



MAXIMUS® | United Kingdom

ANNUAL REVIEW

2020/21

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MAXIMUS
UK

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Maximus UK Services Limited (registered number: 9072343; VAT number: 357219976) is registered in England and Wales (with trading names including but not limited to Centre for Health and Disability Assessments, Remploy, Health Management and Revitalised). The registered office for Maximus UK Services Limited is Ash House, The Broyle, Ringmer, East Sussex, BN8 5NN, United Kingdom



Welcome

The pandemic has tested everyone's resilience over the past year in ways that we could never have expected. As the leader of a people-focused business, I have never been prouder of how our customers, our partners and my colleagues have responded to these extraordinary times.

2019/20 was a record-breaking year for Maximus UK. We had provided more functional assessments than ever before and supported thousands of people with disabilities and health conditions to find or stay in work. But by March 2020, we had begun transforming the way we delivered our services as the country went into lockdown.

As a former GP and Occupational Health Consultant, the physical and mental health of our people and those we serve

Dr Paul Williams

UK Division President

has always been a top priority and I am extraordinarily proud of how we were able to respond to the crisis.

Working in partnership with the Department for Work and Pensions (DWP), we were able to quickly introduce telephone assessments for claimants of Employment and Support Allowance and Universal Credit. Our occupational health clinicians worked with businesses and public sector organisations to make sure they could continue delivering critical services. Our employment specialists delivered remote support to help our customers develop new skills or retrain for a new sector, just as many employers were forced to temporarily close their doors.



At the same time, some of our colleagues supported the NHS when it was expected to be overwhelmed. I was greatly moved by colleagues working on the front line despite the risk. You can read some of their stories in this review.

I was also proud to play my small part in supporting my local hospital. I was impressed by the bravery and commitment of NHS staff who worked in very challenging circumstances. I would like to thank the NHS in Derby for giving me the opportunity to help.



Supporting our people to adjust to new ways of working and helping them still feel part of our team despite many working from home was just as important a challenge. We invested in new technologies and communication methods to keep our colleagues connected and, in many ways, I've felt closer to more colleagues this year than ever.

While Covid-19 has changed many of the ways we work, it has also highlighted the importance of recruiting, retaining and making the most of our talent base. We had already begun to develop plans to improve in this area, but the pandemic made this work even more urgent.

One of our strengths is the diversity of our workforce, reflecting the communities that we serve. After an honest and open review of how we operate, involving colleagues from every part of our business, we have identified areas we can change and have established an Inclusion and Diversity Board to make things happen.

In the year ahead it is likely that demand for the vitally important services we deliver will be greater than ever. Helping people who have lost their jobs due to the pandemic and need assistance finding new work; supporting employees facing mental and physical health challenges caused by lockdown, and ensuring people can access the financial support they are entitled to. Caring about each and every one of our customers is what our business is about. We are driven by a purpose: to help people transform their lives.

This Annual Report is an opportunity to hear from some of our people and customers about their experiences during the crisis. Through the darkness of the pandemic, there have been moments of inspiration and brightness that I am extremely proud of. I hope you enjoy reading some of their stories.

Transforming lives

For over forty-five years, Maximus has provided health, work and support services for citizens in partnership with governments and communities around the world.



In conjunction with our customers and clients, we design, develop, deliver and work to continuously improve services that transform lives. Bringing together our unique clinical, case management and digital skills, Maximus can deploy its global expertise at a local level to support communities through change.

In the UK, we provide critical programmes for national, devolved and local government as well as the private sector.

We deliver clinically-led assessments for the most vulnerable people in our communities across England, Scotland and Wales along with employment services to help people into work and occupational health, wellbeing, health surveillance and primary care services to support people in work.

With over **3,700** colleagues including **1,500** healthcare professionals and **600** employability specialists, we support millions of citizens each year in and out of the workplace.

Across the world, we employ approximately **36,000** people, working with governments in the US, Australia, Canada, Italy, Sweden, Saudi Arabia, Singapore, and South Korea.

Everything we do has a consistent focus – applying our expertise in helping people through challenging times.

Maximus UK 2020/21: In Numbers

2.8m

customers supported



500,000

assessments completed



45,228



people supported to find or stay in work

Over

400



organisations supported

£95k

grants for local charities



1,500

healthcare professionals



Delivering **nationally**

Supporting **locally**

Transforming **lives**

Maximus UK is proud to be a trusted partner to government and UK businesses, providing innovative and high-performing services that deliver better outcomes for both the public and our commissioners. Our combination of specialist expertise and scale allows us to provide accessible, friendly and effective services that enhance our communities, deliver for clients and commissioners - and improve the lives of our customers.

Our core divisions:



Employment Support

Working in partnership with business, government and the third sector, we offer unrivalled expertise in delivering effective programmes that support disabled and disadvantaged people to find and remain in work. Through our programmes, we have provided tailored support and have helped more than **250,000 people** into work.



Occupational Health

Through our Health Management business, we provide support to **2.25 million employees** via occupational health and wellbeing services, across sectors including manufacturing, emergency services, retail, utilities and transport. Our team of clinicians work across a nationwide network of clinics, while our data-led approach focuses on driving customers' return on investment.



Health Assessment

We help people move forward with their lives through the delivery of functional assessments covering a range of benefits, including Employment and Support Allowance, Universal Credit. Since 2015, we have completed over **4 million assessments** with reports submitted to the Department for Work and Pensions so that they can make an informed decision on an individual's eligibility for benefits.

Working in partnership

Maximus UK has a wide breadth of partnerships with specialist organisations in communities across the country. They help us design, develop and improve services which means we can deliver innovation at scale to support people who face challenges or change.

Our Community Partnership Networks (CPN) around the country are industry leading and help us to collaborate with a wide range of community-based organisations. With **over 200 member organisations**, our CPNs bring together the public, private and voluntary sector to improve access to services for jobseekers.



During the pandemic, the additional services available through our CPNs have been more important than ever before. From financial and housing advice to skills programmes and drug and alcohol addiction services, we were able to help people overcome barriers and move forward in their lives.

Collaboration is central to the way we work. It allows us to combine our global expertise with local and specialist experience so that we can make a meaningful difference to our customers' lives.

In our functional assessments division, our Customer Representative Group brings together more than 40 national and local charities to improve assessment services. This has helped us change the service to respond to the pandemic resulting in record customer satisfaction scores of over **97%**.



Working for Maximus UK

We are proud to have a culture of care and professionalism running through everything we do, shaping how we behave and the services we deliver. Our values ensure we act transparently and ethically to meet the objectives of our clients and customers.

Maximus UK is committed to being a great place to work. We nurture a supportive culture through the business, and invest in continuous professional development. But we know we can do more.



Our Inclusion and Diversity Board was established to make us a fairer, more welcoming place for everyone – regardless of their gender, background or race. With real power to initiate and implement change, alongside representation from throughout the company, the Board has begun the process of reviewing and improving how we work.

As 2020 was the World Health Organisation's designated International Year of the Nurse, Maximus UK was also delighted to take part in the Nightingale Challenge which marked the bicentenary of Florence Nightingale's birth. This initiative provided training to young nurses in our business so they can become future leaders.

In 2021 Maximus UK was accredited as a Living Wage employer, one of the first – and largest – government services providers to secure the accreditation. The commitment ensures that all Maximus UK colleagues, along with supply chain partners and major suppliers, receive an hourly wage that is significantly higher than the government minimum.





Inclusion & Diversity

In my new role I get to influence change and do work that literally impacts people's lives, which is very rewarding. Maximus UK is a diverse and inclusive company that values its workforce, and we are now taking this forward through the four focus areas of the Inclusion and Diversity agenda: Creating an Inclusive Culture, Talent & Development, Recruitment & Onboarding, and Targeted Action to help under-represented groups.

Our mission is to ensure that we're a diverse company at every level, and in particular, strive for greater representation of black and minority ethnic, LGBTQ+ and disabled colleagues in senior roles, bringing different perspectives to our business and ensuring we better reflect the diverse communities we serve. The agenda also aims to increase internal promotion for people from diverse backgrounds.

Isoken Idahosa

Inclusion and Diversity Board Co-Chair

Isoken Idahosa started working at Maximus UK in early 2019 as a Functional Nurse Assessor, and was appointed co-chair of the new Inclusion and Diversity Board in January 2021.

As one of our first steps on this agenda we recently launched MaxWomen, a new network to empower female colleagues to succeed and progress within the business, through which we are reviewing the recruitment and promotion processes and networking and mentoring opportunities, with input from colleagues and Inclusion and Diversity leads from across the business.

Ultimately, we want colleagues to be able to bring their 'whole selves' to work and be fully accepted. I'm very confident that we will be successful.

Supporting our customers

Our customers are at the heart of our business. If someone is vulnerable to health risks at work, or has found themselves disconnected from the workforce or needs support to access essential services, we are there to help them move forward with their lives.

Maximus UK has a presence in almost every community across Great Britain. It is important for us, as a company and as individual employees, to strive towards a fairer world.



We believe we do this best when helping our customers. In delivering a respectful, sensitive and quality service for those accessing social security, we support some of the most vulnerable in our communities. In helping people into long-term sustainable work, we are providing social and economic good for the whole country. In helping people stay at work and supporting their physical and mental health, we are working with employers to make a difference to individual lives.

It is our holistic understanding of each customer that sets us apart. We understand the physical and mental health barriers many face to secure and retain jobs.

Our work with business and government gives us unique insight into how we can help customers access services they need and help them secure work.

We've transformed our service during the pandemic – scaling support services quickly and changing service delivery at speed to reflect the needs of our customers. Supporting our customers has been our mission over the last year and we are proud of how our colleagues and partners rose to the challenge.

Supporting people into work

Working in partnership with business, government and the third sector we help customers access the support they need to secure long-term employment that transforms lives.



The pandemic has reshaped the world of work for millions across the country. Many people have experienced unemployment for the first time or seen the sectors they work in decimated by the crisis. Maximus UK has been instrumental in reskilling, retraining and giving our customers the confidence to find new work in sectors that continue to grow - including care, logistics, retail and government services.

The urgent need for employment support has seen national government and many devolved administrations turn to Maximus UK to provide rapid support to those that need it most.

Our clinical and disability expertise allows us to effectively address the barriers faced by each individual, and our powerful network of local partners gives our customers access to support services across the country. This combination of experience and local presence has enabled us to place people into critical jobs during the pandemic.

As a result, our main employment support programmes are some of the highest performing within the sector. Despite the challenges faced over the past year, we have supported thousands to enter sustainable work.

We have nearly doubled the number of employment advisors in our business to over 600. Colleagues have been recruited and trained remotely and are now helping thousands prepare for and seek work.

As the biggest employment support provider in Wales, we have helped thousands of people - including the long-term unemployed and those with disabilities or health conditions, to gain sustainable employment through our Remploy business.

In response to the pandemic, we were also appointed by the UK Government to deliver the new Job Entry: Targeted Support (JETS) scheme in the country as well as in parts of London and the South of England. The scheme is dedicated to supporting those left jobless due to the pandemic, targeting those out of work for three months or more to help them move quickly into new jobs and sectors.

In Greater Manchester, we provide a suite of employment services for people looking for work or struggling at work due to a health condition, or who are at risk of redundancy. This includes innovative workplace health support through the Working Well Early Help service, skills and training through the Adult Education Budget and Specialist Employment Support for those with disabilities and health conditions.

In Scotland, we work in partnership with the Scottish Government to deliver Fair Start Scotland across Lanarkshire and Tayside, a flexible employment service that provides up to 18 months of tailored one-to-one support.



Supporting people at work

The pandemic has made health and wellbeing a central concern of every individual and employer. We have helped keep businesses open and supported thousands of people with their workplace physical and mental health.



Occupational health and wellbeing have come to the forefront during the pandemic. Many essential services have needed to keep going during the crisis, and Maximus UK has been there to provide both the private and public sector the expertise needed to continue operating.

The occupational health experts in our Health Management team have worked with **FTSE 100 companies**, government agencies and large multi-nationals to help them navigate the complex and

ever changing rules around Covid-19. From providing health surveillance and primary care services to on-site testing, our team has helped people stay in work and kept vital services running during the pandemic.

As part of our services to government, we deliver the Access to Work Mental Health Support Service, which helps people manage their mental health in the workplace and engage their employers so they can remain healthy in work.

In March 2020, Maximus UK launched our Talking Work and Health podcast to support HR and business leaders navigate the complex health and wellbeing challenges of the pandemic and the changing workplace. Covering topics ranging from Covid-19 testing to home working, stress at work and the aging workforce, the podcast has provided insight and information to thousands of listeners.





Our Health Management team has an award-winning and long-established partnership with the London Fire Brigade (LFB).

During the pandemic, we helped the LFB to continue delivering services despite challenging circumstances. Transforming our service quickly to remote delivery, we were able to provide essential medical and well person assessments for employees as well as physiotherapy services throughout the crisis.

Our team also helped operational employees who volunteered for the Pandemic Multi-Agency Response Team. This involved protecting employees exposed to new and acute risks, both mental and physical, as individuals were deployed to London Ambulance Service (emergency response driving and paramedic assistance) and the Metropolitan Police Service.

Our innovative partnership with LFB was recognised in 2020 at the Society of Occupational Medicine Awards for an Outstanding Contribution by an Employer to Workplace Health and Wellbeing.





Throughout the pandemic, we have played a pivotal role in supporting employee wellbeing in workplaces across the UK. Dr Nick Zygouris shares some of the ways we've worked to help organisations manage the impact of Covid-19.

Dr Nick Zygouris,
Director for Mental Health, Maximus UK

The pandemic has had a significant impact on the physical and mental health of the nation. The long-term effects of social isolation, job insecurity, bereavement and burnout are only now being fully understood. Employers, too, have had to transform the way they support colleagues, maintaining resilience and productivity through a period of rapid change, uncertainty and remote delivery.

Since the start of the pandemic, we have:

- Rapidly developed mental health resources and webinars for line managers and their team members, shared with tens of thousands of employees across different sectors of the economy
- Rolled out online Mental Health First Aid training to our customers to raise awareness and the visibility of support, ensuring that employers of all sizes are able to better identify the signs of poor mental health amongst their employees and customers
- Created an innovative pilot to expand access to talking therapies amongst our employer base, including emergency services to support the resilience of frontline workers
- Continued to expand the use of health coaching in our employment programmes, taking a more holistic, whole-person approach and offering wellbeing strategies for service users struggling with poor mental and physical health

I'm proud of the work we've undertaken over the past year, which has made a real difference to hundreds of thousands of employees we support. Over the coming year, we're committed to expanding our mental health and wellbeing services, including digital programmes, playing our part in the national recovery.

Supporting people to access services

Customers have faced new challenges accessing services during the pandemic. Transforming how we deliver services quickly to respond to their needs has been vitally important to individuals across the country and means we are better placed to serve them as the country reopens.



Maximus UK provides services to some of the most vulnerable in our community through the government's Health Assessment Advisory Service. This provides access to benefits for those that are entitled to them, while helping others access employment support programmes and other assistance depending on their individual circumstances.

After the suspension of face-to-face services early in the pandemic, Maximus UK worked in partnership with the UK government to innovate new assessment processes, including telephone and video assessments, at pace. At all times, customer care has been at the heart of the assessment process with customer satisfaction rates remaining over **97%**.

We've also continued to help vulnerable young people who need assistance to participate in education and training through the Student Bursary Support Service, providing a gateway to financial support during the Covid-19 crisis.

Our employment programmes, delivering support and training to thousands of people, moved online virtually overnight, through video, phone and social media. Our teams have now delivered tens of thousands of training sessions online.

By transforming our services, we have also learnt a great deal about how they are best delivered. We continue to work with government and our partners in the charity sector on continuous improvements that will make a difference to the experience of every customer.



Supporting the country

Maximus UK Doctors, Nurses, Occupational Therapists and Physiotherapists from across the UK volunteered for the NHS during the first wave of Covid-19. They ranged from the Maximus UK Division President and other senior leaders to new entrants just joining the company. Across the business, colleagues wanted to play their part to help the country.

With over **1,500 clinicians** working for Maximus UK, there was an enormous desire within the company to work with the NHS at a time when it faced its largest crisis ever. Colleagues volunteered to undertake front-line and support roles, with many joining NHS Trusts across the country.

At the same time, other colleagues were busy transforming services and supporting British businesses to continue to operate during the pandemic.

We are immensely proud of how many of our colleagues bravely volunteered for the clinical front-line at a time when little was known about the virus.



Supporting communities

We are acutely aware of our local impact – environmentally, socially and economically. We are committed to giving back to the communities we serve.

Maximus UK is embedded in communities across Great Britain. It is important to us that we invest in our local areas and provide an exemplar to other businesses in our sector. This is why we are a Disability Confident Leader and signatories of the Armed Forces Covenant and the Prompt Payment Code.

The pandemic has hit charities, particularly local charities, hard, with many unable to fundraise or function due to lockdown restrictions.

Maximus Foundation UK is a grant giving enterprise that has donated more than **£320,000** in grants to charities and community groups since 2015. Our colleagues nominate charities and causes close to their hearts for grant donations. This year the Foundation has made more awards than ever to community groups across the country. Despite the challenges of the pandemic, colleagues across the business have also been taking part in virtual challenges to raise a record-breaking amount of funds.

We have established a Social Value Steering Group to guide how we work in communities, to make sure we maximise our local impact through staff volunteering, inclusive employment and training initiatives, environmental projects and partnerships with voluntary, community and social enterprises.

The Maximus Foundation UK awarded around **£100,000** in grants this year that have made a real difference to communities across the country.





MAXIMUS Foundation UK provided the charity Somewhere To Go with a grant of £2,500, helping the hostel to re-open after social-distancing measures forced its temporary closure.

The charity, based in Weston-super-Mare, provides overnight accommodation, hot food and showers, as well as offering guests access to critical services.



Commenting on the award, Barry Edwards, Company Secretary of Somewhere To Go, said:

“When Covid-19 struck, our hostel was forced to close following government advice regarding social distancing. The donation from the Maximus Foundation has enabled us to refurbish our facilities, making them safe and compliant for guests during the pandemic. It has also made permanent improvements possible for those experiencing homelessness and needing a pathway out of their situation”.





Our

Customers

OUR CUSTOMERS



Chris' story

Chris, from Beddau in Wales, was just 24 when family tragedy struck which sent him into a spiral of alcoholism and depression. During his heaviest drinking, he consumed 366 units of alcohol in a week.

He finally sought help with the Welsh Treatment and Education Drug Service, which helped him curb his drinking. Keen to turn his life around, and working with his local Jobcentre Plus, Chris secured a place on the Work and Health Programme Wales, which is delivered by Maximus UK subsidiary Remploy.

Having already completed a level one apprenticeship in motor mechanics many years before, but having struggled to enter the profession, Remploy supported Chris to apply for roles and gave him guidance for how to prepare for interviews which gave him the confidence to land a job with Kwik Fit.

Chris is now committed to helping other men who often suffer in silence to ask for support to address addiction and secure long-term work.





Jim's story

54-year-old Jim was delighted to gain a new job in security after feeling he might never work again.

Out of work for ten years, he sought support from the Fair Start Scotland service, delivered by Maximus UK company Remploy.

Working with his key worker Aileen, Jim was referred to one of Scotland's largest mental health charities through our local Community Partnership Network, to support him with his anxiety and low confidence. With their support Jim was able to break down his barriers to work, which gave him renewed optimism. With help from Remploy, Jim updated his CV and undertook interview skills training.



Without Remploy's support and my increased confidence, I would never have done this. It just shows that with support you can overcome huge barriers, I feel so much better about myself now.



Sarah's story

Sarah was overwhelmed by her situation; her barriers to employment seemed so great that she couldn't see any way forward. However, with support and determination, she was able to change her life.

Sarah was referred to the Work and Health Programme Wales in Rhyl with seemingly insurmountable debts. She was under debt management and was having to visit food banks to feed her young daughter.

Employment Advisor Letitia worked with Sarah, reviewing her income and expenditure to secure a Debt Relief Order (DRO) with support from the Citizen's Advice Bureau.

Now able to focus on finding work, Sarah was referred to Remploy's Community Partnership Network member, Cyfle Cymru, to attend their eight-week employability course.

With limited work experience, Sarah's love of cleaning seemed like an obvious employment option, so when a cleaning position became available with Premier Inn, it seemed the perfect role. Sarah applied, interviewed and successfully secured the position.

Due to her determination and willingness to change, she is now on the road to being debt-free and is flourishing in her new career.



The Digital College

Being part of the Community Partnership Network has been a great way to connect with an amazingly diverse and enthusiastic group of partner organisations.





Our

People



Thishan was working in the Aviation industry as an operations controller when the Covid-19 crisis began. The industry was hit especially hard by travel restrictions and, after a period on furlough, he returned to work on reduced hours. Following a recommendation from a friend, he successfully applied for a Recruitment Advisor role at Maximus UK, beginning work on the Job Entry: Targeted Support (JETS) programme in November 2020, helping people impacted by the pandemic to find work.

Thishan Rajendram
JETS London

Starting at Maximus as a Recruitment Advisor was my first experience of working from home, and luckily I was provided with the equipment I needed to make this a positive experience. The onboarding process and induction training gave me the understanding and support that I needed. Straight away I was given a sense of the opportunities that were possible, and how I could progress within the business.

The role really suited me as I like working with people, and being part of the community. I'm very results driven, so it's satisfying helping participants to overcome their barriers and it's great to get the call from them to say they've been offered the job.

The caseload is very varied and, because of the employment challenges I faced in my previous role, I'm able to relate to their situation in many cases. I was able to help one participant, a former restaurant manager who was experiencing poor mental health during the pandemic, to improve his mindset – by focusing on ways to improve his business once restrictions are lifted.

In the short time I've worked at Maximus I've been given many opportunities to progress, including access to training courses which helped me to deliver in my role. My line manager was excellent and gave me additional responsibilities, and encouraged me to register my interest for a promotion to Business Manager I successfully applied, and I'm looking forward to starting in my new role shortly.



Selecia Kench



Selecia recently joined Maximus UK and redeployed to Nottingham University Hospital.



As soon as I learnt that Maximus UK was redeploying staff to the NHS, I immediately knew I had to help my former colleagues and get back to helping patients. I'd kept in touch and knew what was happening in those early days of Covid-19, and knew that an extra pair of hands would make a difference.

Returning to A&E presented some challenges. Working in full PPE and maintaining social distancing was not easy. Emotionally and physically, the experience has been one of the toughest things I've done in career. But my team were very supportive.



Maximus UK Specialist Advisor
Melanie Bale works on the new **Job Entry: Targeted Support (JETS)** programme, providing support to people who have been made unemployed as a result of Covid-19.

Concerned about the pandemic, she put a status on her personal Facebook page asking if anyone in her community could benefit from a support group / information platform.



Within minutes, Mel started to receive positive messages and proceeded to set up a Coronavirus Facebook group to organise support for local people. As well as delivering parcels and prescriptions to people unable to leave their homes, Mel helped organise a food bank for local people impacted by Covid-19.



We all had individual reasons for starting the group, but it was instantly apparent that we all wanted to support and serve the community during these uncertain times ahead of us.

The community response was immense and it was inspirational to see the reaction and support offered by the members. I felt humble and extremely proud to offer my services and skills in this way.



Within a week, the group had a thousand members, including councillors, community development officers and the Mayor of Amman Valley.



Sean Scriven



Sean's role includes undertaking face-to-face functional assessments. He joined Maximus UK in 2016 and was seconded to Poole Hospital.



Having a background in intensive care, I felt as if I had to go back when Covid-19 struck. I was aware of how overstretched the ITC unit were at my local hospital and I felt that I wanted to be part of the national effort to fight Covid-19.

The response from Maximus UK was amazing. Everyone involved was very supportive, which was heart-warming.

When I returned to the NHS it still felt like I was part of the Maximus UK team. An unexpected silver lining has been that the pandemic brought different colleagues at Maximus UK together; with people connecting in new ways.

Being redeployed also gave me a renewed appreciation of our work. It's underlined the value of what we do, and how important it is to help people go forward with their lives.



