving People Forward*** represents the following aspects of our culture:

- **We are connectors.** We are the bridge between people and services: championing our customers' mission to deliver results for every person requesting services.
- **We are innovators.** We believe in the promise of technology and data to drive insights that make our services more customer-centric and impactful. Applying leading technologies to human problems with empathy and insight, we uncover opportunities to change lives.
- **We are problem-solvers.** We partner with our customers to advance their critical missions. Applying deep domain expertise and enabling technologies, we transform and modernize government programs, making them more responsive, flexible, and secure.

## Recruitment

We aim to cultivate an environment where all employees are appreciated, valued, and able to reach their full potential. We are focused on attracting employees with specialized skills supporting Maximus' business strategies and mission. We work with universities aligned with our focus on recruiting specialized skills, diverse interns, and direct hires, including Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs). We connect with HBCU alumni and current students through the HBCU Connect database and portal.

To learn more about our commitment to recruiting a diverse team, see pages 19-20 in our **Diversity, Equity, and Inclusion** section.

### George Mason Partnership

Maximus is proud to partner with George Mason University (Mason), which offers unique access to talent, expertise, and infrastructure for Maximus. The relationship has provided Maximus with high-demand resources that enrich the Mason student experience, increase the talent pipeline, and promote regional economic development.

As part of this partnership, Maximus and Mason have created several opportunities for students. Select examples include:

- **Professional Quest:** Students are invited to network with professionals from a variety of industries, learn about job and internship opportunities, and attend a panel discussion where experts share industry and organization insights.
- **On-campus presence opportunities,** including employer office hours, employer tabling, on-campus interviewing, and employer presentations in the classroom.
- **Targeted bi-weekly emails** that promote job and internship postings for companies and organizations.
- **Internship for course credit:** Students work at the employer site over the course of one semester or summer term for class credit.
- **Mentorship:** Students have access to a powerful online and in-person network of diverse mentors.

## Compensation and Benefits

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Our continued success as a company depends on our ability to meet the needs of our employees. Maximus remains committed to the health and financial wellness of our employees. We know that our benefits program is an important part of the total compensation package that helps us attract and retain a talented group of team members. While our benefit plans vary depending on geographical location, our benefits program is focused on:

- Providing core benefits that help bring employees peace of mind and financial stability, should the unexpected occur, with some of those benefits covered at 100% by Maximus
- Partnering with benefit carriers that provide strong networks of physicians and clinicians to provide employees and their families with the best available health care including access to mental health services
- Offering a competitive yet affordable package that provides comprehensive coverage

At Maximus, we like to recognize employees for a job well-done in a variety of ways, from project-specific bonuses and a management bonus plan to employee recognition activities and staff award programs.

We are pleased to offer new family-oriented benefits, including a new Paid Parental Leave (PPL) policy, an Adoption/Surrogacy Reimbursement Plan, and infertility treatment, which started October 1, 2022, in the U.S.

Benefits available to all employees globally, except where precluded by national statutory plans:

### Health Benefits

- Medical insurance
- Prescription drug coverage, including access to many free or waived deductible drugs for chronic conditions
- Dental insurance, including coverage of adult orthodontia
- Vision insurance with a national network and great discounts
- Deposits into health savings accounts for healthy activities
- Short- and Long-Term Disability insurance provided at no cost
- Life insurance provided at no cost
- Voluntary Employee Life, Spouse Life, and Child Life insurance
- Voluntary Critical Illness, Hospital Indemnity, and Group Accident coverage

### Wellness Benefits

- Employee Assistance Program for mental health support
- Free Headspace App subscription
- Free Wellbeats App subscription
- Free health coaching
- Employee discount program

## Leave Benefits

- Paid holidays
- Paid time off, including
  - Bereavement leave
  - Jury Duty leave
  - Military leave
  - Medical Leave of Absence
  - Personal Leave of Absence

## Financial Benefits

- 401(k) Retirement Plan with an employer match of up to 4%
- Flexible Spending Accounts (FSA) for eligible healthcare and dependent care expenses
- Nationwide childcare discounts
- Legal plan, Pet Insurance, Home and Auto Insurance





# Employee Engagement and Retention

We know our employees are essential to ensuring that our company is moving people, technology, and government forward. We are committed to providing our employees with an engaging and supportive work environment, as well as meaningful careers.

We conduct an anonymous Global Employee Engagement Survey (GEES) each year, in addition to quarterly “pulse checks.” These feedback loops help us gauge and better understand how our employees feel about their experience working at Maximus, as well as highlight any potential areas of opportunity where we can make improvements.

**According to the 2022 GEES results, the majority of our employee respondents agree that:**

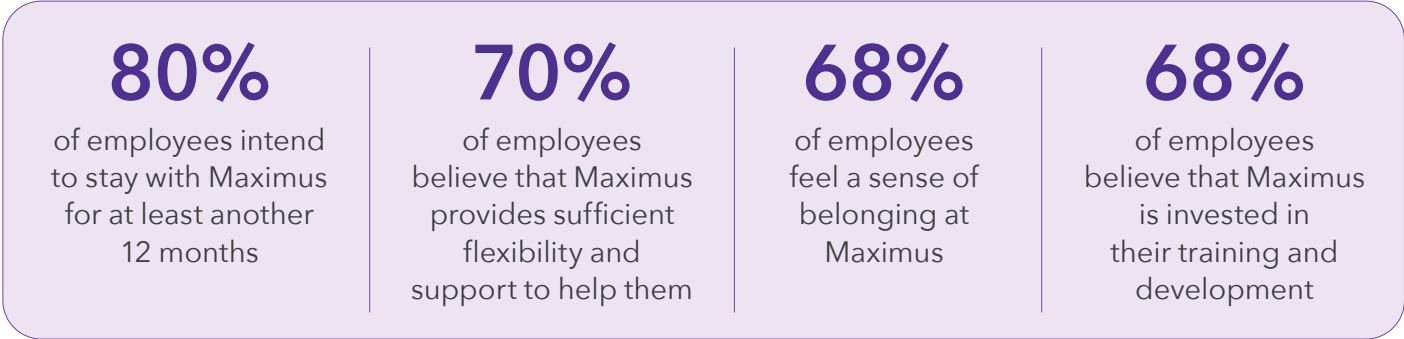
- They feel motivated and are proud to work at Maximus
- Leadership has taken action to build a diverse and inclusive work environment
- The company provides sufficient flexibility and support to help balance the demands of their work and personal life
- Their managers respect and actively encourage DE&I within their teams, and their colleagues treat everyone with dignity and respect
- They trust their immediate supervisor, are encouraged to initiate change if they see a better way of doing things, and are provided feedback that helps improve their performance
- Their immediate supervisor/manager encourages their team to work together, cares about their development, and clearly communicates their expectations
- The learning and development activities provided by Maximus have prepared them for the work they do

## Employee Turnover

While voluntary employee turnover continues to be an ongoing challenge with many companies in our industry, Maximus has made significant strides toward strengthening employee retention over the past year.

After completing the 2022 GEES, managers around the company were tasked with reviewing their team’s anonymous feedback, highlighting potential opportunities, and developing action plans to improve the employee experience. By July 2022, nearly 80% of managers submitted and began executing their action plans. This helped boost employee morale, enhance awareness of internal resources, and drive local engagement efforts around the company.

**FY22 GEES figures with the potential to enhance retention globally include:**



# Training and Development

## Professional Development

We value ongoing development and continuous learning and strive to support and provide learning opportunities to all Maximus employees. The Maximus Learning and Organizational Development (L&OD) team supports enterprise-wide professional development by offering a variety of instructor-led and self-paced learning programs ranging in audience from individual contributors to frontline supervisors and executive leadership. Additionally, our project training teams manage customized programs in support of contract requirements, customer service, local leadership development, and employee engagement.

Through L&OD, MAXU, Percipio, and Cornerstone, our learning management system, we provide our employees with professional development opportunities through classroom training and live webinars, on-the-job guided learning, coaching, and mentoring, as well as contact with key leadership and subject matter experts.

## Learning and Organizational Development (L&OD)

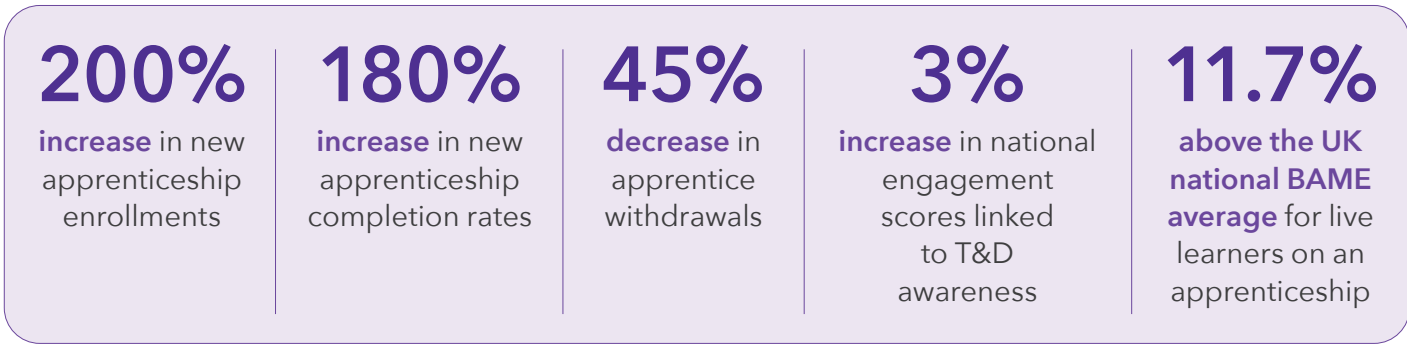
The Maximus L&OD team, in partnership with learning leaders and sponsors from around the business, manage a shared learning model (SLM) that oversees enterprise-wide professional development. Their areas of focus include:

- **Core Business Acumen:** Time management, professionalism, problem solving, business writing, presentations, communications, desktop technology, and Maximus systems
- **People Management and Leadership Development:** Supervisory skills, performance management, teamwork, coaching and mentoring, and leadership
- **Client Management and Business Development:** Customer service, client relationship management, consulting skills, sales and marketing, and proposal writing
- **Project Management:** Scope, contracts, financials, quality, risk, and communications management

**L&OD leverages myLearning, the company's global learning management system, to engage our employees and contingent workforce. In myLearning, they can:**

- View a calendar of L&OD virtual and in-person events and sessions
- Register and take self-paced courses
- View training history through transcripts
- Complete onboarding and annual/refresher Compliance training
- Explore Percipio, an integrated online learning source of 35,000 courses, videos, and ebook resources for topics including:
  - Professional and organizational development topics to extend SLM offerings
  - Skills assessment and development through Percipio's Skill Journeys
  - Bootcamp for PMP certification, and courses counting towards recertification
  - PMI-ACP(r) Agile methodologies
  - Digital certifications
  - Preparation for the HR Certification Institute(r) (HRCI(r)) SPHR(r) exams
  - Lean Six Sigma

Within the UK, Professional Development and Qualifications are offered to all employees after the successful completion of the probationary period. These include a range of fully funded professional qualifications to take colleagues on their development journey in Maximus, with over 100 apprenticeships and short courses launched each year via multiple communication campaigns. Success of this program is evident in the following statistics:



- Design of a bespoke curriculum for recruited “Trainee Employment Advisors”
- Design of a bespoke 60/40 model for sponsored Apprenticeship for Doctors/Nurses and Physicians

People managers benefit from targeted development support programs (e.g., license to recruit), to ensure all managers have the competence and confidence to lead and develop colleagues.

## Diversity, Equity, and Inclusion

At Maximus, diversity, equity, and inclusion (DE&I) are central to our company identity and how we lead in our work. We are committed to lead with DE&I in all aspects of our business. We strive to create an inclusive workplace that values individual differences and where employees can thrive.

Our Vice President, Diversity, Equity, and Inclusion reports directly to our Chief Executive Officer (CEO) and is responsible for leading our DE&I efforts, including developing and integrating Maximus' DE&I strategy. Additionally, our DE&I team actively engages with employees and management to capture their sentiments about the company's culture while also working with local leaders and community organizations that seek to bring attention to social justice, human rights, civil rights, equity, and inclusion. In 2020, we launched two DE&I committees that maximize staff diversity across race and ethnicity, gender, position, division, and thought. In 2022, the two groups were merged to form the DE&I Council. The Council is a working group of Maximus employees that previews, gives input, and tests DE&I initiatives before they are implemented at Maximus. It is comprised of leaders at Maximus, acts as a "think tank" for what DE&I activities will be undertaken at the company, and helps to serve as champions for implementing initiatives.

Ultimate responsibility for diversity at Maximus lies with our CEO, while the Board monitors our initiatives and performance.

As part of our DE&I efforts, we are proud to have published our first annual Diversity, Equity, & Inclusion Report in 2022. The report provides an overview of our efforts and accomplishments to date, and acknowledges our opportunities to grow and improve. As part of our report, we identified strategic priorities across our company, including employee engagement and education, talent acquisition, partnerships, supplier diversity, and employee development.

### **Maximus' Commitment to DE&I Vision:**

Provide a workplace reflective of the clients and communities of people we employ and serve at all levels of our company. Together we will push for social justice, gender and racial equity, and acceptance and belonging for all employees, especially those in marginalized groups, such as Individuals with Disabilities, People of Color, Women, LGBTQIA+ staff, and Veterans.

### **Mission:**

Our unique differences are the building blocks of our company. Our diverse backgrounds, experiences, and perspectives are powerful and allow us to have strong connections to one another, our clients, and the people we serve. We will achieve our vision through:

- Continuous support of employee engagement and education on DE&I topics
- Thoughtful recruitment strategies and employee professional development
- Intentional employee retention efforts
- Development and implementation of a comprehensive supplier diversity program
- Assessment and revision of company policies and practices to ensure equity



## Recruiting Diverse Talent

We continue to refine our focus on recruiting diverse individuals at all levels of the organization to reflect the populations we serve. We understand that our strength lies in our differences and our desire for an equitable and inclusive workplace. We have targeted programs to recruit diverse talent, including individuals with disabilities and veterans.

### Individuals with Disabilities Inclusion Program

Maximus has continued to expand its talent acquisition efforts in the field of vocational rehabilitation and disability to create key partnerships that would facilitate effective hiring and onboarding of individuals with disabilities. Our talent acquisition team builds relationships with local community-based organizations and disabled veterans' service organizations. These efforts include site visits, as well as hosting onsite discussions with local vocational rehabilitation counselors to educate them on Maximus work opportunities available to job candidates with disabilities.



**4,892**

Individuals who reported having disabilities were hired between fiscal years 2021 and 2022



**600+**

U.K. Employers participated in Disability Confident Leader training

We expanded our disability inclusion training to hiring managers, including a focus on the hiring of veterans with disabilities and the effect that unconscious bias may have on hiring decisions for these and other protected classes.

Our businesses were recognized for their efforts in supporting people with disabilities and long-term health conditions. Maximus UK entities were among the first to be awarded Disability Confident Leader status by the U.K. government. We were the first employment service provider to achieve nationally recognized Disability Confident Recruiter status by the Australian Network on Disability. We were also recognized by the Virginia Department of Aging and Rehabilitation Services as a Champion of Disability Employer.

In the U.K., we support hundreds of employers to improve their disability confidence and attain the accreditation through specialist support, tailored training, and webinars. For example, every quarter for the past year, we worked with the U.K. Department for Work and Pensions to promote the scheme to employers through webinars that reached more than 600 U.K. employers. We also have an internal objective to increase the number of disabled colleagues employed at Maximus UK itself to 16% (in line with the working population).

Being a Disability Confident Leader and Recruiter means we are helping people with disabilities secure jobs within our business units, as well as taking action to keep and develop our employees. It also means we are a leading advocate for employing individuals with disabilities and are helping other organizations become Disability Confident.

By continuing our Disability Confident journey, we help ensure that people with disabilities and those with long-term health conditions have the opportunities to fulfill their potential and realize their aspirations.

## Serving Veterans and their Families

**Military Times Best for Vets: Employers 2022** ranked Maximus as a top employer nationwide in the U.S. for veterans. In particular, Maximus was cited for having especially high scores by Military Times due to its excellent retention support and inclusive hiring programs.

Maximus UK signed the Armed Forces Covenant, pledging to support those who serve or who have served in the armed forces and their families. The company supports all military-connected employees regardless of whether they have served themselves, at home or abroad, are military spouses, or have any other military connection. Highlights include:

- Supporting retention of all military-connected employees and benefits and programming designed specifically for active Guard and Reserve employees
- Partnering with the Posse Foundation's Veterans Program to provide professional development workshops and orientation support for post-9/11 veterans pursuing bachelor's degrees at colleges and universities across the country
- Promoting the hiring of veterans through targeted sourcing strategies and outreach to veteran service organizations to increase the pool of qualified military-related applicants
- Celebrating Veterans' Recognition Month every November with spotlights of our military and veteran employees
- Encouraging Military Spouse Employment Partnership participation in hiring events, quarterly partner meetings, and employer roundtables

In addition to enhancing diversity in our own workforce, Maximus Outreach Diversity connects hard-to-reach job seekers with businesses, which helps organizations satisfy Affirmative Action and Equal Employment Opportunity obligations.

**Our recruitment efforts have resulted in the following workforce composition, as presented in our 2021 EEO-1 Consolidated Report.**

### Gender Diversity

	% Female	% Male
<b>Total</b>	<b>71%</b>	<b>29%</b>
Senior/Executive Management	40%	60%
First/Mid-Level Management	61%	39%
Non-Management	73%	27%

### Ethnic Diversity

	Total	Senior/Executive Management	First/Mid-Level Management	Non-Management
White	36%	79%	50%	34%
Asian	5%	10%	6%	5%
Black or African American	31%	5%	23%	32%
Hispanic	22%	4%	17%	23%
Two or More Races	5%	1%	4%	5%
American Indian or Alaskan Native	1%	< 1%	< 1%	1%
Native Hawaiian or Other Pacific Islander	< 1%	1%	< 1%	< 1%

## Diversity in Action

Since June 2020, we have worked to strategically center our U.S. DE&I activities around the expressed needs of our employees and provided opportunities for them to offer constructive feedback. We established a cultural heritage recognition program, communicating DE&I content and concepts to our employees to create a shared understanding of DE&I and why it is important to Maximus. Each month, the DE&I team hosts educational and engagement events focused on learning about and honoring identity or heritage, such as Black History Month, Women's History Month, or Pride Month. **We are proud to have introduced diversity goals into the Executive Bonus Plan in 2021, a clear indicator that our leaders are equally committed to our DE&I strategy.**

The results from our 2022 Global Employee Engagement Survey show a favorable DE&I rating of 76% of employees, which is a 7% increase from 2021. We take this to indicate that together, we are on the right track.

In 2022, the DE&I team partnered with our internal Learning and Organizational Development colleagues to implement annual company-wide Unconscious Bias training and assessments for all people managers with direct reports, earning a 94% completion rate. Additionally, we have 20 employees across the company designated as DE&I coaches who can facilitate listening sessions and focus groups and provide workshops on DE&I topics.

In 2022, we also launched our first U.S.-based Employee Resource Groups (ERGs), a program designed to provide employees with safe spaces to share their experiences, connect with colleagues, and amplify diverse voices and perspectives. As of FY 2022, we established 3 ERGs, in which 1,485 employees participate. In FY 2023, we doubled the program to 6 total ERGs.



There are six ERGs at Maximus UK, covering disability, gender, ethnicity, caring responsibility, faith, and LGBT+ employees. All ERGs have a senior sponsor that sits on Country Leadership team to ensure that DEI matters are raised at the most senior level where appropriate. There is also a DEI Board where ERG chairs come together with the DEI team and HR Director to discuss initiatives, share ideas, and encourage collaboration.

ERG participants have access to mentoring through our internal MentorU program. As of Q2 FY23, 63 mentors and 92 mentees have volunteered and are actively participating in the program. The mentor program aims to accelerate the personal and professional development of participants.

To further build on our DE&I efforts and in support of our shareholders, in September 2022, Maximus engaged the law firm Wilmer Cutler Pickering Hale and Dorr LLP ("WilmerHale") to perform a racial equity audit. To ensure our policies and practices are equitable, inclusive, and sustain a workplace of belonging, WilmerHale will assess Maximus' operations, policies, ongoing DE&I efforts, and public engagement through a racial equity lens. The audit results will be published upon completion, which is expected in 2023.

In 2021, Maximus' CEO, Bruce Caswell, signed as a signatory to the CEO Action for Diversity and Inclusion, as well as The Valuable 500. The Maximus pledge with CEO Action for Diversity and Inclusion is critical, and Maximus will engage with other CEO Action signatories, provide engagement opportunities for employees, and drive thought leadership on DE&I. The Valuable 500 is a global movement putting disability inclusion on the business leadership agenda, calling for 500 of the most influential business leaders to ignite systemic change.

Maximus UK will also take part in the Race Equality Charter in 2023 to further support the experiences of ethnic minorities in the business.

These actions are consistent with the human rights statement of commitment we adopted in early 2020 that reflects the principles in the UN Global Compact and the UN Guiding Principles of Business and Human Rights.

## Global Imperative

Our international business entities are committed to furthering our ESG strategy around the globe. In addition to our Disability Confident Leader and Recruiter accreditations, Maximus UK was among the first government services providers to be accredited as a Living Wage Employer, committing to fair pay for colleagues, suppliers, and partners. While we have always been committed to paying our colleagues fairly, becoming a Living Wage Employer allows us to take this commitment further by ensuring our commitment to a fair day's wage extends beyond our own organization and enables us to advocate a real Living Wage for our supply chain partners and suppliers.

## Supplier Diversity

We are committed to working directly with diverse businesses and using diverse vendors throughout our supply chain. In 2022, Maximus initiated a comprehensive Supplier Diversity program, including monitoring of spending to support the establishment of future goals and the economic growth of diverse companies and communities. As part of our program, we will look for opportunities to engage with businesses that are at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented, historically excluded, or underserved group, such as small-business enterprises (SBEs), minority-owned enterprises (MBEs), woman-owned enterprises (WBEs), and women/minority business enterprises (W/MBE). Our program will provide qualified small and diverse businesses with a pathway to become official providers of goods or services to our organization. To identify and qualify small and diverse businesses to utilize as subcontractors or service vendors on our contracts, we use a Diverse Supplier Registration Portal and have an Approved Diverse Supplier List. In FY 2022, Maximus paid more than \$370 million to small and diverse businesses.



**\$370M**  
to small  
and diverse  
businesses



## Workplace Recognition

We are honored to be included in several workplace recognition awards.

### America's Best Employers for Diversity 2022 & 2023

Maximus made the Forbes list of employers that host the most diverse boards and executive ranks, as well as the most proactive diversity and inclusion initiatives. In 2023, Maximus climbed 207 spots to #13.

### Ragan's 2022 CSR & Diversity Awards

Maximus was recognized for our Diversity, Equity, and Inclusion commitment and our COVID-19 employee communications campaign.

### WashingtonExec Pinnacle Award

Dr. Arvenita Washington Cherry was awarded the 2022 WashingtonExec Diversity, Equity, & Inclusion Executive of the Year (Public Company).

### America's Greatest Workplaces for Diversity 2023

Newsweek recognized Maximus' commitment to supporting inclusive workplaces and implementing effective policies to recruit, respect, and support people from all walks of life.

### Top 100 Internship Programs 2022 by WayUp & Yello

Maximus has been rated as having one of the 100 best corporate internship programs in the United States, as ranked by a panel of industry expert judges and thousands of public votes.



### NVTC Tech 100 2022 (4th consecutive year)

Recognizing excellence in driving innovation, implementing cutting-edge solutions, and leading growth, all while maintaining high employee morale and positively impacting the Virginia and Washington DC tech community.



### Washington Technology 100

The Top 100 provides an annual ranking of federal contractors based on prime contracts for each fiscal year. For 2022, Maximus has jumped six positions to No. 19 on the 2022 Washington Technology Top 100 with \$2.2 billion in prime contract obligations. Maximus jumped to #18 in 2023.



### BGOV200

Bloomberg Government has included Maximus on the BGOV200 since 2017. The annual list ranks the top 200 federal contractors for unclassified prime contracts awarded across all U.S. federal government agencies. In 2022, Maximus's ranking improved from #46 in 2021 to #44.

### European Contact Centre and Customer Service Awards

Connect Assist won Gold for Best Inclusion Strategy at its Welsh Contact Centre at the European Contact Centre and Customer Service Awards in September 2022.



## Our Social Value Delivered to Citizens

Maximus has worked to solve the complex problems of government programs for more than 45 years. We leverage our extensive experience to develop high-quality services and solutions that are cost-effective and tailored to each communities' unique needs. We are proud of the work we've done to help government programs achieve success – now and in the future. We are dedicated to continuing to improve the citizen journey.

### Highlights

Support Medicaid beneficiaries with overcoming barriers through independent health plan choice counseling to choose the best health plan for their needs

- **Award-winning mobile applications:** for state enrollment broker programs, more than 50% of applications are completed via digital channels like mobile apps, which make the process easier for beneficiaries
- **Canada Enterprise Omni-channel Contact Center:** video chat capabilities, agent-facilitated co-browsing to help citizens navigate online digital services, text and webchat, and traditional methods for optimal customer satisfaction
- **Created a network of more than 350 community organizations** to support the delivery of our employment support programs in the U.K., funding specialist local services, sharing premises with voluntary organizations, and developing new capabilities
- Under the awarded U.K. Restart Programme, we have committed to expanding these networks to incorporate hundreds of additional voluntary sector organizations and small businesses and to spend more than £10m to fund initiatives/local services.
- **Created Customer Representative Group in the U.K.**, which represents more than 40 of the top disability charities in the country to partner with us to improve the overall consumer experience on the Health Assessment Advisory Services (HAAS) program
- **Hear from an individual who received support** through our workforce services in this video.



## Services in Action

We also help individuals around the world find lasting employment in a wide variety of industries. In the United States, 40,000+ individuals each day are supported by Maximus in finding employment through 23 employment and training centers across 11 states and the District of Columbia. We consistently place job seekers with pay rates averaging \$17, well above the federal minimum wage of \$7.25, working 30+ hours a week. The top three industries where we place job seekers are retail/trade, health care/social assistance, and administrative/support.

### In the United Kingdom:

- Over 650,000 people were supported through our employment programs in 2022 across more than 100 locations.
- 82,000 Face to Face, 417,000 Telephone, and 44,000 Video Work Capability Assessments conducted by over 500 Health Care Professionals working each day across the U.K.
- Rolled out hybrid and flexible working, which has allowed 30% of assessments to be conducted from home.
- More than 130 delivery locations are offered by Maximus in communities across the U.K.

In addition, we maintain mutually beneficial relationships with businesses that bring demonstrated value to our customers and team.

Through supplier arrangements and more formal mentor-protégé relationships, we invest and develop partnerships with companies that are certified as small business (SB), small-disadvantaged business (SDB), women-owned small business (WOSB), veteran-owned small business (VOSB), service-disabled veteran-owned small business (SDVOSB), Alaska Native Corporation (ANC), and American Indian Tribes, among others. As part of our mentor-protégé relationships, we provide a variety of mentorship opportunities including, but not limited to, providing financial literacy counseling, grant application assistance, technology services, and certification application assistance.

## Social Value Accreditations

We take great pride in our work, which is why we are the best at what we do. Select examples of the accreditations we've received include:

The **Utilization Review Accreditation Commission** (URAC) develops national standards to improve quality, protect consumers, and improve health outcomes.

Maximus [Federal] has been granted "Full" accreditation by URAC in the following areas:

- Credentials Verification Organization (CVO) – 4.1
- Independent Review Organization: External Review – 5.1
- Workers' Compensation Utilization Management – 7.4
- Health Utilization Management – 7.4



**Capability Maturity Model Integration (CMMI)**® certifications establish best practices for people, processes, and technology. The CMMI capability improvement framework provides organizations with a means to gauge the effectiveness of their core business practices and identify areas for improvement.



**CMMI<sup>®</sup>**  
**Institute**

#### Maximus Federal has been appraised at Maturity Level 5 (ML5) Version 2.0 (v2.0)

- Maximus is **one of only five U.S. companies** serving the federal government that are appraised at CMMI ML5 for both services (CMMI-SVC) and for development (CMMI-DEV). Maximus is the only organization in the group to be appraised under v2.0, the latest version of the CMMI appraisal.
- CMMI ML5 is the highest appraisal rating that can be achieved, designated as "Optimizing," and is reserved for organizations that demonstrate true process optimization. Organizations that are appraised at CMMI ML5 are recognized for their quality and approach in following the principles of continuous improvement.

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#### ISO 9001:2015 Certified

This certification pertains to quality management systems.



- Adult Migrant English Program (MAX Solutions – Australia)
- California COVID Call Center
- California Department of Health Care Services (DHCS) - MCAP/CCHIP Eligibility and Enrollment Project
- California Department of Industrial Relations (DIR) Independent Bill Review (IBR)
- California Department of Industrial Relations (DIR) Independent Medical Review (IMR)
- California Diversion Program
- California Health Care Options
- California Lifeline
- California Medi-Cal
- Centers for Disease Control Vaccine Order Management Contact Center
- Georgia Healthy Families
- MAX Employment (Australia)
- MAX Solutions (Australia)
- Medicare Part A (West), C, and DME
- New York Office for People With Development Disabilities (OPWDD) Assessments
- New York State of Health (NYSOH)
- Skills for Education and Employment (MAX Solutions – Australia)
- Social Security Administration (SSA) Ticket to Work Program
- VA Clinical Peer Review

## Community / Philanthropy

### Our Community

At Maximus, we hold a strong sense of corporate citizenship and responsibility. We recognize the importance of giving back to the communities in which we live and work. In response, the Maximus Board of Directors created the Maximus Foundation in 2000 as a separate employee-led 501(c)(3) nonprofit organization.

The Maximus Foundation is committed to supporting organizations and programs that promote personal growth and self-sufficiency through improved health, augmented child and family development, and community development. We provide financial support for nonprofit organizations and charities that share our commitment to helping disadvantaged populations and underserved communities. Prospective nonprofit organizations are nominated by an eligible Maximus employee, and our employee donors vote upon grant recipients annually. Maximus matches contributions made to our Foundations by employees, dollar-for-dollar.

The Maximus Foundation is funded by charitable gifts from the employees of Maximus and supplemented by grants from the company.

**2021** **\$1.2M+ awarded**  
to **154 nonprofits**  
from **29 states and D.C.**

**2022** **\$2M+ awarded**  
to **167 nonprofits**  
from **30 states and D.C.**

### Our progress since our founding:

- **\$11.5M+** donated to U.S.-based nonprofits
- **2,500+** U.S. employee donors
- **2,600+** grants awarded
- **22 years** of partnering with nonprofits in our communities
- Expanded the Foundation's mission to provide financial support in two additional countries (U.K. and Australia)

Learn more about the Maximus Foundation on our [website](#).



## Strengthening the Communities we Serve

At Maximus, we strive to be a valued partner to the communities where we work. Many of the people that Maximus assists through government programs are our employees' families, friends, and neighbors. We are all in this together, and our company and our people understand the importance of being part of something bigger and making a difference in people's lives.

In September 2022, Maximus collaborated with the Area Development Partnership (ADP) in Hattiesburg, Mississippi, on a report issued by the organization, a **Business Case for Racial Equity**. The report focuses on education, health, and employment/entrepreneurship and ways to recognize and eliminate racial inequity over time. Maximus employs approximately 750 employees in Hattiesburg and has a strong partnership with ADP, which is dedicated to improving the quality of life for citizens of Greater Hattiesburg through community and economic development.

## Global Community Perspective

Our international arms, Maximus Foundation UK and MAX Foundation in Australia, also provided vital financial grants to community partners in their geographic location, making a significant impact in many of our communities.

### Maximus Foundation UK

The Maximus Foundation UK continues to support charities across the U.K., nominated by our colleague community, and our ethos is to be "colleague-led, community-focused." We are proud to make a difference to the organizations that matter most to colleagues.

Our funds are kindly generated by payroll givers and fundraising initiatives, with every penny donated by our colleagues being match funded by Maximus. In 2022, we hit our £500,000 milestone, with over 200 charities receiving grants of £2500. This year (fiscal 2023), we look forward to supporting even more charities, driving forward our vision and raising even more vital funds to support those communities who need it most.

### MAX Foundation (Australia)

Launched its grant program in 2017, making awards to 25 nonprofits supporting communities in which we work. Our grants have supported charities assisting those impacted by significant disasters, the homeless, victims of domestic violence, people with disability, and Veterans, among others.

Learn more by visiting the [MAX Foundation website](#).

## Planet and Environment

### Environmental Oversight and Commitments

As a responsible organization whose business activities have a global reach, Maximus has an important role in contributing to efforts to reduce our impact on the environment and minimize relevant climate change risks.

We are committed to improving our greenhouse gas (GHG) emissions and carbon efficiency by working within our operations and engaging with external stakeholders. Our sustainability strategy includes voluntary measures to minimize GHG emissions and energy use, track environmental risks, and improve environmental data collection and visibility. Our approach includes a cross-functional effort working with corporate real estate, corporate responsibility, finance, and operations. Updates are regularly reported to the Board of Directors' Nominating and Governance Committee, ensuring continued progress towards meeting goals of reducing environmental impact. The Vice President, ESG, leads the environmental initiatives and programs at Maximus.

#### **As part of our environment and climate commitments, we will:**

- Meet relevant local, national, and regional laws, as well as all applicable international treaties and agreements
- Guide our ongoing efforts through internationally declared principles, standards, and frameworks, including but not limited to, U.N. SDGs, CDP, Greenhouse Gas Protocol, the United States Environmental Protection Agency, and the U.N. Global Compact
- Establish and maintain governance and risk management frameworks to support our ongoing understanding and management of climate change risk and opportunities



## Emissions

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### Greenhouse Gas Inventory

In 2019, Maximus launched an initiative to begin measuring and disclosing our environmental impact, guided by global standardized frameworks such as the Greenhouse Gas (GHG) Protocol, the CDP, and the United States Environmental Protection Agency.

### Emissions Reduction Target

We primarily provide business process solutions (BPS) services to local, state, federal, and international governments and therefore have a relatively small environmental footprint. However, we are committed to taking responsibility for reducing the footprint we do have, particularly as it relates to emissions associated with ongoing climate change.

In 2022, we announced a goal to reduce our Scopes 1 and 2 emissions by 20% per million dollars of revenue by 2035 compared to Fiscal Year 2019 data. To achieve this target, we have also established annual goals that will enable us to monitor results periodically and ensure success.

In January 2022, Maximus UK committed to becoming carbon positive in Scope 1 and 2, as well as some sources of Scope 3, by 2030 compared to 2018/2019. Read more about Maximus UK's Carbon Positive plan in the Carbon Reduction Statement.

Carbon Positive  
**2030**



## U.S. Greenhouse Gas Footprint at a Glance

Fiscal Year 2019			Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022	
	CO2-e (metric tons)	Percentage of total	CO2-e (metric tons)	Percentage of total	CO2-e (metric tons)	Percentage of total	CO2-e (metric tons)	Percentage of total
<b>Scope 1 Emissions</b>								
Stationary Combustion	685	2.7 %	1543	4.30%	1390	4.77%	1186	5.99%
Mobile Sources	8	.03%	14	.04%	4	0.01%	12	0.06%
Purchased Gases	n/a*	n/a*	10	.03%	5	0.02%	5	0.03%
<b>Location-Based Scope 2 Emissions</b>								
Purchased and Consumed Electricity	24,913	97.3%	34,228	95.6%	27,713	95.19%	18,584	93.92%
<b>Total Organization Emissions</b>								
Total Scope 1 & Location-Based Scope 2	25,606	100%	35,795	100%	29,112	100%	19,787	100%
<b>Scope 3 Emissions</b>								
Employee Business Air Travel	10,261 bookings	27,543 flight segments	4,993 bookings	13,428 flight segments	642 bookings	1,899 flight segments	4,988 bookings	18,039 flight segments
Employee Business Car Rental Travel	4,760 car rentals	4 day rental period average)	2,261 car rentals	4 day rental period (average)	277 car rentals	Average 4 day rental period	1,966 car rentals	Average 3.5 day rental period

# Green Initiatives

Maximus offices around the country have implemented several “green initiatives” to reduce the environmental impact on our planet.

## Promoting Energy Efficiency

Energy use at our office facilities represents our biggest contribution to Scope 1 and Scope 2 greenhouse gas emissions, and therefore our strategy focuses primarily on energy reduction efforts, such as energy-saving lighting in our facilities, which provides not only greener solutions but also more cost-effective measures for the company. As part of our efforts to conserve energy, we are

- Installing internal and external LED lights through our LED light program at Maximus sites. In 2020, we rolled out LED lighting to 13 sites in the US, equivalent to \$1M and 5.5M kWh in annual savings. Since initial commencement of the project, LED lighting has been installed in an additional four locations. Our Real Estate and Facilities departments continue to evaluate opportunities for further LED lighting installations.
- Implementing staggered climate control daily start-up times and building temperature standards for summer cooling and winter heating
- Replace and upgrade existing HVAC equipment and systems to improve HVAC efficiency

In May 2022, Maximus moved its headquarters to a LEED Gold-certified building in McLean, VA. LEED-certified buildings minimize environmental impact through such best practices as the use of recycled and locally-sourced materials, reduced consumption of precious natural resources, and the effective management of carbon dioxide emissions and stormwater runoff. The move also resulted in the reduction of 78,500 square feet of office space.



**LED light program FY 2020**  
(expanding in FY 2021)



**13 sites**  
(U.S.)



**\$1M**  
per year  
savings



**5.5M kWh**  
per year  
savings

## Waste Management and Recycling

Minimizing resource use is important to our environmental and business goals. All of Maximus’ Federal sites have established waste recycling programs.

To understand recycling challenges and our impact, Maximus conducted an evaluation of existing recycling efforts at all Maximus Federal sites in 2021. Since the inception of the recycling program, we have saved an equivalent of approximately 626 trees, 6,536 gallons of oil, 188,827 gallons of water, and more than 2 million hours of electricity.

### Total Recycling (cumulative)

Paper (lbs)	Cardboard (lbs)	Mixed (lbs)	Lighting (# lamps)	Batteries (lbs)	Sharps (lbs)
125,101	110,750	23,593	1,624	420	31





Maximus partnered with a third party to develop a more robust IT equipment recycling program. As part of this program, more than 100,000 lbs of equipment was recycled in Fiscal Year 2022. This equates to more than 16,000 gallons of water saved, 2,900 lbs of metals diverted, and 140,000 lbs of GHG gases reduced.

#### **Additional environmental initiatives include:**

- Eliminating paper waste through innovative solutions. We work hand-in-hand with our government customers to recommend ways to reduce paper consumption; this can often be a more cost-effective way to achieve business goals. For example:
  - Replacing traditional paper services with digital services
  - Developing intranet sites to post program information and reports using digital “fast alerts” to keep staff abreast of important information
  - Encouraging customers to authorize telephone and web program enrollments as opposed to using and mailing paper enrollments, resulting in a reduced reliance on printed collateral materials and paper products
  - Enabling community-based organizations to implement efficient business practices by providing technology and technical assistance to submit program enrollments digitally
- Reducing, reusing, and recycling office waste wherever possible. For example:
  - Installing safe and efficient water filtration systems to replace bottled water coolers
  - Converting to Recycled copy paper
  - Converting to eco-conscious products such as kitchen and bathroom supplies
- Implementing eco-friendly commercial cleaning products with our janitorial providers
- Utilizing Low/Zero VOC paint

### **Technology Driven Impact Solutions**

We have invested in technological improvements and solutions to create more efficient and environmentally friendly business practices. Recent initiatives include consolidating our data centers as well as transferring more of our systems onto energy-efficient cloud services.

Prior to the global pandemic, and certainly accelerated by it, Maximus has prioritized videoconferencing over business travel, further reducing travel costs and environmental impact. It also diminishes travel time for employees, provides for a stronger work-life balance, and increases productivity. This solution also helps Maximus attract the highest caliber talent with today’s digitally focused workforce.

# Governance

Quality and ethics are the cornerstones upon which Maximus was founded and which we continue to operate. We are proud that our employees share a common commitment to accountability, responsibility, and integrity. At Maximus, we view corporate governance as a critical method for ensuring fairness and transparency to our many stakeholders.

## Board Oversight

The Maximus Board of Directors consists of nine members who support four standing committees. While ultimate oversight for the company’s sustainability strategy lies with the Board of Directors, and the Nominating and Governance Committee has formal oversight of ESG matters, each of the Board committees have clearly defined responsibility for specific ESG activities as follows:



### Audit Committee

Oversees the management of market and operational risks that could have a financial impact, such as those relating to internal controls and liquidity.



### Nominating and Governance Committee

Manages the risks associated with governance issues, such as the independence and performance of the Board, as well as government relations expenditures and environment, social, and governance (ESG) matters, including climate-related risks and opportunities.



### Compensation and Human Resources Committee

Responsible for managing the risks relating to the company’s executive compensation and succession plans and policies.



### Technology Committee

Provides oversight with respect to the company’s global information technology, including data security and privacy.

## ESG Oversight

Our Board of Directors provides leadership and oversight with respect to environmental, social, and governance issues and practices. The Nominating and Governance Committee has formal oversight of ESG matters. They receive reports from management on these issues. The full Board regularly receives reports from the Committees and management.

Additionally, the Social Value Steering Group was established in the United Kingdom to guide how we work in communities. The steering group members work to maximize our local impact through staff volunteering, inclusive employment and training initiatives, environmental projects, and partnerships with voluntary, community, and social enterprises.

### Oversight

- Maximus Board of Directors
- Corporate Nominating & Governance Committee

### Management

- Chief Financial Officer

### Implementation

- Vice President, ESG & Investor Relations
- Corporate Compliance
- Respective In-Country Teams

## Government Relations Oversight

As a business that serves governments, Maximus believes it is essential to establish a dialogue with policymakers, legislators, and executive branch leadership about the positive and negative impacts that pending public policy actions can have on the government's goals and company's business objectives. The Nominating and Governance Committee of the Maximus Board of Directors has formal oversight of the company's policies pertaining to political contributions and compliance with all U.S. laws and regulations, political activities, including contributions from the employee-funded Maximus Political Action Committee, significant lobbying priorities and expenditures, and expenditures related to principal trade organizations.

Considering recent events, Maximus management, in consultation with the Nominating and Governance Committee, remains committed to our fundamental principle of engagement in the political process, which is, and will continue, to never support or fund candidates or elected officials who encourage or support violence against the government of the United States.

Learn more at [maximus.com/government-relations](https://www.maximus.com/government-relations).

### 2022 Proxy

Review our 2022 proxy for additional information regarding governance, our Board of Directors, skills matrix, and more.

### Board Refreshment

Maximus acknowledges the importance of regular "board refreshment," including issues of age, length of service, independence, expertise, gender, orientation, and ethnicity. As such, the appointment of several new and diverse independent directors provides Maximus with exceptional added value, insights, and perspectives.

## Running our Business with Integrity

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Our pledge to conduct our business ethically and with integrity extends to our responsibility to respect human rights as guided by international human rights principles. It is our duty to conduct our business through responsible workplace practices. We endeavor to ensure our business operations are free from complicity in human rights abuses.

Maximus has earned a reputation for service excellence and an unwavering commitment to the highest ethical principles and values. To maintain this reputation, we strive to consistently demonstrate the highest standards of accountability, integrity, responsibility, and ethics in our daily activities, across the organization and around the world, and across all disciplines, including procurement and subcontracting; compliance with laws and regulations; privacy and security; organizational and personal conflicts of interest; accounting, time-keeping, expense reporting, and billing; and equal opportunity and non-discrimination. Ethics at Maximus is more than simply following specific rules or laws; it is a shared commitment to hold ourselves to the highest standards of conduct.

We strive to be champions for an inclusive and collaborative culture that is free from discrimination and harassment, where everyone is treated with respect and dignity. Our expectation is that Maximus and its employees always conduct business according to the highest standards of ethics and performance and in full compliance with applicable laws. Our commitment to act with integrity is summarized in our [Standards for Business Conduct and Ethics](#) (Code of Conduct), which applies to all Maximus directors, officers, employees, and consultants. The Code of Conduct defines our principles, expectations, and guidelines for appropriate business behavior and addresses topics such as anti-bribery and anti-corruption; conflicts of interest; compliance with government rules and contract requirements; gifts, entertainment, and travel; workplace conduct, and prevention of workplace violence, among others. The Audit Committee of the Board of Directors has ultimate oversight on ethics and compliance issues, including regularly reviewing the legal compliance and ethics programs and approving the Code of Conduct.

Maximus regularly communicates our ethical business practices and expectations to employees. All regular part-time and full-time employees, as well as MSP and non-MSP Temporary Agency workers, are provided mandatory compliance and ethics training on an annual basis. Employees must annually certify that they have read and agree to comply with key ethics and compliance policies such as the Code of Conduct and the Maximus Employee Handbook (among many others). These policies set forth the company's ethics and compliance expectations and the process for reporting non-compliance with policies. As part of the onboarding process, newly hired employees must acknowledge that they read our Code of Conduct and participate in our ethics and compliance training. Depending on their role and location, some employees must complete additional compliance training. Training and policies provided to employees are available in local languages.

### Anti-Bribery and Anti-Corruption Policy

All employees must comply with the U.S. Foreign Corrupt Practices Act (FCPA), Export Control Statutes, U.K. Bribery Act, and all other applicable anti-bribery and anti-corruption laws and regulations in countries where Maximus does business. The company's policies and procedures for compliance with anti-corruption laws are memorialized in the Maximus Global Bribery/Anti-Corruption Policy and in the Code of Conduct.

## Grievance Mechanism (Whistleblower Program)

All directors, officers, employees, and representatives of Maximus have a responsibility to report concerns or seek advice regarding suspected violations of our Code of Conduct. Maximus has established a number of reporting channels, including an independent third-party reporting service (Ethics Hotline), as well as a Human Resources Service Center Hotline, Audit Committee Hotline, and the HIPAA Privacy and Security Hotline. Reports may also be made by direct email access to the Maximus Chief Compliance Officer, the company management, Human Resources and/or the legal team. Reports can be made anonymously, consistent with applicable law, through our Ethics Hotline or sent directly by email to the Global Ethics and Compliance e-mailbox.

The Ethics Hotline is available 24 hours a day, 7 days a week, and 365 days a year, and in local languages to employees, consultants, contractors, suppliers, and community members from anywhere in the world. Per the company's non-retaliation policy, Maximus is committed to non-retaliation and non-retribution for employees who make good faith reports of ethics or compliance concerns, issues, and observations.

Suspected violations of the Code of Conduct or Company policies, procedures, and applicable laws and regulations are recorded and investigated, and corrective action is taken, when appropriate, based on the findings. Maximus takes investigations very seriously and will try to maintain confidentiality to the greatest extent possible consistent with our obligation to investigate and remedy any matters. Serious reports falling into certain categories are reported immediately to the Maximus Board of Directors or the appropriate Board committee, according to our escalation procedure. The Board members are then updated through the investigative process on those matters until final resolution. Findings of all investigations are reported to the Corporate Compliance Committee, as well as quarterly to the Board of Directors.

The Global Ethics and Compliance Office received 699 reports in Fiscal Year 2022. All of the reports in FY 2022 were reviewed, assigned for handling, investigated, and followed to resolution.

## Human Rights

Our approach to human rights is people-focused and always evolving. We respect cultural and regional differences while maintaining our commitment to respect individuals' rights and continually listen to and learn from our employees, customers, and other stakeholders.

Maximus is committed to human rights in every aspect of its business around the world. This commitment includes respecting the dignity and value of all individuals, encouraging all individuals to reach their full potential, encouraging initiative by individuals, and providing all individuals with equal opportunities.

Maximus respects international human rights principles aimed at promoting and protecting human rights, including the United Nations Global Compact, the United Nations Guiding Principles on Businesses and Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

View our [Global Human Rights Statement](#) and our [U.K. Human Rights Statement](#).



## Our Supply Chain

In 2021, Maximus launched our [Supplier Code of Conduct](#), a set of standards based upon a commonsense principle – do the right thing always. Maximus requires all of its suppliers, vendors, teaming partners, and subcontractors to meet these same standards. Maximus is committed to:

- Partner only with Suppliers who comply with an ethical code of conduct
- Exclude Suppliers who commit acts of misconduct
- Improve social outcomes for those we serve

As part of the Supplier Code of Conduct, we hold third parties to the same security and privacy standards we have adopted internally. Maximus Suppliers must handle personal data responsibly and for legitimate business purposes only and must secure the data as required by applicable laws and regulations and the terms of the Supplier's agreements with Maximus. Suppliers must obey privacy laws. Suppliers must immediately report suspected violations of the handling of personal data per supplier's policy and in accordance with their contractual obligations to Maximus. Reporting breaches directly to Maximus is imperative and usually a contractual requirement.

New suppliers are required to acknowledge compliance with the Maximus Supplier Code of Conduct during the initial contracting phase. Finally, the Supplier Code of Conduct is attached to all purchase orders.

## Merlin Standard Certification

We value our strong relationships with our vendors and seek to work together in our mutual commitment to the highest ethical values. Maximus UK received the Merlin Standard certification. The purpose of the Merlin Standard is to support the development, recognition, and promotion of sustainable excellence and positive partnership working within supply chains.

The Merlin Standard for delivering excellence in supply chain management is built upon eight fundamental and integrated principles: Design, Procure, Contract, Funding, Develop, Performance Manage, QA & Compliance, and Review & Close. Within each principle, there are a number of criteria that provide a structured approach to achieving excellence in supply chain management.

Learn more about the [Merlin Standard](#).

# ESG Performance, Frameworks, and Data Matrix

## Sustainability Accounting Standards Board (SASB) – Professional and Commercial Services

The following table provides data and information for Maximus utilizing the Sustainable Accounting Standard Board's (SASB) – Professional & Commercial Services industry standard. The data represents the company's performance and disclosures for the fiscal year ending September 30, 2022.

Accounting Metric	Brief Description	Code	Maximus Location
<b>Data Security</b>			
Description of approach to identifying and addressing data security risks	Maximus developed a robust incident management process and subsequent oversight to respond to a wide variety of cyber incidents globally. This process includes triage, investigation, evidence collection and storage, root cause analysis, and incident resolution with executive reporting.	SV-PS-230a.1	Corporate Responsibility Report: Process and Protection: Data Security, Privacy, and AI Section
Description of policies and practices relating to collection, usage, and retention of customer information	Maximus respects your privacy and we have developed our Privacy Statement to demonstrate our commitment and applies to personal information collected on the Maximus website.	SV-PS-230a.2	Corporate Responsibility Report: Process and Protection: Data Security, Privacy, and AI Section and <a href="https://maximus.com/privacy-statement">maximus.com/privacy-statement</a>
<b>Workforce Diversity &amp; Engagement</b>			
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	52% of executive management represent gender and racial/ethnic groups. 87% of all employees represent gender and racial/ethnic groups.	SV-PS-330a.1	Calendar year 2022 EEO Summary Filing
Employee engagement as a percentage	73% engagement index for global employees	SV-PS-330a.3	2023 Corporate Responsibility Report: Our People and Community Section
<b>Professional Integrity</b>			
Description of approach to ensuring professional integrity	All employees are required to complete annual compliance training.	SV-PS-510a.1	Corporate Responsibility Report: Principles of Governance Section
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	In fiscal year 2022, the Company did not experience material monetary losses as a result of significant legal proceedings association with professional integrity.	SV-PS-510a.2	Material monetary loss as a result of significant legal proceedings would be reported in the Form 10-K and/or Proxy. As no reported losses, this is not included.
<b>Activity Metrics</b>			
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Full Time Employees: 39,500 Contingent workers: 12,550	SV-PS-000.A	2023 Proxy Statement

## Task Force on Climate-related Financial Disclosures (TCFD) Index

We recognize the importance of climate-related initiatives as they correspond to our business strategy and risk assessment. We are committed to providing transparency on our climate-related risk management, governance, and performance. The Task Force on Climate-related Financial Disclosures (TCFD) has developed voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders. A summary of our response to the TCFD-recommended disclosures is below.

### Governance

#### a) Board oversight

Oversight of climate-related risks lies with our Board of Directors (Board). Environmental, social, and governance (ESG) risks, including those related to climate and environmental performance, are overseen by our Board collectively. The Board has delegated formal ESG and climate-related risk oversight to our Nominating and Governance Committee, which receives reports on these subjects on a quarterly basis.

#### b) Management role

Our senior management, including our CFO, provide managerial oversight to environmental risks and opportunities, including those related to climate change. Day-to-day ESG and climate-related responsibilities lie with our Vice President, ESG. The full Board receives regular updates regarding ESG and climate-related risks and possible mitigation strategies of such risks.

#### c) Strategy

We consider potential climate-related risks across our operational strategy and business planning. The nature of these risks depends on the physical aspects of climate change, market regulations, and investor and customer pressure to reduce our carbon footprint and our ability to understand and respond to rapidly evolving developments. Our identified risks include the following:

**Physical Risks** – Physical risks (such as floods, tornadoes, and hurricanes) in severe weather conditions and natural disasters due to climate change can negatively impact our operating and financial results. Climate change could have an impact on longer-term natural weather trends, resulting in environmental changes including, but not limited to, increases in severe weather; changing sea levels; changes in sea, land, and air temperatures; poor water conditions; or reduced access to water, could disrupt or negatively affect our business.

**Regulatory & Compliance Risks** – As federal contractors, our operations are subject to federal regulations. As the Federal government incorporates climate-related requirements into their procurement process, our ability to win new and recurring work could be impacted. We also may be subject to various local, state, and international environmental laws and regulations. Given the nature of our business, we do not currently anticipate that the costs of complying with, or the liabilities associated with, environmental laws will materially affect us. However, we cannot ensure that we will not incur material costs or liabilities in the future.

#### **d) Risk Management**

Our senior management and Board are very keen on managing and mitigating various risks to our business and financial performance, including climate change and other environmental risks. Such risk management topics are reviewed and discussed among our leadership team across the entire organization.

#### **e) Metrics and Targets**

We actively monitor, track, and report Scope 1, 2, and select Scope 3 (employee business travel) emissions across our operations.

In 2022, we established a target to reduce our Scopes 1 and 2 emissions by 20% per million dollars of revenue by 2035 compared to Fiscal Year 2019 data. To achieve this target, we have also established annual goals that will enable us to monitor results periodically and ensure success.



## ESG Performance Data Matrix

Indicator	Scope	FY21	FY22	GRI
<b>Company Data</b>				
Revenue (billion USD)	Global	\$4.25	\$4.63	2-6
Employees (as of September 30 each year)	Global	35,800	39,500	2-7
Leased floor space (thousand square feet)	U.S.	4.0M	4.0M	102-7
<b>Corporate Citizenship</b>				
Direct community investment through corporate philanthropy	U.S.	\$204,450	\$628,400	201-1
Direct community investment through Maximus Foundation grants (millions USD)	U.S.	\$1,245,500	\$1,205,000	201-1
Employee giving	U.S.	946 employees	1,088 employees	201-1
<b>Environment</b>				
<b>Emissions</b>				
Scope 1: Stationary combustion (CO2e metric tons)	U.S.	1390 CO2-e 4.77%	1186 CO2-e 5.99%	305-1
Scope 1: Mobile sources and purchased gases	U.S.	9 CO2-e .03%	17 CO2-e .09%	305-1
Scope 2: Purchased and consumed electricity (CO2e metric tons)	U.S.	27,713 CO2-e 95.19%	18,584 CO2-e 93.92%	305-2
Total GHG emissions (location-based) (CO2e metric tons)	U.S.	29,112 CO2-e 100%	19,787 CO2-e 100%	305-2
Air Travel (Employee Business)	U.S.	642 bookings and 1,899 flight segments	4,988 bookings and 18,039 flight segments	--
Car Rental Travel (Employee Business)	U.S.	277 car rentals and an average 4 day rental period	1,966 car rentals and an average 3.5 day rental period	--



Indicator	Scope	FY21	FY22	GRI
Health and Safety				
Environment, Health, and Safety Commitment	<p>Maximus and all levels of Maximus management are committed to operate in a manner that protects the environment and the health and safety of employees, contractors, customers, and the communities where we conduct business. Through this commitment, we make Maximus a safe and responsible company by deploying environmental, health, and safety (EHS) management programs.</p> <p>Key EHS programs include emergency preparedness guide for U.S. locations, an enterprise-wide emergency notification system, all-employee awareness campaigns and communications, business continuity/disaster recovery planning for the U.S., and mandatory annual training to include active shooter, workplace safety and ergonomics, and preventing workplace bullying and harassment. The Maximus Corporate Crisis Management Team oversees the EHS plan.</p>			
Governance				
Members on the Board of Directors	Global	8	8	102-18
Independent Directors on Board	Global	6	7	102-18, 102-22
Women and/or People of Color Independent Directors	Global	4	4	102-22, 405-1
Supply Chain				
Supplier Code of Conduct	In 2021, Maximus launched our Supplier Code of Conduct, available at <a href="https://www.maximus.com/supplier-code-conduct">maximus.com/supplier-code-conduct</a> .			

\* As additional information becomes available throughout the year, data will be made available on our website at [maximus.com](https://www.maximus.com) and [maximus.com/corporate-responsibility](https://www.maximus.com/corporate-responsibility).

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If you have any questions regarding this Corporate Sustainability Report, please contact us at [ir@maximus.com](mailto:ir@maximus.com)