

# maximus

## 2023

### Gender Pay Gap Report





# Foreword

## by Dr Paul Williams

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Sharing our gender pay gap data and action plan is an important part of our ongoing commitment to deliver genuine pay equity across our business.

This year's data shows that we are making sustained progress on closing the gender pay gap. Our median pay gap of 0.6% continues to place Maximus significantly below the national average of 9.4%. A majority of our colleagues across every division and pay quartile are women, including in the highest pay quartile where we have increased representation over the past year.

I'm proud of the progress we've made, and the fantastic work our colleagues are doing to achieve this. I'm determined to make sure we continue to listen and respond to colleague feedback and update our policies, processes, recruitment practices, and our training and development offer to meet our commitments.

Our work on pay forms part of our wider Diversity, Equity and Inclusion (DE&I) strategy, aligned to our values. Over this past year, with the help of our colleagues, we have launched our new values that reflect who we are and how we work together. These are Accountability, Compassion, Respect, Innovation, Collaboration and Customer Focus. These are the values our dedicated colleagues up and down the country live by.

**Dr Paul Williams**  
Division President

# Our Values



# Activities to reduce our gender pay gap

Over the past year we have created and expanded on a number of initiatives that promote gender equity in the workplace.

## Dedicated DE&I leadership and strategy

We have expanded our new Diversity, Equity and Inclusion team within Maximus, headed by experienced DE&I leader Amber Sorrell, underscoring our continued commitment to this agenda.

At the heart of our aspirations is our DE&I strategy. Developed through collaborative efforts with colleague-led networks, subject matter experts, senior leadership, and fuelled by insights

from specially commissioned research. Our strategic areas of focus for the year ahead are fostering an inclusive culture, harnessing the power of data, setting ambitious targets coupled with improving accountability, developing an enriched colleague journey from recruitment through the entire employee life cycle. As we move into the second year of this strategy, we continue to make progress.

## Mentoring and progression

Our mentoring programme was launched following feedback from colleagues to offer developmental mentoring opportunities to everyone within the business. Since then, we have seen strong evidence that the programme supports mobility and progression, with nearly one in five mentees progressing to a new role in the business within six months. A majority of mentees to date have been women.

Mentors are drawn from right across the business, including the senior leadership team. They support colleagues to develop their skills, recognise their strengths and find a career development strategy that's right for them. We've enjoyed hearing a number of inspiring stories of personal growth, career success and internal promotion and are committed to ensuring we continue to support colleague aspirations.

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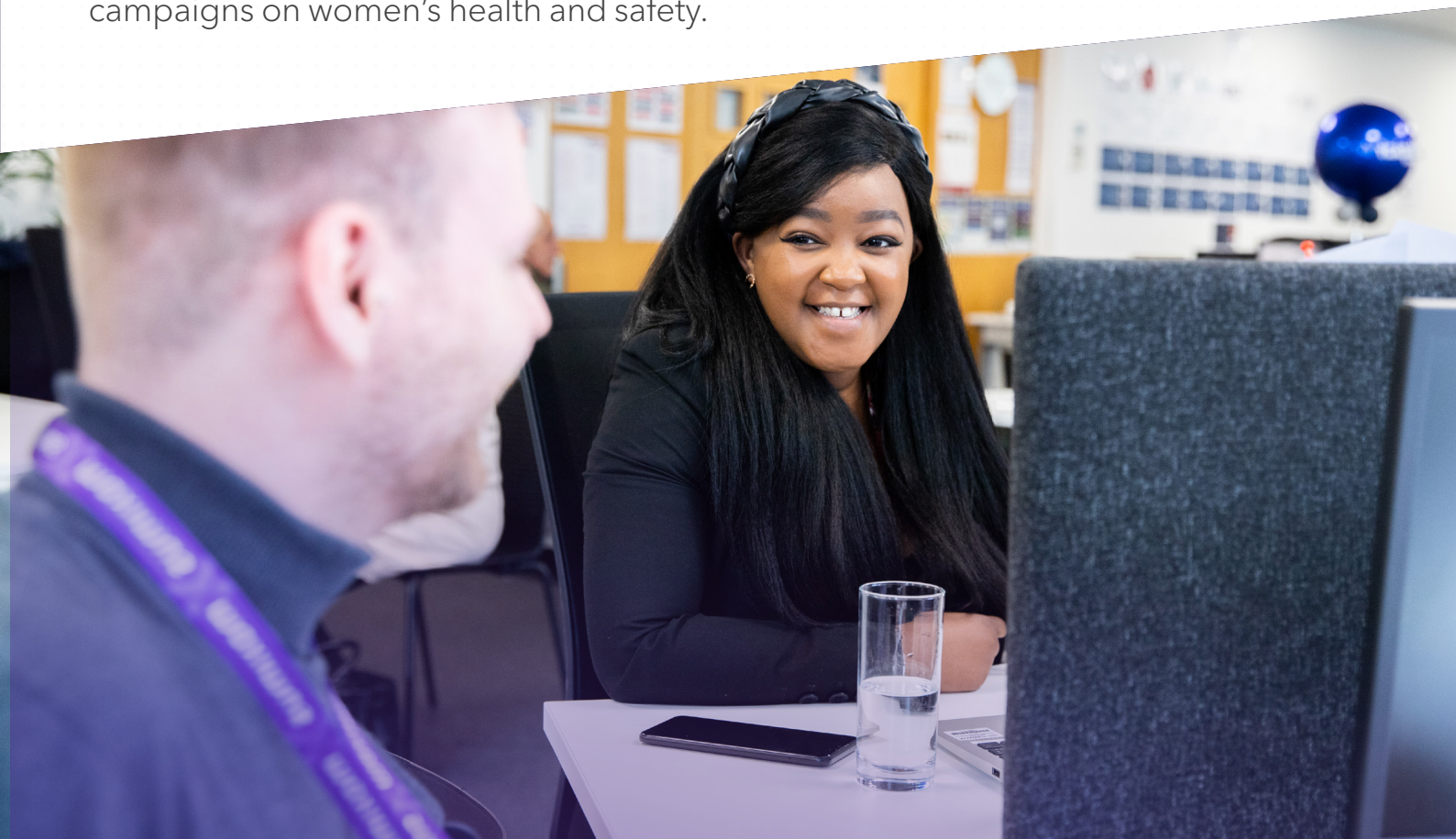
## Colleague-led networks

We are determined to make Maximus a workplace where all colleagues feel valued, listened to and respected. To support this, we launched six colleague-led networks, each sponsored by a member of our Country Leadership Team.

One of our largest colleague networks is MaxWomen, which aims to empower and uplift female colleagues - no matter their background or position in the business. Their work includes activity and resources focused on promoting women in leadership, as well as important campaigns on women's health and safety.

MaxCarers is our colleague network for carers, including parents. Their recent priorities have included promoting policies and guidelines for flexible working and driving discussions on maternity policies.

Through each of our networks, colleagues have the opportunity to make their voice heard, recommend changes to senior leaders and develop approaches that better support and enable colleagues to succeed within Maximus.



## Transparent, inclusive recruitment and flexible working

We share information and data about progression routes with colleagues to ensure career opportunities are truly open to all. We also want to see a growth in the diversity of those wanting to join Maximus, so we are actively tracking and monitoring this to drive improvements in our recruiting strategy.

We have significantly increased the number of roles in the business that offer opportunities for remote and hybrid working, and we are positive about expanding the range of flexible working options to colleagues based on their own individual circumstances.

## Priorities for 2023/24

We remain committed to being an inclusive employer, with diversity and equity at the heart of our culture. Our Gender Pay Gap Working Group brings together teams from across the business to deliver initiatives and monitor progress. Some of their priorities for the coming year include:

- Career progression workshops to upskill and encourage those from underrepresented groups to apply for senior roles within the business.
- A focus on flexible working, improving the guidance we provide to managers and using case studies from across the business to show how different individuals manage their working day.
- Continue to roll out our new and improved Keeping in Touch guidance to support managers and employees returning from maternity and shared parental leave. This will mean there is better support for those returning from family leave ensuring they can return to work and maintain a healthy work /life balance.



# Promoting gender equality through our colleague led networks



## Max Women

Elevate, empower, evolve

Since the formation of *MaxWomen* in 2020, we've been helping women in Maximus to thrive, both professionally and personally. **Women account for nearly 70% of our workforce** so helping them to have their voices heard on important topics and turning this feedback into real change is one of our biggest priorities. Over the last year, we've addressed a number of important issues raised by our members. We recently implemented a new menopause guidance and toolkit across the business, and launched a company wide Women's Safety Commitment.

Addressing the gender pay gap remains a top priority for our 500 members, and so this year's statistics make for positive reading. **"Achieving a gender pay gap of just 0.6% is a remarkable achievement and sends a powerful message that Maximus prioritises gender equality and is actively working to eliminate any remaining disparities."** Whilst the proportion of women in the top pay quartile is statistically the lowest, there has been improvement on last year, which is an encouraging sign.

By working to address the gender pay gap, Maximus acknowledges the value of women's contributions and seeks to support our network in creating an environment where women can thrive and reach their full potential. This report plays a truly vital role in fostering trust, inspiring change, and promoting gender equality in the workplace.

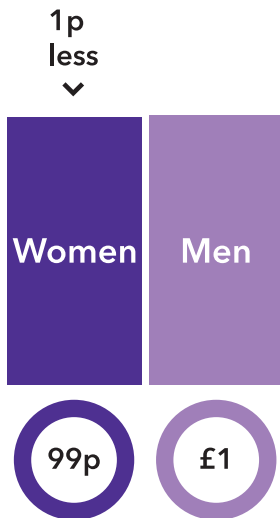
We understand there is more to be done and remain focused as a network on supporting the business to create a level playing field in every area, championing women who have aspirations to develop into senior leadership roles.

A handwritten signature in black ink, reading 'Gill Hampsey'.

By Gill Hampsey  
MaxWomen Chair

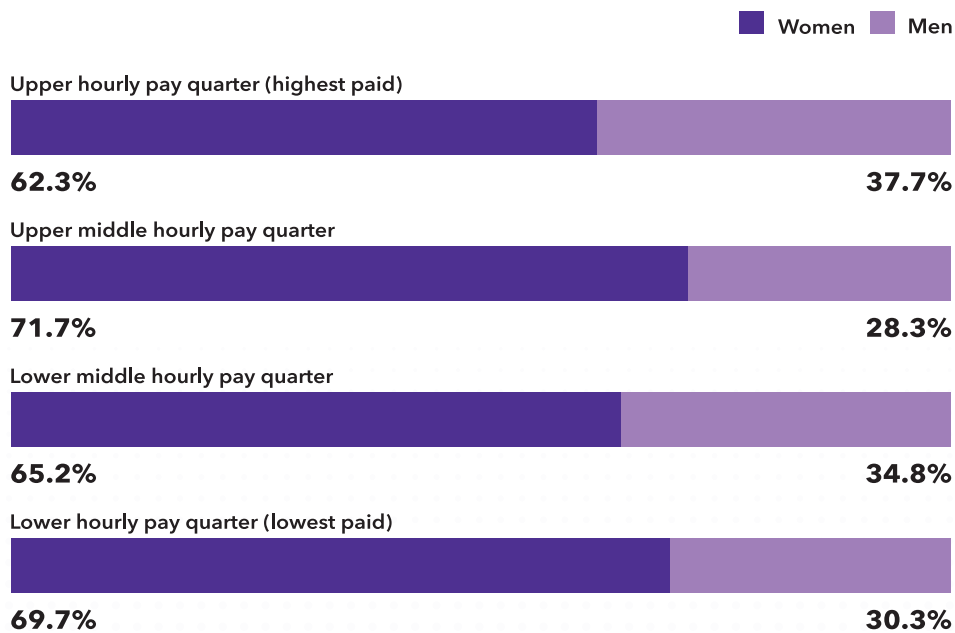
# Gender pay gap data

## Hourly pay gap



Women earn 99p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 0.6% lower than men's. When comparing mean (average) hourly pay, women's mean hourly pay is 9.4% lower than men's.

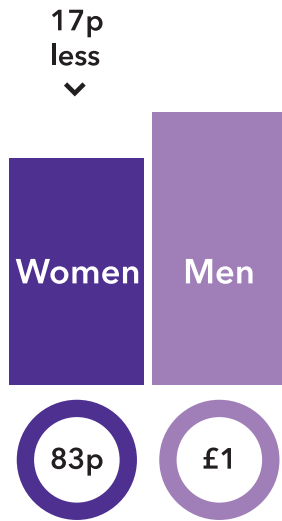
## The percentage of women in each pay quartile





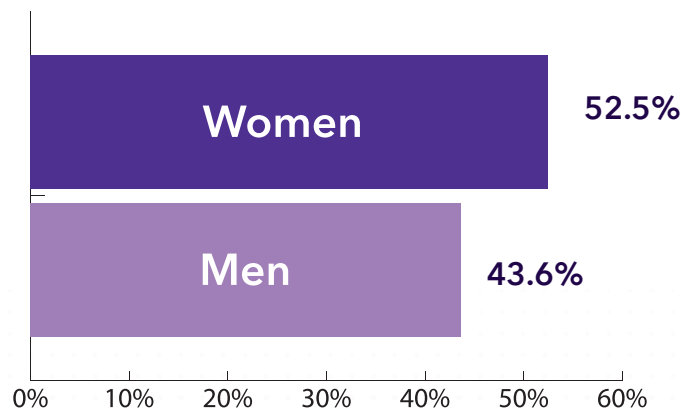
# Bonus pay gap data

## Bonus pay gap



Women earn 83p for every £1 that men earn when comparing median bonus pay. Their median bonus pay is 16.6% lower than men's. When comparing mean (average) bonus pay, women's mean bonus pay is 75.8% lower than men's.

## Proportion of women and men receiving a bonus



## Our 2022/23 results

Our median gender pay gap of **0.6%**, whilst our mean gender pay gap is **9.4%**. These figures are significantly below the UK average, according to Office of National Statistics Data..

Women make up more than two thirds of our employees, including more than 60% of colleagues in every pay quartile. Women make up the greatest percentage of the workforce in the upper middle quartile (**72%**), and the lowest in the top quartile (**62%**).

The percentage of women in the top quartile has increased by 1% since last year, aligned with our work to promote women into more senior roles. While more women than men in our organisation received a bonus, there continues to be a gender bonus gap. We are working to address this gap through our wider efforts to recruit and promote women to the most senior roles in our business.

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