



maximus

Employee Engagement and Company Culture

2022 Report

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from Michelle Link, Chief Human Resources Officer

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The Maximus Difference

Michelle Link, Chief Human Resources Officer

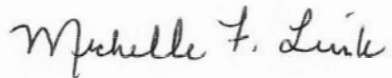
Here at Maximus, we like to say that “the Maximus difference is our people” because we know that people come first. We value our employees and the skills and capabilities they bring to their work each day, which is why we continuously strive to improve our compensation, benefits, and work environment. We also know that the individual strengths that differentiate us can enrich our company culture. As a result, we are committed to enhancing the employee experience through diversity, equity, and inclusion initiatives, engagement events, and company communications. Additionally, as a well-respected government contractor and an industry leader in promoting a hybrid work model, we have positioned Maximus as the employer of choice for talented people drawn to challenging, rewarding work.

I am therefore pleased to share with you this report, which highlights the Maximus culture and the people, places, and events that make our company unique. In these pages, we share details about the various ways our employees have contributed to and helped shape the “Maximus difference” during the past year, including how we:



- Transitioned to a hybrid work model (when allowed by our customers) to provide employees with more flexibility and a better work-life balance
- Sought employee feedback about the different features and offerings in our new corporate headquarters
- Engaged employees as brand and values ambassadors as part of our larger brand and strategy refresh
- Provided employees with enrichment activities and encouraged participation in our newly formed employee resource groups (ERGs) and annual events such as our yearly Customer Service Week events.

As we celebrate our accomplishments of the past year, we also have a company culture working group identifying opportunities for improvement. We want to create a culture that emphasizes goal accomplishment - or outputs - rather than overvaluing inputs, promotes a continuous learning cycle that encourages innovation, demonstrates our drive for results, and invites a sense of playfulness and excitement. In the coming months, a selection of employees known as our culture champions will help engage others in pursuing these goals because when we work together, we can continue to move people forward.



Michelle Link

Chief Human Resources Officer

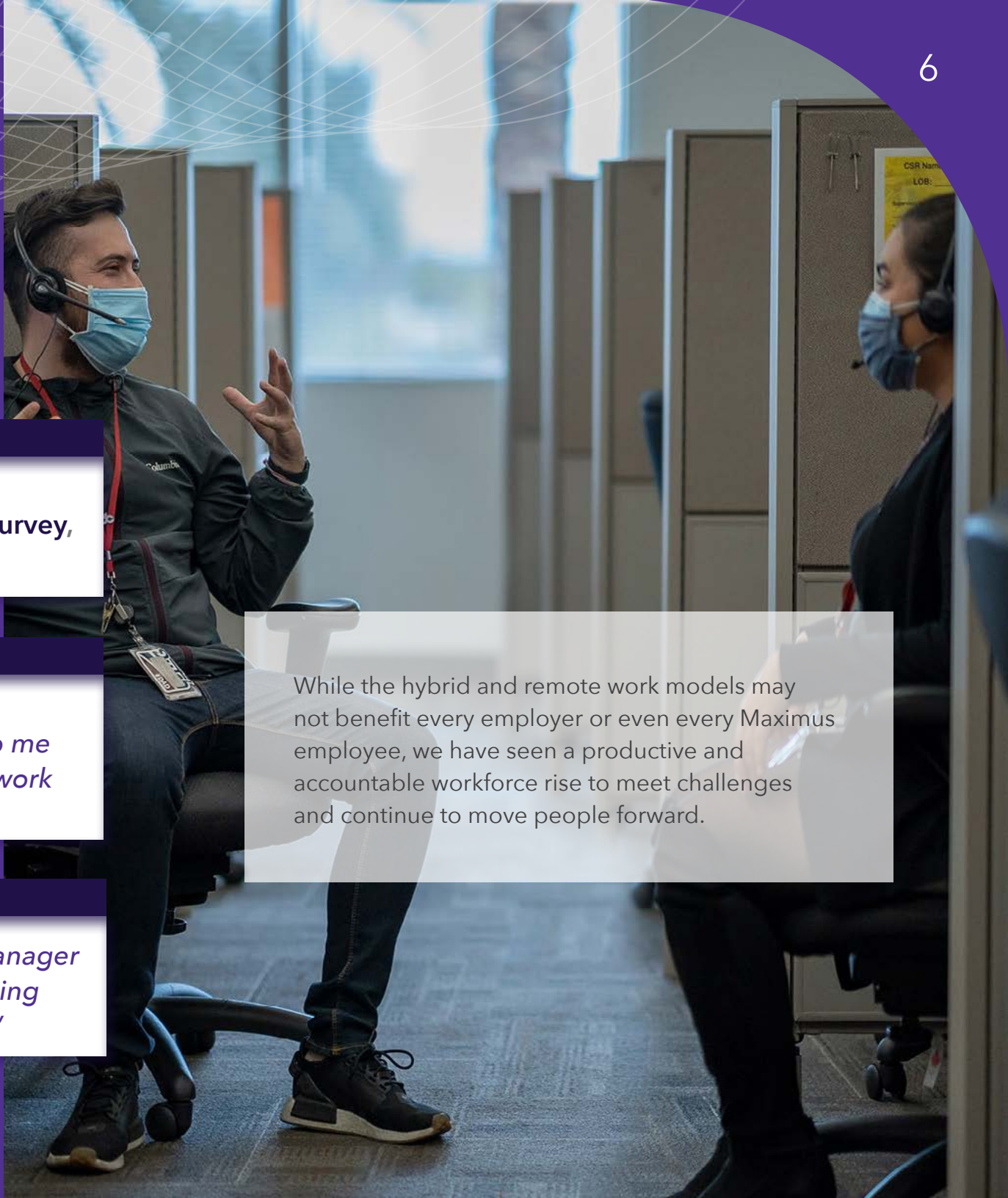
Coexisting with COVID-19

A hybrid workforce

In 2020 and 2021, the global COVID-19 pandemic fundamentally changed how many businesses operated and engaged their employees. Many jobs became remote, with employees logging into virtual work systems from home. While the pandemic presented Maximus with numerous challenges, it also allowed us to learn and pilot new ways of working, new options for engaging our clients and customers, and new methods of serving citizens. With the transition from a pandemic phase to an endemic phase, other companies have since returned to full-time office-based work. Maximus, however, has fully embraced the hybrid model, which arises from the following tenets:

- We value our staff's hard work and dedication.
- We strive to give our employees, wherever possible, the flexibility to decide which work environment functions best for them.
- We believe that a work-life balance is vital to wellbeing and career longevity, and hybrid options make work-life balance more achievable.
- The flexible nature of hybrid work can increase productivity and boost employee morale.
- We believe in a focus on business outcomes rather than hours worked when it comes to measuring our success.





According to the results of our
2022 Global Employee Engagement Survey,
our employees concur:

71%

"Maximus provides sufficient flexibility and support to help me balance the demands of my work life and personal life."

84%

"My immediate supervisor/manager does a good job of encouraging collaboration and teamwork."

While the hybrid and remote work models may not benefit every employer or even every Maximus employee, we have seen a productive and accountable workforce rise to meet challenges and continue to move people forward.



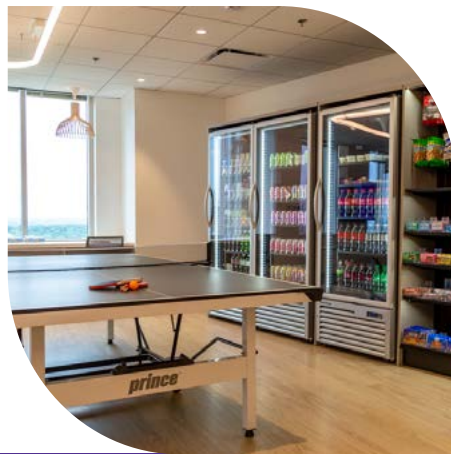
Flexibility and productivity are also important components of Maximus' new headquarters, located in the Tysons Corner area of McLean, Virginia. Our CEO, Bruce Caswell, reminds us that the pandemic "reinforced the importance of technology" in the hybrid/remote work environment and "increased the value we place on flexibility." With that in mind, the design of Maximus' headquarters fosters collaboration and community, provides access to innovative technology, and encourages employees' overall wellbeing. Spread across five floors of the building, the Tysons space includes:

Tysons headquarters office

- More than 450 workstations and offices
- Multiple conference rooms with digital whiteboards and smart touch-screen apps
- Digital signage screens throughout
- Open, informal gathering spaces
- Adjustable desks for standing or sitting
- Cafes with free healthy snacks and beverages on every floor
- Recharge rooms
- Access to a fitness center in the building
- Abundant natural light

There are also features intended to meet the needs of all our employees, whether they are remote, hybrid, or on-site. A flexible hoteling reservation system allows any employee to book a workstation or small workroom on an as-needed basis. In the months and weeks leading to the grand opening of the Tysons office, employees had the

opportunity to vote on the names of the conference rooms and provide feedback about their preferences for engagement events. A smaller subset of employees served as “move champions” and helped facilitate the transition from the previous office to the new space.



A SURVEY CONDUCTED IN THE MONTHS AFTER THE GRAND OPENING OF THE BUILDING FOUND:

64%
agree

“The hoteling software is easy and convenient to utilize.”

90%
agree

“the office space provides a high-quality and attractive environment.”

57%
agree

“the office has enabled me to build a work routine and schedule that works well for my professional and personal needs.”

72%
agree

“the office space allows me to collaborate with colleagues outside of my own team.”

New brand, new values

Refreshing the Maximus brand

2022 saw Maximus reach a significant milestone when we launched a refreshed company brand within a larger brand belief system that better aligns with our business and its future goals. This is the first significant update of the Maximus brand since our founding in 1975. The new identity creates a consistent, unified workforce after recent acquisitions and will carry us into the future. Our unified image reduces confusion created by sub-branding and signals to our stakeholders we are collectively moving people forward.

Our refreshed brand is rooted in a brand belief system consisting of our rallying cry, brand pillars, mission, vision, and values. These are expressions of who we are as a company, where we're headed, and what it's like to be a part of the Maximus community.



As Maximus employees, we share an authentic desire to do something meaningful to help others succeed, and the new company tagline, **moving people forward**, emphasizes this aspect of our culture:

CONNECTION - We are the bridge between people and services, championing our customers' missions and closing the gaps between those who offer support and those who need it.

INNOVATION - We believe in the promise of technology and data to address human problems with empathy and insight and make our services more customer-centric and impactful.

PROBLEM SOLVING - We apply deep domain expertise and enabling technologies to transform and modernize government programs, making them more responsive, flexible, and secure.

Employee Value Proposition

Our Employee Value Proposition is composed of a Rallying Cry and the four cornerstones make up its foundation. They embody the key themes of what it means to work at Maximus and should resonate with different audiences in different ways

Doing Something Greater

RALLYING CRY Our North Star that lights the path to reaching our goals as employees. It not only serves as a call to action, but succinctly encompasses and connects our employer brand pillars in an actionable bold way.

With Exceptional
Integrity

With Profound
Proficiency

With Eager
Hearts

With Open
Minds

CORNERSTONES

Inherent qualities we possess as employees to clearly articulate how we deliver on our promises each day.

Additionally, the new Maximus logo reflects the forward-thinking mindset that fuels our work.

The X in the Maximus logo is a particularly strong design element that echoes the future-oriented vision of the full logo, and is occasionally used independently as a stand-alone logo mark.

In the weeks before the release of the refreshed brand, we educated employees about the importance of our company brand and each person's role in supporting and promoting Maximus' brand platform.

Through a series of emails, we shared how we created the refreshed look and how employees could help reinforce the brand in their work. Then, the day before our external announcement, we held an internal live-stream event for employees to introduce them to the new logo, tagline, and company look.

The event helped emphasize the collaborative nature of the brand's development and the company's unity under a single, consistent visual identity.



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Our Values

As part of Maximus' continued growth and evolution, we also announced another significant milestone for the company in 2022: our values. While we have had informal and unwritten beliefs in different parts of the company over the years, they were not codified or widespread.

As a result, the values introduced this year represent the first time Maximus employees have united globally to work in concert guided by the same principles. **RESPECT** and **COMPASSION** reflect our current beliefs that are woven through everything we do, while **INNOVATION** signals our aspirations for the future and provides us with something to work toward. **ACCOUNTABILITY**, **COLLABORATION**, and **CUSTOMER FOCUS** contain aspects of both current and aspirational beliefs. Together, these six values highlight our strengths while looking forward to the ways we can grow.

Employee contributions were essential to the development of the values:

- 49 employee values ambassadors
- Employee-chosen beliefs selected through the compass tool
- Employee participation in our launch videos
- Ongoing promotion of values by brand champions

As with the refreshed brand, we hosted an internal live stream event to share the core values with our employees before announcing them externally. This event was interactive and invited employees to answer questions about which values they thought were chosen and which value resonated the most for them.



ACCOUNTABILITY

Accepting responsibility to solve problems and rise to each challenge



COLLABORATION

Partnering to instill trust and working as one



COMPASSION

Empowering humanity by applying empathy and insight to every interaction



CUSTOMER FOCUS

Cultivating an authentic desire to help others succeed



INNOVATION

Embracing change and championing new ways forward



RESPECT

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

Engaging Employees

Global Employee Engagement Survey

For the past two years, Maximus has partnered with a leading, national, external vendor to develop and distribute the company's Global Employee Engagement Survey. This annual survey allows employees to provide feedback about Maximus and its company culture from their unique, individual perspectives.



The survey results, meanwhile, help our leaders better understand our employees' perceptions about working for Maximus and provide insights into employee morale, satisfaction, retention, and engagement. Those insights, in turn, serve as a starting point for identifying areas for improvement and opportunities for change.

2022 Global Employee Engagement Survey results:



Supervisors and managers had a favorable rating of 82%, a **4% increase** from 2021

Employees had favorable ratings for Maximus' DE&I activities

76%, an **increase of 7%** from 2021

80%

"I intend to stay with Maximus for at least another 12 months."



We had an **eight point gain** in our Net Promoter Score over the course of 2022

Employee engagement scores

improved by 5% from 2021

Overall positive scores for employee engagement

73% favorable rating

77%

"I am proud to work at Maximus."



Examples of 2022 action plans:



Improving communication through localized monthly newsletters, a shared mailbox for employee ideas, and quarterly updates on team suggestions and implementation progress.



Engaging employees through a new staff-centric, regional awards ceremony to acknowledge and celebrate employee excellence in customer service and job performance.



Promoting collaboration through a cross-functional, divisional group that discusses areas of opportunity and growth before escalating ideas to leadership for action.



Supporting employee wellbeing with a weekly “Fun-Fit-Friday” session that includes education, inspiration, physical fitness, and laughter.

After the survey closes, supervisors and managers review and reflect on their individual team results. They then discuss these results with their direct reports and then, based on the team’s feedback, create targeted action plans to address any challenges or areas with lower favorability.

In addition to demonstrating to employees that Maximus’ leaders are listening to employee feedback, these action plans highlight the feasible steps that different managers and their teams will take to improve the employee experience and company culture.



Employee events

Throughout the year, we host several company-wide engagement events for our U.S. employees, such as Employee Appreciation Day, while specific offices and locations occasionally celebrate smaller opportunities as well.

Customer Service Week

During the first full week of each October, Maximus recognizes all our employees and their hard work serving others with several activities for Customer Service Week. While customer service representatives comprise a significant portion of our employee population, all staff typically undertake some service-related tasks for internal and/or external customers, particularly since Maximus' projects and programs are focused on helping others. Each year, we devise a different theme around which we engage employees. The theme for 2022 was "Moving People Forward with Service!"

In the last few years, we've had to adjust our Customer Service Week activities in response to the challenges of the COVID-19 pandemic and to accommodate our remote and hybrid workers. As a result, we offer virtual activities company-wide and provide supervisors and managers with resources and ideas for celebrating on-site. Often included in our activities are:

- Trivia sessions
- Digital scavenger hunts
- Opportunities for volunteerism or to make a charitable donation
- Kudos cards and certificates of appreciation templates
- Daily prize giveaways

2022 also marked the second year we awarded a select group of employees with Customer Service Awards. We invited all supervisors and managers to nominate a deserving team member before volunteer judges help score each submitted nomination. This year, we chose 30 winners from a pool of more than 300 nominations.



Location-specific events

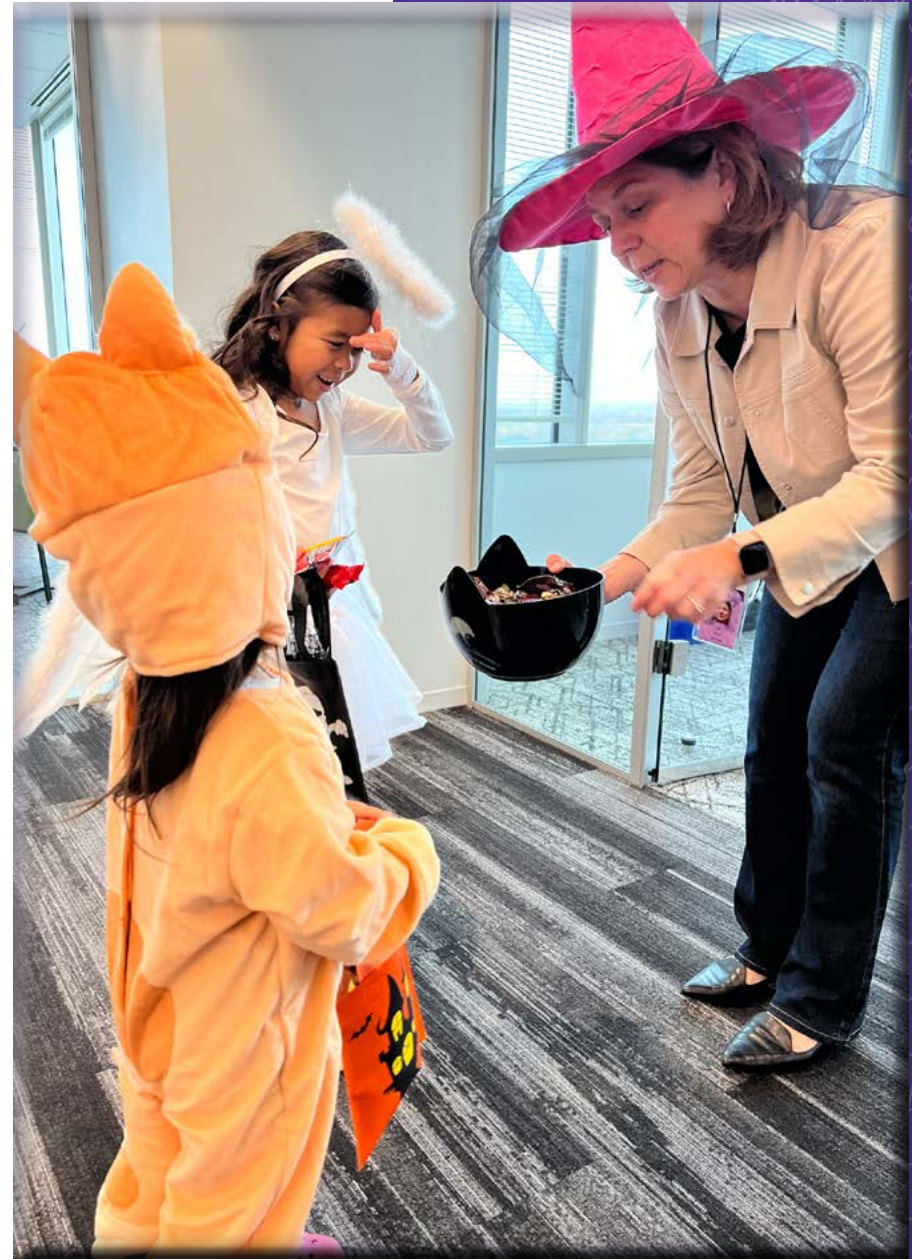
The Employee Engagement team for our Tysons Corner, Virginia headquarters building has hosted several activities throughout the year. The team also regularly solicits feedback about these events from employees through local surveys and shares photos through internal communications.

During the past year, the Tysons building has convened:

- Cross-functional networking activities (to help break down organizational silos)
- Monthly lunch-and-learn sessions (to bolster employee development)
- A family-friendly Halloween carnival
- Employee-led, cross-cultural potlucks
- A diversity, equity, and inclusion open house
- Cultural observances such as a Diwali celebration

Many of our contact center locations offer engagement activities for local employees. For example, employees at our Lynn Haven, Florida, contact center created a spirit committee to promote events such as theme days and baking competitions and host donation drives for local charitable organizations. Additionally, they celebrate:

- New hires moving up from training
- Team members with perfect attendance and high customer satisfaction scores
- Kudos from consumers and beneficiaries who express gratitude for superior customer service
- The start of important campaigns, such as open enrollment



June 2022 marked the return of Maximus' Global Leadership Conference (GLC) after a two-year pause due to the COVID-19 pandemic. This conference, which was primarily virtual with executive leaders speaking live, brought together Maximus leaders from across the company and the globe to communicate, connect, and collaborate. This year's conference focused on discussing our new strategic priorities, which were developed over

Global Leadership Conference

several months in direct response to Maximus' growth as a business and the industry shifts caused by the pandemic. The GLC included updates from our CEO Bruce Caswell, CFO David Mutryn, CHRO Michelle Link, and a panel presentation from our three General Managers (Teresa Weipert, Ilene Baylinson, and Kevin Reilly). Additionally, company leaders received an early look at our global core values and brand belief system. It also provided them with resources they could use to share the new values with their teams.

A video call with Christopher Dabek, Sr Vice President, SOA. He is a man with short brown hair, wearing a light blue button-down shirt. He is looking slightly upwards and to the right. In the background, a bookshelf with various books is visible on the left side.

CHRISTOPHER DABEK

SR VICE PRESIDENT, SOA



At Maximus, diversity, equity, and inclusion (DE&I) are essential parts of our company culture, and we strive to create an inclusive workplace that values individual differences and where employees can thrive. Our commitment to prioritizing DE&I extends to all aspects of our business. We work tirelessly to create and sustain a workplace where everyone can unite as their authentic selves.

Diversity, equity, and inclusion

In the past year, our DE&I team has helped launch our inaugural employee resource groups, expanded DE&I learning and development opportunities, created a mentorship program, and hosted numerous cultural and heritage month events. Read our first annual **DE&I report**, now available on Maximus' website, for a full account of our DE&I activities throughout the last year.

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FOUNDATION

Maximus is committed to creating a positive impact in the communities we serve, and the Maximus Foundation is one way we make a difference in the communities where our employees live and work.

As the philanthropic arm of Maximus, the Foundation extends the company's mission by supporting the same populations and communities served by the public programs Maximus operates. Established as an independent 501(c)(3) nonprofit organization, the Maximus Foundation primarily focuses its giving strategy on awarding cash grants and supports key initiatives such as:

- Social impact and disaster relief
- Employee volunteerism
- Employee assistance fund



Grantmaking

The Maximus Foundation awards cash grants to nonprofit organizations and programs that promote personal growth and self-sufficiency through improved health, augmented child and family development, and community development. Employee donations, which the company matches dollar for dollar, help fund the Maximus Foundation. The match doubles the impact of every dollar employees give and invites participating employee donors to nominate and vote for eligible nonprofits to be considered for a grant. A board of directors, comprised of Maximus employees, oversees the foundation and coordinates the awarding of grants to selected organizations.

2022 by the numbers:



Our grantee partners are located in **30 states**, plus D.C.



167 nonprofit grantee partners were selected for their expertise in community development, healthcare, and youth development



> \$2,000,000
awarded in cash grants

Employee Assistance Fund

Maximus and the Maximus Foundation are in partnership with America's Charities to provide short-term financial assistance for employees facing hardship caused by natural disasters, family emergencies, or other sudden, severe, overwhelming, or unexpected challenges. The [Employee Assistance Fund \(EAF\)](#) can help employees with bills, basic living expenses, or medical needs. Employees can also help colleagues by making a tax-deductible donation to the EAF to add to the funds Maximus pledges each year. Additionally, because America's Charities manages the program's grant processing and administrative aspects, employees are ensured confidentiality and impartial decision-making.

Social impact and disaster relief

While the Maximus Foundation's primary focus is grantmaking, it also helps organize company-wide initiatives when our communities face great challenges or have extraordinary needs. Examples include:

- Adopting a staggered giving strategy during the height of the COVID-19 pandemic to review continuously the pandemic's ongoing and evolving impact on employees, communities, and nonprofit partners
- Helping employees and communities devastated by historic storms and tornados in the South and Midwest in late 2021 with a donation drive and company match
- Encouraging donations to on-the-ground organizations addressing the humanitarian crises in Afghanistan and Haiti in August 2021 and matching employee donations up to \$50,000 per organization
- Supporting organizations leading relief efforts for and offering critical medical aid to people displaced or affected by the war in Ukraine in March 2022



Employee volunteerism

Employees play a vital role in the promotion of the Maximus Foundation through our Foundation Ambassadors program. Ambassadors are employees who engage their colleagues to support the foundation, serve as liaisons between the foundation and different company projects and locations, and build relationships with nonprofit organizations in their areas. These caring employees are committed to doing something greater together. As Ambassadors, they help further the reach of the Maximus Foundation and bolster the missions of nonprofits across the country.

We also strive to empower our employees to participate in their communities in ways that are meaningful to them by connecting them with nonprofit organizations in need of volunteers. Our foundation staff provides employees with volunteer opportunities and resources via our company intranet site. During the last few years, employees have

- Planted blueberry bushes in New York to help supply families in need with fresh produce
- Co-hosted a back-to-school COVID-19 vaccine event and handed out school supplies in Wisconsin
- Collected toys, gift cards, and cash donations during the holiday season in California
- Held a shoe donation drive to provide children with new shoes in Texas

Communicating to and with employees

Communication channels

Some of our most vital employee engagement tools are our communications. Our Corporate Communications team is an award-winning resource for company-wide communications, storytelling, brand, social media, events, and websites. In addition to providing guidance and sharing best practices, the team leverages a variety of communication forms and channels to meet our employees where they are.

Our corporate communication channels include:

- Email and weekly email newsletter
- Digital displays
- Microsoft Teams channels
- Maximus.com website
- My Maximus / SharePoint intranet
- Maximus mobile app
- SharePoint feeds
- Desktop alerts
- Social media
- Maximus Alumni Network
- Short-form video

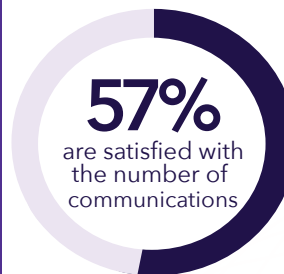
In the autumn of 2022, the Corporate Communications team surveyed employees to learn more about their perceptions of company messaging and their preferences for receiving information.



employees agreed that they *"can find the information [they] need"* through one of our communication channels



of employees indicated *they are satisfied with the communications they receive*. In particular they are satisfied with:



of employees **prefer** to receive information via **email**

While most of our channels allow us to target specific audiences for more focused communications, we also have two specialized channels: the Leadership Connection and our Chief Human Resources Officer's Insights blog post series.

The **Leadership Connection** is a central information hub on Microsoft Teams that provides supervisors and managers with advanced notice of important messages before we share those messages with a broader employee population. This platform allows us to reduce the overall number of emails our leaders receive while also maintaining our commitment to transparency and accountability.

By giving supervisors and managers early access to relevant communications, we help facilitate open lines of communication between all levels of the company and ensure employees get the information they need from a source they already trust.

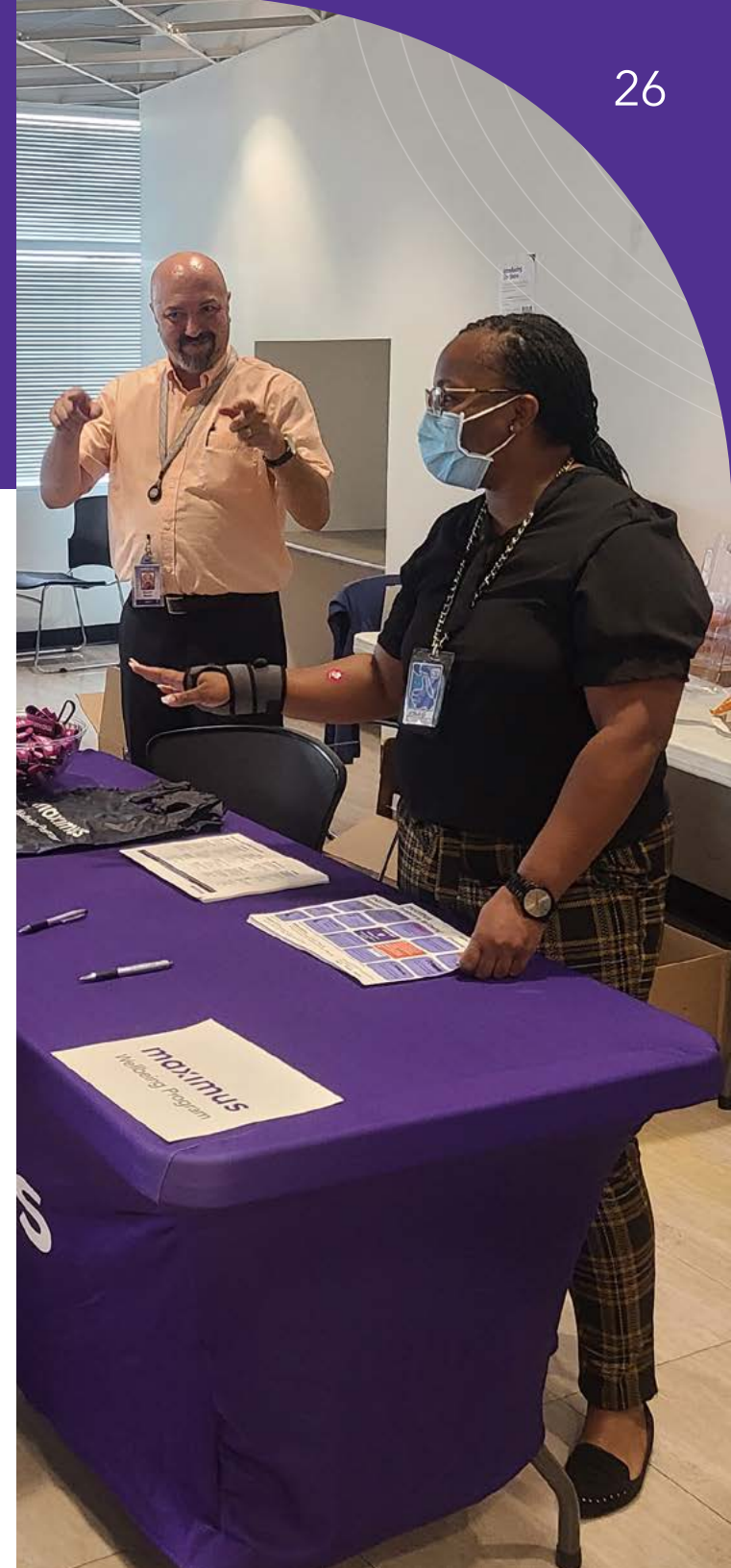
Meanwhile, during the second half of the year, our Corporate Communications team has worked closely with our CHRO, Michelle Link, on a series of **blog posts for the Insights page** on our website. Each post focuses on a specific topic, including employee engagement, understanding benefits, or the importance of empathy in leadership, and highlights Maximus' various accomplishments and achievements.

Using the first-person voice, these posts speak directly to their audience and reflect the lessons we have learned during a period of change and growth. Additionally, our social media team publishes posts on sites such as LinkedIn and invites employees to react and comment, which helps reduce the barriers between the company's executive leadership and our employees.

Communications in action: “Stop the Spread” campaign

One example of how employee feedback contributed to the success of our communications is our “Stop the Spread” campaign that took place in 2020 and 2021. This comprehensive health literacy campaign sought to inform, inspire, and excite employees about COVID-19 vaccinations. Since the campaign focused on education and awareness, it was imperative to collect employees’ thoughts and opinions through surveys, both before and after the campaign. In addition to providing content from Maximus’ Chief Medical Officer and other trusted sources, the campaign included question-and-answer sessions for employees, where they could openly discuss concerns and speak with industry experts. We also worked to eliminate barriers to information, so we made all communications, webinars, and resources available through multiple channels (e.g., email, intranet, company website, and our mobile app). This approach allowed employees to access the content no matter where they were.

The “Stop the Spread” campaign was a significant success for Maximus and our communications team. We received more than 150 employee testimonials on why they received the COVID-19 vaccine and vaccination record submissions in our health assessment app increased from 1,863 at the start of the campaign to more than 29,000 at the end of 2021. Ragan Communications awarded Maximus’ communications team and the “Stop the Spread” campaign with an honorable mention during the 2022 Employee Communications Awards cycle.





We are so proud of our employees and their contributions to the company. Every day, we see the results of their hard work as they connect people to the services they need and help **move people forward**.

We are also proud of the programs and changes outlined in this report, and we will continue to enhance and evolve the Maximus culture. We are committed to remaining an employer of choice for talented people drawn to challenging, rewarding work.

Are you interested in doing something greater? Do you want to join a company with a strong employee culture and clear, demonstrable priorities and values? Visit our Careers page at maximus.com/careers.

