maximus

2025

Sustainability Report

Building a Better Future Together



Table of Contents

About This Report 1

Materiality 1

Maximus: at a Glance 2
- Core Services and Expertise 3
- Strategic Growth Pillars 3
- 2025 Business Highlights 3
- Our Values 5

Our Sustainability Framework 7
- Sustainability Pillars 8
- Sustainability Governance 8

Innovation For Public Good 9
- Ethical and Responsible AI for Government Transformation 10
- AI Governance Policy 10

Moving Our Talent Forward 12
- Talent Recruitment 12
- Employee Engagement and Retention 12
- Learning and Development 13
- Professional Growth Opportunities 14
- Employee Wellbeing 15

Climate Resiliency 16
- Greenhouse Gas Emissions 17
- Promoting Energy Efficiency 17
- Green Initiatives 17

Operating With Integrity 18
- Business Ethics and Code of Conduct 19
- Anti-Bribery and Anti-Corruption Policy 19
- Grievance Mechanism (Whistle blower Program) 19
- Data Privacy and Security at Maximus 19

Our Community 21

About this Report

This 2025 Sustainability Report ("Report") highlights Maximus, Inc.'s sustainability performance and provides certain qualitative and quantitative information about our sustainability objectives, ambitions, and initiatives. This Report covers fiscal year ("FY") 2025 (October 1, 2024 – September 30, 2025), unless otherwise noted. In some cases, we share highlights from initiatives that were launched in the FY ending September 30, 2026 to provide more up-to-date information. Unless the context indicates otherwise, the terms "Corporation," "Company," "Maximus," "we," "our," and "us," refer to Maximus, Inc. and its consolidated subsidiaries. The terms "partner" or "partnering" in this report do not mean or imply a formal legal partnership and are not meant in any way to alter the terms of Maximus' relationship with any third parties. Any reference to our support of, work with, or collaboration with a third-party organization within this disclosure does not constitute or imply an endorsement by Maximus of any or all of the positions or activities of such organization.

Forward-Looking Statements

All statements in this Report that are not historical — including goals and commitments for and projections of future results, the expected execution and effect of our sustainability strategies and initiatives, and the amounts and timing of their expected impact — constitute forward-looking statements that are based on management's current expectations and beliefs concerning future events impacting the Company and are not intended to create legal obligations or rights. This Report contains data, events, highlights, and stories for the period of October 1, 2024 to September 30, 2025, unless otherwise stated. Many factors outside our control, including competitive pressures, costs, evolving legal and regulatory requirements, stakeholder expectations, and societal and market conditions globally and in the markets in which we do business could cause actual results to vary. The numbers and percentages used in this Report might be estimates, approximations, or be based on models and assumptions, including representations, projections, or information provided by third parties. Statements regarding goals, commitments, or targets in this report are aspirational and not guarantees that such goals, commitments, and targets will be met or retained. There can be no assurance that these future events will occur as anticipated. The statements in this report speak only as of the date they were made, and we undertake no obligation to publicly update them unless required by law. Please see Maximus' latest Annual Report on Form 10-K and subsequent filings with the U.S. Securities and Exchange Commission ("SEC") for a discussion of risk factors as they relate to forward-looking statements. In addition, statistics and metrics presented in this Report relating to sustainability related matters are estimates and may be based on assumptions or developing standards. Additionally, terms such as "sustainability," "impact," and "resilience" can be subjective in nature, and there is no representation or guarantee that these terms, as used by Maximus, will reflect the views, policies, principles, frameworks, or preferred practices of any particular investor or other third-party or reflect market trends. Certain goals, targets, intentions, or expectations described herein, including our sustainability-related ambitions and goals, are voluntary and should be viewed as aspirational. Further, certain information contained herein relating to any goals, targets, intentions, or expectations, including with respect to sustainability-related ambitions and goals and related timelines, is subject to change, and no assurance can be given that such goals, ambitions, intentions, or expectations will be met within the applicable time frames or at all. Similarly, there can be no assurance that our sustainability-related policies and procedures as described in this Report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our sustainability initiatives, policies, and procedures based on cost, timing, or other considerations. In gathering and reporting upon the information contained herein, Maximus may depend on data, analysis, or recommendations provided by third-party data sources, which may be incomplete, inaccurate, or out of date. Unless otherwise stated, figures included in this Report have not been audited, assured, or independently verified by auditors or third-party assurance providers. Maximus does not independently verify all information it receives from third-party data sources, and it may decide in its discretion not to use certain information or accept certain recommendations. Maximus makes no representation or warranty, express or implied, with respect to the accuracy, fairness, reasonableness, fitness for use, or completeness of any of the information contained herein, and expressly disclaims any responsibility or liability therefor.

Materiality

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. Further information concerning the Company and its businesses, including factors that could materially affect the Company's financial results, is included in the Company's filings with the SEC.

Maximus at a Glance

As a leading strategic partner to government, Maximus improves the delivery of public services amid complex technology, health, economic, and social challenges. Maximus provides tech-enabled services to government agencies, including innovative business process management and technology solutions, which improve outcomes for the public and create higher levels of productivity and efficiency of government-sponsored programs. With a deep understanding of program service delivery, acute insights that achieve operational excellence, and an extensive awareness of the needs of the people being served, our employees advance the critical missions of our partners.

We are investing in innovation, including AI capabilities, and demonstrating the transformative potential of new capabilities to our government customers. We believe innovation presents a significant opportunity to enhance service delivery and improve outcomes for the programs we serve.

Our Core Services and Expertise

Program Operations

Maximus delivers fully integrated Business Process Services (BPS), including eligibility and enrollment, outreach, and customer service support, for significant federal and state programs, primarily under health service areas such as Medicare, Medicaid, and the Affordable Care Act marketplaces. We believe that our value to customers is making these programs function effectively with a focus on quality and removing barriers to care, ultimately helping agencies manage programs more efficiently.

Clinical Services

Maximus delivers clinical services, including independent assessments of benefit eligibility, arbitration, appeals support, and payment resolution. Services on a state level include person-centered assessments, such as pre-admission screening and resident review, and are typically focused on individuals in need of long-term services and support.

Employment and Other Services

Maximus provides comprehensive employment services, helping individuals transition from government assistance programs to sustainable employment and economic independence.

Technology Solutions

Maximus helps agencies modernize outdated systems and processes using continuous process improvement, while offering additional expertise in AI and advanced analytics, cybersecurity, cloud infrastructure, and data management to fulfill client needs while ensuring compliance with security regulations and best practices.

Strategic Growth Pillars

Technology Modernization

- We modernize programs and legacy technology systems to be agile to meet the needs of a rapidly changing landscape.
- As a mission-critical partner, we aim to align solutions around the unique circumstances of each program.

Future of Health

- We use innovative techniques and proven technologies and analytics to meet individuals on their own terms.
- We automate complex processes and empower health professionals with timely, actionable data – enabling them to focus on individuals while responding to community needs at scale.

Tech-Enabled Government Services Delivery

- Our solutions apply advances in business intelligence, predictive analytics, and emerging technologies to provide efficient and tech-enabled access to critical benefits.
- We deliver citizen services in an innovation ecosystem that drives measurable outcomes and unlocks the full potential of a customer's mission through data-driven insights.

2025 Business Highlights

FY25 Revenue	Global team	Programs
$5.43 Billion	**37K+** Employees worldwide	**~1 in 3** American citizens supported by programs Maximus administers annually

2025 Sustainability Highlights







Moving Our Talent Forward

- 3,600 employees redeployed across projects through Moving Our Talent Forward (MOTF) initiative
- 900,000 training hours logged in the Learning Management System (LMS)
- 79% employee engagement survey satisfaction rate with 87% of employees indicating an intent to remain with Maximus
- 13 employee benefits added or enhanced in FY25, including adding coverage for oral surgery, hearing aids, and dermatology

Delivering Results

- Continued to advance AI capabilities through a combination of in-house development and partnerships with leading technology providers and piloting of practical applications of agentic AI in controlled environments to validate performance and value
- Began preparing a new AI Governance Policy, outlining our commitment to responsible, risk-based AI development and use in the workplace, and subsequently adopted the AI Governance Policy in FY 2026
- Enhanced AI-driven capabilities to IVR (Interactive Voice Response), scripting, chatbots, and proactive outreach across five contracts, improving customer experience and increasing operating margins on those contracts by 3.5%

Climate Impact

- Four energy efficiency initiatives completed at several of our facilities, including building interior LED lighting and automation systems, HVAC upgrades, and exterior LED lighting
- Enhanced energy efficiency by reducing combined Scope 1 and Scope 2 emissions by 3% compared to 2024

Our Values

Maximus' six organizational values serve as the foundation for how the Company operates, partnering with governments to support our employees and the public:

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.



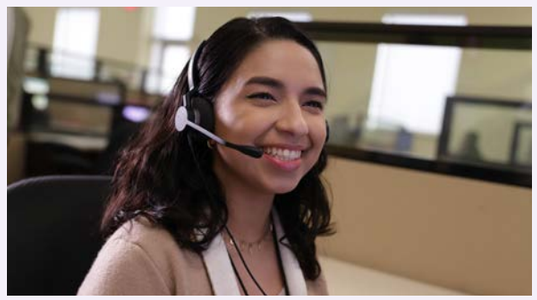
Collaboration

Partnering to instill trust and working as one.



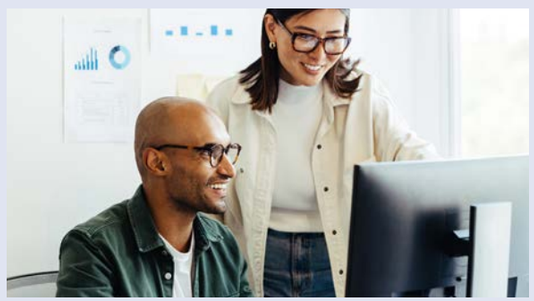
Customer Focus

Cultivating an authentic desire to help others succeed.



Accountability

Accepting responsibility to solve problems and rise to each challenge.



Workplace Recognition

Maximus earned numerous awards and recognitions in FY25, reflecting its commitment to employees, innovation and government service excellence. Notable recognitions include:

Fortune America's Most Innovative Companies
Recognized in 2025 for innovation in products, processes, and workplace culture

Washington Business Journal's Largest Government Technology Contractors
Ranked #24 in 2025, marking our 13th consecutive year of recognition

U.S. Veterans Magazine Top Veteran-Friendly Company
Recognized in 2025 for commitment to veteran hiring and workplace support

Washington Technology Top 100
Ranked #19 in 2025, marking our 12th consecutive year of recognition

Northern Virginia Technology Council Tech 100
Recognized in 2025 for the 7th consecutive year

Forbes Best Employers for Tech Workers
Recognized in 2025 for fostering an innovative and empowering environment for technology professionals

Washington Post 2025 Top Workplaces in Greater Washington
Awarded based on employee feedback

IFB Solutions Partner of the Year
Recognized in 2025 for advancing employment opportunities and workplace accessibility for individuals who are blind or visually impaired

Newsweek America's Greatest Workplaces
Recognized for the 4th consecutive year

Virginia Business 500 Power List
CEO Bruce Caswell recognized in 2025 among Virginia's most influential business leaders

VETS Indexes 5-Star Employer

Gold Award, W3 Awards
Recognized for outstanding user experience and digital innovation

Our Sustainability Frameworks

Our commitment to conduct business responsibly is embedded into our core operations as we support governments and government agencies in their efforts to deliver services more efficiently. When we make programs more accessible, we support the resiliency of our communities and when we invest in our employees' growth and upskilling, we foster positive social impact.

Sustainability Pillars

Maximus' sustainability efforts are organized around three core pillars where the Company can have the most meaningful impact:

People and Community

Dedicated to ensuring work generates positive change by helping people access vital services, supporting employee development and strengthening the communities Maximus serves.

Planet and Environment

Taking measurable steps to reduce our carbon footprint and optimize resource use, with a focus on energy efficiency, recycling, and waste reduction.

Governance

Upholding accountability, transparency, and responsible business conduct to maintain the trust of our government partners and the public.

Sustainability Governance

Our sustainability priorities and strategy are ultimately overseen by our Board of Directors, guided by the Nominating and Governance Committee, which ensures close alignment with our corporate vision. The Board receives regular reports and updates from management, which is responsible for leading company-wide initiatives and coordinating day-to-day efforts across teams—from our talent management and the Maximus Foundation to our Facilities team. Our Chief Financial Officer leads the implementation of our sustainability initiatives, with broader support led by our VP, Investor Relations.

Our disclosures, prepared in accordance with the Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), and Global Reporting Initiative (GRI) standards can be found on our website at investor.maximus.com/company-info/sustainability.



Innovation for Public Good

Maximus believes modern technologies, including artificial intelligence (AI), have the power to significantly improve service delivery when applied responsibly and with a clear focus on positive human impact. We are committed to responsible AI innovation with a focus on practical, mission-driven implementations that deliver measurable benefits while adhering to the highest ethical standards.

Maximus is embedding AI within our Business Process Outsourcing services to enable clients to benefit from advanced automation, AI-powered quality monitoring, and real-time insights. We also leverage our Maximus Total Experience Management (TXM), an AI-powered solution that transforms service delivery, including "Contact Centers as a Service," by integrating intelligent automation, real-time analytics, and hyper-personalized customer engagement to operate more efficiently.

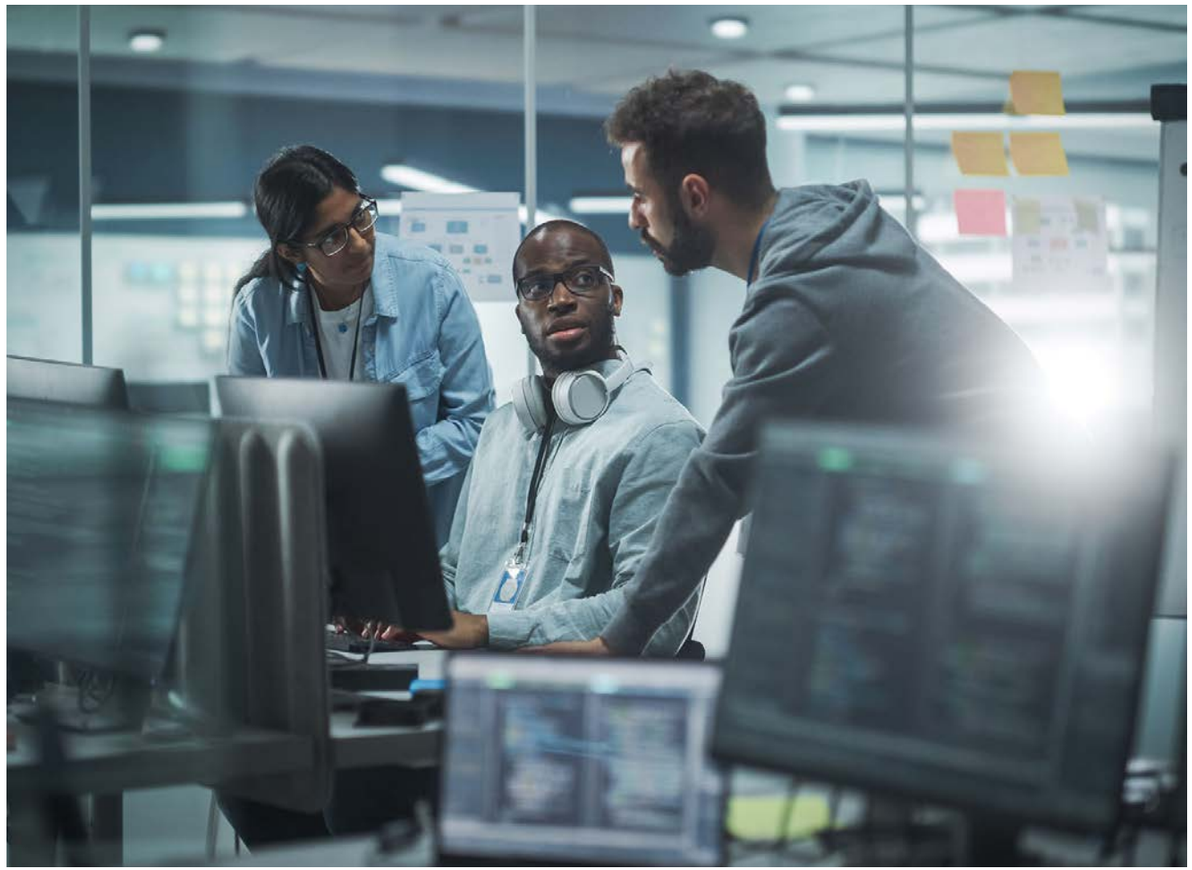
Ethical and Responsible AI for Government Transformation

The Board's dedicated Technology Committee oversees our strategic IT investments, including investments in AI. Our Audit Committee oversees our compliance with legal and regulatory requirements, including requirements with respect to AI. Our oversight structure is designed to ensure we leverage technologies to advance our capabilities, while effectively mitigating risks and advancing delivery of government services.



AI Governance Policy

Our AI Governance Policy outlines our commitment to responsible AI development and use in the workplace, ensuring that our actions align with our mission, values, applicable laws, and regulations. We apply a risk-based approach to AI governance. AI tools, capabilities and use cases may be subject to differing approval, review, monitoring, and control requirements based on their level of autonomy, data sensitivity, potential impact on individuals, and other relevant risk factors. Higher-risk AI applications may require enhanced review and added safeguards before deployment.



Moving Our Talent Forward

Moving Our Talent Forward (MOTF) is a multi-year program that redeploys skilled employees across projects to efficiently place talent where it can have the greatest impact, while equipping the workforce for future roles as our industry evolves and supporting Maximus' strategic objectives, with primary goals.



1. Redeploy Talent to Meet Business Priorities
   MOTF supports the internal mobility of skilled employees, moving them across projects and contracts to match their strengths with high-impact areas.
2. Equip Talent for Future Needs
   By providing tailored tools, training, and processes, MOTF is designed to prepare our workforce for future roles that support Maximus' strategic objectives. This approach to skill-building can enhance both career progression and organizational agility, building a responsive workforce aligned with our mission.

- Our Strategic Workforce Planning (SWP) function ensures an employee-driven approach for upskilling, enabling us to have the right people with the right skills to meet the evolving demands of our clients.
- Our Internal innovative AI Total Talent Management System, in partnership with Eightfold, uses employee skills data to identify talent needs and recommends internal roles aligned with employees' skillsets, expertise, and career aspirations.

The program is overseen by an Executive Steering Committee comprising cross-functional operational leaders, spanning HR Information Systems (HRIS), Talent Management, and Learning and Organizational Development (L&OD), Talent Acquisition, Compensation and Total Rewards, Strategic Workforce Planning, and Change Management.

We also leverage a virtual status platform that bridges the gap between assignments and better enables our employees to move seamlessly to new projects. Since its implementation in 2023, we have matched 3,600 employees ending a project with open positions, preventing potential reductions in our workforce.

Talent Recruitment

3,600+ Employees Redeployed via MOTF

79% Engagement Survey Satisfaction Rate

Maximus' talent acquisition strategy focuses on attracting mission-aligned candidates who bring best-in-industry talent across a wide range of specialized skills, professional backgrounds, and experiences. In FY25, Maximus hired more than 18,000 employees, supporting critical business and customer needs across the enterprise. Dedicated talent recruiters continuously identify and engage qualified candidate pools, helping to ensure the right talent supply exists before demand materializes.

Employee Engagement and Retention

Maximus instills its values in its culture through recognition programs, resource networks, and leadership engagement. In FY25, Maximus' annual Global Engagement Survey achieved a satisfaction rate of 79%, with 87% of employees indicating intent to remain with the Company for at least another year.

Performance Management and Feedback Culture

Maximus' Continuous Performance Management (CPM) philosophy supports an ongoing performance and development structure for employees, built on four key elements inclusive of regular one-on-one meetings, continuous feedback, agile goal setting, and career development. In FY25, Maximus continued to strengthen its performance management practices by streamlining the annual evaluation process. For over 15,000 employees, we consolidated evaluation templates into standardized versions that focused evaluation criteria on both the "what" (metric/goal accomplishment) and the "how" (observable behaviors). These changes enabled a more consistent, clear evaluation process across the organization.



By building frequent feedback into our culture, Maximus aligns performance with our mission and supports each employee's long-term career aspirations.

- **Ongoing One-on-One Meetings**
  Leaders are encouraged to hold regular one-on-one meetings with their team members, fostering open dialogue around professional goals and growth areas. This sustained connection between leaders and employees strengthens engagement, supports retention and ensures that each employee feels seen, supported and connected to Maximus' broader mission.
- **Continuous Feedback**
  Ongoing feedback provides employees with consistent insight into what is working well and where opportunities for growth exist. Regular coaching conversations and forward-looking guidance help accelerate development, strengthen performance and give employees greater clarity ahead of annual review periods, reinforcing a culture of transparency and trust.
- **Agile Goal Setting**
  Continuous goal alignment ensures that employee objectives remain connected to evolving business priorities, client needs, and organizational strategy. By enabling goals to be reviewed and adjusted throughout the year, employees stay focused and motivated by the work that advances the Company's long-term objectives and creates the greatest impact, for their teams, their clients, and the communities Maximus serves.
- **Career Development**
  Our philosophy encourages ongoing career growth, skill-building, and intentional development planning. By investing in employees' future capabilities, Maximus strengthens engagement, retention and organizational readiness by equipping our workforce to grow alongside the Company's long-term vision.

To support employees and leaders in applying these practices, Maximus maintains a Continuous Performance Management Hub, a centralized, year-round resource offering best practices, development tools, guides and learning materials (the "Hub"). By enabling a self-directed approach to growth, the Hub empowers employees to take ownership of their professional journey and development.

Learning and Development

At Maximus, we believe that learning is more than a catalog of courses; it is a strategic engine for building the capabilities our mission demands.

Guiding this work is a strategic competency framework that defines the specific skills and behaviors needed at each level of the business – from individual contributors to senior executives. Rather than developing training in isolation, Maximus uses this framework as a blueprint, curating and designing a robust catalog of learning experiences that map directly to our core skills and leadership competencies. This is designed to ensure that workforce development is connected to a clear career pathway that advances the capabilities that move our strategy forward.

Our L&OD department, composed of instructional designers, program managers, facilitators, and Learning Management System (LMS) specialists and logistics specialists, translates this framework into practice, creating an environment of high-caliber training delivery and cross-functional collaboration. Maximus' global LMS is available 24/7 and offers courses spanning digital transformation, customer service, and leadership development. In FY25, employees completed over 900,000 training hours through the LMS.

The Shared Learning Model (SLM) governs how this all comes together. By bringing business leaders and learning professionals to the same table, the SLM is designed to ensure our development priorities stay aligned to enterprise needs, directing where we invest, how we scale proven programs and how we guide the intake of new training requests. In FY25, the SLM supported the launch of the Emerging Leaders Program, expanded our course offerings for individual contributors, and further scaled our core development programs, keeping our learning strategy connected to the competencies that matter most at every level.



Professional Growth Opportunities

We believe that strong leaders advance our mission, and supporting our people from the early stages of their career is central to that effort. Maximus offers a wide range of professional growth opportunities and programs, including:

- **Tuition Reimbursement**, which supports employees pursuing higher education, certifications, and courses aligned with career goals in Maximus' service areas and enables us to build a highly skilled workforce ready for the needs of tomorrow. In FY25, we doubled tuition reimbursement from $2,500 to $5,000.
- **New Leadership Onboarding**, including programs such as New Leader Onboarding and the Essentials of Supervisor Skills (ESS) series, which covers foundational skills like business acumen and ambiguity management, preparing new leaders to succeed within Maximus. These courses, aligned with Maximus' leadership competencies, help prepare new leaders to succeed and integrate smoothly into Maximus' culture.
- **Emerging Leaders Program**, which was launched in 2025, equips newly hired and newly promoted leaders with the foundational skills to succeed in their first leadership roles. Aligned to Maximus' leadership competencies, we believe that Emerging Leaders is building a strong and sustainable pipeline of future managers, accelerating readiness and ensuring our leaders are prepared to guide teams through a rapidly evolving industry.
- **Advanced Development for Seasoned Leaders** offers programs focused on Crucial Conversations, empathetic leadership and fostering innovation. These courses support advanced leadership challenges, reinforcing a culture of growth, engagement, and strategic insight.
- **Executive Coaching with Ezra** is a virtual coaching platform that connects leaders with certified coaches from the International Coaching Federation, supporting them in setting and achieving developmental goals.
- **Executive Development Program (EDP)** is Maximus' premier development experience for executive leaders, combining virtual and in-person training, tailored learning plans and one-on-one coaching. In FY25, we launched our second cohort of leaders.
- **Individual Development Plans (IDPs)** are available to all Maximus employees. IDPs help provide a clear, personalized roadmap for a career journey, connecting individual goals to the competencies and skills our business needs. In FY25, more than 1,000 IDPs were created, supported by targeted workshops that prepared leaders for their future roles.
- **MentorU Mentorship Program** connects employees with experienced professionals across Maximus to support professional network expansion, skill development and future career growth opportunities. Since launching in FY22, the program has facilitated more than 10,000 hours of mentorship.
- **Employee Resource Groups (ERGs)** are voluntary, employee-led groups open to all Maximus employees to foster connection and build professional networks.
- **L&OD SharePoint Platform**, redesigned in FY25, our L&OD SharePoint is the central home for learning at Maximus, an intuitive hub where employees can discover development opportunities, access resources and take ownership of their growth.
- **Employee Career Development Services**, provides internal career counseling services, serving as a compass to guide employees through their career journeys and helping them unlock new opportunities to achieve their professional goals. By fostering a culture of continuous learning and advancement, Maximus is able to collaborate directly with employees to offer essential tools, guidance, and resources, empowering them to reach their full potential.

Supporting Our Veterans

The Maximus Foundation invests in organizations that work with veterans and their families to address challenges such as housing instability, access to care, and economic wellbeing. Our approach is grounded in trust, recognizing that communities closest to these experiences are best positioned to identify solutions and create lasting change. Through funding, partnership, and ongoing engagement, we strive to contribute to efforts that help veterans thrive. Our participation in veteran-focused events is one way we listen, learn and deepen our relationships with veteran communities.

Maximus is recognized as a 2026 VETS Indexes 4 Star Employer, a 2026 Military Friendly Gold Employer, a 2026 Military Spouse Friendly Employer and a 2026 U.S. Veterans Magazine Top Veteran Employer. These recognitions reflect our ongoing efforts to recruit, support, and advance veterans, transitioning service members, and military spouses across our organization. Through strategic partnerships with programs such as Hiring Our Heroes, the Military Spouse Employment Partnership (MSEP), Transition Assistance Programs (TAP), and the DoD SkillBridge Program, Maximus seeks to connect military-connected talent with meaningful career opportunities. We continue to expand our Veteran Career Site, participate in veteran-focused hiring events, and collaborate with our Veterans ERG to foster an inclusive environment where veterans and military families can thrive.



Individuals with Disabilities

Maximus is dedicated to integrating individuals with disabilities into our workforce. Through partnerships with vocational rehabilitation and disability organizations, we collaborate with community-based groups and participate in local outreach to make employment accessible and meaningful for people of all abilities. We also maintain a Disability and Neurodiversity Alliance ERG, which is open to all employees.

Employee Wellbeing

Maximus supports the physical, mental, and financial wellbeing of its employees through a comprehensive suite of benefits including Employee Assistance Programs (EAP), wellness initiatives and financial planning support.



Our Global Benefits Offerings[1]

- **Health Benefits (where not limited by national statutory plans)**
  - Comprehensive Medical, Dental, and Vision Insurance
  - Prescription Drug Coverage
  - Income Protection (Short-term and long-term disability insurance, and life insurance)
  - Additional coverage options include critical illness, hospital indemnity, and accident insurance
- Mental Health Benefits
  - Global Employee Assistance Program (EAP):
  - Access to Wellbeing platforms (subscription apps such as Headspace and Wellbeats)
  - Health Coaching
  - Employee Discount Program
- Performance Awards
  - Corporate Employee Recognition Program
  - Performance-Based and Project-Specific Bonuses
  - Enhanced Milestone Anniversary Program (Additional personalized award option)
- Financial Security
  - 401(k) Retirement Plan
  - Flexible Spending Accounts (FSA)
  - Childcare Discounts
  - Additional Benefits (legal assistance, pet insurance, and home and auto insurance, tuition reimbursement, spending accounts education center)
- Work-Life Balance/ Flexibility
  - Comprehensive Paid Time Off (PTO) and Holidays
  - Additional Leave Options (including bereavement, jury duty, military, medical, and personal leave to accommodate life's needs)

[1] Benefits eligibility varies by employee classification. All full-time or part-time employees working 30 hours or more are eligible for benefits under the Maximus plans. All part-time employees working less than 30 hours may still be eligible for some benefits, such as the 401(k) retirement plan and the Employee Assistance Program (EAP).

Climate Resiliency

Maximus takes measurable steps to reduce its carbon footprint and optimize resource and energy use, with a focus on waste reduction and operational efficiencies across all our locations.

Greenhouse Gas Emissions

Maximus tracks and reports its GHG emissions across Scope 1 and Scope 2 categories. In FY2025, we enhanced energy efficiency by reducing combined Scope 1 and Scope 2 emissions by 3% compared to FY24.

	FY23	2024	2025
U.S. CO2e (metric tons)			
Scope 1	1,601	1,052	1,302
Scope 2	19,065	15,816	15,005
Total Emissions	20,666	16,868	16,307

Promoting Energy Efficiency

Our headquarters, a LEED Gold-certified building in McLean, Virginia, exemplifies our commitment to sustainable practices and utilizing recycled materials. Additionally, our Real Estate and Facilities teams continually explore new avenues for expanding energy-efficient practices, including staggered climate control startup times, standardized temperature settings, and HVAC upgrades.

Green Initiatives

Maximus continued to advance its green initiatives in FY25 by actively reducing waste, optimizing energy efficiency across its facilities and building more sustainable infrastructure in partnership with our facility managers.

Our waste management efforts in 2025 included a collaboration with a specialized third-party vendor focused on recycling IT equipment.

184,254
pounds of IT equipment recycled

29,312
gallons of water saved

62,227
pounds of metal recycled

256,830
pounds of GHG emissions reduced





Operating with Integrity

Our reputation as a trusted government services provider is built on a foundation of accountability, integrity, and ethics. Maximus maintains a comprehensive ethics and compliance framework designed to support ethical decision-making, compliance with laws, and contractual requirements and effective management of compliance risks throughout the Company and across multiple functions – from procurement integrity and third-party risk management to privacy, data security, and conflict-of-interest management.

We prioritize transparency and responsible business conduct in all interactions with government customers, employees, shareholders, suppliers, and the communities we serve. Our policies, controls, training programs, reporting mechanisms, and governance processes support ethical decision-making, risk management, and compliance with applicable laws and regulations. For additional details on the Board of Directors and respective committee oversight responsibilities, see our 2026 Proxy Statement.

Business Ethics and Conduct

Our reputation for service excellence is built on high standards of accountability, integrity, and ethics Maximus maintains a comprehensive ethics and compliance program anchored by its Code of Conduct, regular ethics and compliance training, and confidential reporting mechanisms that allow employees and stakeholders to raise concerns without fear of retaliation.

We remain vigilant in ensuring that our operations and partnerships align with responsible workplace practices and are free from any human rights abuses.

Our Code of Conduct sets out principles and guidelines for appropriate business conduct and applies to all directors, officers, employees, contingent workers, consultants, and other representatives acting on behalf of Maximus. The Code of Conduct addresses key issues, including anti-bribery, conflicts of interest, compliance with government rules, handling confidential information and restricted data, and workplace conduct. The Audit Committee of the Board oversees ethics and compliance, and the Nominating and Governance Committee reviews and approves the Code of Conduct to ensure it reflects evolving ethics standards.

Maximus reinforces its commitment to ethics and compliance through regular trainings, which are mandatory for all workers, including full-time and part-time employees and temporary workers. Workers certify annually that they have read and agree to comply with the Code of Conduct and other key policies. The Code of Conduct and Employee Handbook outline our ethics and compliance expectations and are available in multiple languages to serve our workforce.

Anti-Bribery and Anti-Corruption Policy

Maximus requires full compliance with all anti-bribery and anti-corruption laws, including the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act. Our Global Bribery/Anti-Corruption Policy and Code of Conduct are designed to ensure that our employees understand and adhere to these standards in all locations where we operate.

Grievance Mechanism (Whistleblower Program)

Employees, directors, officers and other stakeholders are encouraged to report concerns regarding possible violations of the law, Company policies or our Code of Conduct. Our independent third-party Maximus Helpline is available 24/7, allowing for anonymous reporting in multiple languages. Additional channels for reporting grievances include an Audit Committee hotline and direct email access to the Chief Compliance Officer, among others.

Maximus maintains a strict non-retaliation policy for employees who report ethics concerns in good faith. Reports are investigated promptly, findings are documented, and corrective actions are implemented when warranted. Significant matters are reported to leadership, and quarterly updates are provided to the Board of Directors.

Data Privacy and Security at Maximus

Maximus predominantly serves as a data steward for our clients. We are committed to obtaining user data through lawful and transparent means, with explicit consent of the data subject where required. 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.

As a trusted partner handling government and citizen data, Maximus maintains a rigorous data security and privacy program aligned with federal cybersecurity standards, including National Institute of Standards and Technology (NIST) and relevant state frameworks; the Company continuously invests in security infrastructure, employee training, and incident response capabilities.

Oversight

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 and Data Protection Office, led by our Chief Privacy Officer, provides oversight of our privacy obligations.

Oversight for risk management and the overall enterprise risk management strategy of the Company, including cybersecurity, is the responsibility of the Board of Directors. Risks identified are monitored by the Board as a whole or the Board may delegate oversight to a specific subcommittee. Our Technology Committee, comprised of independent members possessing relevant background and experience, assists the Board of Directors in its oversight role with respect to cybersecurity and the protection of data assets. The Technology Committee receives updates from the CISO at least quarterly.

Maximus incorporates privacy considerations into business processes, technology implementation, and service delivery activities. Through governance, risk assessment, policy development, workforce training, incident management, and breach notification processes, we support compliance with privacy requirements and help maintain the trust of our clients, program participants, employees, and other stakeholders.

As privacy laws, technologies, and client expectations continue to evolve, Maximus regularly evaluates and enhances its privacy practices to address emerging risks and support the responsible use of information, including data used in digital and technology-enabled solutions. Maximus also maintains governance processes for artificial intelligence and other emerging technologies to promote responsible innovation while helping to manage privacy, security, regulatory, and reputational risks associated with the use of personal information.

Training

Employees, including full-time, 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.

Training topics include, but are not limited to the following:

- Data protection principles
- 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, and shredding
- User ID protection and password requirements
- Recognizing and reporting potential privacy and security incidents
- Managers' role in data and information security
- Phishing, including simulation and quiz-based training courses, available in multiple languages

We supplement the annual training with ongoing training through multiple formats, including regular corporate-wide and role-specific awareness communications. 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 maintains a comprehensive incident management program to respond to privacy and cybersecurity incidents across its global operations. The program includes triage, investigation, evidence collection and preservation, root cause analysis, remediation, and executive reporting. Privacy incidents are evaluated for potential impacts to individuals, clients, and Maximus, as well as applicable legal, regulatory, and contractual obligations. Lessons learned from incident response activities are incorporated into ongoing risk management and continuous improvement efforts.

Audits and Certifications

To promote the effectiveness of our privacy and data security systems, we conduct internal and external audits by independent auditors and perform security penetration testing twice annually.

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-ARC-AMPE, 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 has designed its security policy to adhere to 244 information security and privacy control objectives and over 1,000 control and control enhancements, as defined by the NIST.

Our cybersecurity strategy includes policies and standards, security controls, risk management programs, employee training, including for our contractors, assurance processes, and technologies that protect the environment that processes, stores and transmits our data.

For a complete list of our accreditations and certifications, including FedRAMP, ISO, and CMMI, please visit maximus.com/certifications.

Fiscal 2025 Highlight

Acquired Level 2 Cybersecurity Maturity Model Certification to expand our pipeline and position us to compete more broadly across federal contracting as cybersecurity standards evolve

Our Community

For 50 years, Maximus has worked to improve lives through service. The Maximus Foundation extends that commitment into the communities where our colleagues live and work. Established in 2000, the Foundation is a colleague-led 501(c)(3) nonprofit that supports community-led change through trust-centered partnerships. For 25 years, we have partnered with nonprofits whose work reflects the values and priorities of our colleagues and communities. Guided by a vision of strong, lasting partnerships, we remain committed to being colleague-led and community-focused, supporting efforts that strengthen local leadership, honor dignity and create meaningful, long-term impact.

Learn more by visiting the Maximus Foundation website and our 2025 Annual Foundation Report.

maximus

Maximus, Inc.
1600 Tysons Blvd
Suite 1400
McLean, VA 22102

investor.maximus.com/company-info/sustainability

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

2026 | © All trademarks belong to their respective owners. All rights reserved.

