

maximus



Annual Review 2021/22



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Foreword by Dr Paul Williams

Many of the biggest challenges facing the UK today are linked to health and work, from pandemic recovery to the rapidly evolving labour market and a growing mental health challenge. Ensuring people have access to the right support, at the right time, remains vital to meeting today's challenges.

Maximus specialises in helping people in challenging times. Our occupational health services support millions of workers with their health and wellbeing in some of the country's biggest firms. As the largest provider of functional health assessments in the UK, we work with more than a million of the most vulnerable people each year to help them

access support and move forward with their lives. We successfully operate high-profile and complex services, while delivering significant improvements and sustained positive change.

This is an exciting time for our business. In 2021/22 we welcomed over 1,300 new colleagues to Maximus in the UK. I continue to be immensely proud of our teams and the commitment they bring to making a difference in their communities. Nowhere has this been more evident than through our delivery of the Restart Scheme, which launched last year and has already helped thousands of people back into employment as part of the UK Government's Plan for Jobs. I've seen first-hand the impact our teams are having, quite literally transforming lives.

We also started working with the Ministry of Justice for the first time, supporting people who are supervised by the Probation Service, to access employment, education and training. This is vitally important work that improves the lives of the people we support, their families and communities.

This year two new businesses joined Maximus UK, broadening our capabilities in the areas of community health and wellbeing, and multichannel contact centres. Our brilliant new colleagues in Connect Assist and BeeZee Bodies are leaders in innovative service provision and I'm thrilled that they have joined Maximus. You can read more about them on pages 22 and 29.

Alongside health and work, the other strand that runs through everything we do is community. We aim to have a positive impact wherever we operate, and we care deeply about our colleagues, customers and partners. This year we welcomed more than 100 new organisations to our network of

community partners to support even more customers through specialist local services. In addition, we rolled out a business-wide volunteering programme for colleagues; and stepped up our engagement with our supply chain, investing in a new procurement policy to better support our SME and voluntary sector suppliers, and renewed our commitment to the Real Living Wage, setting us apart from our competitors.

We are committing to a greener future too, embarking on an ambitious programme to reduce our carbon emissions and make our business carbon positive by 2030.

In these uncertain times, we're proud of our work supporting government departments and businesses throughout the UK. As demands change, so do our services, and we continue to invest in both digital innovation and new community-based support services. I hope this Annual Review provides a helpful snapshot of our important work.

A stylized, handwritten signature in black ink, appearing to read 'Paul Williams', with a long, sweeping horizontal line extending to the right.

Division President
Dr Paul Williams

Our year in numbers

»» 5,000
colleagues

»» 2m
employees supported in work

»» 500,000
assessments completed

»» 28,000
people helped into work

»» Our donations exceeded
£500,000

»» Provided support services to
1.4m people

»» 300
organisations are part of our Community
Partnership Network

»» 285
locations across Great Britain



Helping people back to work

We have been supporting people to change their lives through our extensive range of employment programmes for more than 70 years. Our colleagues make a real difference in communities, offering tailored support to participants to learn new skills, overcome barriers and secure meaningful employment.



Restart Scheme

In July 2021, we launched the Restart Scheme across South and East London, South and West Yorkshire, Derbyshire and Nottinghamshire. Forming part of the Government's Plan for Jobs, we were appointed to help those directly impacted by the pandemic, supporting people who have been out of work to find sustainable employment.

To deliver the Restart Scheme, we recruited hundreds of new colleagues and are investing millions of pounds into services delivered by community organisations, charities, and small businesses through our Community Partnership Network. We've already helped thousands of people back into work and we're committed to helping hundreds of thousands more over the next three years.

RESTART
SCHEME



James' story

After being unemployed for over two years following redundancy, James was starting to lose hope when he was referred to the Restart Scheme.

"The positive message and considerate care provided by my Employment Advisor lifted my mood from the depressed hopelessness which I was sliding towards."

With his Advisor's encouragement, he took part in training courses which boosted his self-confidence and helped leverage his transferable skills. In January, he began work as an Escalation Manager for a space-based satellite imaging company.



"The Restart Scheme proved to be an amazing resource in assisting me back into work. Thanks to the positivity of the scheme, I have now found an incredible role in a new sector."

Beth's* story

After leaving an abusive relationship and seeking refuge in a women's shelter, Beth* was referred to the Restart Scheme in September 2021. With the help of her Maximus Employment Advisor, she secured permanent housing and found her first ever job as a School Kitchen Assistant, enabling her to work and look after her children. Now, she can live independently for the first time in her life.

"The scheme changed my life, and I am so grateful for that."

*Name has been changed to protect the participant's identity



Education, Training and Employment Service

Probation
Service



This year we began delivering the Education, Training and Employment (ETE) service on behalf of the Ministry of Justice. In London, North West England, West Midlands and Wales we support people supervised by the National Probation Service.

Our dedicated advisors offer support for people to enter education, improve their skills and to find or maintain sustainable employment. We also work closely with employers to raise awareness of the benefits of adopting more inclusive recruitment practices, and by sourcing job opportunities across a range of sectors.

Ray's story

With his previous conviction, Ray, 55, had struggled to find permanent employment, and was working as a Warehouse Assistant on a part-time, zero-hours basis.

He was told by his employer that his position wasn't secure, and he would benefit from obtaining a forklift truck driver's licence. He was unable to afford the cost of training. With our support he secured the licence, a permanent contract with his employer and a pay increase.

“
After so many doors were closed to me, I had given up hope. Maximus helped me to achieve the security I was looking for.
”



Fair Start Scotland



Since 2018, we have worked closely with the Scottish Government to deliver Fair Start Scotland across Lanarkshire and Tayside. As a flexible employment service, we offer up to 18 months of tailored, one-to-one support to help those not in education or currently employed. Once in work, our support continues for up to 12 months.

Rhona's story

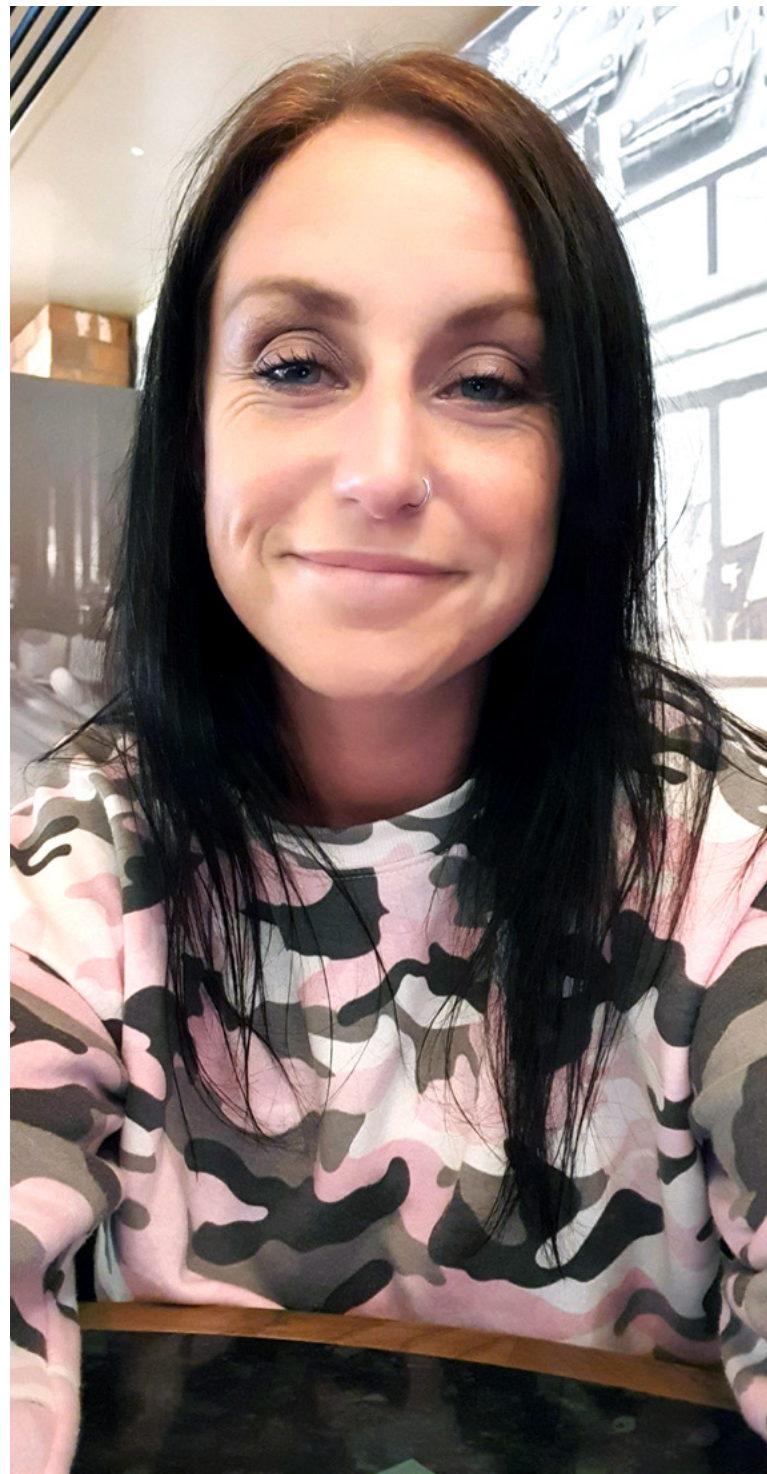
After 10 years of unemployment, mother-of-two Rhona Maclachlan, didn't think she could find work again. Rhona, 39, from Dundee, joined the Fair Start Scotland service in January 2021 and with support from her Key Worker, developed a CV that would demonstrate her transferable skills.

"As it had been so long since I'd completed applications and applied for jobs, I needed guidance and support to point me in the right direction. At first, I didn't have a great deal of confidence and relied quite a bit on my Key Worker, but with their patience and support, my confidence improved."

“

I am over the moon and delighted to say I am in work after all these years thanks to Remploy – their support made returning to work seamless.

”



Job Entry: Targeted Support Service

In response to the pandemic, we launched the Job Entry: Targeted Support (JETS) employment programmes in Wales and London. Since 2020, we have been delivering the service on behalf of the Department for Work and Pensions, supporting thousands of people as they move back into the labour market.



Dylan's story

Dylan from Carmarthenshire in Wales became unemployed during the pandemic and had been out of work for a year before joining the Job Entry: Targeted Support (JETS) in June 2021.

Having previously worked long hours in a construction role, father-of-four Dylan, 40, found the adjustment to home life challenging and developed mental and physical issues. However, he worked on improving his fitness and became interested in security as a new career path, aware that there were opportunities in this sector locally.

Supported by his Recruitment Advisor, he began working towards obtaining his SIA (Security Industry Authority) licence and received training delivered through our Community Partnership Network.

“*JETS has helped me out with everything, including gaining my security licence and helping me to find work. My Recruitment Advisor was very approachable and easy to talk to - she has helped me immensely.*”

Monika's story

In 2020, Monika found herself unemployed for the first time since moving to the UK, after being made redundant from her role in the hospitality sector. As a single mother, she also faced the challenge of looking after children during the day while schools were closed, which made job-searching difficult.

In early 2021, Monika was referred to the Local London Work and Health Programme: Job Entry Targeted Support (JETS).

With her Employment Advisor's help, she explored different roles and identified her transferable skills. She was able to target jobs which fitted in with her family commitments.

“It was really nice to have the support from my advisor throughout lockdown, which was a lonely time, and she has given me confidence in myself. As well as helping me look for work, she helped with advice on childcare, benefits and other things.”

Christina Westmeijer, Employment Advisor

Christina Westmeijer joined Maximus in November 2020 as an Employment Advisor within the Job Entry: Targeted Support (JETS) programme team in Guildford, providing support to people who have been made unemployed as a result of Covid, or are looking for work in areas with employment problems.

“

Having been made redundant at the start of the pandemic after many years working in the areospace industry, I'm able to empathise and identify with a participant's experience, which helps to build trust. It's very satisfying helping people regain their confidence - and showing them that opportunities are out there.

”

I work with people across a diverse range of sectors and backgrounds, including school leavers who've never worked, former directors and parents who are looking for roles that fit around childcare. An important part of my job is identifying transferable skills that can be applied in different sectors – which people often aren't aware that they possess.



I worked with a young participant who had very little work experience but wanted to work outside. I enrolled him in an apprenticeship scheme to become a landscape gardener. It was a role he'd never even considered, but it was a great success and he's very happy in his new job. Now that many of the Covid restrictions have been lifted, there are more opportunities available and more scope for getting participants into suitable roles."

Supporting people at work

Our specialist occupational health teams provide workplace health and wellbeing services to more than 2 million employees across the country. We work with some of the country's largest and most high profile employers, across sectors including energy, retail, professional services and manufacturing.



Tackling the impact of the pandemic

The impact of the pandemic on employee wellbeing has been profound, so we adapted our services and developed new solutions to continue keeping people healthy and safe at work. In 2021, we launched an innovative Coached eCognitive Behaviour Therapy (eCBT) service to improve mental health and work-related outcomes for employees experiencing symptoms of anxiety and depression. Clients that use the service have seen significant improvements in employee psychological welfare and improved ability to function effectively in the workplace.

The innovative service was recognised by the Occupational Health & Wellbeing Awards, winning the Best Mental Health Initiative award. Speaking about the service, the award judges said:

“

The addition of health and wellbeing coaching to the eCBT was a creative response to what can often be a complex challenge.

”

Occupational Health for small and medium-sized businesses

As highlighted by a recent government consultation, small employers are five times less likely to invest in occupational health and wellbeing services than large employers because of perceived barriers of cost and resource.

To help address that challenge, our Health Division launched an easy to use, pay-as-you-go service for small and medium-sized businesses. This offers invaluable access to expert support for businesses unable to afford a full-time occupational health team. In this time of economic uncertainty, we are committed to supporting small and medium businesses.



Access to Work Mental Health Support Service

We deliver this nationwide service on behalf of the Department for Work and Pensions. The service is confidential and provides nine months of tailored mental health support - to help employees and apprentices with a mental health condition such as depression, anxiety or stress, to stay in or return to work.



Tracy's story

Tracy was working as a Special Educational Needs Caseworker at Lincolnshire County Council when she suffered a work-related mental and emotional breakdown.

“

My role can often be stressful. I got up one morning feeling extremely nauseous. I was suffering from an acute headache and was shaking so much I couldn't pick up my phone.

”

When Tracy's symptoms hadn't improved, she contacted her GP the following day who signed her off work for two weeks, and prescribed medication.

Her employer arranged an occupational health appointment for her, after which she was referred to the **Access to Work Mental Health Support Service**. Tracy also accessed counselling independently through Steps to Change.

“Asking for help is completely alien to me. However, I was feeling totally overwhelmed and lost. I was scared to leave the house and couldn't be around people. All I wanted was to get well.

I have felt empowered since receiving support from Remploy, who have been exceptional. I have been able to learn new skills in mindfulness and meditation and have also shared the resources with colleagues, which they have found useful.”

After a period of sick leave, Tracy returned to work with a much greater understanding of her own mental health, equipped with strategies that she now uses to support herself.

“I have become a stronger person as a result and my mindset has changed completely. I am hugely grateful to the service; it has helped me to get well.”



Rebecca Park, Lead Occupational Health Clinician

Rebecca joined our Health Division in 2019, bringing 25 years of occupational health experience to the business. Since March 2020, she has used her spare time and skills to support the UK's response to the pandemic within the NHS, her local GP practice and community.

“

For a number of years I've worked with Wiltshire Police as part of the Search and Rescue team in high-risk areas. Because I had that experience I was called to assist as a hospital porter during the first lockdown, on a voluntary basis.

”

During the vaccination programme, I worked for the NHS on my non-working days as a vaccinator – with previous experience performing vaccinations for the NHS, I didn't require much additional training. Then, to support the booster programme, I began working at a local GP practice. In early 2022, when the booster programme concluded, many hospitals declared critical incidents following the surge of Omicron cases, and I began volunteering as a ward 'buddy', providing any non-clinical assistance required.

Throughout the whole of the pandemic I volunteered as 'village link', driving people who are vulnerable or need assistance to attend GP or hospital appointments, and also transporting health visitors and midwives to patients in the community.”

Dr Alex Smallwood, Director of Clinical Transformation

Health Division recently welcomed Dr Alex Smallwood to the team as Director of Clinical Transformation. Alex brings commercial, technical and clinical expertise to this newly created role, together with experience gained in transformation work within the NHS and private medical insurance.

"My background is as a GP, but my experience also includes engineering, software and management. Technology remains a native language for me and I'm interested in how this can be deployed to improve the experience of patients and clinicians.

As part of the Health Division within Maximus, I'm focused on realising the value of our existing technology, removing unnecessary touchpoints, improving systems to make the journey easier for clinicians and adding value for the customer.

We're actively expanding our services and bringing more capabilities in-house, working with new partners and making acquisitions with the aim of becoming a truly end-to-end provider.

In the year ahead we will be evaluating all the opportunities that technology platforms offer, for instance, interactive chatbots to improve the user experience for customers and employees. This includes improving the quality of our information-gathering to help large UK



employers to manage their workforces. We will also be ensuring we continue to attract the best clinical talent.

I'm working with dedicated colleagues including highly competent clinicians, who have worked through challenging times over the past two years and remain passionate about what they do. I've been warmed by the level of enthusiasm within the business - its readiness to embark on important transformation in the sector, and the appetite for moving the business forwards."

Working with employers

We work in partnership with leading employers across Great Britain helping to fulfil their recruitment needs, address skills shortages and build a more diverse and inclusive workforce.

Addressing sector shortages

The current labour shortages continue to impact many industries. We're helping employers to overcome this challenge by matching participants in our programmes with opportunities in new sectors.

As featured on BBC News, we partnered with John Raymond Transport to help fund HGV driver training at a time when driver shortages had become a national concern. Our assistance helped to put in place more than 30 new drivers from a range of sectors and backgrounds.

“

Maximus UK has been very efficient and pragmatic throughout the whole process. They have assisted us in fulfilling our recruitment needs for LGV C + E drivers and other staff at a critical time.

”

**Geraint Davies, Chief Operating Officer,
John Raymond Transport**

Helping drive inclusive recruitment

We have worked with leading logistics company, Wincanton, for over 30 years and share their commitment to championing a diverse and inclusive working environment where all employees can thrive. As we emerge from the pandemic, we continue to support businesses like this, helping them to address longstanding inequalities in the jobs market.

“

People are at the heart of everything we do at Wincanton, so it's important that we offer opportunities for everyone to come and join the team. It's wonderful to have Maximus UK's support throughout our journey, as their approach aligns to our drive to create a belonging culture throughout our business.

”

**Rachel Gilbey, Managing Director,
Wincanton**





Supporting retailers

Through our delivery of the Restart Scheme, we are working with employers like Timpson to support people into work. After being made redundant at the start of the pandemic, Mo Al-Saraj struggled to find any suitable job vacancies.

With the help of his Employment Advisor and skills sessions on our Employment Support hub, Mo was offered the role of Trainee Mobile Manager at Timpson, just six weeks after joining the scheme.

"The Restart Scheme is helping us bring in new, amazing colleagues with great personalities. We work closely with Maximus to find participants and give them all the tools they need to be successful in the business."

Louis Jones, Area Development Manager, Timpson

“

The Restart Scheme gave me the confidence to get back into work and I'm very thankful for that.

”

Mo Al-Saraj, Trainee Mobile Manager, Timpson



The new world of work

As businesses adapted to the challenges of the pandemic and offered employees greater flexibility around how and where they work, we worked with LinkedIn to highlight concerns on proximity bias. The research highlighted fears that working from home could hinder career progression and that preferential treatment could be given to people who are physically in the office.

Our Director of Mental Health, Dr Nick Zygouris, featured in national news coverage and was interviewed on Sky News alongside LinkedIn's UK Manager, Janine Chamberlin, to discuss the findings. Dr Zygouris explained the importance of employees having open conversations with their employers about their working arrangements and its impact on their wellbeing, which in turn would enable companies to create an environment where employees can flourish. Our teams continue to work with employers across the country as they grapple with the mental health impact of hybrid working.



LinkedIn research:



72%

believe working from home will negatively impact their careers



45%

want to continue working from home, yet worry about connecting with colleagues who are back full time

Connecting people

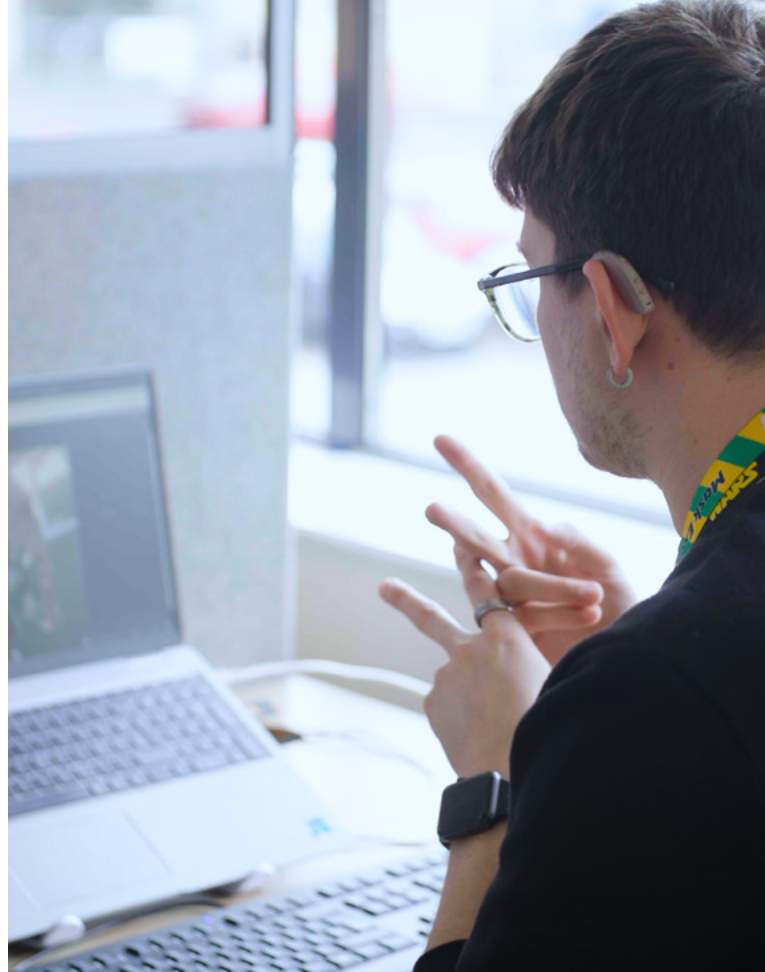
Connect Assist, a market-leading provider of contact centre and digital services, joined Maximus UK in 2021. Globally, Maximus is a trusted provider of citizen services to governments and businesses, and this acquisition will strengthen our formidable customer service and digital capabilities as we continue our expansion into new markets.

Connect Assist works with organisations in the public, private and third sectors, supporting some of the most vulnerable members of society. We help organisations deliver high-quality contact centre services that have a positive impact on the lives of thousands of people every day.

Based in Wales, Connect Assist employs more than 400 people, offering services that include 24/7 helpline services, counselling, emotional support, information and signposting. These services are provided to thousands of vulnerable people every day.

Connect Assist offers innovative video helplines with British Sign Language (BSL) for the deaf community. The Sign Assist service makes it easier for BSL users to access helplines, allowing them to communicate in their native language.

Traditional text relay services used by deaf people who access helplines can be limited, and may result in lengthy processes before resulting in an outcome. Connect Assist wanted to create a unique service to tackle this problem and improve the customer experience for deaf people.



“ BSL video support needs to be considered as important as calling on the telephone, utilising live chat and emails. We hope that by working with our customers, Sign Assist can evidence the greater need for more fluid and supportive measures to be in place within the deaf community.

Benjamin Lee, Contract Manager,
Connect Assist

» 1.4 million

people supported by Connect Assist
in the past year



Chris Coles, Bilingual Team Leader, Connect Assist

Chris was proud to mark his one-year anniversary with Connect Assist after joining the team in March 2021. Deaf since birth, Chris brings a wealth of professional and personal experience to his role as a Bilingual Team Leader, helping to remove barriers for the deaf community.

“Joining the team at Connect Assist was like a breath of fresh air. Immediately, those barriers I had faced throughout my career were taken away and I was given the opportunity to make a real difference to the deaf community.”

Deaf people have so much talent and potential, but because of the stigma and the nature of their disability, they are often excluded from accessing the same opportunities and services as other people.

At Connect Assist, we are committed to breaking down the obstacles that people with this invisible disability face. I have experienced the challenges first-hand and want to help deaf people feel included, rather than excluded, from society.

“

My colleagues saw my passion for the deaf community and have encouraged me every step of the way. Together, we can empathise, break down barriers and deliver what the deaf community expect and deserve from us.

”

Helping people move forward

It's been seven years since we first took over the Health Assessment Advisory Service on behalf of the Department for Work and Pensions.

In that time, we have helped more than five million customers access the support they need to move forward with their lives.





Since 2015, providing a quality, sensitive and respectful service has been at the heart of everything we do. Over the years, we've worked closely with the Department to introduce improvements to the assessment process and deliver a service that's centred on our customers.

We established a Customer Representative Group (CRG), bringing together more than 50 national and local charities, who work with us to improve assessment services.

We launched a customer helpline to help people complete forms and introduced new training and support tools to improve the quality of the services we deliver.

We've continued to focus on recruiting and retaining talented clinicians and operational support colleagues; we are now the largest clinical recruiter outside of the NHS.

As a result, customer waiting times are at a record low, while assessment quality and customer satisfaction are at an all-time high.

In response to the pandemic, we introduced telephone and video assessments so that we could continue to deliver our vital service at a time of great uncertainty. Not only has this enabled us to keep our services going, but it's also allowed us to offer customers greater choice and flexibility.

»» **98%**
customer
satisfaction

»» **5m**
assessments

»» **50**
disabled people's
organisations and
charity partners



Kristina Smith, Functional Assessor Auditor

After eight years working within the NHS, Kristina joined Maximus as a Functional Assessor in 2020.

"Joining during a pandemic was definitely a challenge, and very much uncharted territory. However, the training was very thorough and within 18 months I progressed to become an Auditor, supporting and training new entrants, which I really enjoy."

Carrying out health assessments, I'm dealing with people who often have long-term and severe conditions, and people are sometimes anxious beforehand. My clinical background means I'm able to establish a rapport with a customer and

quickly gauge how unwell that person is, which means that both the client and the customer get a seamless assessment.

Having the experience and insights gained in nursing also enables me to flag any health issues identified during assessments to ensure that people get the right level of support.

There's a strong emphasis on teamwork and shared experience, and managers are responsive when issues are raised, taking feedback on board. I've made great friends who supported me when I started – there's a positive atmosphere and a great work-life balance."

Niharika Varma, Functional Assessor

Niharika joined Maximus in 2018 and is based at Wigan Assessment Centre. She brings clinical experience from the NHS to her role as an assessor, and since joining has twice redeployed back to the NHS as part of our pandemic response.

“

During the first lockdown in 2020, I became aware that there was a shortage of primary care provision in my community. Having a clinical background, I wanted to help - and, after making enquiries, I began working at a local health centre, helping in a variety of roles there.

Throughout this period, I was supported positively by Maximus. Likewise, when I redeployed as a full-time vaccinator in late 2021, I was fully supported by the company and welcomed back afterwards – and felt included even while I was away. Whenever I’ve needed support or flexibility, it’s always been there.

”



Healthier communities

BeeZee Bodies, a specialist provider of public health services, joined Maximus UK in 2022. Through a range of management and healthy lifestyles programmes for adults and families across the UK, they help people move towards real, long-lasting changes that lead to healthier lives.





The BeeZee Bodies teams work with people of all ages to help them lead healthier lives, through engaging programmes combining face-to-face and online eLearning resources.

Their dietitians, nutritionists, physical activity specialists and behavioural science experts work with GPs, education settings and local authorities to encourage and motivate small but significant changes to improve health and lifestyles.

The difference we make:

» **85%**
of adults lost
weight during
our 12-week
programme

» **78%**
of children saw
a reduction
in their BMI
z-score

» **16.4%**
improvement in
average wellbeing
scores



Stuart King, Managing Director, BeeZee Bodies

Stuart brings 15 years of behaviour change expertise to Maximus UK. His experience includes evidence-based intervention design, local policy and commissioning, along with national-level engagement and policy.

"My goal is to bring the benefits of our programmes to as many people as possible, making healthier lifestyles simple and sustainable. I am committed to innovation when it comes to serving real people."

“

Being part of Maximus UK will help us to move towards our goals of building a strong and resilient organisation and meeting the increasing demand for our services in more areas across the UK. This new partnership will help us to grow and develop - and most importantly, help more people achieve healthier and happier lives.

”

Our people

In 2021, we embarked on an ambitious strategy to improve diversity and inclusion, so that all our colleagues feel respected, valued and included. We are committed to greater representation of Black and minority ethnic, LGBTQ+ and disabled colleagues in senior roles, ensuring we better reflect the communities we serve.

We are determined to make Maximus UK a workplace where all colleagues can thrive no matter their background or heritage. As part of our commitment, this year we launched six employee-led networking groups: MaxWomen, MaxPride, MaxFaith, MaxAbility, MaxCultural, MaxCarers.





In focus: MaxWomen

At Maximus, 69% of our colleagues are women. So empowering female colleagues to succeed is the central aim of MaxWomen and a business priority.

“With more than 500 members, MaxWomen has quickly established itself as an invaluable resource for female colleagues throughout the company. We have shared resources concerning women’s safety and worked to raise awareness around issues of violence towards women. On the topic of women’s health, we have published resources and links to support women and men in understanding the experience of menopause.

Max Women

Elevate, empower, evolve

Our vision is to create a workplace where women thrive - and to help achieve this we have established three priority areas: women’s health, leadership and development, and women’s safety. Our network offers a safe space to discuss these important issues, identify good practice and drive policy change.

“

In 2022, we continue to focus on breaking down barriers to change, challenging stereotypes and bias, helping to improve the workplace for all colleagues through improved education, awareness and tangible change.

”

**Penny Arnold, MaxWomen Chair
and UK Business Support Director**

Fiona Macaulay, Vice President, Technology

Fiona joined Maximus in October 2021. She is a Fellow of the British Computer Society (BCS) and a member of the BCS Women Committee where she actively supports and encourages more women to have successful and lasting careers in tech. Fiona is a digital transformation leader with extensive experience in senior tech roles at BP, Reed Elsevier, Vodafone, Thames Water and Mars.

“

What excites me most about Maximus is the difference we make to people's lives. Whether that's through supporting their health and wellbeing or by helping them get the skills they need to take their careers forward - what we do, matters to people and that's a really compelling mission.

”

During the pandemic we had to flex our services to respond to the challenges of a world where the face-to-face contact we had become used to, transformed before our eyes. Tech was key to ensuring we continued to provide the same high-quality service and could maintain the outcomes expected.

Our forward strategy is to expand the scope of digital across the business, which will do three key things. It will improve the customer's user experience so that our services evolve in a way that's consistent with people's rising expectations of what digital can offer them. It will provide greater cost-effectiveness by speeding up processes



and making them more efficient. And it will enhance our overall offer – we will take advantage of new approaches in fields such as AI so that we can deliver better outcomes for our customers.

I'm passionate about what tech can do, and I'm equally passionate about ensuring gender equality in tech careers, so that we have more female leaders in this space in the future. This starts at school by making science, technology, engineering and math subjects attractive to girls and it continues with careers advice and guidance that unlocks pathways through education and into the world of work. We also need active female role models. At Maximus, and through my work with the BCS, I am championing the role of women in tech and being out there, speaking out to make a difference.”

Giving back to our communities

We're committed to giving back to the communities we work in and playing a leading role in addressing societal issues, from climate change to fair pay. We are embedded in communities, and it is important to us that we invest in our local areas and be an exemplar to other businesses in our sector.

In the past year our Social Value Steering Group, working collaboratively with colleague networks, operational teams and senior leadership, as well as partners and suppliers, have implemented an ambitious agenda that has included:

Becoming carbon positive by 2030.

We published our roadmap to become a carbon positive business by the end of the decade, 20 years ahead of the UK government net zero carbon target. By reducing energy-use both internally and throughout our supply chain, electrifying our vehicle fleet, eliminating single-use plastics across our estate and offsetting carbon usage, we have developed a robust plan for change.

A new procurement policy that reflects our values.

We work with thousands of suppliers and delivery partners and recognise the impact our policies and practices can have on businesses, charities and community groups. From embedding the payment of the Real Living Wage in our contracts, to prompt payment and opening new opportunities for small and medium-sized businesses to work with us, our updated approach has been designed to ensure consistency and fairness.

100 new community partners.

We operate globally but deliver locally, and we believe our success is driven by working in partnership. To launch the Restart Scheme around the country, we expanded our Community Partnership Network of local organisations with more than 100 new members, funding their services, collaborating on new initiatives and, ultimately, improving the lives of participants.

Volunteering for all.

Our colleagues are passionate about their local communities, and have come together to devote hundreds of hours of volunteering time to causes close to their hearts. Colleagues in every division of our business are now offered at least one day of paid volunteering leave, with dedicated teams sourcing opportunities and helping colleagues to make their plans a reality.

You can read more about our work to date and plans for the future at:

maximusuk.co.uk/corporate-responsibility



maximus

FOUNDATION

Maximus Foundation UK is a grant-giving enterprise and this year will see its total donations exceed **£500,000** in grants made to charities and community groups. Our colleagues nominate charities and causes close to their hearts for grant donations. This year, the Foundation has supported 34 community groups and charities to continue their essential work across the country. Throughout the pandemic, colleagues across the business have also been taking part in fundraising challenges.

Find out more about Maximus Foundation here:

maximusuk.co.uk/about-us/maximus-foundation-uk



Maximus Foundation UK provided a **£2,500** grant to Salisbury District Hospital's Stars Appeal to help meet its annual fundraising target. This charity supports patients, their families and the hospital's staff. The charity was nominated for the award by Carol-Anne Musgrove, a Maximus employee who was redeployed at the hospital's Emergency Department in 2020.

“

We would like to thank both Carol-Anne and the Maximus Foundation for their fantastic support. The grant will help us towards the £1 million we are aiming to raise this year to fund a wide range of projects, including a specialist scanner that enables the early identification of the risk of liver disease.

”

Graham Branagan, Consultant Surgeon and Lead Clinical Ambassador, Stars Appeal

Maximus Foundation UK provided **£2,500** to LGBTQ+ charity Albert Kennedy Trust to fund emergency support packages for young people. The charity supports young people in the UK who are LGBTQ+ and are homeless or living in a hostile environment, by providing emergency accommodation, crisis support and mentoring services.

“

Over the past two years AKT has seen a significant increase in the number of young people needing our support. Maximus Foundation's generous grant will help us provide a basis for LGBTQ+ young people to start their new life – ensuring their immediate safety and helping us support these young people throughout their journey.

”

Charlotte Vale, Fundraising Manager, Albert Kennedy Trust



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