

Building a Better Future Together

2023 Sustainability Report

maximus

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CEO letter



In this era of rapid change, our success hinges on our ability to adapt, innovate, and lead. Fiscal year 2023 was a year of significant action and achievement in our mission of “Moving People Forward.” Guided by our 6 core values of respect, compassion, innovation, accountability, collaboration and customer focus, we are meeting, beating and raising the bar for our goals of nurturing exceptional talent, providing transformative solutions, and doing our part in protecting the world of tomorrow.

Central to this is our investment in people – the heart of Maximus. Led by our Diversity, Equity and Inclusion Council, we continued to progress on our commitment to fostering an inclusive, diverse, and empowered workforce that is cared for and supported. Our ambitious talent recruitment and retention strategy ensures we are building a culture where every individual can thrive, contribute, and grow. Our annual Global Employee Engagement Survey once again showed strong positive trends in employee engagement, with feedback guiding our continued focus on putting our people first.

In FY23, we furthered our efforts to reduce our carbon emissions footprint and advance our green initiatives with the goal of diminishing our total environmental impact. I’m pleased to report that since 2019, we have reduced our Scope 1 and Scope 2 carbon emissions by almost 20% and are working to set new ambitious goals to accelerate our progress. Additionally, we continued the consolidation of our data centers and the transition to energy-efficient cloud services as part of our efforts to reduce our physical infrastructure footprint.

Our work is deeply rooted in our private and public partnerships, that enhance our ability to create sustainable futures and lasting positive contributions to the individuals, communities, and governments we serve. In anticipation of our 25th anniversary in 2025, the Maximus Foundation is transitioning to a giving approach that will amplify our impact on community to nurture personal development, enhance health outcomes, and bolster child and family welfare in alignment with our overarching business commitment to make a meaningful difference through our work in the lives of the most vulnerable populations.

As we continue to refine our strategy, our dedication to excellence and innovation remains as strong as ever. We are more agile, more focused, and better positioned to deliver on our commitments to our clients, our employees, our shareholders, and our broader communities.

I want to express my gratitude for your continued trust and partnership. Together, we are not just facing the future; we are helping to shape it.

Thank you for joining us on this journey.

Sincerely,

A handwritten signature in blue ink that reads "Bruce L. Caswell". The signature is fluid and cursive, with a large initial 'B'.

Bruce L. Caswell
President and Chief Executive Officer

Letter from Board of Directors: Anne Altman



On behalf of the Board, I am proud to share the progress Maximus has made with our sustainability initiatives in fiscal year 2023. These initiatives reflect our commitment to creating value for stakeholders and advancing our mission to help millions of people access vital government services.

Guided by Robust Governance and Ethical Leadership: We are committed to upholding leading governance practices and the highest ethical standards. Our Board along with the Nominating and Governance Committee, ensures that sustainability priorities are deeply integrated into our strategic framework. I invite you to review our recently completed materiality assessment on page 10 of this report.

We established AI Guiding Principles in 2022. These principles serve to ensure human oversight and governance are incorporated into all phases of AI based solutions development. Management works closely with the Technology Committee, continually focusing on our information technology risk preparedness and prioritizing strategic technology investments.

Focused on Empowering Our Talent: Maximus employees are at the core of our growth and talent strategy. Employee engagement trends continue to improve across our organization. Of note, the number of employees who endorsed Maximus as employer of choice has trended upward.

We foster a culture of continuous learning. This is critical in serving the growing demands for technology driven solutions, and empowering to our teams as they meet the challenges of today and the opportunities of the future.

Importantly, the Board oversaw the completion of an independent racial equity audit. Its results spoke to the progress and unwavering commitment of Maximus to diversity, equity, and inclusion.

Committed to Environmental Stewardship: We understand that achieving operational excellence conforms with our responsibilities to care for the planet. We continue to make progress in reducing our carbon footprint through increased energy efficiency across our facilities. Our U.K. team is well on its way to achieve carbon positivity in Scope 1 and 2 emissions by 2030. In the U.S. we will have new carbon emissions reduction targets as part of our sustainable business practices in fiscal year 2024.

I firmly believe that our continued focus on strong governance, our inclusive and empowering talent strategy, and our sustainable environmental practices will drive growth and enhance our contributions to those we serve.

With gratitude, I thank you for your ongoing support and partnership.

A handwritten signature in black ink that reads "Anne K. Altman". The script is fluid and cursive.

Anne Altman
Chair of the Nominating and Governance Committee
Vice Chair of the Board of Directors

Maximus at a Glance

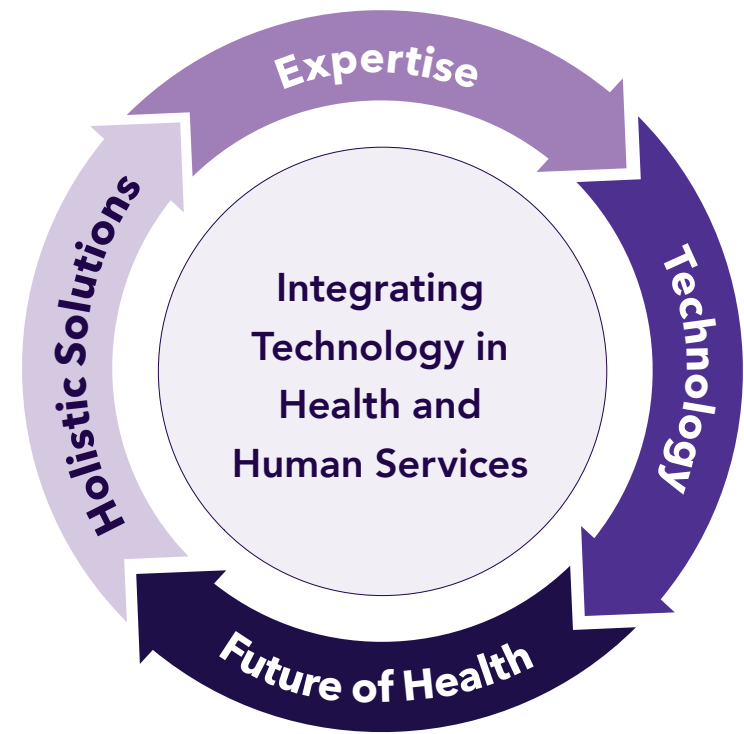
Advancing technology
and making a difference in
health and human services

At Maximus, we recognize that the journey to access government services is as crucial as the destination. We apply our extensive experience and technological prowess to ensure that each citizen's interaction with government services, from online platforms to in-person assistance, is positive and transformative. Our aim is clear: to forge meaningful, lasting impacts on individuals and communities by blending compassionate service with innovative technology.



Mission-Driven Innovation: Moving People Forward

Maximus stands at the forefront of enhancing government health and human services. Committed to our mission of “Moving People Forward,” we empower millions worldwide by ensuring seamless access to essential government services. Our role extends beyond service delivery; as a leading architect of government technology solutions, we are instrumental in making public services more accessible and equitable.



Expertise in government challenges

Our deep understanding of government intricacies uniquely positions us to deliver tailored solutions, addressing the complexities inherent in public program administration

Tech-forward approach

We leverage cutting-edge technology to solve pressing issues in the health and public service sectors, focusing on innovative solutions that enhance efficiency and effectiveness. Our technological interventions address the evolving needs of our government clients, ensuring modernization and digital transformation.

Future of health

Under our Future of Health pillar, we are dedicated to reshaping health services through advanced technologies. This includes developing digital health platforms, telehealth services, and data analytics tools to improve healthcare delivery and outcomes.

Holistic solutions

Our expertise spans the design, development, and implementation of comprehensive health and human services programs. We strive for solutions that not only meet immediate needs but also set the foundation for a healthier, more efficient future.

Broadening horizons in service and technology

Revenue	Global team
<div>\$4.9</div> <div>Billion</div> <div></div>	<div>39K+</div> <div>Professionals, plus 12,400 contingent workers</div> <div></div>
Presence	Headquarters
<div>9</div> <div>Countries</div> <div></div>	<div>McLean, Va</div> <div></div>
Legacy	
<div>45+ years</div> <div>of service to local, state, federal, and international government clients</div> <div></div>	

2023 Sustainability Highlights



Supporting our talent

\$32M

in enhanced benefits
over two years

84%

of respondents intend to
stay with Maximus for at
least another 12 months

Delivering results

40,000+

jobseekers guided into careers via
state and local workforce programs

£10M

infused into the community by the
U.K. Restart Programme, supporting
a network of over 350 organizations

Moving communities forward

\$2.2M

donated to U.S.-
based nonprofits

2,800

grants awarded

Protecting the environment

19%












reduction in U.S. scope 1 and 2
carbon emissions, relative to
fiscal year 2019 baseline

18%

reduction in U.K., emissions,
including scope 1, 2, and 3,
year-over-year

Workplace Recognition

Maximus continually strives for excellence and innovation, and our efforts have been recognized with several prestigious awards.

<div></div> <div><p>Forbes’ Best Employers for Diversity</p><p>Maximus has been distinguished on Forbes’ ‘Best Employers for Diversity’ list for 2023, ranking 13th nationally. This significant improvement, jumping 207 spots, reflects our commitment to fostering a diverse, inclusive, and equal opportunity work environment.</p></div>	<div></div> <div><p>BGOV200 Inclusion</p><p>Since 2017, Maximus has been a consistent presence on the BGOV200 list, ranking the top 200 federal contractors for unclassified, prime contracts awarded across all U.S. federal government agencies.</p></div>	<div></div> <div><p>Handshake’s Early Talent Award</p><p>Maximus received Handshake’s 2023 Early Talent Award, distinguishing us as a top employer for Gen Z careers. Our mission-driven approach and supportive management style make us a popular choice for students seeking internships and future career paths.</p></div>	<div></div> <div><p>Military.com Top Veteran Employer: 2024</p><p>Maximus is proud to be named a Top Veteran Employer by Military.com, achieving the No. 16 spot in their 2024 rankings. This reflects our dedication to veteran employment and successful integration of veterans into our workforce.</p></div>
<div></div> <div><p>Washington Technology 100</p><p>In 2023, Maximus advanced to No. 18 on the Washington Technology Top 100, which ranks federal contractors based on prime contracts for each fiscal year, indicating our growth and prominence in the sector.</p></div>	<div></div> <div><p>Washington Business Journal’s Women on Public Company Boards</p><p>Maximus is ranked No. 16 on the Washington Business Journal’s Women on Public Company Boards for 2023. This achievement highlights our ongoing efforts to nurture a diverse and inclusive culture.</p></div>	<div></div> <div><p>NASCIO 25-year Corporate Membership Longevity Award</p><p>For over 25 years, Maximus has been a member of NASCIO, demonstrating our commitment to fostering government excellence through leadership in information management.</p></div>	<div></div> <div><p>2023 Top 100 Internship Programs by WayUp & Yello</p><p>For the third consecutive year, Maximus has been rated as having one of the top 100 corporate internship programs in the United States, as ranked by industry experts and public votes.</p></div>
<div></div> <div><p>NVTC Tech 100</p><p>Our commitment to driving innovation, implementing cutting-edge solutions, and fostering growth has been recognized with the NVTC Tech 100 award. This accolade highlights our positive impact in the Virginia and Washington DC tech community and beyond.</p></div>	<div></div> <div><p>BusinessBecause: Top Employers for Diversity and Inclusion Initiatives</p><p>BusinessBecause has recognized Maximus as a top company excelling in Diversity, Equity, and Inclusion initiatives. This recognition is a testament to our commitment to diversity and inclusivity within our workforce, where 72% are female and 64% are people of color.</p></div>	<div></div> <div><p>VETS Indexes 4 Star Employer</p><p>In the 2023 VETS Indexes Employer Awards, Maximus has been recognized as a VETS Indexes 4 Star Employer. This award acknowledges our commitment to supporting veterans and military-connected individuals.</p></div>	<div><p>Our continuous recognition across these diverse platforms is a testament to our commitment to excellence, innovation, diversity, and social responsibility. We are proud of these achievements and remain dedicated to furthering our impact in these critical areas.</p></div>

Sustainability Approach

At Maximus, our commitment to integrating sustainability principles is not just a part of our mission — it's the essence of our corporate ethos. We are steadfast in our resolve to drive positive change, enrich communities, uplift individuals, and diligently mitigate our environmental footprint.

Strategic sustainability leadership

Our Board of Directors is the driving force behind our sustainability journey, ensuring that sustainability is intertwined with our overarching corporate vision. The Nominating and Governance Committee, dedicated to sustainability stewardship, works in tandem with our management team. This synergy ensures that our sustainability initiatives are not only reviewed periodically but are also infused with actionable insights for tangible progress.

Sustainability executive oversight

Our Vice President of sustainability, operating under the strategic guidance of the Chief Financial Officer, is the architect of our sustainability initiatives. This pivotal role involves orchestrating efforts across diverse teams—from the DE&I unit and the Maximus Foundation to our Facilities team—guaranteeing that our sustainability endeavors are not only robust and comprehensive but also intricately aligned with our annual organizational ambitions

Stakeholder engagement

We are firm believers in the transformative power of stakeholder engagement. By actively seeking and valuing the perspectives of shareholders, clients, consumers, and employees, we cultivate a deeper understanding of pivotal sustainability issues. This dynamic and inclusive dialogue informs and shapes our strategic direction, enabling us to meet and exceed the expectations of our diverse stakeholders effectively.

Materiality Assessment

Our comprehensive Materiality Assessment in October 2023 marked a significant stride forward in refining our sustainability strategy. The materiality assessment included a survey of cross-functional internal stakeholders across the Company, and was delivered by an independent third-party. This thorough process entailed evaluating a spectrum of governance, environmental, and social issues, anchored in established sustainability frameworks and enriched with third-party expert analyses. The goal was to identify and prioritize those sustainability elements vital for our sustainable business operations and societal contributions.

2023 Materiality Assessment top priority areas

Environment	Governance	Social
<ul style="list-style-type: none">• Carbon emissions• Climate policy and risk management• Energy use and efficiency• Environment policy and management• Waste management	<ul style="list-style-type: none">• Data security• Sustainability oversight• Ethics and compliance• Human rights• Risk and crisis management• User data privacy / ethical use of data	<ul style="list-style-type: none">• Diversity, equity and inclusion• Employee health and safety• Non-salary employee benefits• Talent attraction, engagement, and development• Talent planning

Insights into Our Sustainable Future

The Maximus report

This report is more than a document; it's a testament to our unwavering commitment to sustainability. It offers a comprehensive view of our governance, meticulous oversight, well-established policies, impactful programs, and measurable performance in areas critically important to Maximus and our valued stakeholders. The structure of this report is thoughtfully aligned with the three foundational sustainability Pillars that are the bedrock of Maximus' sustainability strategy:

- 1. People and Community
- 2. Planet and Environment
- 3. Governance

The insights provided in this report primarily reflect our achievements and disclosures for the fiscal year concluding on September 30, 2023.

Standards and frameworks guiding our report

In preparing this report, we adhered to the highest standards and frameworks that underscore accountability and transparency in sustainability reporting. These include:

- The Sustainability Accounting Standards Board's (SASB) Professional and Commercial Services industry standard, which offers industry-specific accountability metrics.
- The Task Force on Climate-related Financial Disclosures (TCFD), guiding our climate-related financial risk disclosures.
- The Global Reporting Initiative (GRI), ensuring a global standard for sustainability reporting.
- Additionally, our reporting is enriched and guided by the principles of the United Nations Sustainable Development Goals (SDGs), aligning our corporate goals with global sustainability priorities.



This report is an integral tool in our journey towards sustainable development, capturing our dedication to making a positive impact on our planet and its people.

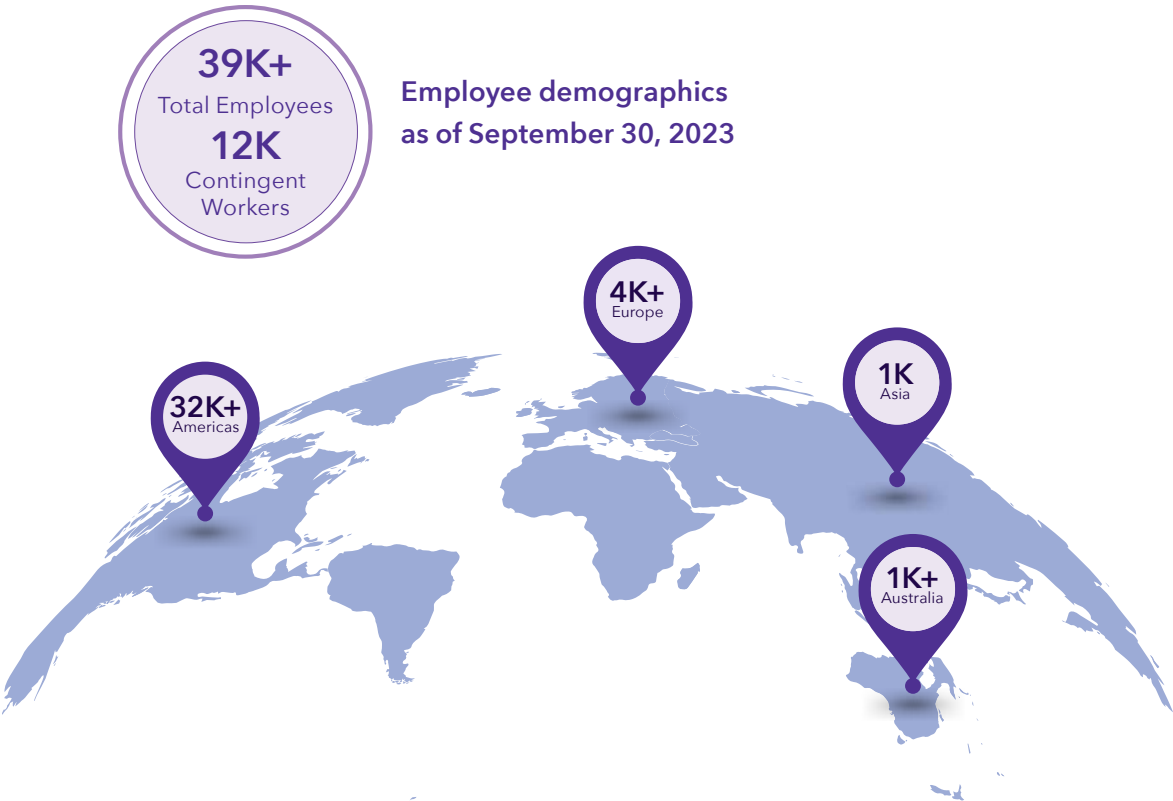
People and Community: The Heart of Maximus

At Maximus, our story is defined by a shared commitment to excellence and innovation – where ingenuity, commitment, and compassion converge to define our success. Our employees are the cornerstone of our mission, enabling us to extend support to individuals and families across the globe. We're committed to nurturing a workplace that's not just engaging and supportive but also rich in opportunities for meaningful career growth.



Global impact through employment

With over 39,600 full-time roles globally, Maximus is a significant contributor to the United Nations’ Sustainable Development Goals (SDGs), particularly SDG 8. This goal focuses on fostering sustained, inclusive economic growth, ensuring full and productive employment, and advocating for decent work for all. Our offices and facilities often stand as the largest employers in their respective communities, playing a pivotal role in local economic development and empowerment by predominantly hiring local talent.



Cultivating a unique workplace culture

Our introspective journey in recent years has led us to reinforce the distinct attributes that set Maximus apart. This introspection culminated in the launch of our revitalized logo and brand, embodying the progressive ethos of “Moving People Forward.” This initiative is underpinned by our six values: respect, compassion, innovation, accountability, collaboration, and customer focus, each a beacon guiding our daily actions and decisions.

“Moving People Forward” encapsulates our culture across three dynamic roles:

- 1. Connectors**
Bridging the gap between people and services, we champion our customers’ missions, striving to deliver exceptional outcomes for everyone who seeks our support.
- 2. Innovators**
Harnessing the power of technology and data, we transform services to be more customer-focused and impactful. By applying technological solutions to human challenges with empathy, we unlock opportunities to make a real difference in lives.
- 3. Problem Solvers**
In partnership with our clients, we address their vital missions with our expertise and innovative technologies. Our efforts are geared towards transforming and modernizing government programs, making them more adaptive, flexible, and secure.

Our Values

In 2022, employees globally engaged in a collaborative process to crystallize and adopt six fundamental values. These values, now deeply embedded in our organizational DNA, serve as a guiding compass for our conduct and decision-making, reflecting our collective beliefs and ambitions.

Respect

Valuing the work we do, who we do it with, and the people we serve.



Compassion

Empowering humanity by applying empathy and insight to every interaction.



Innovation

Embracing change and championing new ways forward.



Collaboration

Partnering to instill trust and working as one.



Customer Focus

Cultivating an authentic desire to help others succeed.



Accountability

Accepting responsibility to solve problems and rise to each challenge.



Diversity, Equity, and Inclusion

“Over the last few years, Maximus has embarked on a journey regarding diversity, equity, and inclusion (DE&I) with the goal of integrating and centering DE&I principles in our work and the employee experience. We strive intentionally to create and maintain a fair, open, and inclusive workplace where all employees can be their authentic selves. We believe that our unique differences and perspectives create strong connections with our clients, customers, and each other, contributing to our success as a company.”

— Bruce Caswell, President and CEO



Leadership commitment to DE&I

The responsibility for spearheading our DE&I initiatives is held by the CEO, with our board providing oversight on performance and strategies. Our DE&I efforts are led by the vice president of Diversity, Equity, and Inclusion, who directly reports to the CEO and is tasked with crafting and embedding the DE&I strategy within Maximus. This strategy extends to engaging with our employees and management to better understand their perspectives on our company culture. Additionally, our DE&I team collaborates with community leaders and organizations to promote social justice, human rights, and inclusion.

DE&I council: a catalyst for change

To enhance our DE&I impact, we initiated two committees in 2020, focusing on maximizing diverse representation in terms of race, ethnicity, gender, roles, and thought across the staff. By 2022, these groups evolved into the DE&I council, a collective of Maximus employees who serve as a sounding board and advisory group. This council is instrumental in reviewing, providing feedback, and trialing DE&I initiatives prior to their company-wide implementation, effectively acting as a think tank and champion for our DE&I activities.

Progress and future goals

We take pride in the publication of our second annual Diversity, Equity, & Inclusion Report, which transparently outlines our journey, achievements, and areas for growth in DE&I. The report also sheds light on our strategic DE&I priorities, encompassing employee engagement, education, talent acquisition, collaborative partnerships, diversity, and ongoing employee development, all aimed at reinforcing our commitment to an inclusive and equitable workplace.

DE&I vision and mission

Maximus is steadfast in its pursuit of a workplace that mirrors the diversity of the clients and communities we serve.

- **Our vision** is to foster a culture of social justice, gender and racial equity, and a sense of belonging for all employees, including supporting those from marginalized groups such as individuals with disabilities, people of color, women, LGBTQIA+ staff, and Veterans. We believe in creating an environment where every employee feels valued and included.
- **Our mission** is centered around the belief that our employees' diverse backgrounds, experiences, and perspectives are not just assets but the very foundation of our company. This diversity strengthens our connection to each other, our clients, and the communities we serve.



To bring this vision to life, we are committed to:

1. Enhancing employee engagement and education

We prioritize ongoing employee engagement and education on DE&I topics to foster an inclusive mindset and behavior across the organization.

2. Strategic recruitment and professional development

Our recruitment strategies are thoughtfully designed to attract a diverse talent pool, complemented by professional development opportunities to ensure the growth and advancement of our employees.

3. Focused employee retention

We understand the importance of retaining our diverse talent. Therefore, we implement intentional strategies and programs aimed at nurturing and sustaining our workforce.

4. Supplier diversity program

Recognizing the value of diversity extends beyond our internal operations, we are dedicated to developing and executing a comprehensive supplier diversity program. This initiative aims to create opportunities for diverse vendors and suppliers, furthering our commitment to inclusivity in all facets of our operations.

5. Equitable company policies and practices

We continually assess and revise our company policies and practices to ensure they are equitable and uphold our DE&I values. This involves a continuous review process to identify and eliminate any disparities, ensuring fairness and equality in every policy and practice.

Through these strategic actions, Maximus aspires to not only advocate for diversity, equity, and inclusion within our organization but also to set a standard for others in the industry. The 2023 DE&I Report can be found at www.maximus.com/DEI.

Recruiting Diverse Talent

Our commitment to diversity is reflected in our inclusive recruitment strategies. We continuously refine our approach to attract diverse talent at all organizational levels, reflecting the rich tapestry of the communities we serve.

The Greater Impact Experience

Launched in 2023, the Greater Impact Experience is a collaborative initiative with local universities and Historically Black Colleges and Universities (HBCUs). Partnering with our Talent Acquisition's Early Careers team, Legal Department, and Public Health team, this program enhances access to meaningful career experiences for students and alumni. In 2023, our summer internship cohort was notably diverse, with 55% women, 75% people of color, and 16% HBCU representation.

The inaugural "Let's Talk about Greatness HBCU Corporate Industry Day Mixer" brought over 100 HBCU students and alumni together, providing insights into career opportunities at Maximus. Business Development, Finance and Accounting, and Talent Acquisition departments played pivotal roles in this event

Cultivating a diverse and empowered workforce

We engage with leading universities, including HBCUs and Hispanic Serving Institutions (HSIs), aligning our recruitment efforts with our commitment to diversity and specialized skill development. Through platforms like the HBCU Connect database, we maintain strong connections with HBCU alumni and students, enriching our talent pool with diverse perspectives and expertise.

Maximus legal fellowship program

Announced at the HBCU Mixer, the Maximus Legal Fellowship Program, launching in 2024, offers a unique training and experience opportunity for HBCU and Washington, D.C. area law students. This fellowship provides exposure to various legal disciplines within a global corporate setting.

Progress through engagement: survey results and programs

Our 2023 Global Employee Engagement Survey indicated a DE&I satisfaction rate of 78%, marking a continuous improvement over the past years. This is a testament to our collective effort in fostering an inclusive workplace.

In 2022, we launched a comprehensive Unconscious Bias training program for all managers, achieving a 94% completion rate. Additionally, our dedicated DE&I coaches across the company are instrumental in facilitating focused DE&I sessions.



MentorU expansion

In FY23, our MentorU program was piloted through our Employee Resource Groups (ERGs). This mentorship initiative connects ERG members with seasoned professionals, encouraging meaningful interactions. The first cohort logged over 1,300 hours, with an 86% satisfaction rate. With the introduction of new ERGs, the program's second cohort has already recorded significant engagement.



CEO action for diversity and inclusion

Our CEO, Bruce Caswell, demonstrated leadership in diversity and inclusion by signing the CEO Action for Diversity and Inclusion pledge and joining The Valuable 500 in 2021. These commitments are more than symbolic; they represent our active participation in a broader movement. Through CEO Action, Maximus engages with other signatories, providing employee engagement opportunities and contributing to DE&I thought leadership. The Valuable 500, a global initiative, underscores our commitment to integrating disability inclusion into our leadership agenda, aiming to instigate systemic change in the corporate world.

Gender neutral bathrooms: an inclusive environment

Recognizing the importance of inclusivity in all aspects of our workplace, Maximus conducted an extensive assessment of our restroom facilities. This initiative, led by our Facilities team, HR Compliance, and the DE&I team, has successfully implemented gender-neutral (single-use) restrooms for over 50% of our Federal employees. This practical step reaffirms our commitment to creating a comfortable and inclusive environment for all employees.

Elevating supplier diversity

Our dedication to diversity extends beyond our workforce; it is integral to our procurement strategy. In 2022, Maximus launched an ambitious Supplier Diversity program, focused on enhancing the economic growth of diverse businesses. By 2023, we appointed a senior manager to spearhead this initiative. The 2024 vision for the Supplier Diversity Program includes setting specific diversity goals for tier 1 and tier 2 vendors, complemented by quarterly monitoring and internal reporting.

This program aims to collaborate with businesses that are majority-owned by traditionally underrepresented or marginalized groups, including small-business enterprises, minority-owned enterprises, and women/minority business enterprises. Through our Diverse Supplier Registration Portal and an wApproved Diverse Supplier List, we provide a platform for these businesses to become official vendors, contributing to a more inclusive supply chain.

In FY 2023, our commitment to supplier diversity was evidenced by spending over \$428 million with small and diverse businesses, a 15% increase from the previous year and representing 24% of our total addressable spend. This achievement positions Maximus as a leader in the field, surpassing industry benchmarks.



\$428M
to small
and diverse
businesses

Racial Equity Audit: A Proactive Step Towards Greater Inclusivity

In a meaningful response to a shareholder proposal at our 2022 annual meeting, Maximus engaged with the leading law firm Wilmer Cutler Pickering Hale and Dorr LLP to conduct a comprehensive racial equity audit. This independent third-party audit, strongly backed by our shareholders, represents a significant commitment from Maximus to critically evaluate our impact on communities of color and broaden our understanding of racial equity.



Key findings from the audit

- Programs and initiatives**
 We have successfully implemented diverse programs aimed at enhancing connections among employees, offering professional development opportunities, and ensuring fairness in talent acquisition and management.
- Service to underserved communities**
 Our unwavering commitment to delivering high-quality services, particularly to those in underserved communities, remains a core aspect of our mission.
- DE&I infrastructure**
 We have established robust mechanisms to support leadership involvement and garner employee feedback on DE&I matters.
- Open and inclusive environment**
 Our ongoing efforts are focused on maintaining an open, inclusive workplace, where we actively address and respond to the concerns of our employees.
- Philanthropic impact**
 We are intensifying the impact of our philanthropic activities, particularly in underserved communities, through strategic enhancements to the Maximus Foundation.

The full Racial Equity Audit Report can be found at maximus.com/racial-equity-audit

Evolving DE&I at Maximus U.K.: Year 2 and Beyond

In 2023, Maximus U.K. has taken significant strides in advancing our DE&I initiatives, transforming our existing action plan into the more robust “Year 2 and Beyond DE&I Strategy.” This forward-thinking strategy addresses four key areas, demonstrating our commitment to creating a truly inclusive culture within the U.K. operations:

- 1. Inclusive culture**
Building an environment where diversity is not just acknowledged but celebrated as a cornerstone of our organizational identity.
- 2. Data, targets, and accountability**
Implementing measurable goals and transparent accountability to drive meaningful change.
- 3. Recruitment and employee life cycle**
Ensuring that our recruitment processes and employee experiences are equitable and inclusive at every stage.
- 4. Colleague development**
Focusing on continuous learning and development opportunities that embrace and promote DE&I.



Key Achievements in 2023

- Race at Work Charter**
We proudly became a signatory, reinforcing our commitment to racial equality in the workplace.
- Employee network boards**
We have embedded protected time for staff engagement in DE&I-related activities, emphasizing the importance of this work.
- Leadership involvement**
Every member of the Country Leadership Team now actively sponsors an Employee Network or a DE&I workstream, demonstrating leadership commitment to DE&I.
- Transparency in objectives**
DE&I objectives for Leadership Team members are now publicly accessible on our intranet, fostering a culture of openness and accountability.
- National engagement scores**
There’s been a 1% increase in DE&I-related engagement scores, reaching 75% favorability.
- Diversity in workforce**
We’ve increased the percentage of disabled colleagues to 14.5%, moving closer to our 16% target.
- Inclusive policy enhancements**
We’ve broadened our DE&I-related policies to include enhanced maternity and paternity leave, paid leave for fertility treatments, child bereavement, and gender reassignment leave.
- DE&I champions**
We have formalized the role of DE&I Champions across the business, ensuring DE&I is woven into the fabric of our everyday operations.
- MentorU Program**
There has been a 13.2% increase in minority group mentees participating since August 2022, showcasing the program’s impact.
- Data declaration**
Achieved an 80% declaration rate across critical diversity categories such as ethnicity, sex, sexual orientation, and religion.



Talent Attraction and Recruitment

At Maximus, we strive to create an environment that not only values and appreciates each employee but also actively fosters their growth and potential. Our recruitment strategy is sharply focused on attracting top talent with specialized skills that align with and propel our business strategies and mission forward.





Serving Veterans and their Families

Recognizing and embracing veteran expertise

Maximus acknowledges the unique skills, experiences, and unparalleled commitment that veterans bring to our workforce. Our veteran recruitment and engagement strategy is multi-faceted, focusing on:

1. Dedicated recruitment initiatives

Our Veteran Recruiting Specialists play a pivotal role in actively reaching out to the veteran community. In FY23, our engagement through veteran-focused events and partnerships with Veteran Service Organizations marked a significant stride in our recruitment efforts.

2. Dynamic digital outreach

Leveraging digital platforms, including veteran-specific job boards and social media channels, we ensure widespread visibility for our job opportunities, effectively reaching a broad spectrum of veterans.

3. Strategic partnerships

Collaborations with organizations like Hiring Our Heroes and the Wounded Warrior Project amplify our efforts to assist veterans in their transition to civilian careers.

4. Inclusive corporate culture

Our initiatives, such as the Veteran Employee Resource Group and targeted veteran hiring goals, reflect our commitment to creating an inclusive workplace.

Recognition and future directions

Our efforts have been recognized with prestigious awards, positioning Maximus as a leader in veteran employment. We remain dedicated to enhancing our Veteran Career site and increasing participation in veteran-centric career events, reaffirming our commitment to this vital community.

Extending our support beyond recruitment

Our commitment extends beyond hiring; through the Maximus Foundation, we actively support veteran services, including homelessness prevention, and rehabilitation programs. Our presence in veteran-focused events and media initiatives underscores our dedication to supporting the veteran community in every possible way.



Individuals with Disabilities Recruiting and Inclusion Programs

Fostering inclusivity and opportunity

Our ongoing efforts to integrate individuals with disabilities into our workforce involve close collaboration with vocational rehabilitation and disability organizations. By building strong relationships with community-based groups and participating in local outreach programs, we aim to provide accessible and meaningful employment opportunities for individuals with disabilities, underscoring our commitment to an inclusive and diverse workplace.

Enhanced disability inclusion training

In 2022 and 2023, we have broadened our disability inclusion initiatives, particularly focusing on equipping hiring managers with the necessary skills and awareness. This includes specialized training on hiring veterans with disabilities and addressing unconscious bias. Our aim is to create a more inclusive recruitment process that acknowledges and values the diverse abilities of all candidates, especially those belonging to protected classes.

DiverseABILITY at Maximus

Championing inclusion and empowerment

Maximus takes pride in the DiverseABILITY Team, a specialized recruitment group dedicated to the sourcing, recruiting, and accommodation of individuals with disabilities, disabled veterans, and veterans. This team exemplifies our unwavering commitment to diversity and inclusion in the workforce.

Building strong partnerships for inclusive recruitment

Our DiverseABILITY Team has established over 5,200 partnerships with community-based organizations and Veteran Service Organizations nationwide. These collaborations are instrumental in empowering counselors to directly channel disability and veteran candidates into our interview pipeline, ensuring a diverse range of talent.

Impactful outreach and engagement

In FY23, the DiverseABILITY Team's proactive approach included hosting 85 Open Houses and 154 hiring events. This extensive outreach resulted in the sourcing of 2,375 individuals with disabilities and veteran candidates, significantly enriching our talent pool with diverse perspectives and skills.

INTEGRITY. RESPECT. HONESTY. DIVERSITY.

Educating and raising awareness

The DiverseABILITY Team has conducted extensive disability and veteran awareness training for over 500 stakeholders and hiring managers, especially in our largest citizen engagement centers in the U.S. This initiative reflects our dedication to creating an informed and sensitive work environment that appreciates and supports diversity.

Values and workplace culture

The DiverseABILITY Team operates with a foundation of integrity, respect, honesty, and diversity. Adhering to the highest standards of transparency and fairness in interactions, the team fosters a collaborative and inclusive work environment. We believe in freely sharing knowledge and promoting an atmosphere where every employee feels valued and empowered to contribute to our clients' and customers' success.



Recognition for Disability Support Efforts in the U.K.

Our commitment to supporting individuals with disabilities and long-term health conditions has been widely recognized:

- Maximus U.K. entities were honored as **Disability Confident Leaders** by the U.K. government, a testament to our leadership in disability inclusion.
- We achieved the landmark status of the first employment service provider to be named a **Disability Confident Recruiter** by the Australian Network on Disability.
- The Virginia Department of Aging and Rehabilitation Services acknowledged us as a **Champion of Disability Employer**.



Promoting disability confidence

In the U.K., we play a pivotal role in helping employers enhance their disability confidence. Working closely with the U.K. Department for Work and Pensions, we've conducted regular webinars to educate and inspire over 600 U.K. employers about the benefits and importance of becoming disability confident.

Our role as disability confident leader and recruiter

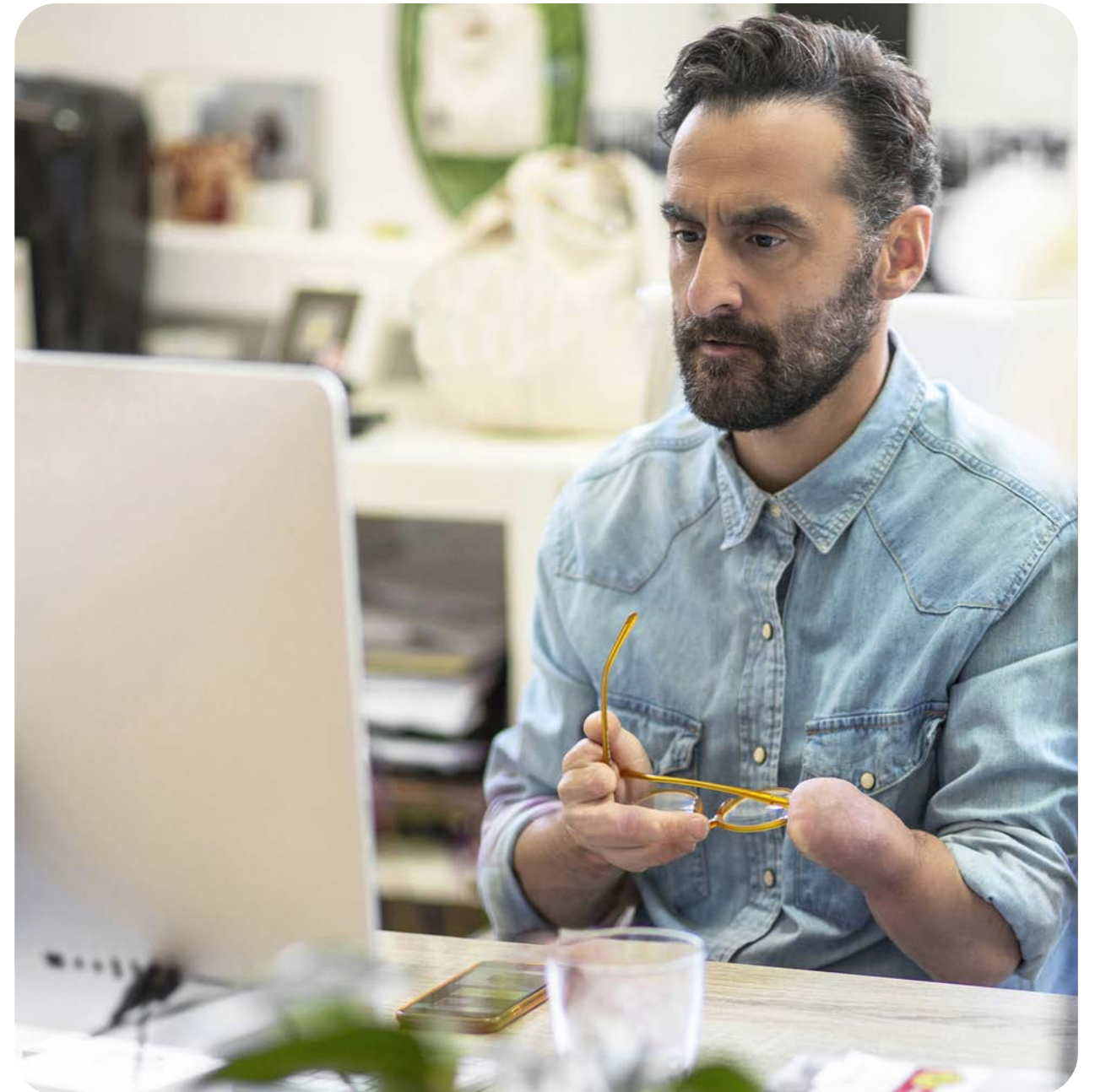
As a Disability Confident Leader and Recruiter, Maximus is not only committed to employing individuals with disabilities within our business units but also actively supports their development and retention. We are at the forefront, advocating for disability employment and assisting other organizations to embrace the Disability Confident scheme.

Supporting aspirations and potential

Our continued efforts in the Disability Confident journey are aimed at ensuring individuals with disabilities and long-term health conditions have ample opportunities to realize their full potential and aspirations.

Maximus outreach diversity

Beyond enhancing our workforce diversity, Maximus Outreach Diversity plays a crucial role in connecting hard-to-reach job seekers with businesses. This initiative helps organizations fulfill their Affirmative Action and Equal Employment Opportunity commitments.



Learning and Organizational Development

Fostering a culture of continuous learning

At Maximus, our dedication to nurturing a vibrant culture of continuous learning is pivotal. This commitment not only aligns with our strategic objectives and values but also cultivates an environment where every employee is empowered to reach their utmost potential. This approach is instrumental in driving organizational growth and enhancing our service delivery.



The Shared Learning Model: collaborative and strategic learning alignment

Our Shared Learning Model (SLM) exemplifies a collaborative and cross-functional approach, bringing together business leaders and learning professionals to closely align development programs with Maximus’ strategic direction. This model fosters a deep-rooted learning culture, enabling employees to fully engage with their personal development journey. By ensuring alignment with our organizational goals, vision, and values, the SLM enables us to adapt and scale our learning initiatives effectively, empowering team members in their professional growth.

Strategically enabling talent through robust talent management

Our belief is that our future success is linked to the empowerment of our talent, which accelerates our strategic objectives. To achieve this, we focus on attracting, retaining, and nurturing top talent through key talent management components:

- **Performance management**
We advocate for regular, open, and forward-looking discussions as a means to bolster performance and personal development. In FY23, we revitalized our Performance Management Philosophy, emphasizing ongoing, impactful dialogues that enhance employee experience and growth while focusing on future goals. The introduction of Continuous Performance Management (CPM) in January 2023 marked a significant step, engaging 3,000 employees in a more streamlined and effective approach. CPM’s framework aligns individual goals with team and organizational objectives, fostering a culture of timely feedback and continuous access to developmental resources.
- **Succession and talent planning**
The digitization of our Global Succession and Talent Planning process in FY22 has yielded remarkable results, with a 500% increase in succession planning and talent assessment. This technological advancement simplifies the process, encourages a diverse selection of talent to be considered for future opportunities, and allows us to delve deeper into our talent pool. It ensures role continuity by identifying and recognizing the leadership bench for each identified critical role, reveals potential leaders, and motivates our employees to aim for higher positions while continuing their professional development.

Our Learning and Organizational Development initiatives are designed to not only align with our broader organizational goals but also to ensure that employees have the opportunity and resources to grow, thrive, and contribute meaningfully to our collective success.



84%
of Maximus employees are aware of learning and development opportunities at the company.



72%
of Maximus employees believe the learning and development opportunities they have participated in has prepared them for the work that they do.



83%
of Maximus employees agree that their supervisor cares about their growth and development.

Elevating training operations for enhanced experience and control

Elevating training operations for enhanced experience and control In FY23, Maximus took significant strides in improving end-user experiences and bolstering internal system controls. A key focus was on refining the governance of our Learning Management System (LMS). This effort included the establishment of regular LMS system administrator meetings, ensuring a streamlined and cohesive approach between the LMS and its affiliated software partners. The redesign of the internal LMS homepage marked a substantial enhancement, offering a more intuitive user interface that promotes a variety of learning opportunities available to the employee. In parallel, a comprehensive vendor relationship management audit centralized and sharpened our focus on compliance with both internal policies and external regulations.

Cultivating talent through dynamic development initiatives

The past year saw Maximus leverage the Shared Learning Model network to launch and scale an array of programs. These initiatives were meticulously crafted to empower business leaders and functional experts, enhancing their personal and professional effectiveness.

The Learning and Organizational Development team, in partnership with SLM, successfully rolled out 14 leadership and professional development programs, directly impacting a substantial number of employees through a blend of instructor-led training classes and webinars.

We also continued our investment in a global learning management system, providing 24/7 access to a diverse range of learning resources. These resources cover a broad spectrum, from digital transformation to customer service, and were extensively utilized by our employees for their professional development.

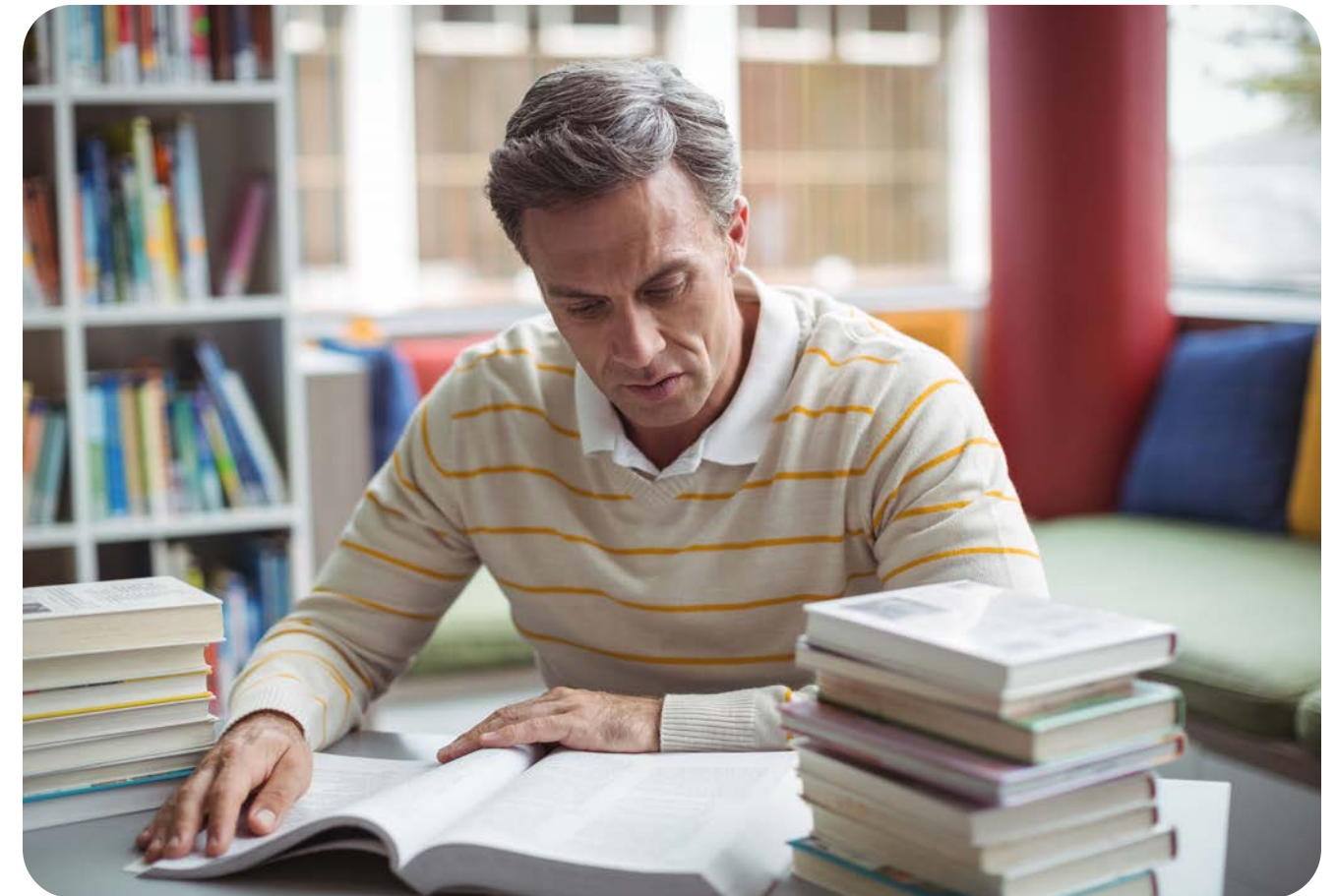
For emerging leaders, Maximus offers specialized experiences, including a comprehensive New Leader Onboarding program and the Essentials of Leadership Skills series. These programs are designed to ensure new leaders seamlessly integrate into the Maximus culture and acquire foundational management skills essential for their growth trajectory within the company.

Our approach to nurturing experienced leaders encompasses a variety of learning development opportunities, focusing on key areas like effective communication, trust-building, and project management methodologies. These targeted programs are tailored to align with their advanced professional objectives.

The Executive Development Program (EDP), a cornerstone initiative launched in September 2023, offers a personalized learning experience for our senior leaders. This program is an integral part of our leadership succession strategy, designed to equip Maximus' future leaders with the skills required to navigate and excel in an evolving marketplace. The EDP combines in-person and virtual training elements with a suite of developmental tools like personalized learning plans and professional coaching, reinforcing our commitment to executive leadership development.

Expanding professional growth through tuition and certification support

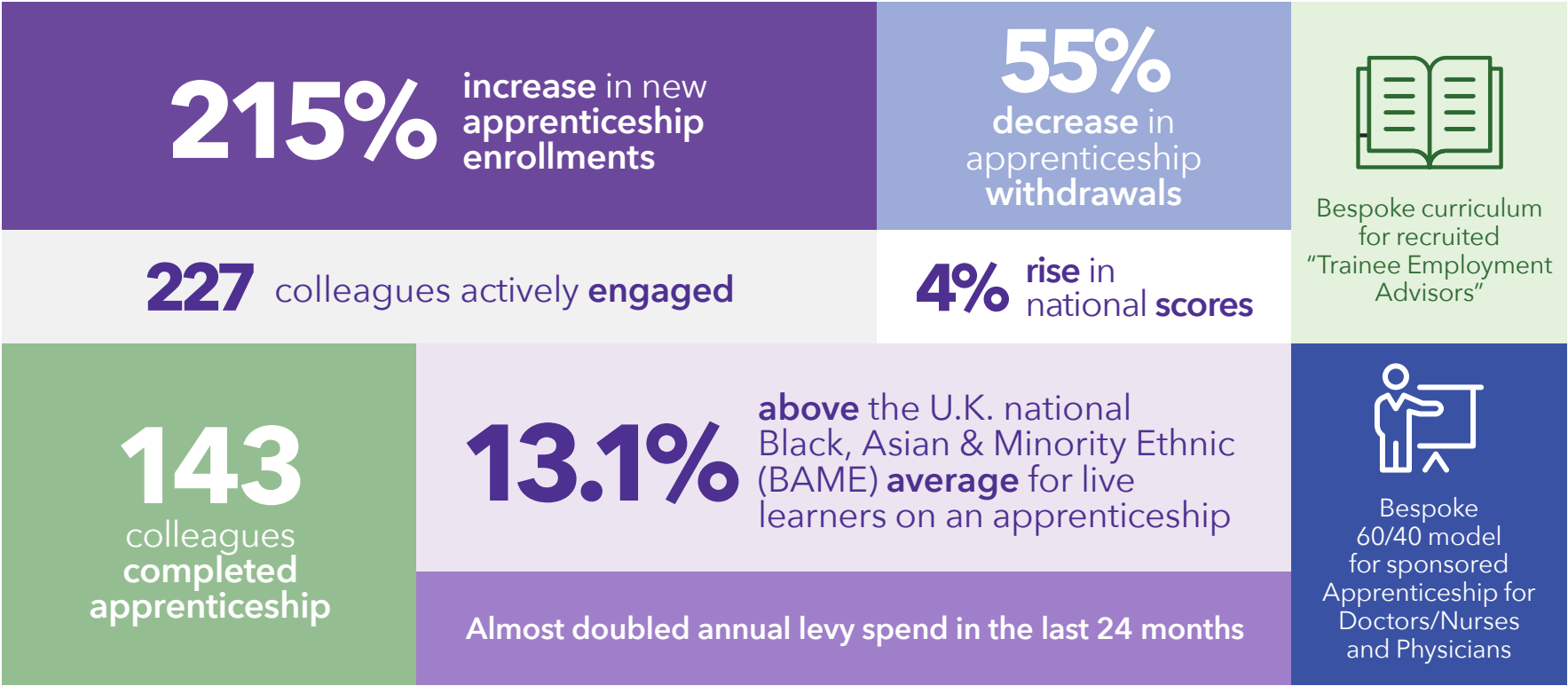
In FY23, Maximus announced a forward-thinking tuition reimbursement program, designed to bolster our employees' professional growth and adaptability in a skill-focused workforce. This program invites employees with over a year of service to engage in higher education, non-degree courses, and professional certifications that resonate with their career aspirations. Unique to this initiative, educational pursuits are not limited to their current roles but extend to any area relevant to Maximus' services. This approach aims to cultivate an internal skills pipeline, enhancing our service capabilities. The program, launched in October 2023, reflects our commitment to supporting our team members' continuous learning and career development.



Professional Development Initiatives in the U.K.: A Model of Success

Maximus U.K. demonstrates a robust commitment to professional development, offering a comprehensive array of fully funded qualifications and learning opportunities post-probation. This approach is evidenced by the launch of over 100 apprenticeships and short courses each year, promoted through strategic communication campaigns.

The impact of these initiatives is clear:



These achievements underscore our dedication to nurturing talent, enhancing skills, and fostering a culture of professional growth. Our approach not only benefits our employees but also strengthens our organizational capability to deliver exceptional services.

Employee Engagement and Retention: Elevating Our Workforce Experience

Maximus remains steadfast in its commitment to fostering a workplace where every employee feels valued, heard, and empowered. The Annual Global Employee Engagement Survey (GEES) of 2023, a cornerstone of our people-first strategy, has unveiled transformative insights that underscore our progress and chart our future course.



Revolutionizing the workplace: key insights from the 2023 GEES

- **Engagement Index: a leap forward**
Our Engagement Index soared to 76% favorability, signifying a robust increase in employee satisfaction, connection, and commitment. This leap reflects our successful initiatives to enhance company pride, belonging, and motivation across our diverse team.
- **Employee Net Promoter Score (eNPS): rising advocacy**
The eNPS, a critical measure of our workplace’s appeal, reached an impressive +20. It marks a substantial rise from previous years, indicating a growing endorsement of Maximus as a preferred employer.
- **Diversity, Equity, and Inclusion (DE&I) Index: our pillar of strength**
Achieving a 78% favorability, the DE&I Index highlights our strides in creating an equitable and inclusive environment. This progress is a testament to our commitment to diversity and inclusion.
- **Champions of Maximus: the core of our success**
A remarkable 61% of our workforce are identified as ‘Champions’ – highly engaged individuals committed to our mission. Their increase is a clear indicator of our thriving organizational culture.

Engagement Index	eNPS
<div>76%</div> <div>employee satisfaction, connection, and commitment</div> <div>+3 vs. 2022 +8 vs. 2021</div>	<div>+20</div> <div>endorsement of Maximus as a preferred employer</div> <div>+9 vs. 2022 +15 vs. 2021</div>
DE&I Index	Champions of Maximus
<div>78%</div> <div>DE&I commitment</div> <div>+2 vs. 2022 +9 vs. 2021</div>	<div>61%</div> <div>of employees are committed to our mission</div> <div>+7 vs. 2022 +14 vs. 2021</div>

Path forward: sustaining and amplifying employee engagement

Informed by these insights, our forward-looking strategy focuses on:

- **Elevating employee engagement**
We aim to build upon our positive employee engagement trends, creating an even more motivating and fulfilling work environment.
- **Maintaining our DE&I efforts**
Our commitment to DE&I remains a key component of our workplace culture. We continue to uphold and support our DE&I values, ensuring that every employee feels seen, respected and included. This steady approach reflects our ongoing dedication to fostering a diverse and equitable environment for all.
- **Empowering employee advocates**
Encouraging our workforce to be ambassadors of the Maximus brand, sharing their positive experiences.

A resolute commitment to our people

The 2023 GEES reaffirms our belief: Maximus thrives when our employees thrive. Our dedication to enhancing employee engagement and retention is unwavering. As we move forward, we continue to evolve as an industry leader and an employer of choice, driven by our unwavering commitment to our people and their progress.

Employee Health and Wellbeing

A cornerstone of our commitment

At Maximus, we understand that our employees are the backbone of our success. To this end, we are unwavering in our commitment to supporting not only the professional but also the personal wellbeing of our team members. Our comprehensive benefits package is designed to offer peace of mind, financial security, and the support necessary for our employees and their families to thrive.



Robust benefits for peace of mind and stability

Our benefits program, while varying geographically, consistently aims to:

- Provide essential core benefits, ensuring peace of mind and financial stability for unexpected life events, with many benefits fully funded by Maximus.
- Partner with reputable carriers to offer access to a robust network of healthcare providers, ensuring top-tier medical care for our employees and their families.
- Present a competitive, yet affordable, comprehensive coverage package that meets the diverse needs of our workforce.

Recognition and reward: celebrating our team's achievements

We believe in acknowledging the hard work and achievements of our team. Our recognition strategy includes:

- Project-specific bonuses and a management bonus plan, rewarding outstanding performance and contributions.
- A variety of employee recognition activities and staff award programs, celebrating milestones and exceptional efforts.

Focus on affordability of medical benefits

In our continuous effort to reduce the cost of healthcare for our employees, we made the following enhancements to our medical plans:

- Offered a PPO plan to all employees to ensure they have access to lower deductible plans if needed.
- Lowered deductibles on all Core HSA plans to make healthcare more accessible and affordable.
- Reduced premiums and coinsurance for SCA medical plans.
- Offered \$500 annually in wellness incentives for all medically enrolled employees.

Comprehensive health benefits

Our comprehensive health benefits, available globally except where limited by national statutory plans, include:

- Medical, dental, and vision insurance, with substantial coverage and discounts.
- Prescription drug coverage, offering free or waived deductible options for chronic conditions.
- Short-term and long-term disability insurance, and life insurance, provided at no cost.
- Additional voluntary insurance options, including critical illness, hospital indemnity, and accident coverage.

Promoting wellness and work-life balance

To foster a healthy work-life balance and mental wellbeing, we offer:

- An Employee Assistance Program for mental health support.
- Free subscriptions to wellness apps like Headspace and Wellbeats.
- Complimentary health coaching.
- An employee discount program for various services and products.

Leave benefits

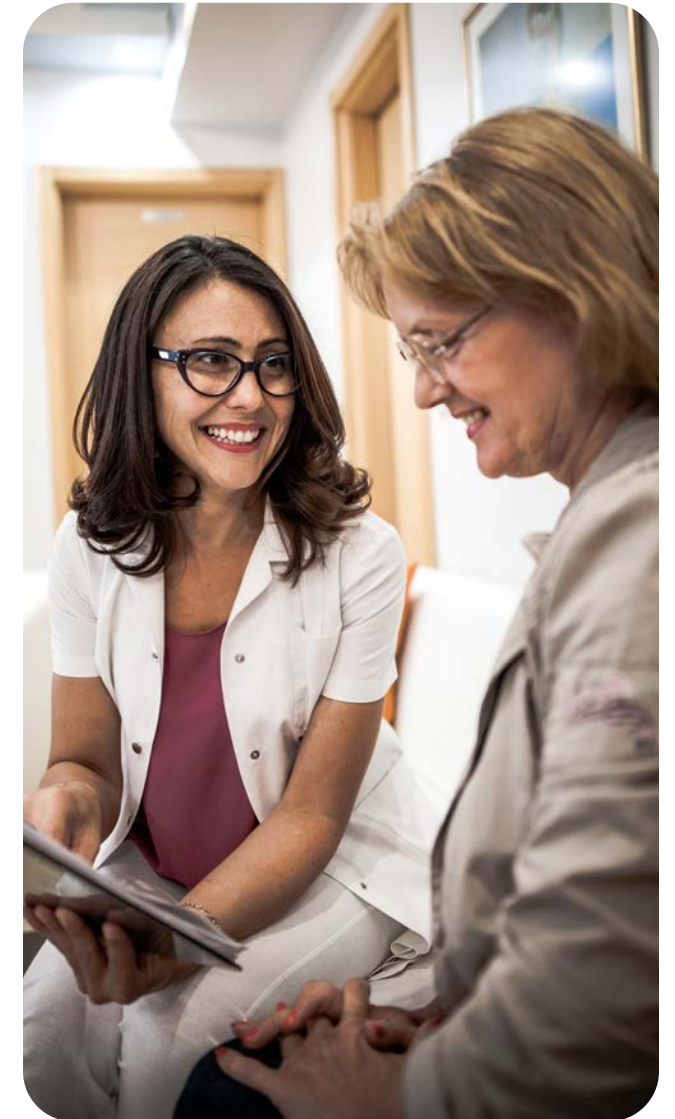
Understanding the importance of work-life balance, we offer:

- Paid holidays and a comprehensive paid time off policy.
- Bereavement, jury duty, military, medical, and personal leaves of absence.

Financial wellbeing

To support the financial security of our employees, we provide:

- A 401(k) Retirement Plan with a competitive employer match.
- Flexible Spending Accounts for healthcare and dependent care expenses.
- Nationwide childcare discounts.
- Plans for legal assistance, pet insurance, and home and auto insurance.



We are dedicated to fostering an environment where our employees feel valued and supported, not just as professionals but as individuals with diverse needs and aspirations. Our comprehensive benefits and wellbeing programs are a testament to this commitment.

Our Work: Partnering with Government to Move People Forward

At Maximus, we are driven by a mission to innovate within government partnerships, enhancing community life and individual well-being. Our approach is multi-faceted, blending cutting-edge technology with decades of experience delivering services and improving the reach of programs. This synergy creates solutions that are as impactful as they are empathetic. We are committed to ensuring that every government service we influence leads to tangible improvements in lives and strengthens the fabric of communities. Our role transcends traditional service delivery, touching the lives of millions during their most vulnerable moments, from navigating healthcare systems to finding meaningful employment.



Enhancing healthcare access and outcomes

A significant aspect of our work focuses on supporting health programs and improving access to healthcare. We assist beneficiaries of government-sponsored healthcare programs like Medicare and Medicaid in understanding and selecting the most suitable health plans. Our approach breaks down barriers to healthcare access, guiding individuals through complex choices with clarity and compassion. Additionally, our clinician teams conduct thousands of independent medical reviews and specialized assessments, catering to the needs of diverse groups including disabled veterans. These efforts collectively contribute to better health outcomes and more informed healthcare choices for beneficiaries.

Transforming service delivery through innovation

In the realm of service delivery, our ethos is firmly rooted in transformative strategies. We leverage our extensive technological expertise to reimagine and re-engineer government programs, making them more adaptive, dynamic, responsive, and equitable. A prime example is our suite of innovative digital platforms, such as state-of-the-art mobile apps, which have revolutionized state enrollment processes – meeting people's needs on the devices they have. These platforms provide easy access and inclusivity, empowering beneficiaries with user-friendly, efficient tools to manage their services.

Empowering communities and individuals

In our commitment to empower communities and individuals, we focus on providing more than just employment support. Our initiatives are aimed at fostering long-term career development. For instance, in the United States, we support over 40,000 job seekers daily, aiding them in securing meaningful employment across diverse industries. This approach has a lasting impact on their career trajectories. In the United Kingdom, through the Restart Programme, we've infused over £10 million into the community, supporting a network of over 350 organizations. These initiatives are vital in bolstering employment and skill development, driving economic growth, and community resilience.

Advocacy and inclusivity in action

Our dedication to inclusivity and consumer advocacy is embodied in our Consumer Representative Group, comprising over 40 leading disability charities. This group plays a crucial role, especially in our Health Assessment Advisory Services (HAAS) program, ensuring that services are tailored to the unique needs of all beneficiaries. Through these efforts, we stand as a beacon for inclusivity, supporting those who are often underrepresented and overlooked in public service programs.

Making a difference and moving people forward

Our solutions, rooted in innovation and strategic partnerships, are dedicated to making a lasting positive impact. Through our commitment to service excellence and societal advancement, we redefine the essence of government services, paving the way for a more equitable and prosperous future. Our multifaceted approach to solving complex societal challenges ensures that our impact is felt by individuals, communities, and governments alike, moving us all forward toward a brighter tomorrow.



Philanthropy and Community

"In this pivotal year, the philanthropic and humanitarian landscape has witnessed a profound transformation marked by resilience, innovation, and an unwavering commitment to positive change."

– Dr. Arvenita Washington Cherry



The Maximus Foundation:
a beacon of support and growth

The Maximus Foundation stands as a testament to our dedication to fostering societal progress. Our focus is on empowering organizations and initiatives that are instrumental in strengthening community, enhancing health outcomes, and bolstering child and family welfare. We are steadfast in our support for nonprofits and charities committed to uplifting the less privileged and marginalized sections of society.

These organizations are carefully chosen by our employees, who play a pivotal role in steering our philanthropic endeavors. In a resolute show of solidarity, Maximus matches every employee contribution to our foundation, ensuring a doubling of the impact.

Moving communities forward

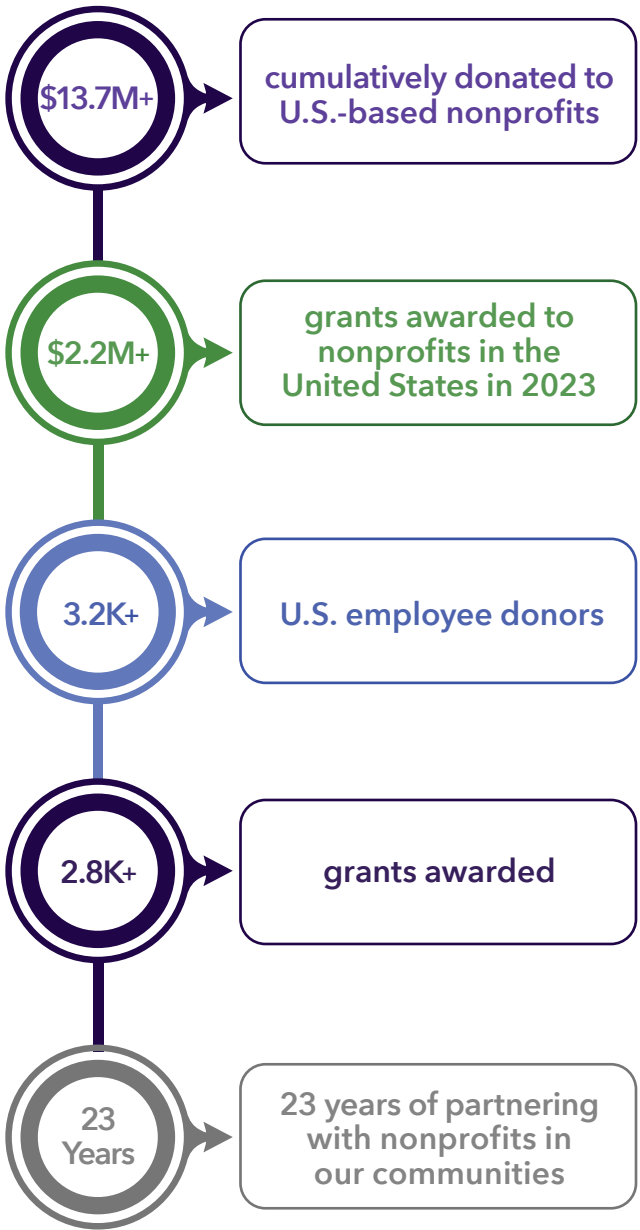
In anticipation of our 25th anniversary in 2025, the Maximus Foundation is embarking on a transformative strategy rollout, marked by two major shifts in our giving. First, our grantmaking

approach will evolve from awarding annual unrestricted grants to a model that commits to multi-year, unrestricted financial support for a cohort of grant partners each year. As a result, this focused giving approach will allow for the most significant grant commitments per grant recipient in our grantmaking history. This strategic evolution underscores our commitment to greater equitable impact, recognizing the importance of building, and sharing power in the communities we serve. With fewer grant recipients in each cohort, we may place an even greater focus on cultivating and strengthening each partnership.

Secondly, in a bold move toward equitable decision-making, the Maximus Foundation will be eliminating the requirement for employees to be donors to nominate grantees. Although we will continue to encourage employees to donate if it is within their ability and desire to do so, we strive for greater equity and inclusion. Embracing an inclusive approach, the change ensures that all team members are eligible to both vote and nominate nonprofits while removing the economic barrier to participating in our decision-making process. We believe that this approach not only aligns with principles of equity but also amplifies the collective strength and perspectives of our dedicated colleagues. In this new approach, Maximus remains committed to its matching pledge to double the impact of employee contributions to the Foundation’s grantmaking program.

Learn more by visiting the
Maximus Foundation website.

A legacy of impact



Empowering communities through employee engagement

The heart of the Maximus Foundation beats with the rhythm of our employees’ unwavering commitment. Their passion fuels our mission to make a meaningful difference. Beyond financial aid, we engage closely with Maximus in crucial humanitarian initiatives and foster a culture of active volunteerism. Our employees are not just part of the organization; they are changemakers, contributing their time, expertise, and resources. Their relentless advocacy and community involvement are detailed in the Foundation’s annual report.

Global Outreach

Extending our impact

Internationally, the Maximus Foundation’s branches in the U.K. and Australia extend our philanthropic reach. These arms have made significant contributions to local community partners, echoing our global commitment to nurturing and uplifting communities.

Maximus Foundation U.K.

The Maximus Foundation U.K., governed by a board of Trustees including Maximus employees and independent trustees, exemplifies our “colleague-led, community-focused” ethos. This registered charity champions U.K.-based nonprofits, offering grants of £2,500 each. The Foundation’s lifeblood is the generosity of our colleagues, who participate as payroll donors and fundraisers, with Maximus matching every donation. Our support ensures that 100% of funds raised directly benefit charitable causes. In 2022, the Foundation proudly reached a milestone of £500,000, aiding over 200 charities. In FY23, an additional £75,000 was awarded to further our mission in the U.K.



Social value in the U.K.: making a difference

Our U.K. operations are committed to delivering social value that resonates with our services and business priorities. In 2023, we saw a 50% increase in volunteering, dedicating 544 days or 4,080 hours to community service. Our response to the cost-of-living crisis includes organizing events offering financial guidance and practical support. These initiatives, such as the Bradford event, brought together 20 community partners and Maximus colleagues, providing resources like low-cost recipe cards and grow-your-own packs. The Local Impact Fund in the London and Northern regions of Restart will distribute over £180,000 in grants by year-end, aiding food banks, educational initiatives, and employment readiness. This commitment was recognized at the Employment Related Services Association (ERSA) awards, where we reached the final stage.

MAX Foundation (Australia): strengthening community bonds

In Australia, the MAX Foundation fortifies our ethos of community and social responsibility. This foundation, fueled by donations from MAX Solutions employees and company grants, supports nonprofits and charities dedicated to fostering personal growth, health improvement, and community development. Through the MAX Foundation, we are able to extend our impact, assisting individuals and communities in need across Australia.

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



Planet and Environment

We view our environment actions through a global lens – each effort, big or small, contribute to a greener, cleaner world.





Environmental oversight and strategic commitments

Maximus, as a globally active organization, is acutely aware of its responsibility in mitigating environmental impact and addressing climate change risks. Our commitment transcends basic compliance; we proactively seek to drive advancements in greenhouse gas emissions reduction and carbon efficiency.

Collaborative and cross-functional efforts for sustainability

Our approach is characterized by a collaborative, cross-functional effort, engaging teams across corporate real estate, facilities, finance, and operations. The synthesis of these diverse units ensures a comprehensive perspective on environmental stewardship. Progress updates are routinely presented to the Board of Directors' Nominating and Governance Committee, reinforcing our dedication towards achieving substantial environmental improvements.

Professional development and leadership in environmental initiatives

In the United States, our Facilities and Real Estate teams are at the forefront of these environmental initiatives. A significant milestone is the pursuit of the International Facility Management Association's Sustainability Facility Professional Certification by over 22 of our facilities leaders by 2025. This certification, a mark of excellence from the world's foremost facility management association, emphasizes sustainable facilities strategy, encompassing aspects like energy, water, waste management, and materials handling. In the U.K., the baton of environmental leadership is held by the Environmental, Health & Safety Department, ensuring localized and effective environmental management.

Comprehensive Environmental Commitments

Our environmental and climate commitments are grounded in adherence to local, national, and international laws and treaties. We align our strategies with globally recognized standards and frameworks such as the CDP, the Greenhouse Gas Protocol, the U.S. Environmental Protection Agency guidelines, and the U.N. Global Compact.

Pioneering carbon positive goals in the U.K.

In January 2022, Maximus U.K. embarked on a pioneering commitment to achieve carbon positivity in Scope 1 and 2 emissions, including select Scope 3 sources, by 2030. This ambitious target, set 20 years ahead of the U.K. Government’s 2050 Net Zero objective, exemplifies our aspiration to not just attain Net Zero emissions but to actively create an environmental surplus by removing more CO2e from the atmosphere than we produce. Further details on this transformative journey can be found in the Maximus U.K.’s Carbon Reduction Statement.

	*2022	2023
U.K. CO2e (metric tons)		
Scope 1	222	94
Scope 2	450	291
Scope 3	19,514	16,106
Total Emissions	20,186	16,491

* Baseline

US greenhouse gas inventory

In 2019, Maximus’ US operations embarked on an initiative to quantify and transparently report our environmental impact in the US. This initiative aligns with global standardized frameworks like the Greenhouse Gas Protocol, the CDP, and the United States Environmental Protection Agency guidelines. The following table encapsulates our environmental footprint for the two most recent fiscal years, juxtaposed against our baseline in FY19.

	*FY19	2022	2023
U.S. CO2e (metric tons)			
Scope 1	693	1,203	1,601
Scope 2	24,913	18,584	19,065
Total Emissions	25,606	19,787	20,666

	*FY19	2022	2023
U.S. employee business air travel			
Bookings	10,261	4,988	7,653
Flight Segments	27,543	18,039	27,185
Employee business car rental travel			
Car Rentals	4,760	1,966	3,450
Average Rental Period	4.0	3.5	4.0

Our U.S. reporting extends beyond Scope 1 and Scope 2 emissions, incorporating specific categories of Scope 3 emissions pertinent to business travel. Notably, there was a marked reduction in business travel during and in the immediate aftermath of the pandemic. While FY23 saw a resurgence in business travel, it remains below the pre-pandemic levels observed in FY19.

U.S. emissions reduction target

As a provider of business process solutions primarily to government entities, our environmental footprint is comparatively modest. We are resolute in our commitment to reduce this footprint, particularly concerning emissions tied to climate change.

In 2022, we set an ambitious target to curtail our U.S.-based Scopes 1 and 2 emissions by 20% per million dollars of revenue by 2035, using Fiscal Year 2019 as a benchmark. Due to the closure of several leased sites, we achieved this target shortly after its establishment. In FY24, our focus will shift to establishing new targets for Scopes 1 and 2, and initiating a comprehensive methodology for full Scope 3 emissions calculation and management.

Green Initiatives

Maximus has instituted a series of “green initiatives” across our U.S. offices, aimed at diminishing our environmental impact.

Promoting energy efficiency

Our primary strategy in reducing Scope 1 and Scope 2 emissions revolves around energy efficiency in our office facilities. A cornerstone of this strategy is our LED Lights Program, which has been implemented in 17 U.S. sites to date. This program has delivered significant environmental benefits and cost savings.

Our headquarters, located in a LEED Gold-certified building in McLean, Virginia, exemplifies our commitment to sustainable practices. LEED certification ensures minimal environmental impact through the use of recycled materials, reduction in natural resource consumption, and effective management of CO2 emissions and stormwater runoff.

Furthermore, our Real Estate and Facilities departments persistently explore new avenues for expanding LED lighting installations. Complementing this, our facilities team has adopted measures such as staggered climate control start-up times, standardized building temperature settings, and upgrades to HVAC systems to enhance energy efficiency.

Waste management and recycling

At Maximus, we understand that effective waste management is pivotal to both our environmental objectives and operational efficiency. In FY23, we broadened our recycling programs beyond the Federal Services segment to encompass our Corporate and U.S. Services locations, with plans to complete this expansion in FY24. This expansion has significantly amplified our recycling impact, demonstrating our commitment to resource conservation.

Cumulative recycling impact

Since the inception of our recycling program, we have achieved remarkable environmental savings, reflecting our proactive approach to sustainability.



Robust IT equipment recycling program

In collaboration with a specialized third-party, we have developed an IT equipment recycling program, processing over 150,000 pounds of equipment in FY23 alone. This initiative resulted in saving more than 24,000 gallons of water, diverting 4,400 lbs of metals, and reducing 215,000 lbs of GHG emissions.

Innovative paper waste reduction

Our strategy to minimize paper waste involves collaborating closely with government clients to transition to digital solutions, optimizing operational processes while conserving resources. Key initiatives include:

- Transitioning from paper-based to digital services.
- Utilizing digital platforms for program information and fast alerts.
- Promoting telephonic and web-based program enrollments to reduce paper dependency.
- Assisting community organizations in adopting digital enrollment processes.

Office sustainability practices

- Installing efficient water filtration systems.
- Transitioning to recycled paper and eco-friendly office supplies.
- Implementing green cleaning products.

Cumulative recycling impact



1,200
trees



13,000
gallons of oil



385,000
gallons
of water



2M+
hours of
electricity



260,000
pounds
of paper



6,000
lamps



653
pounds of
batteries

U.K. environmental management enhancements

Following the introduction of our Carbon Reduction Plan in the U.K., we have implemented several measures:

- Transitioning office consumables to sustainable alternatives, increasing our Sustainable Product Mix from 41% to 67%.
- Implementing a green property strategy for energy-efficient workspaces.
- Switching to 100% U.K. renewable energy contracts.
- Eliminating single-use plastics.
- Retaining ISO 14001 accreditation with a flawless 2023 audit.
- Implementing LED lighting with motion sensors, saving 11 tonnes of CO2e annually.
- Developing an employee engagement plan for environmental awareness and emissions reduction.
- Introducing mandatory environmental awareness training.
- Transitioning to improved waste management for enhanced recycling and zero landfill waste.
- Promoting public transport use through a season ticket loan scheme.

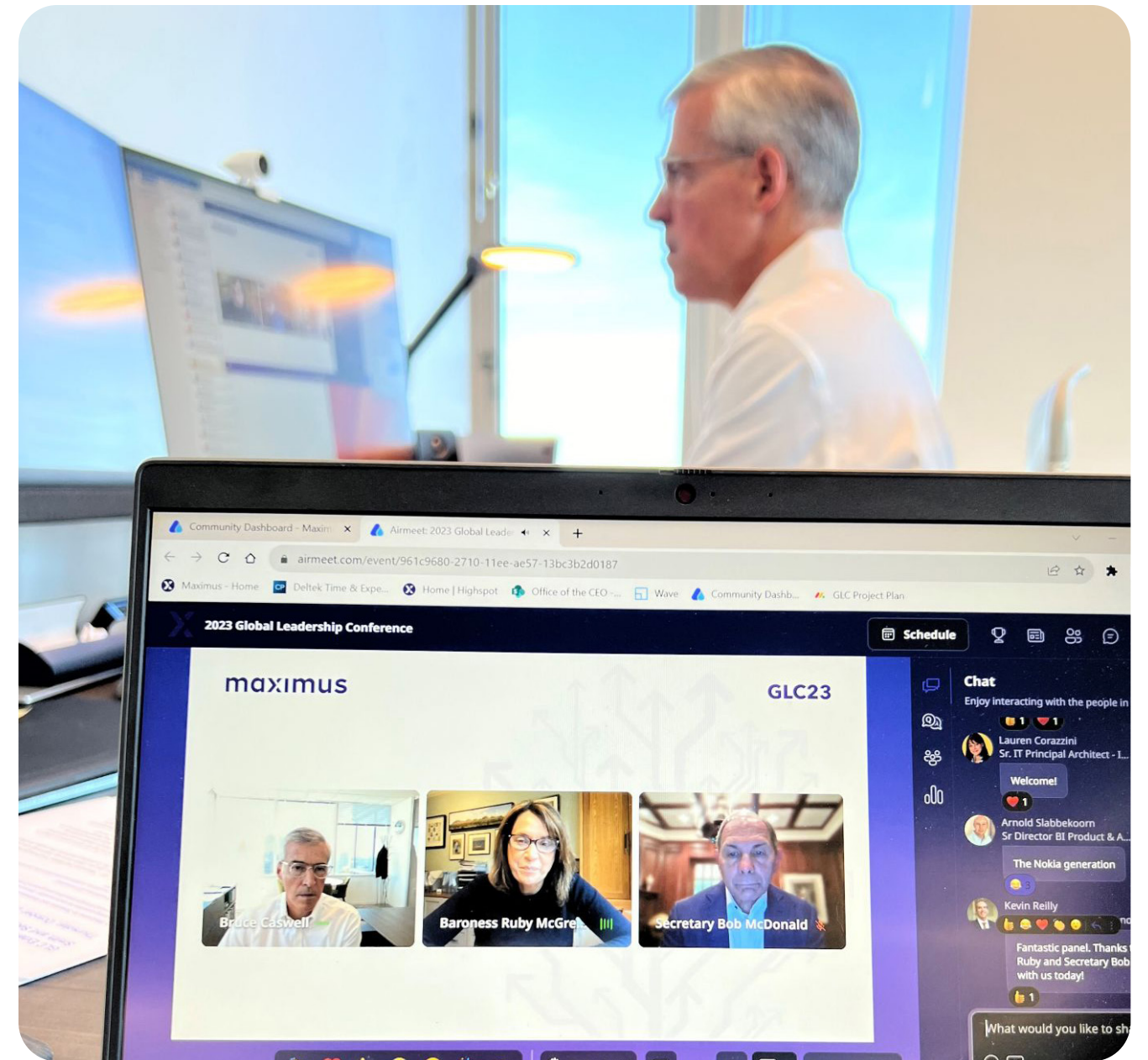
These initiatives represent our approach to sustainability, emphasizing both operational efficiency and environmental stewardship.

Technology-driven impact solutions

Maximus recognizes the pivotal role of technology in driving environmentally friendly and efficient business practices. Key initiatives include the consolidation of our data centers and the transition of several systems to energy-efficient cloud services. These steps reduce our physical infrastructure footprint and energy consumption, aligning with our sustainability goals.

In response to the global pandemic, we have prioritized video conferencing over business travel. This shift not only reduces travel costs and environmental impact but also supports better work-life balance and increased productivity for our employees. Embracing digital collaboration aligns with today's digitally focused workforce and contributes to Maximus being recognized as a top workplace. Further, these technology enhancements have directly impacted our scope 3 emissions, which have declined relative to our baseline reporting year (2019).

In FY23, this commitment was further acknowledged when Maximus received the Best Workplaces for Commuters award by Fairfax County, Virginia, in partnership with the Center for Urban Transportation Research. This accolade highlights our dedication to promoting sustainable commuting practices and solidifies our position as a leader in implementing environmentally conscious business strategies.

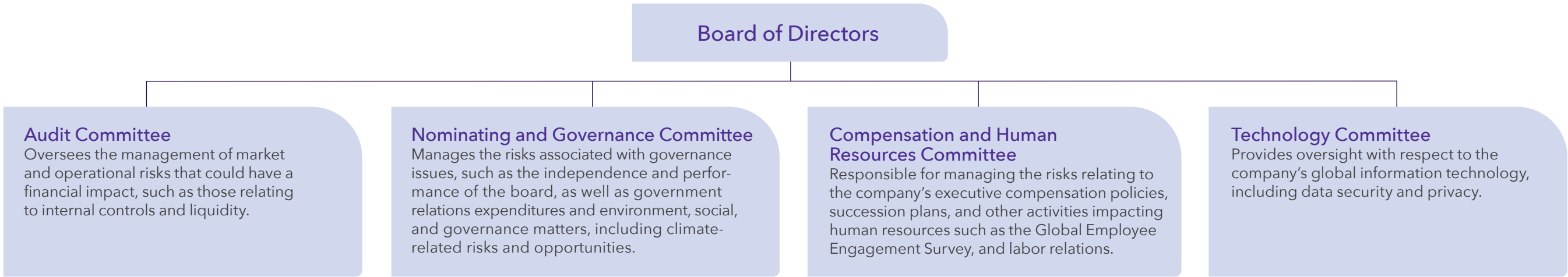


Governance

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 eight 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 sustainability matters, each of the board committees have clearly defined responsibility for specific sustainability activities as follows:



Sustainability oversight

On a quarterly basis, our Board of Directors provides leadership and oversight for environmental, social, and governance issues and practices. The Nominating and Governance Committee has formal oversight of sustainability matters. They receive reports from management on these issues. The full board regularly receives reports from the committees and management.

Oversight

- Board of Directors
- Nominating and Governance Committee

Management

- Chief Financial Officer

Implementation

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

Government Relations oversight

The Nominating and Governance Committee 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.

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.

Running our Business with Integrity

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 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.

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, 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, 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 (Maximus Helpline, formerly known as Ethics Hotline), as well as a Human Resources Shared Services (phone, ticket, or chat), Audit Committee Hotline, the HIPAA Privacy reporting process and information security reporting process. 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 Maximus Helpline or sent directly by email to the Global Ethics and Compliance e-mailbox.

The Maximus Helpline is available 24 hours a day, seven 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. Reports falling into certain categories are reported immediately to the Maximus Board of Directors or the appropriate board committee, according to our escalation procedures. 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 685 reports in Fiscal Year 2023. All of the reports in FY 2023 were reviewed, assigned for handling, investigated, and followed to resolution.

Human rights

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

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](#).

Maximus Helpline

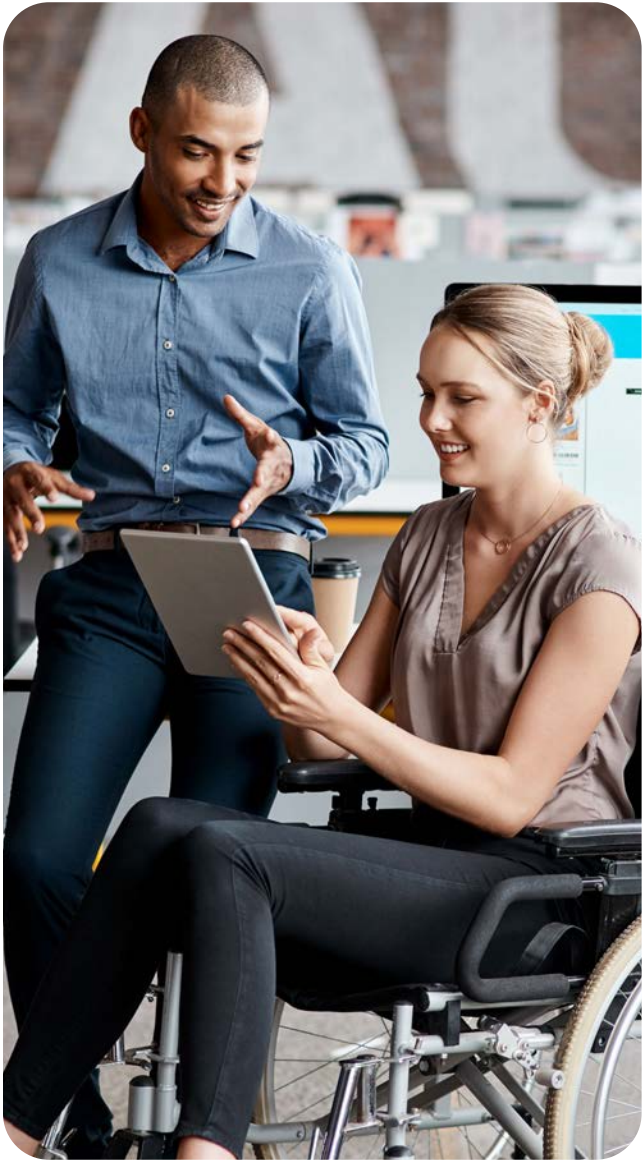
24 hours

7 days a week

365 days a year

685

reports in 2023



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 collection, access and use by contract. 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** 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 30 days of employment.

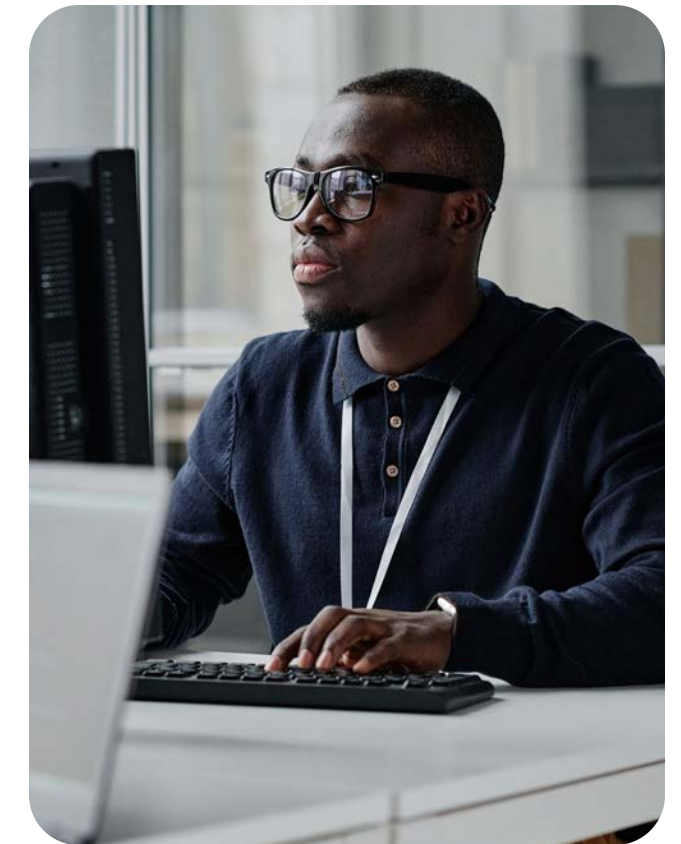
We supplement the annual training with ongoing training in multiple mediums. Training topics include, but are not limited, to the following:

- 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 Corporate Communications teams promote Data and Information Security Awareness Month on an annual basis to reinforce policies, processes, guidelines, and principles.

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.



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 1,000 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.

Accreditation

Federal Risk and Authorization Management Program (FedRAMP)

Federal agencies have accelerated their efforts to operate in the cloud because of the pandemic-based shift to remote workforces and the ability to offer a better customer experience. Maximus and its FedRAMP solutions support this change and enable agencies to focus more on their mission and less on the technology.



- **Maximus Interactive Voice Assistant (MIVA)** This conversational capability represents an upgrade from older IVR technology that involved lots of decision trees and pushing buttons. MIVA provides citizens with fast responses to their inquiries from multiple sources. Applications are built to support government-specific requirements, including status updates for applications and accounts, call routing and FAQs.
- **Maximus Cloud** is a multi-tenant private and government community hybrid cloud designed exclusively for use by government customers only. Built to meet government compliance and security requirements, our managed Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS), and Software-as-a-Service (SaaS) portfolio of solutions are hosted, managed, secured, and monitored to provide the highest scalability, reliability, and availability of mission-critical systems and services. Our FedRAMP Authorized services include:
 - Maximus Genesys Engagement Platform: an enterprise-class omnichannel cloud contact center solution.
 - Maximus Intelligent Insights: a Software-as-a-Service total customer experience solution powered by SuccessKPI that uses AI and machine learning to provide key insights on customer service experiences over text and audio.
 - Maximus Robotic Process Automation (RPA): is our Platform-as-a-Service (Paas) solution powered by Automation Anywhere that uses a web-based management system that uses a control room to run automated tasks that combines traditional RPA with cognitive elements like Natural Language Processing, reading unstructured data, and machine learning capabilities.
 - Maximus Analytics: is our Platform-as-a-Service (PaaS) solution powered by tcgmcube that uses a robust, scalable, and flexible end-to-end AI platform to ingest, store, and process complex data across the enterprise.

ISO/IEC 27001

This certification pertains to information security management systems.

- **Maximus Federal Services and Maximus U.K. – Health Assessment Advisory Service**



Social value accreditations

We take great pride in our work, which is why we are the best at what we do. In addition to certifications related to security, we seek program-specific certifications focused on quality processes and service delivery. 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 – 4.1 (expires April 1, 2024)
- Independent Review Organization: External Review – 5.1 (expires June 1, 2026)
- Workers’ Compensation Utilization Management – 8.0 (expires May 01, 2026)

Additionally, the US Services segment of Maximus has been granted “full” accreditation by URAC:

- Health Utilization Management – 7.4 (expires November 01, 2024)



Capability Maturity Model Integration (CMMI)

This certification establishes 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.

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

- Maximus is one of the few U.S. companies serving the federal government who 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.

ISO 9001:2015 Certified

This certification pertains to quality management systems. In FY23, 29 programs held the ISO 9001: 2015 Certification, representing more than \$800M of fiscal year revenue.



Innovation of Artificial Intelligence

At Maximus, we understand that Artificial Intelligence (AI) technology is still evolving and has the power to transform society. As a company, we make a commitment to responsible innovation in our development and use of AI. Use of AI, therefore, requires us to 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. Our AI Guiding Principles shape our actions and serve as a foundation for Responsible Innovation of AI at Maximus.

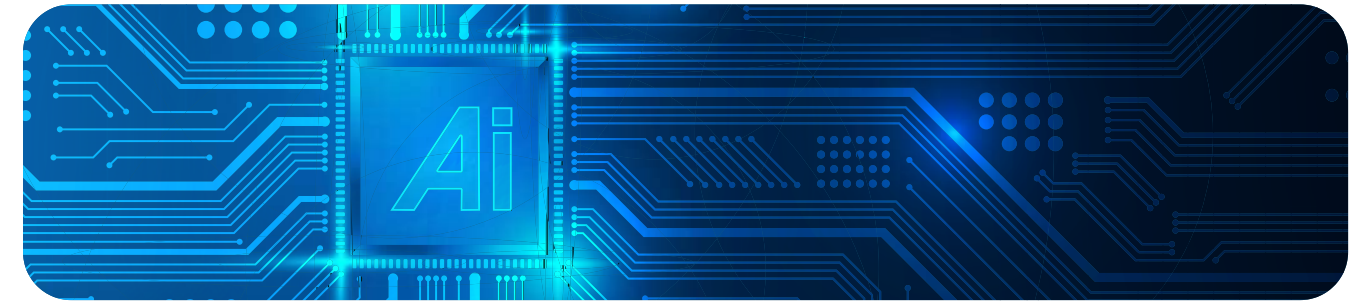
AI Guiding Principles

- **Human focus and accountability in our approach and methodologies**

Our 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 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 focus 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.

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

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

Every new supplier must meet the Maximus Vendor Management Standard around security obligations and go through a Vendor Risk Assessment via the Maximus Information Security Office. Vendors with access to company data must have a current non-disclosure agreement. Vendor agreements must include requirements

to report actual or suspected security breaches that impact the company, a provision for the company's right to perform an annual security audit, and security flow-down provisions.

All vendors must be reviewed by the Information Security Office to ensure their security postures can meet the company's security requirements.

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 U.K. 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, Quality Assurance and Compliance, and Review and 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](#).



Sustainability Performance, Frameworks, and Data Matrix

The data presented on the following pages represent the company's performance disclosures for the fiscal year ending September 30, 2023.



Sustainability Accounting Standards Board – Professional and Commercial Services

The following table provides data and information for Maximus utilizing the Sustainable Accounting Standard Board’s (SASB) – Professional and Commercial Services industry standard. The data represents the company’s performance and disclosures for the fiscal year ending September 30, 2023.

Accounting metric	Brief description	Code	Maximus location
Data Security			
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	FY23 Sustainability 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	FY23 Sustainability Report: Process and Protection: Data Security, Privacy, and AI Section and maximus.com/privacystatement
Workforce diversity and engagement			
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	76% engagement index for global employees.	SV-PS-330a.3	FY23 Sustainability Report: Our People and Community Section
Professional integrity			
Description of approach to ensuring professional integrity	All employees are required to complete annual compliance training.	SV-PS-510a.1	FY23 Sustainability Report: Principles of Governance Section
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	In fiscal year 2023, the company experienced a cybersecurity incident deemed material.	SV-PS-510a.2	FY23 10K
Activity metrics			
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Full-time employees: 39,600 Contingent workers: 12,400	SV-PS-000.A	2024 Proxy Statement FY23 Sustainability Report



Task force on climate-related financial disclosures 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

Board oversight

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

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 sustainability and climate-related reporting responsibilities lie with our Vice President, Sustainability Reporting. The full board receives regular updates regarding sustainability and climate-related risks and possible mitigation strategies of such risks.

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.

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.

Metrics and targets

We actively monitor, track, and report Scope 1, 2, and select Scope 3 emissions across our operations. We have established reduction targets in the U.S. and the U.K.



Global Reporting Initiative

The FY23 Sustainability report was prepared with guidance by the Global Reporting Initiative (GRI). The following table maps data found within the FY23 Sustainability Report or other publicly available information to the GRI framework.

Indicator	Scope	FY22	FY23	GRI
Company Data				
Revenue (billion USD)	Global	\$4.63	\$4.9	102-7
Employees (as of September 30 each year)	Global	39,500	39,600	102-7
Leased floor space (thousand square feet)	U.S.	4.0M	4.0M	102-7
Corporate Citizenship				
Direct community investment through philanthropy	U.S.	\$752,250	\$612,000	201-1
Direct community investment through Maximus Foundation grants (millions USD)	U.S.	\$2,031,500	\$2,200,000	201-1
Employee giving	U.S.	1,088 employees	3,200 employees	201-1
Environment - Emissions				
Scope 1 (CO2e metric tons)	U.S.	1,203	1,601	305-1
	U.K.	222	94	
Scope 2: Purchased and consumed electricity (CO2e metric tons)	U.S.	18,586	19,065	305-1
	U.K.	450	291	
Scope 3	U.K.	19,514	16,106	305-1
Governance				
Members on the Board of Directors	Global	8	8	102-18
Independent Directors on board	Global	7	7	102-18 102-22
Women and/or people of color	Global	4	4	102-22 405-1





Maximus, Inc.
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Suite 1400
McLean, VA 22102

investor.maximus.com/esg

If you have any questions regarding this Corporate Sustainability Report,
please contact us at investorrelations@maximus.com

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