

King County Metro

2026 EEO Program Report



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This document is available in alternate and accessible formats upon request by contacting the EEO Office:

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Introduction from Metro's General Manager

Dear Metro colleagues:

I am pleased to present Metro's 2026 Equal Employment Opportunity (EEO) Program Report. This public report demonstrates our continued commitment to civil rights and building a workplace where everyone can succeed, thrive, and grow. It also confirms Metro's full compliance with the Federal Transit Administration's EEO Program requirements, as outlined in FTA Circular 4704.1A.

Over the past four years, Metro has worked intentionally to uphold and advance the civil rights of our employees by closely examining our employment practices and implementing programs that better meets the needs of our workforce. This report reflects on that progress and outlines our path forward for the next four years.

While this report fulfills an important federal requirement, it represents much more than compliance. It is a commitment to protecting the rights secured through the efforts of generations of civil rights leaders, including our county's namesake, Dr. Martin Luther King, Jr. It is also a statement of accountability and transparency—affirming our dedication to equity and to developing a workforce of skilled professionals that reflects the communities we serve.

The year ahead will bring significant change, opportunity, and growth for Metro, our region, and our employees. As General Manager, I remain personally committed to fostering a workplace where treating one another with civility, dignity, and respect is a daily responsibility. I encourage you to take time to read this report, learn about the important work of the EEO Office, and continue moving forward together by investing in one another.

If you have questions about this report, please contact the EEO Office by emailing MetroEEO@kingcounty.gov or calling (206) 477-9454.




Thank you for everything you do,

A handwritten signature in black ink, appearing to read 'MA' with a stylized flourish.

Michelle Allison
General Manager

About King County Metro Transit

King County Metro Transit (Metro) is currently the eighth-largest public transit agency in the country. From buses and water taxis to vanpools, paratransit, and on-demand transportation options, Metro keeps the region moving while reducing traffic, supporting a sustainable environment, and expanding access for all. In addition to its own services, Metro operates key regional transit on behalf of Sound Transit and the City of Seattle—including Link light rail, regional express buses, and the Seattle Streetcar.



*Metro employs nearly 6,000 individuals working to ensure **safe, clean, and reliable** services.*

Metro was named Best Large Transit Agency in North America by the American Public Transportation Association (APTA) in 2018. Metro was also recognized by the Federal Transit Administration (FTA) as the nation's most equitable agency in tackling climate change in 2022.

The agency employs nearly 6,000 individuals working to ensure safe, clean and reliable services to the region's diverse communities of King County and to improve regional mobility and quality of life in King County.

EEO Office's Mission, Vision, and Values



Mission

To protect civil rights and advance equity for all King County Metro employees.

Vision

A Metro free of discrimination where everyone can professionally grow and thrive, regardless of who they are and the identities they hold. The Metro EEO Office will do its part to keep our region moving by providing Metro employees and leadership trustworthy information and data to drive equitable employment decisions and policies.

Values

Equity – We name and acknowledge that racism, sexism, ableism, transphobia, and xenophobia are real, systemic maladies that are rooted in our nation's long history and practices of legal segregation, discrimination, and colonization. Knowledge of the past and present effects on the workplace informs our future work.

Expertise in Civil Rights Law – We celebrate that civil rights laws are monumental achievements of our society, fought for by countless leaders and martyrs of justice, including our County's namesake, the Rev. Dr. Martin Luther King, Jr. We honor their memories with sophisticated expertise in the equal and unbiased application of these laws.

Compassion – We listen to the voices and stories of those affected by discrimination with empathy and compassion, regardless of the merits of their allegations. And as a neutral party to these matters, we similarly will treat those alleged to have violated policy or law with equal respect and compassion, knowing that investigations can be a difficult process to experience, and never assuming wrongdoing or intent.

Transparency – We practice transparency in our processes, knowing that true transparency leads to accountability. We will strive to ensure that the Metro workforce knows about our policies and procedures in investigations, compliance with federal law, and Metro's EEO Plan. We invite engagement and critique that leads to positive change and innovation.

Cooperation – We acknowledge that we are part of a larger structure, where partnership with other departments, leadership, and employees is crucial to translating the information and data we provide into meaningful action. While the Office shall operate as independently as possible and free from outside influence, we value the expertise and cooperation of the many talented professionals throughout King County in doing what is just and equitable.

Policy Statement¹

King County Metro Transit (Metro) possesses a strong commitment to the community we serve and to its employees. Further, Metro believes that equal employment opportunity, diversity and an inclusive work environment is foundational to the provision of the highest quality service we seek to provide. Metro's commitment is predicated on the fact that successful achievement of EEO goals will benefit Metro and any applicable sub-recipients and contractors through fuller utilization and development of previously underutilized human resources.

As an equal opportunity employer, Metro strives to have a workforce that reflects the community we serve. Additionally, Metro is committed to non-discrimination and Equal Employment Opportunity for all persons. Therefore, no person shall be unlawfully excluded from employment opportunities based on race, color, age, sex (including gender identity, sexual orientation, and pregnancy), marital status, religion, ancestry, national origin, genetic information, veteran status, disability, or other protected class. This policy applies to all employment practices and actions, including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay and all other forms of compensation including, benefits, and all other terms and conditions of employment.

This policy reaffirms that all applicants and all employees have the right to report incidents of alleged discrimination and to file complaints alleging discrimination with Metro's EEO Officer, their immediate supervisor, any other member of management within the agency, Transit Human Resources, the General Manager/Department Director or designee, the King County Human Resources Director or designee, the County's Diversity Manager, and/or enforcement agencies such as the King County Office of Civil Rights and Open Government, the Equal Employment Opportunity Commission, and the Washington State Human Rights Commission.

Retaliation against any individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

Metro is committed to providing reasonable accommodations to applicants and employees who need such accommodations due to disability or as required to practice or observe their religion unless such accommodation causes undue hardship.

As Metro's General Manager, I maintain overall responsibility and accountability for Metro's compliance with its EEO Policy and Program. To ensure day-to-day management, including program design, preparation, monitoring, and complaint investigation, I have appointed the following as Metro's EEO Officer who reports directly to me and acts with my authority with all levels of management, labor unions and employees:

¹ See Attachment 1, EEO Policy Statement and Q&A for the signed version disseminated and posted throughout all Metro work locations.

Christopher Bhang

King County Metro Transit (Metro) EEO Officer

Email: MetroEEO@kingcounty.gov

Phone: 206-477-9454

KSC-TR-0415

201 S. Jackson Street, Suite 415

Seattle, WA 98104

Even in light of the above stated appointment of Metro’s EEO Officer, all Metro executives, management, and supervisory personnel share in the responsibility for effective implementation and monitoring of Metro’s EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. Therefore, Metro will evaluate its executives’, managers’ and supervisors’ performance on their effective implementation of Metro’s policies and procedures, in the same way Metro assesses their performance regarding other agency goals.

Metro is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables, to which the agency is committed and to make the EEO Program available for inspection by any employee or applicant for employment upon request.

I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of our EEO Policy and Program.

Michelle Allison

General Manager, King County Metro Transit

Updated and Signed October 17, 2025

Dissemination of Policy

Metro is committed to keeping its workforce and applicants aware and informed of the work and important role of the EEO Office. The dissemination of the EEO Policy Statement is explained in Metro's Policies and Procedures, PER-22-8-DP.² It is the EEO Officer's duty to oversee the communication of the existence of Metro's EEO Policy and program to employees, applicants, and potential applicants by the dissemination of the EEO Policy internally and externally. Dissemination occurs at least annually and continuously through the following means:

Internal Dissemination

- Written communication from the General Manager and EEO Officer;
- Posting of official EEO materials (e.g., Federal and state labor law posters and Metro's policy statement in conspicuous and accessible locations (e.g., on bulletin boards, near time clocks, in employee breakrooms and in employment/personnel offices)³;
- The inclusion of the EEO policy statement in employee handbooks and manuals;
- Meeting with top management officials (e.g., the General Manager, operations, human resources, communications, planning, marketing, etc.) at least semiannually to present and discuss the EEO Program and its implementation;
- Meeting with Metro's EEO/AA Advisory Committee members, as well as existing affinity groups to seek input on program implementation;
- Conducting regular EEO training for employees and leadership;
- Conducting EEO training for all new employees, supervisors and managers within 90 days of their hire or appointment through both managerial and non-managerial version of The Way We Work Together training (see page 40 of this report); and
- Inclusion of the EEO policy statement in core agency policies or strategic plans.

External Dissemination

- A statement that Metro is an equal employment opportunity employer in all recruitment postings, including online at King County's portal at [governmentjobs.com](https://www.governmentjobs.com);
- All EEO Program materials, policies, reports, and updates are publicly available on Metro's website; and
- Statements in advertisements that King County is an Equal Employment Opportunity Employer using the following language:

No person is unlawfully excluded from employment opportunities based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status, or other protected class. Our EEO policy applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

² Attachment 2, EEO Policy, PER-22-8-DP, Section 6 at page 4.

³ Attachment 3, List of all Metro operated buildings and facilities where EEO materials are posted.

Designation of Personal Responsibility

The work of ensuring equal employment opportunities for all individuals is a complex undertaking. Metro recognizes that it will take cooperative and co-creative efforts across our entire workforce to make that a reality. As such, specific staff have been delegated the responsibility to ensure that the EEO Program and the underlying work of equity in the workforce continues.

General Manager

As General Manager of Metro, Michelle Allison is responsible and accountable for implementing Metro's EEO Program. It is General Manager Allison's responsibility for designating appropriate personnel to oversee, administer, implement, and monitor Metro's EEO Program. The General Manager may also serve as the EEO Officer in the event of conflict or recusal.

EEO Officer

To ensure effective implementation of the EEO Program, including high-level management, program design, preparation, monitoring, and complaint investigation, the General Manager has appointed Christopher Bhang as EEO Officer for Metro. Mr. Bhang reports directly to the General Manager and acts with the General Managers Authority with all levels of management, labor unions and employees.⁴ Mr. Bhang is a licensed attorney in the state of Washington and has fifteen year of civil rights law experience and is trained in EEO law, investigations, mediation and negotiation, and administrative procedure.

The EEO Officer and the Office are separate and apart from other Metro agencies (including the King County Department of Human Resources) and do not present conflicts of interest. In situations where conflicts of interest arise, whether actual or perceived, the role of EEO Officer will be appropriately reassigned for that purpose, or an outside investigator may be hired. To further maintain independence, impartiality, and integrity of its investigations and duties, the EEO Office receives separate legal counsel and advice from within the Prosecuting Attorney's Office, as necessary.

The EEO Officer's responsibilities, include, but are not limited to:

- Developing and recommending EEO policy, a written EEO program, and internal and external communication procedures;
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve goals;
- Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where proactive action is needed;

⁴ Attachment 4, Metro Organization Chart, showing EEO Officer reporting directly to the General Manager. See also Attachment 2, EEO Policy, PER-22-8-DP, Section 5.6 at page 3.

- Reviewing the agency’s nondiscrimination plan with all managers and supervisors to ensure the policy is understood;
- Concurring in the hiring and promotion process;
- In conjunction with human resources, periodically reviewing employment practices policies, complaint policies, reasonable accommodation policies, performance evaluations, grievance procedures, and union agreements;
- Reporting at least semiannually to the General Manager on progress of each section in relation to the agency’s goals, including but not limited to contractor and vendor compliance;
- Serving as a liaison between the agency, federal, state, and local governments, regulatory agencies, and community groups representing minorities, women and persons with disabilities and others;
- Maintaining awareness of current EEO laws and regulations, and ensuring the laws and regulations affecting nondiscrimination are disseminated to responsible officials;
- Investigating employment discrimination complaints;
- Providing and/or ensuring the provisions of EEO training for employees and managers;
- In conjunction with human resources, advising employees and applicants of available training programs and professional development opportunities and entrance requirements; and
- Auditing postings for Metro’s EEO policy statement to ensure compliance information is posted and up to date.⁵

All Employees

In addition to the duties of the EEO Officer, all Metro employees, including executives, management, and supervisory personnel share the responsibility for effective implementation and monitoring of Metro's EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. These EEO responsibilities for agency officials, managers, and supervisors include:


- Holding regular discussions with other managers, supervisors, and employee and affinity groups to ensure the agency’s policies and procedures are being followed;
- Maintaining and updating the personnel database(s) to all generations of reports required for the nondiscrimination program;
- Cooperating with the EEO Officer and other staff in review of information and investigation of complaints;
- Encouraging employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting promotional opportunities, shadowing and/or mentoring); and
- Implementing County and Metro diversity and inclusion strategies.⁶

⁵ Attachment 2, EEO Policy, PER-22-8-DP, Section 7.1 at page 5.

⁶ Attachment 2, EEO Policy, PER-22-8-DP, Section 7.2 at page 6. See also Attachment 5, Nondiscrimination Policy, explaining all employees have obligations to report discrimination and harassment in the workplace.

About the EEO Office

The EEO Office is part of Metro’s Accessibility, Civil Rights, and Equal Employment Opportunity team. It continues to grow and refine its approaches to advancing equity and upholding civil rights in the workplace for all Metro employees. This section explains more about what the EEO Office does.



*The EEO Office is a **neutral third party** and is a **separate** entity from Human Resources and the Prosecuting Attorney’s Office, but works in cooperation with other Metro and County agencies in service to the Metro workforce.*

The EEO Office has two main functions: (1) the implementation and monitoring of this EEO Plan, and (2) conducting workplace investigations into allegations involving discrimination, harassment, retaliation, and inappropriate conduct. It acts as a neutral third party and is a separate entity from the King County Department of Human Resources (DHR), Metro’s Employee Services Division, and the Prosecuting Attorney’s Office. The EEO Office acts with independently authority, but in cooperation with other Metro and County agencies in service to the Metro workforce.

If you or your work group have questions or would like an EEO Staff member to give a presentation on the EEO Office’s function, please email MetroEEO@kingcounty.gov.

The Reporting and Investigation Process

The EEO Office created a simplified version of our investigation process into a step-by-step process map. The document also contains a Frequently Asked Questions section that explains the basics of what the EEO Office does and how it conducts investigations.

The document guides employees through all steps of the EEO Office’s investigative process: receiving reports, conducting an intake process, drafting of complaints, providing notices to parties, conducting the investigations, writing findings, and closing out a case.

If your work group would like a physical copy of this poster, please email MetroEEO@kingcounty.gov.

Equal Employment Opportunity Office (EEO) Investigation Process

Process

START HERE



Report is made

A report is submitted online, by phone, mail, in person, or the EEO Office learns of a situation via employees, union reps, directors, managers, superintendents or base chiefs.



Case file created

The reported case is logged immediately, assigned a case number, and may be sent to other county partners as appropriate.



Intake – Review of Allegations

After receiving a report, the EEO Office will schedule an intake meeting to learn more about the incident.

The EEO office will then determine and communicate whether the case can move forward with a formal investigation following the intake meeting.

No investigation: The EEO Office will communicate why and discuss other options.

Yes investigation: a formal complaint will be drafted.



Formal complaint drafted

The EEO Office will draft a formal complaint that explains the allegations and scope of the investigation.



Notices

The EEO Office will notify all parties and the Coordination Team* that an investigation has begun with a copy of the formal complaint, an explanation of rights, the process, and other important information.



Findings report

The EEO Office will draft the Finding Report to be reviewed by the EEO officer with all case information, findings, and conclusion.



Investigation

The EEO Office will gather information, interview witnesses, and give all parties an opportunity to provide information and evidence they wish to be considered.



Closure & Findings meeting

The EEO Office provides their findings in the Coordination Team* meeting. The EEO Office will send Notices of Investigative Closure to the parties.



Formal Investigation Process complete

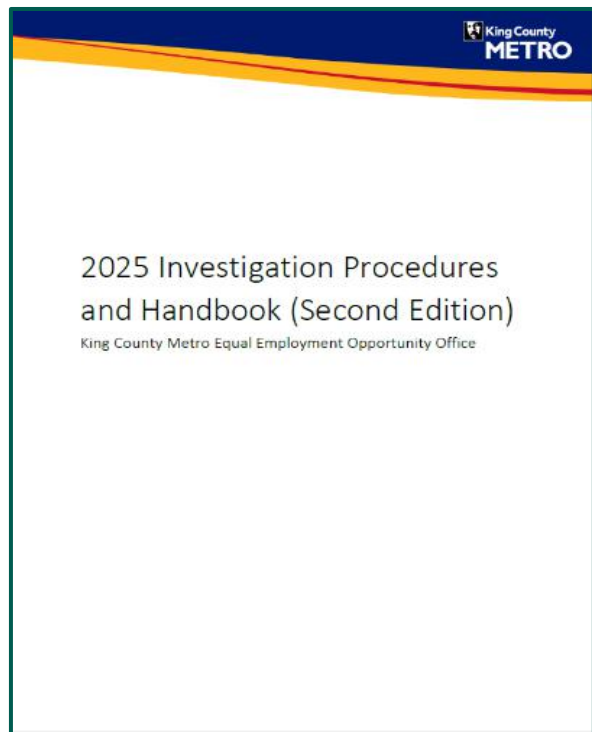
The EEO Office's involvement in this process is completed. The investigation outcomes and any additional steps will vary depending on findings.

*The Coordination Team promotes transparency and accountability. It consists of leadership from EEO, Metro HR, Transit Employee Labor Relations, Metro EIB, and DHR Workforce Equity.

Updated Investigations Procedures and Handbook

The EEO Office published its first Handbook in 2023, which details the standard procedures and analysis used to receive, investigate, and analyze reports of discrimination, harassment, retaliation, and inappropriate conduct. These standard procedures are designed to help build trust in the EEO Office and demystify its purpose and role in workplace conflicts. The Handbook was updated for 2025 by EEO Investigator Katie Vail and the EEO Investigation Team.

With these procedures, all matters reported to the EEO Office are received, addressed, and analyzed in an open and predictable manner. Employees should not feel isolated or uninformed after making a report or while participating in an investigation. The full Handbook is publicly available to all employees and prospective employees and can be found as Attachment 6 to this report.



Coordination Team

The EEO Office continues to convene a Coordination Team comprised of leadership from the EEO office, Metro’s Employee Services (ES) Division, the Transit Employees Labor Relations (TELR) team, Human Resources (HR), the Equity, Inclusion, and Belonging (EIB) team, and division leadership, when appropriate. The purpose of this Team is to ensure that all matters reported to the EEO Office receive an appropriate and coordinated response by Metro.

This Coordination Team focuses on highly sensitive and confidential matters arising from allegations of discrimination or data gathered by the EEO Office. The Team coordinates efforts among critical workgroups to ensure the safety and dignity of employees before, during, and after an investigation. Post-investigation actions or remedies based on EEO reports or findings may be discussed, but are generally not the focus of this Team. This allows the EEO Office to retain its independence and conduct impartial investigations.

The EEO Office serves as the central entity that receives and collects complaints and allegations of violations of EEO law and the County’s Nondiscrimination, Anti-Harassment, and Inappropriate Conduct Policy. The Office provides factual records from investigations and relevant data to help inform the Coordination Team in the developing appropriate actions to address complex workplace. The EEO Office maintains its independence to conduct impartial investigations, and is not involved in actions that would make it a witness or party to future investigations.

Employment Practices

The following is a summary of Metro’s current employment practices. The practices are identified as possible areas that may contribute to the success of achieving the short- and long-term goals described above. Metro recognizes that changes to employment practices take time and strategic planning within an organization of its size, but remains committed to making those “long-game” strategies a reality for customers, employees, and future employees.

Recruitment and Selection

Metro has taken concrete steps to embed nondiscrimination and equity principles in recruitment and selection policies and procedures. In 2016, Metro introduced a standardized process for recruitment and selection applicable to all competitive recruitments. Through this standardization, Metro ensures each recruitment process:

- Reviews EEO goals and areas of opportunity;
- Follows guidelines for posting and advertising openings to reach potential applicants from a broad range of backgrounds, including underrepresented communities;
- Aligns qualifications aligned to a job analysis, with a focus on removing non-essential requirements that may restrict the applicant pool;
- Includes of King County’s EEO statement on all job postings;
- Offers applicant the opportunity to request reasonable ADA accommodations in the evaluation process;
- Reviews testing steps to ensure relevance to qualifications and validation of tests;
- Selects an interview panel with diverse representation and ensures completion of mandatory training on identifying and mitigating bias in interviews; and
- Incorporates anti-bias and nondiscriminatory interview techniques as a standard part of interview preparation.

Metro has also adopted the [Equity and Social Justice Strategic Plan](#), which includes goals and minimum standards related to non-discrimination, equity and social justice, diversity and inclusion, and utilization of the Hiring Toolkit.

Metro continues to pursue creative approaches to expand access to technical apprenticeships by partnering with community organizations that serve women, people of color, and other underrepresented protected categories.

Staff Training and the Recruitment Process

Prior to beginning a recruitment, Metro meets with hiring managers to review the selection process and ensure the posted job duties and qualifications align with the classification requirements. All Metro Human Resources staff are trained to use a standardized selection process that incorporates best practices for equity and transparency.

Metro provides training to managers conducting subject matter expert reviews of applications to ensure selection are based on relevant criteria and justifications are

documented for each decision based on competitiveness. For supervisory-level recruitments, additional steps are taken to ensure a “blind review” of applications, with personal information redacted.

All interview panelists are required to complete training in-person or online focused on eliminating bias in the interview process. Metro audits each proposed interviewer to confirm training completion before panel participation. Prior to interviews, Metro Human Resources goes over the interview process and best practices with the panelists using a standardized set of guidelines.

For supervisory positions, interview panelists receive additional training in competency-based interviewing, with critical qualities and experience identified and agreed upon in advance. Interviews for supervisory positions are facilitated by trained staff to ensure selections are based on the agreed-upon qualities and to support consistent scoring discussions.

Job Analysis

Job analyses are reviewed periodically when a position’s duties have evolved, or when a new classification is being considered. Job announcements are routinely checked against classification descriptions to ensure alignment of duties and qualifications. Under King County guidelines and collective bargaining agreements, employees have a clear and transparent process to request a classification review if they believe duties or qualifications are misaligned.

Testing

All testing and licensing requirements for positions at Metro comply with applicable state and federal laws and union agreements. Any testing used in Metro’s recruitment process is validated for the position. Metro primarily uses in-house test for hands-on, practical examinations for skilled craft positions. For example, prospective mechanics may be asked to perform basic journey-level tasks expected on the job. Similarly, candidates applying for a customer service position may be asked to interpret a timetable and answer questions to assess their ability to provide route information to customers.

Testing is most commonly used as a pass/fail step in the selection process, with applicants required to meet a predetermined threshold score before advancing to interviews. Threshold scores are established in advance with hiring authorities, and results are usually tabulated automatically. For hands-on testing, work is evaluated by a panel of subject matter experts using predetermined scoring standards.

Promotional and Transfer Opportunities

Vacant positions are posted and filled in accordance with applicable King County Personnel Guidelines, except where otherwise provided in collective bargaining agreements. In those cases, Metro promotional and transfer processes may be limited to certain represented employees.

Metro is also committed to providing an open and transparent process for lateral movement and temporary special duty assignments to support employees development.

These opportunities are advertised through email, employee newsletters and bulletins, and posted in print at worksites for employees without email access. Lateral and special duty assignments help employees gain experience, including those who may not yet meet minimum qualifications, in preparation for future advancement.

Training

Metro offers a wide range of online training programs through its eLearning platform. Some courses are required by King County, including “Preventing Sexual Harassment in the Workplace” (required for all new County employees hired after April 2017) and “Countering Bias in Interviewing” (required for all members of hiring panels since 2016).

In 2021, Metro began building a learning development focused on fostering a healthy workplace culture. Trainings offered include leadership development; anti-discrimination training for people leaders and the broader workforce; Understanding Sexual Assault Dynamics & Trauma-Informed Response; and training aligned on King County and Metro values and priorities. Metro also offers programs and resources to support career advancement and workforce development, including multiple apprenticeship programs, the Supervisors-in-Training program, Leadership Excellence and Development, and Career Support Services Transit Employee Resource Center.

Compensation and Benefits

Metro administers compensation in accordance with King County [Personnel Guidelines, Chapter 6 – Pay Plan](#). The County’s schedule of pay ranges consists of 99 pay ranges, each containing ten steps approved by ordinance and subject to changes negotiated through collective bargaining agreements. King County’s [Classification and Compensation program](#) is responsible for maintaining, monitoring, and updating compensation and classifications.


The County’s [Benefits Payroll and Retirement Office](#) administers benefit plans in accordance with King County [Personnel Guidelines, Chapter 13 – Health Benefits](#); applicable state and federal laws and regulations; and collective bargaining agreements.

Discipline Procedures

Disciplinary actions for employee misconduct are governed by [King County Code 3.12.270](#) and [Personnel Guidelines, Chapter 16 – Discipline](#) and are also subject to collective bargaining agreements. Involuntary terminations include layoffs, termination for failure to complete training programs, non-disciplinary medical terminations, failure to pass probation, and discharge for misconduct. Layoffs and recall are also governed by applicable collective bargaining agreements. All county labor contracts can be access [here](#).

Representation and Limits in EEO Data

The EEO Office recognizes that the language used in this report is limited and does not adequately represent the many groups of people, cultures, gender identities, and lived experiences that make up the Metro workforce. In fact, some language used may be construed as outdated and may inaccurately reflect current understanding of society and people.



It has long been a tactic of oppression and hate to minimize the humanity of others; by doing so, it becomes easier to harass, bully, vilify, and harm.

The EEO Office uses this language and categories of people because of reporting requirements to the FTA. People groups such as “females,” “minorities,” and broad racial categories are what the FTA requires Metro to report on, and the various personnel systems at the County were built to collect the demographic data in this way. Similarly, existing data collection methods at the County were not designed to responsibly collect robust demographic data on gender identity, disability status, national origin, or spoken languages.

Representation in data and reporting is not just about numbers or compliance with EEO law; it is about ensuring that no one’s identity is erased, and that people are seen as full humans. It has long been a tactic of oppression and hate to minimize the humanity of others; by doing so, it becomes easier to harass, bully, vilify, and harm. We can and must do better in how we talk about people and create narratives through data. See Page 47 for how the EEO Office is continuing to work with its partners to create reliable data sets that better reflect our workforce.

Monitoring and Reporting Systems

EEO Monitoring

Metro uses multiple sources of data and information systems to monitor the components of this EEO Report, including:

- NeoGov – King County’s applicant portal and tracking system; and online training platform
- PeopleSoft – King County’s human resources information
- People Fluent and CAAMS – King County’s workforce management systems
- Oracle BI Insights – King County’s financial and personnel analytics system
- Origami Risk Management – Metro’s EEO and Civil Rights case management system
- Metro’s EEO Survey (see page 47 of this report)⁷

Subrecipient and Contractor EEO Compliance

Metro’s EEO Policy states that subcontractors are required “to provide proof of the existence of an EEO program which meets the required program elements.”⁸

The City of Seattle Department of Transportation (SDOT) is the only subrecipient or contractor that meets the threshold for submission and monitoring of an EEO Program. SDOT’s most recent EEO Program is included as Attachment 7 to this Report and has been reviewed by the EEO Office. The City of Seattle recently restructured their EEO Program. Metro’s EEO Officer will meet with SDOT and other City of Seattle staff to fully review the program for compliance with FTA Circular 4704.1A and provide feedback in Q2 of 2026.

Metro’s EEO Program was also recently audited and reviewed by Sound Transit as a subrecipient of their federal funds. Representatives from Sound Transit’s Office of Civil Rights, Equity, and Inclusion performed their compliance review and found Metro in compliance with FTA Circular 4704.1A and did not recommend any need for remedial action. See Attachment 8, Sound Transit Review of Metro’s EEO Program Compliance.

Review of Union Contracts

The King County Office of Labor Relations is the designated bargaining agent for collective bargaining for Metro. There are several parts of the collective bargaining process, the first of which is to develop overarching priorities and issues to be addressed. King County and Metro commit to developing proposals with an equity mindset. This means that the County and Metro not only seek to ensure that new proposals do not have a disparate impact, but also evaluate existing contract language and processes to determine whether changes are needed to eliminate disparate impacts. During the proposal development process, there is specific discussion about areas of the contract that could or need to be changed, for example, the disparate impact of seniority and opportunities to be more

⁷ All Metro and County agencies are prohibited from using County resources for civil immigration enforcement under [K.C.C. 2.15](#). Metro’s EEO Office does not share sensitive information or data with individuals unless there is a legitimate and appropriate business need.

⁸ Attachment 2, EEO Policy, PER-22-8-DP, Section 7.3 at page 6.

inclusive in creating internal job growth opportunities. These efforts are undertaken in collaboration with Metro and the Office of Labor Relations.

In addition, the Office of Labor Relations presents to and consults with the King County Department of Human Resource Director and the Chief Equity & Inclusion Officer when developing bargaining priorities and strategies throughout the bargaining process. The King County Office of Labor Relations follows the [King County Council Labor Policy](#). Both the King County Office of Labor Relations and King County Metro have commitments to equity and social justice in their organizational values.

Monitoring EEO Reports and Complaints

All Metro employees and applicants have the right to report allegations of discrimination, harassment, retaliation, and inappropriate conduct under the Nondiscrimination, Anti-Harassment, and Inappropriate Conduct Policy and Metro's EEO Policy. Potential complainants should notify Metro's EEO Office, Workforce Equity Manager, or HR manager to file a report.

Regardless of the source or first point of contact, all matters are directed to the EEO Office for intake, data collection, and monitoring. The EEO Office maintains a database of all complainants in a newly created electronic case management system that tracks the basis of the complaint, protected class, date of contact, date of resolution, status of the investigation, name of the investigator, and closure method.

Upon receipt of a complaint, the EEO Office will conduct an intake process to determine jurisdiction. If warranted, the EEO Office will complete a thorough and impartial investigation in accordance with [EEOC Guidance](#). When the investigation is complete, the EEO Office will complete a report of its findings and make appropriate recommendations based on those findings. The EEO Office's full investigative procedures and standards document is included as Attachment 6.

Agency Reporting

The EEO Officer reports directly to Metro's General Manager to discuss the progress of Metro's EEO Program, the results of monitoring, and cases involving violations of EEO law and the Nondiscrimination Policy. The Coordination Team, comprised of leadership from Human Resources, Equity, Inclusion, and Belonging team, Employee Services Division, and the Transit Employee Labor Relations team, meets weekly to discuss EEO investigative findings and related matters.

Metro was also required to report the progress of its EEO program and results of its monitoring to King County's Human Resources' Workforce Equity team for formerly annual reporting and updates to the King County EEO/AA Plan. Metro employees and leadership, including the General Manager, also participate in the County's EEO/AA Advisory Committee in furtherance of Metro EEO efforts and goals.

Workforce Demographic Snapshots

EEO Categories

This section provides an overview of the demographics of Metro’s workforce, specifically focusing on gender and minority status⁹, in accordance with FTA requirements. The FTA and EEOC divide workforces into the following eight EEO categories, which will be referred to throughout this report.

- 1. Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency’s operations, or provide specialized consultation on a regional, district, or area basis.
- 2. Professionals Occupations:** that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training, which provides comparable knowledge.
- 3. Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skills, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

**

- 6. Administrative Support Workers:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data or information, and other paperwork required in an office.
- 7. Skilled Craft Workers:** Occupations in which workers perform jobs that require special manual skill and thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
- 8. Service Maintenance Workers:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public, or that contribute to the upkeep and care of buildings, facilities, or grounds of public property.

⁹ In this Report, Metro uses the terms women and female interchangeably. The Report similarly uses the terms minorities, people of color, and racial groups interchangeably. Metro recognizes that this is not an ideal nor most accurate portrayal of individual lived experiences, but a reflection of the mix of reporting sources and requirements of the FTA. See the discussion on more inclusive demographics above.

** Metro does not employ workers in EEO Categories 4 and 5.

Workforce Snapshot Data Tips

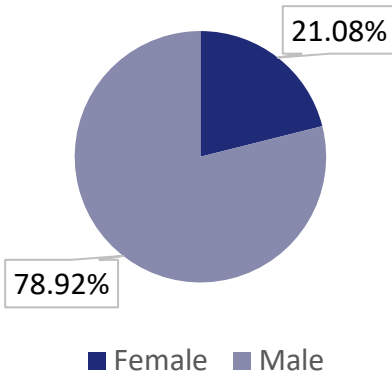
As you navigate this section, please note the following:

- **Don't jump to conclusions.** None of the data presented in this section should be construed to mean that there is anything "wrong" with a division or workgroup, nor should conclusions be drawn without further analysis. The data presented is purely informative so that Metro, its divisions, and its workforce can better understand itself as a large and complex transportation agency.
- **This is a snapshot.** All data presented is current as of January 2026. This data serves as the baseline for the next four years of updates. This is because the EEO Office monitors growth and progress in four-year increments. While more current data is and will be available, comparing those numbers to our four-year goals would lead to confusing and unhelpful results. The total number of employees may vary from other sources because this data does not include TLT positions or SDA assignments.
- **Demographic terms are inadequate.** As explained on page 17, this report's language is limited in how it describes people and people groups. The data here is limited to a male/female sex designation and does not account for transgender, non-binary, or those employees who use an X gender marker.
- **This analysis is legal and required by the federal government.** This data does *not* establish a quota system and is *not* used in hiring decisions. Metro only hires qualified individuals for open positions in accordance with nondiscrimination laws, union contracts, and recruitment best practices. This data allows Metro and divisions to see who is represented in their workplace as required by FTA regulations.
- **Ask questions.** The following data and analysis are interesting as they are complex. If you have questions or want a presentation on this data, please contact the EEO Office.

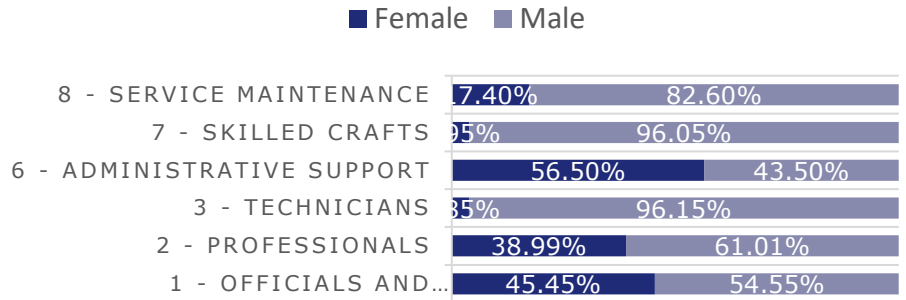
Workforce Demographics – All Metro Divisions

Total Employees: 5753

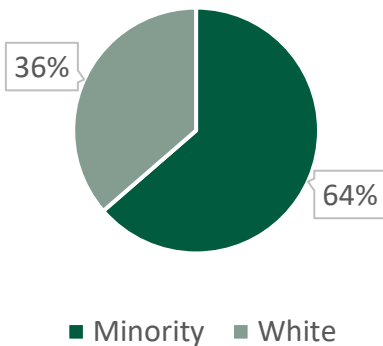
GENDER DIVERSITY



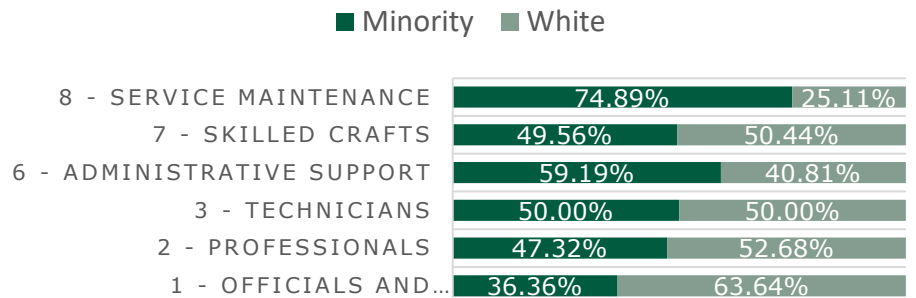
GENDER DIVERSITY BY JOB CATEGORY



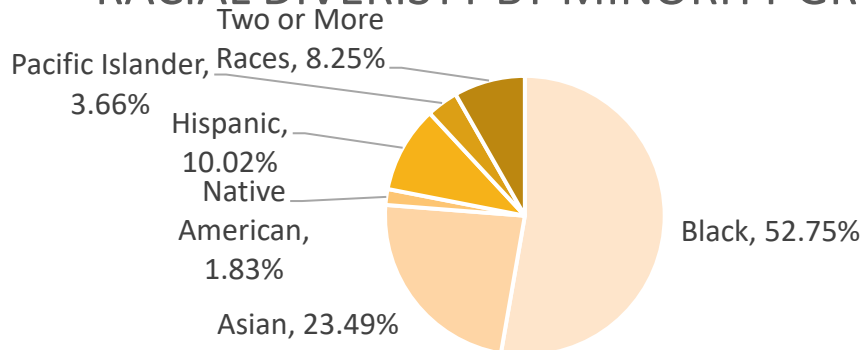
RACIAL DIVERSITY



RACIAL DIVERSITY BY JOB CATEGORY



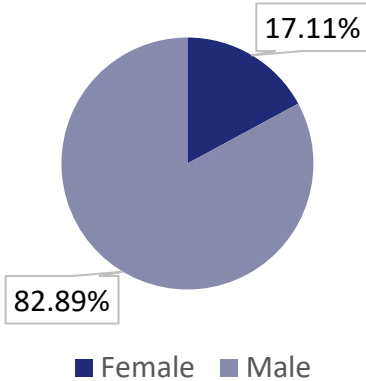
RACIAL DIVERSITY BY MINORITY GROUP



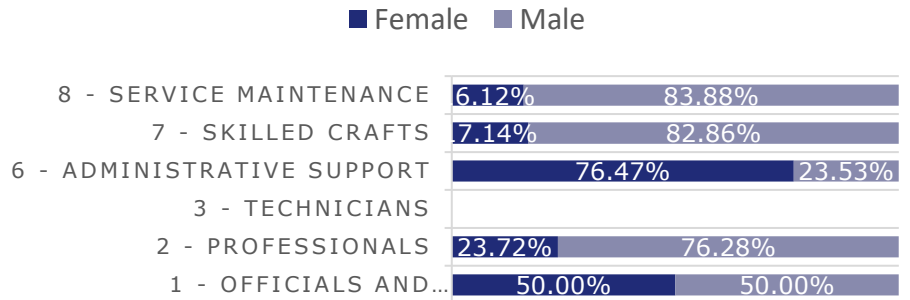
Workforce Demographics – Bus Operations

Total Employee: 2782

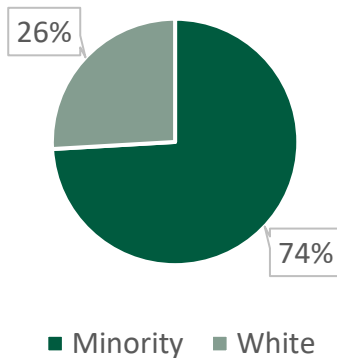
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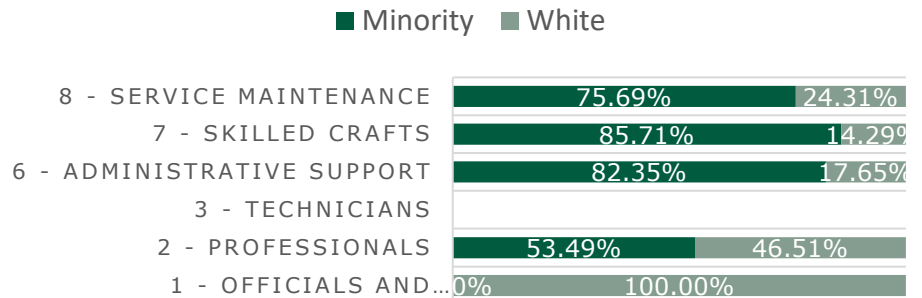
GENDER DIVERSITY BY JOB CATEGORY



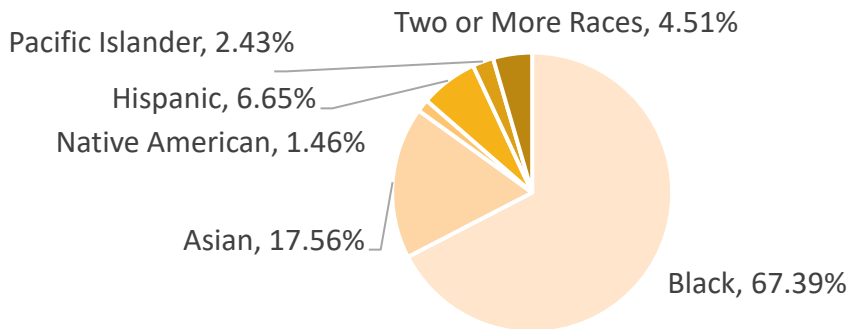
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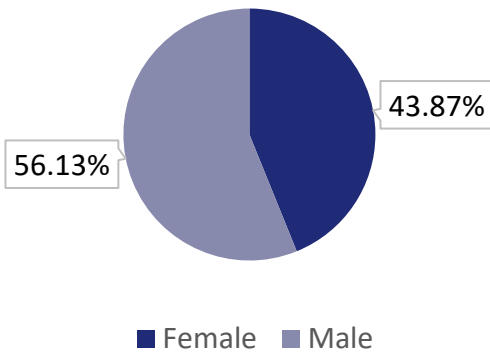
RACIAL DIVERSITY BY MINORITY GROUP



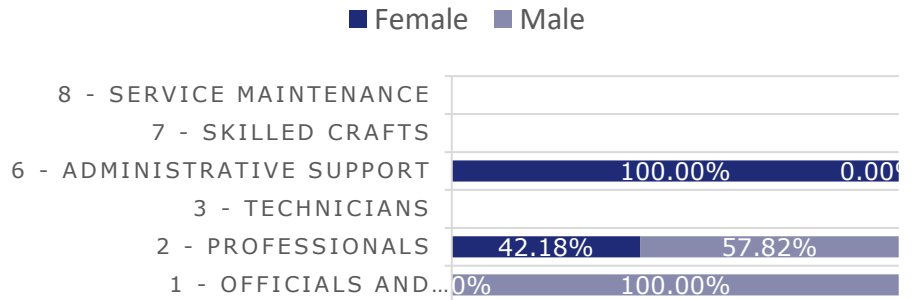
Workforce Demographics – Capital

Total Employees: 155

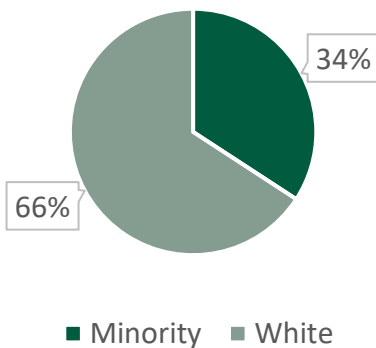
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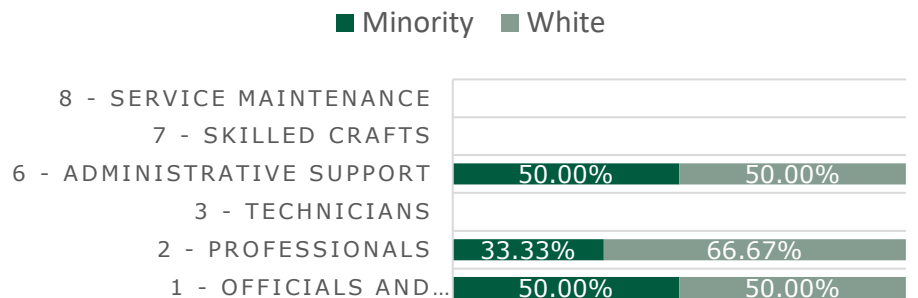
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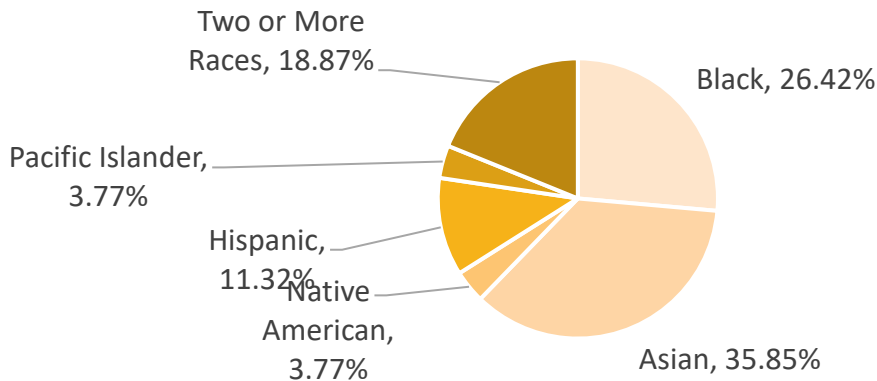
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RACIAL DIVERSITY BY JOB CATEGORY



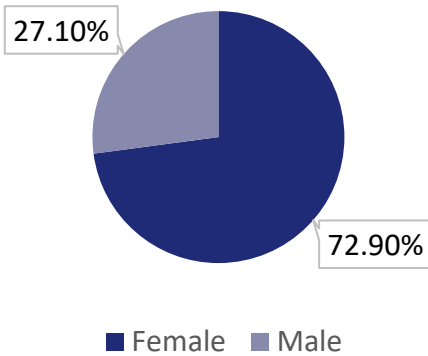
RACIAL DIVERSITY BY MINORITY GROUP



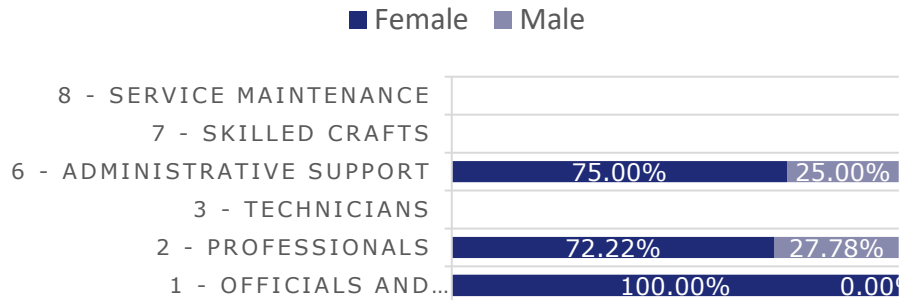
Workforce Demographics – Employee Services

Total Employees: 107

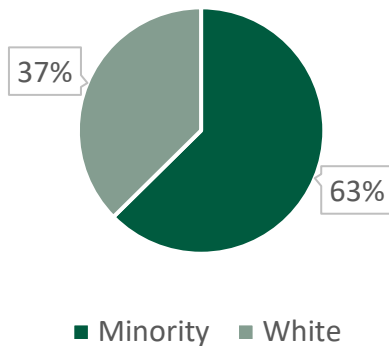
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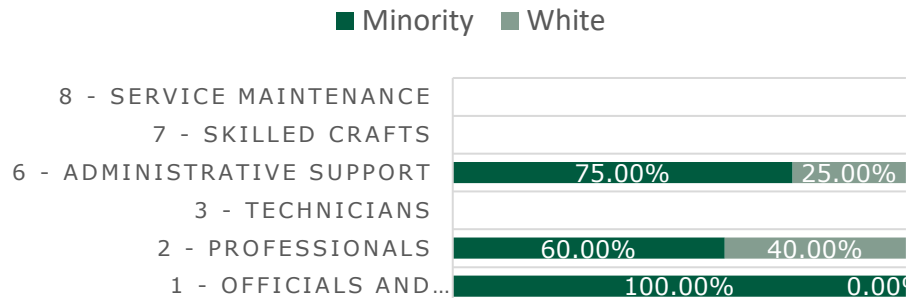
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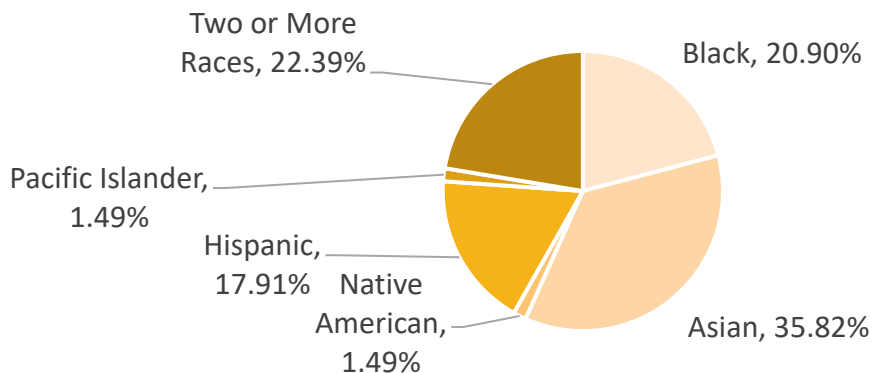
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RACIAL DIVERSITY BY JOB CATEGORY



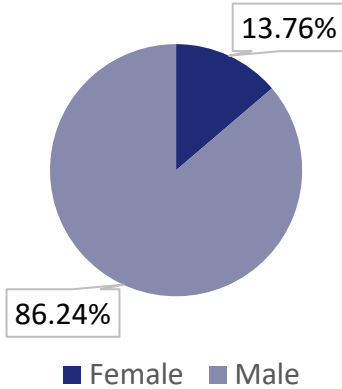
RACIAL DIVERSITY BY MINORITY GROUP



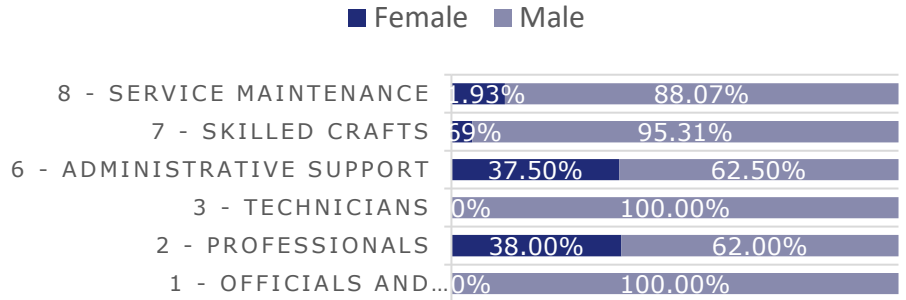
Workforce Demographics – Facilities

Total Employees: 298

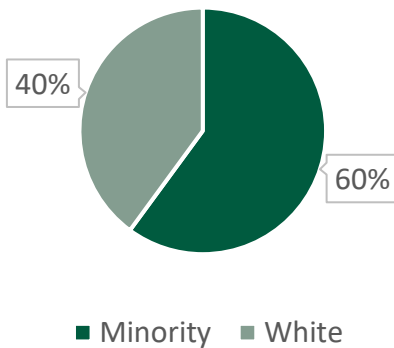
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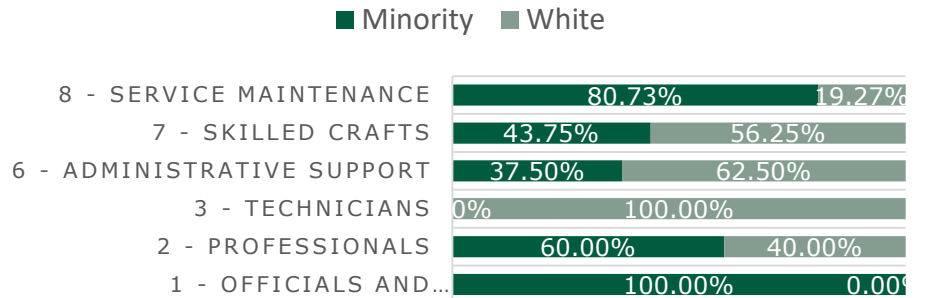
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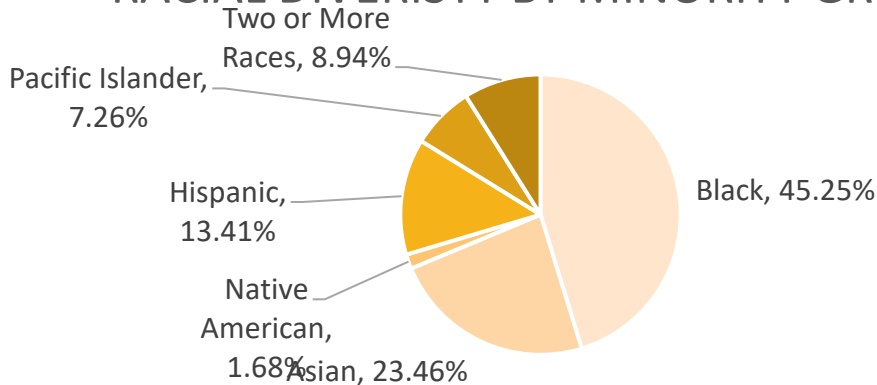
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RACIAL DIVERSITY BY JOB CATEGORY



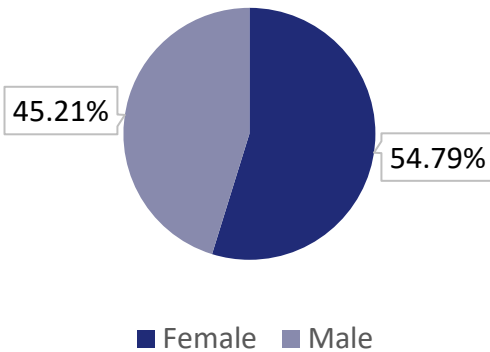
RACIAL DIVERSITY BY MINORITY GROUP



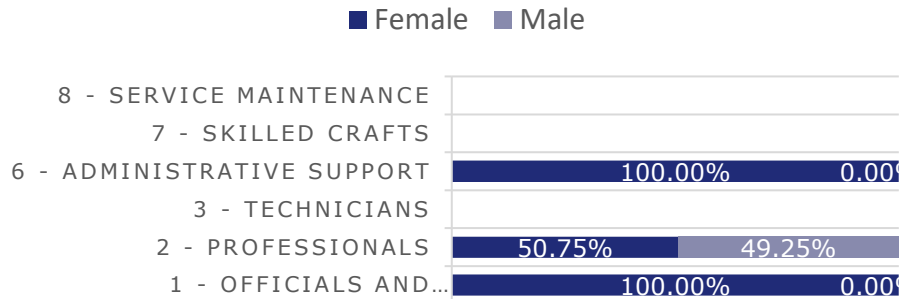
Workforce Demographics – Finance and Administration

Total Employees: 73

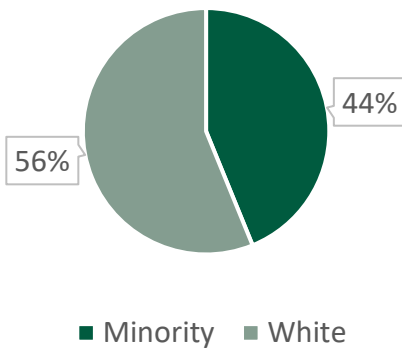
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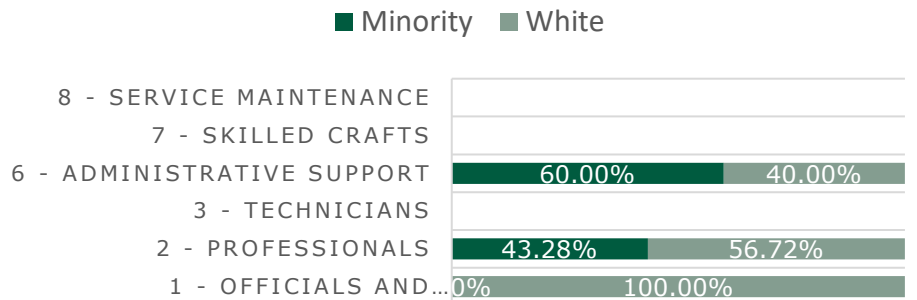
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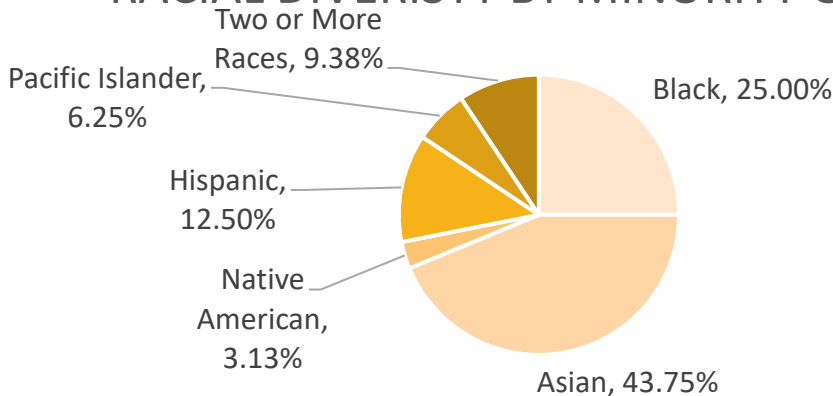
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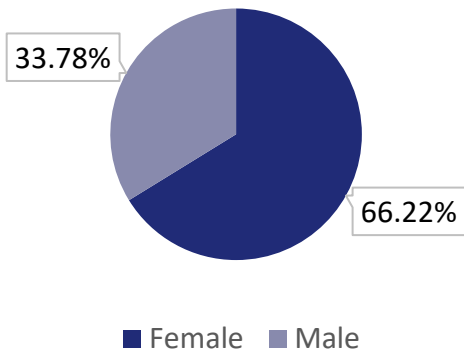
RACIAL DIVERSITY BY MINORITY GROUP



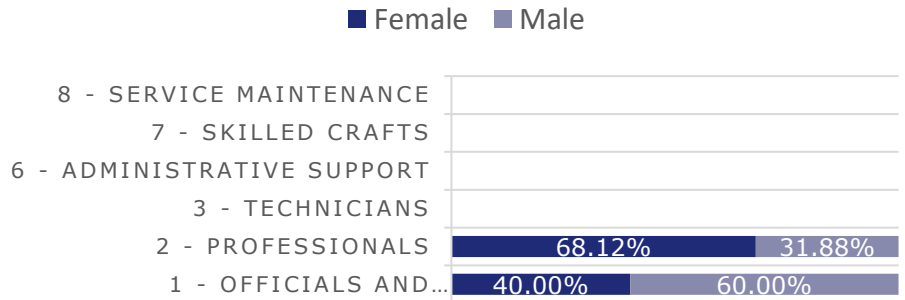
Workforce Demographics – General Manager

Total Employees: 74

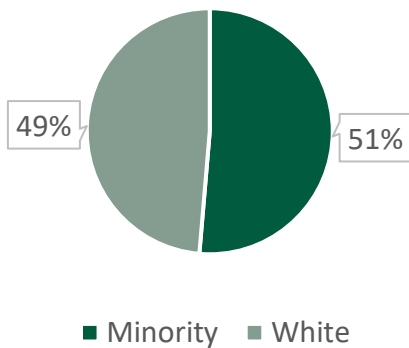
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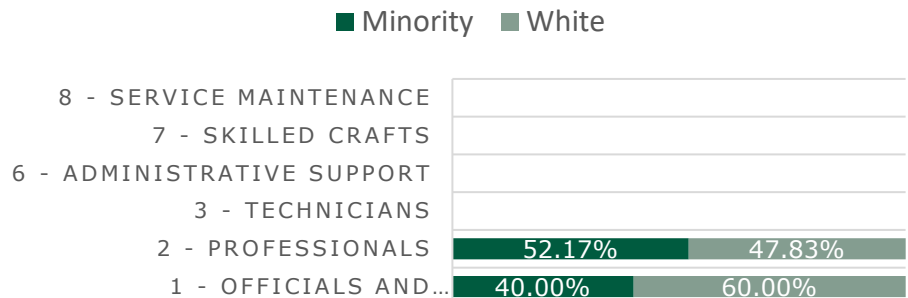
GENDER DIVERSITY BY JOB CATEGORY



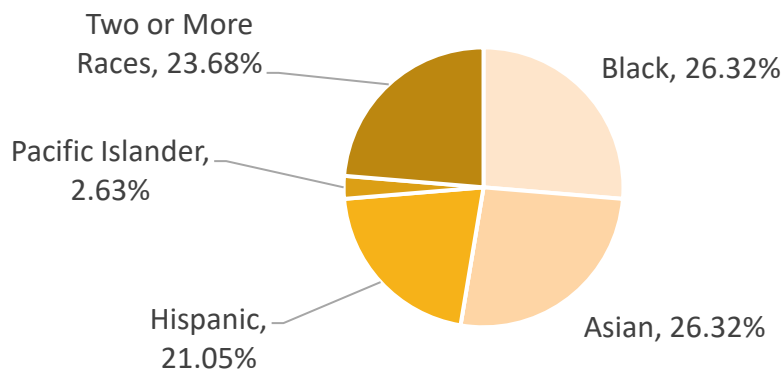
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RACIAL DIVERSITY BY JOB CATEGORY



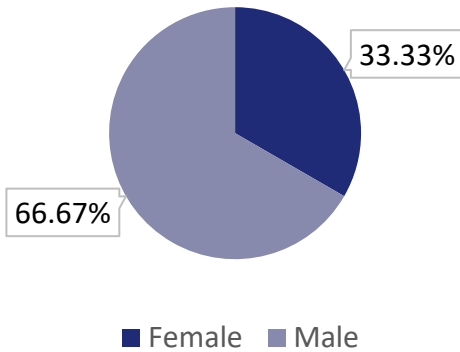
RACIAL DIVERSITY BY MINORITY GROUP



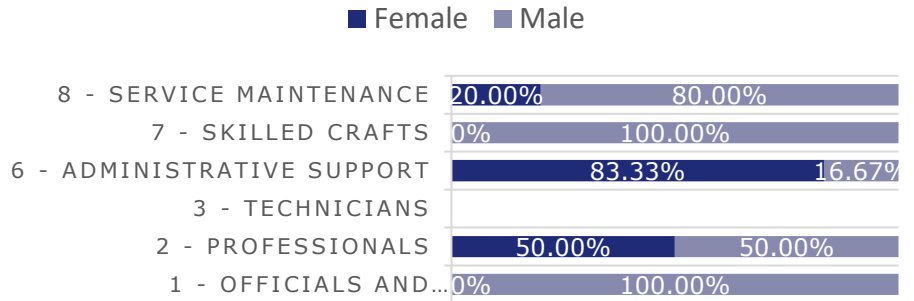
Workforce Demographics – Marine

Total Employees: 36

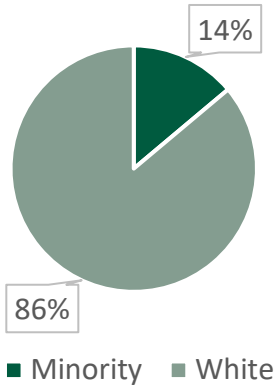
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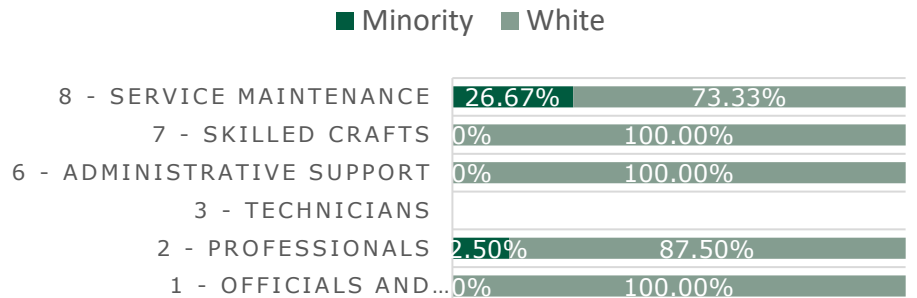
GENDER DIVERSITY BY JOB CATEGORY



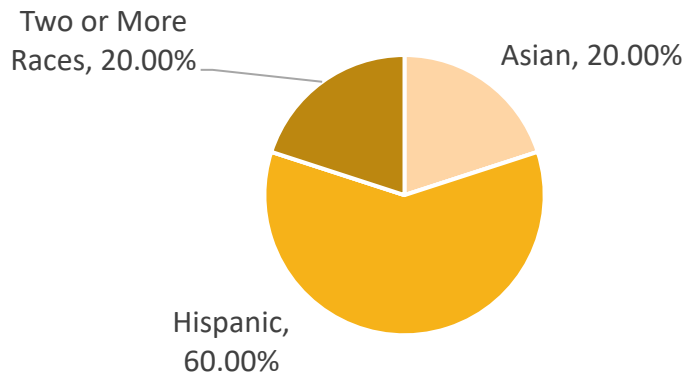
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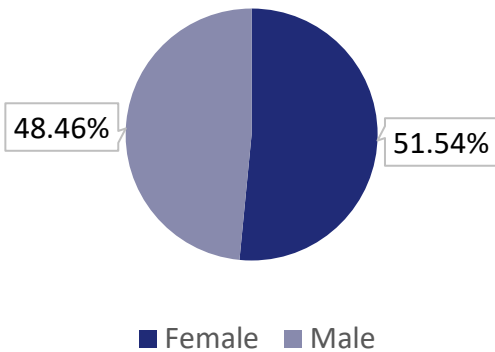
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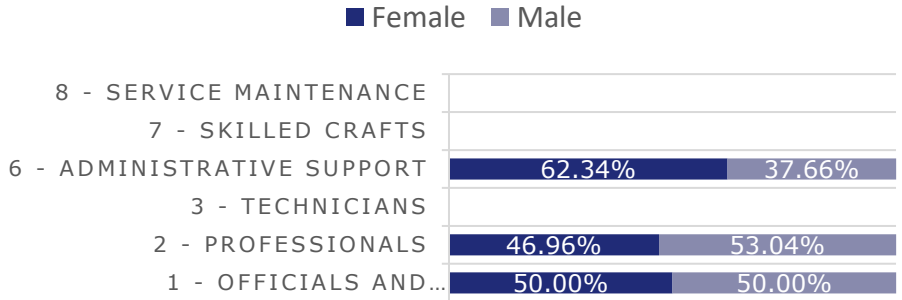
Workforce Demographics – Mobility

Total Employees: 260

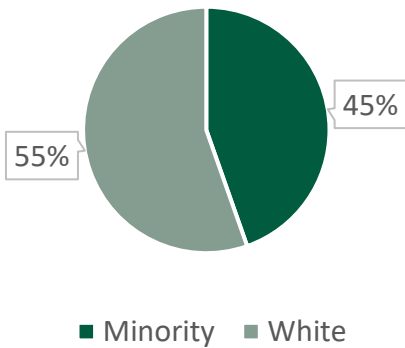
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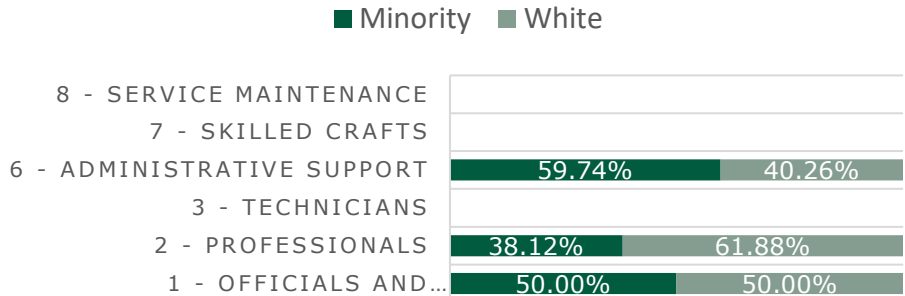
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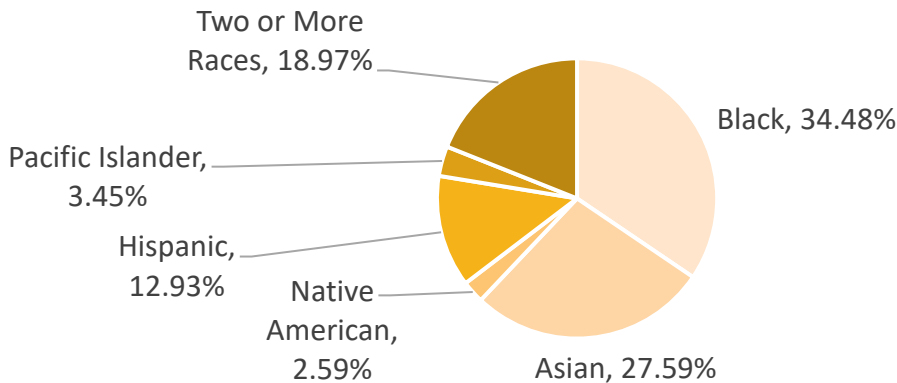
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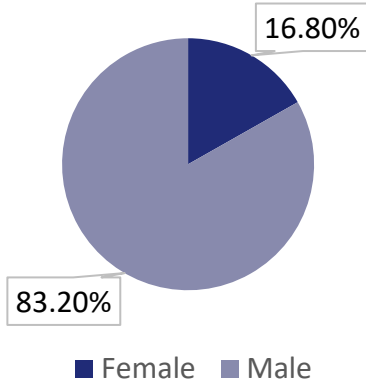
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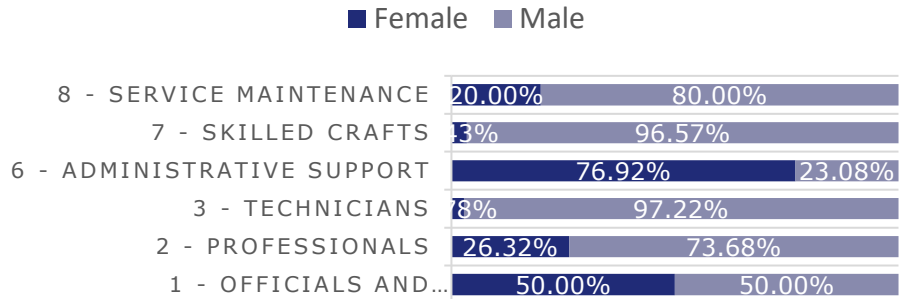
Workforce Demographics – Rail

Total Employees: 1119

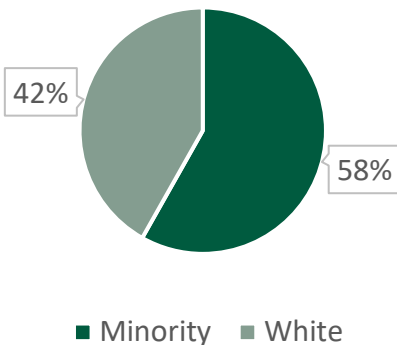
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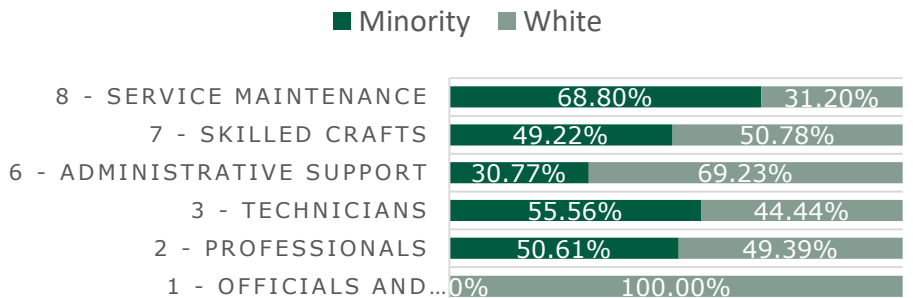
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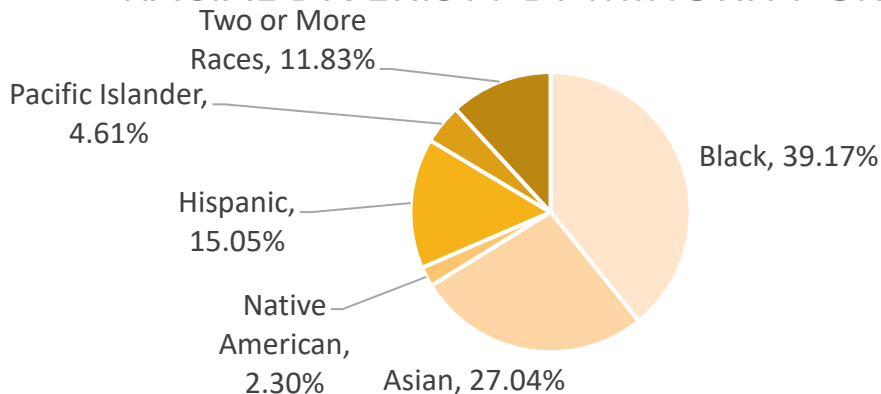
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RACIAL DIVERSITY BY JOB CATEGORY



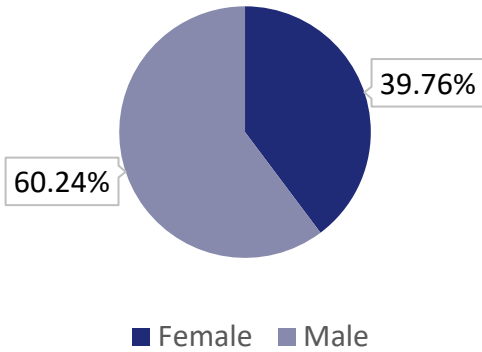
RACIAL DIVERSITY BY MINORITY GROUP



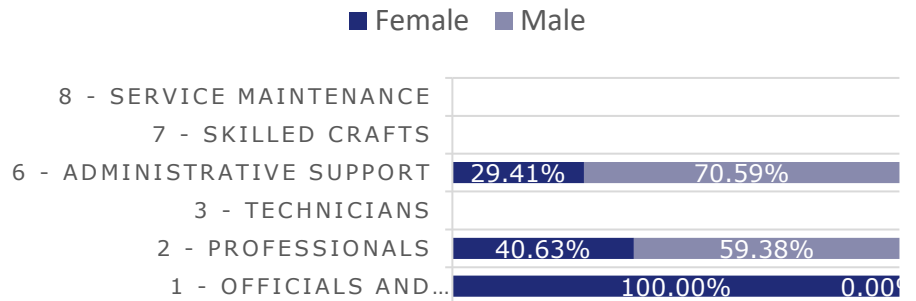
Workforce Demographics – Safety, Security and Quality Assurance

Total Employees: 83

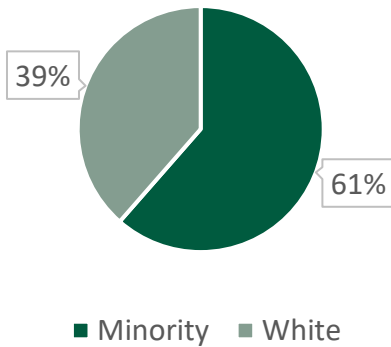
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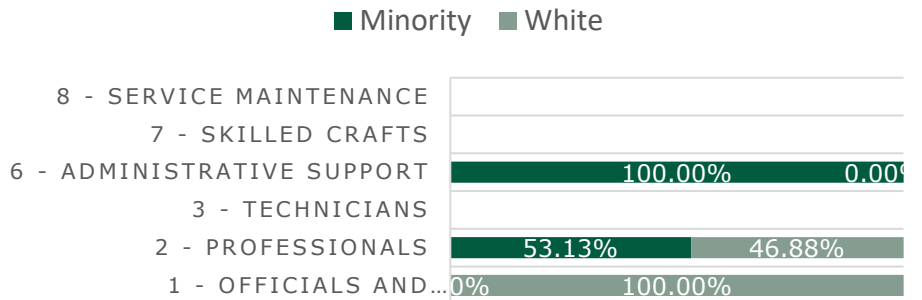
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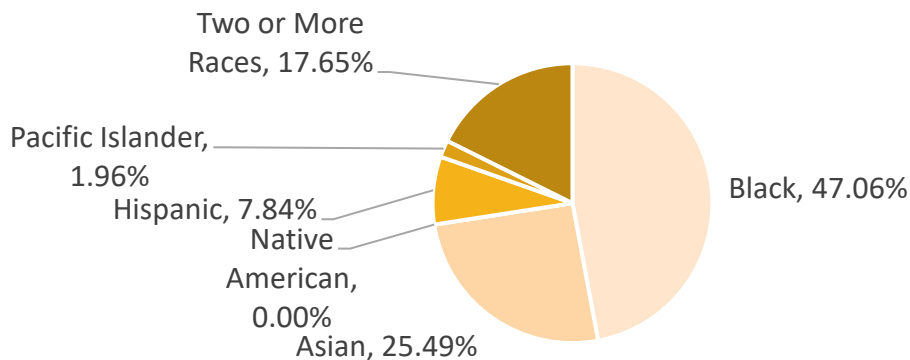
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RACIAL DIVERSITY BY JOB CATEGORY



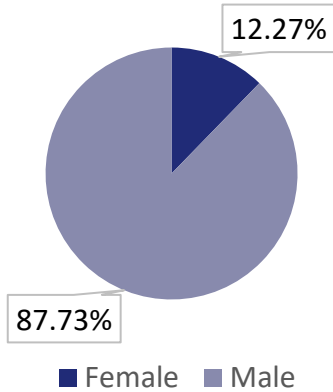
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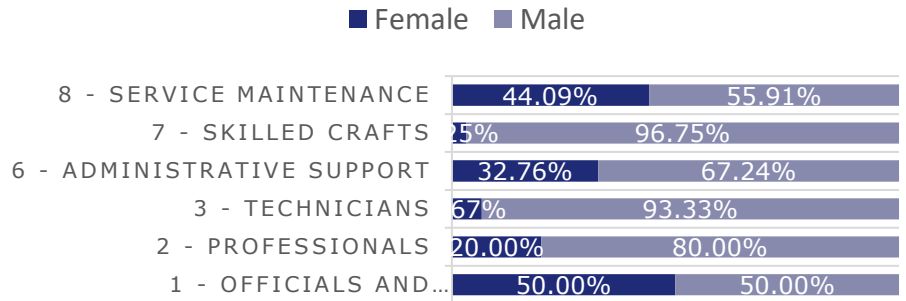
Workforce Demographics – Vehicle Maintenance

Total Employees: 766

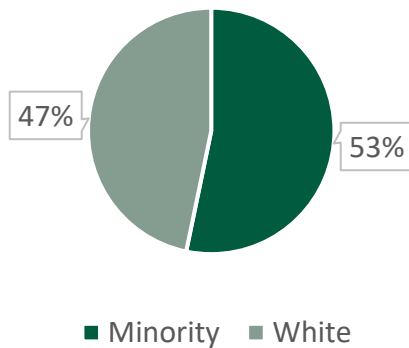
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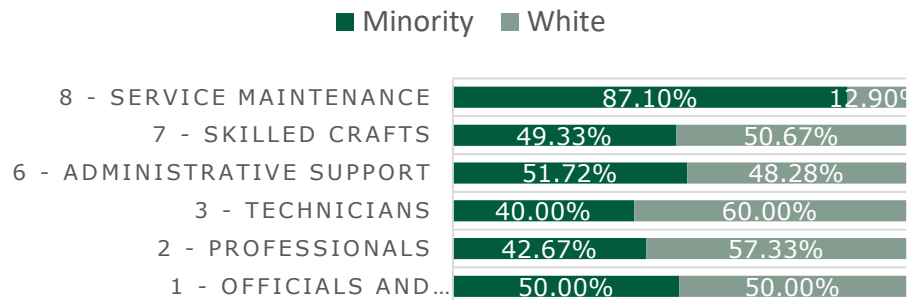
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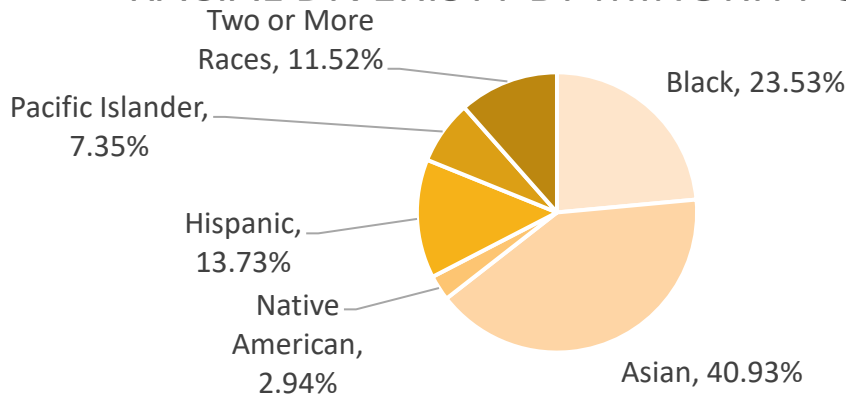
RACIAL DIVERSITY



RACIAL DIVERSITY BY JOB CATEGORY



RACIAL DIVERSITY BY MINORITY GROUP



Utilization Analysis, Goals, and Timetables

The data presented in the previous section is only a snapshot of Metro’s demographics. This section details the process of identifying and monitoring underutilization. Underutilization is a measure that serves as an indicator showing Metro may need to strategically and narrowly tailor approaches to ensure its hiring and employment practices provide all employees equal opportunities to be successful at Metro.

Calculating Underutilization and Placement Goals

Metro’s utilization analysis and placement goals were developed by DHR with the assistance of software called CAAMS. DHR first determined if there was an underutilization of a demographic by comparing the actual number of employees in an employment category versus the expected number of employees who would be in that category based on local demographic employment data. In addition to goals set by CAAMS, DHR employed a modified version of a whole person rule, where:

If (Number of Expected Employees) – (Number of Current Employees) > 0.5, then a placement goal is created by rounding up to the nearest whole number.

Where underutilization is identified, the FTA requires that short and long-term goals be established to achieve representation of the actual available workforce. These goals do not represent quotas or set asides; rather, they affirm Metro’s commitment to monitoring progress and achieving equal opportunity for *qualified* women (females) and people of color (minorities) as positions are available.

Example of Underutilization

In Hypothetical City, 10% of a Company’s technicians were people of color, but only 7% of qualified individuals available in that area were people of color for those positions—there would not be underutilization in the city.

But if 10% of the same Company’s technicians were women, but 15% of qualified individuals available in that area were women for those positions, there could be an underutilization of 5%.

This 5% does not create quotas, but establishes goals by which the Company should strive for if they desire a workforce that reflects the community they serve and provides equal opportunities to all applicants and employees. If it cannot attain that 5%, the Company may consider acting with specifically designed programs to ensure equal opportunities for qualified applicants.

Previous Submission’s Goals and Timetables

In 2022, when Metro submitted its last FTA EEO Program Report, it identified 19 groups as potentially underutilized, disaggregated by EEO Job Category, Demographic, and Sex (as calculated above). By 2025, Metro had met 17 out of 19 of its placement goals and exceeded the goals for 13 of the 19 categories. The two goals that were not met were Pacific Islanders in the Technicians category, and females in the Skilled Craft category.

Officials and Administrators					
Demographic Group	Goal	2022	2023	2024	2025
Asian	1	1	1	1	1
Hispanic	1	1	1	1	1
Two or More Races	1	0	1	1	1

Professionals					
Demographic Group	Goal	2022	2023	2024	2025
Asian	18	36	86	136	182
Hispanic	9	18	33	52	73
Native American	4	4	6	8	9
Pacific Islander	2	4	9	13	17

Technicians					
Demographic Group	Goal	2022	2023	2024	2025
Asian	1	0	1	3	5
Hispanic	2	1	2	4	7
Pacific Islander	1	0	0	0	0
Two or More Races	1	0	1	3	4
Female	2	1	1	2	2

Administrative Support					
Demographic Group	Goal	2022	2023	2024	2025
Hispanic	4	5	7	12	20

Skilled Craft					
Demographic Group	Goal	2022	2023	2024	2025
Hispanic	10	16	37	69	81
Black	40	28	71	124	151
Female	55	7	25	44	51

Service Maintenance					
Demographic Group	Goal	2022	2023	2024	2025
Hispanic	19	17	35	86	121
Two or More Races	19	14	31	74	111
Female	319	59	139	233	336

Interpreting the 2022-2025 Data

The EEO Office interprets this data as largely a positive sign that Metro's recruitment pipeline and hiring practices allow for the successful application and hiring of qualified individuals at rates one would expect given the professional demographic makeup of the area. Where Metro did not meet its goals, the data does not raise significant concerns about its recruitment and hiring practices, with the Technician goal missed by a single placement, and having achieved 92.7% of its goal in Skilled Craft.

Though largely successful in achieving the placement goals set in 2022, the EEO Office notes several data points of interest that can inform future recruitment efforts and programming.

Metro's two largest placement goals were identified as females in the Skilled Craft and females in the Service Maintenance categories. In other categories where the placement goal was above 10, all other goals were exceeded by at least 350%; however, for these two goals, the goal was not met for Skilled Craft, and the placement rate only exceeded the goal by 5.3% for Service Maintenance.

Metro employed 786 total skilled craft workers, and 2,985 in service maintenance, with most of those employees in Rail, Vehicle Maintenance, and Bus Operations Divisions.

Skilled Craft


- **Rail** started with 150 employees in this category and hired 330 new employees. Of those placements, 13 were women. This represents a placement rate of 3.9%. This number should have been closer to 7.5% to achieve expected utilization.
- **Vehicle Maintenance** started with 518 employees in this category and hired 328 new employees. Of those placements, 20 were women. This represents a placement rate of 6.1%. This number should have been closer to 10.6% to achieve expected utilization.

Service Maintenance

- **Rail** started with 209 employees in this category and hired 969 new employees. Of those placements, 201 were women. This represents a placement rate of 20.7%. This number should have been 21.7% to achieve expected utilization.
- **Vehicle Maintenance** started with 84 employees in this category and hired 226 new employees. Of those placements, 74 were women. This represents a placement rate of 15%. This number should have been closer to 35.5% to achieve expected utilization.
- **Bus Operations** started with 2,577 employees in this category and hired 253 new employees. Of those placements, 39 were women. This represents a placement rate of 15.4%. This number should have been closer to 35.5% to achieve expected utilization.

It should be noted that the underutilization of women in the workforce, particularly in the trades and in transit, is not unique to Metro; it is a global issue found in many transit-related industries. For example, in their last EEO Program Report, LA Metro published that they also had an underutilization of women in six of the eight EEO categories for women with underutilization rates of 14.8% for technicians, 65.8% for skilled workers, and 26.6% for service maintenance. This does not absolve Metro of responsibility to act; it is an invitation for Metro to be a leader in this space.

As discussed in previous EEO Reports and Updates, the years preceding the last reporting period represent years of transition, change, and challenge: Metro's conversion and reorganization from a division to a department, changes to the General Manager and EEO Officer positions, and maintaining transportation services amidst the COVID-19 pandemic. While these unprecedented circumstances presented definite challenges in meeting its EEO placement and utilization goals, Metro remained committed to expanding equal employment opportunities for its employees by working to enhance the resourcing and visibility of the EEO Office and the important role it plays in protecting civil rights and fostering a diverse workforce.



*The underutilization of women in the workforce is not unique to Metro; it is a global issue found in many transit-related industries. This does not absolve Metro of responsibility to act; rather, it is **an invitation for Metro to be a leader** in this space.*

Goals and Timetables for 2026-2029

Using the formula explained above, Metro has set 18 agency-wide placement goals for the years 2026-2029. The table below shows the EEO Category, Demographic, and numeric goal for the next four years.

The blank spaces for the years 2026-2029 will be filled in every subsequent year to monitor progress. On average, Metro should make progress at a rate of one-quarter of the placement goal each year.

2026 EEO Placement Goals					
Officials and Administrators	Goal	2026	2027	2028	2029
Asian	3				
Professionals					
Female	20				
Asian	2				
Native American	5				
Hispanic	10				
Technicians					
Female	10				
Asian	2				
Hispanic	2				
Pacific Islander	1				
Administrative Support					
Female	17				
Hispanic	1				
Skilled Craft					
Female	55				
Asian	29				
Hispanic	7				
Service Maintenance					
Female	574				
Native American	3				
Hispanic	78				
Two or More	4				

The highlighted goals for Female Skilled Craft and Female Service Maintenance are highlighted because they indicate on-going underutilization. While the goals were largely met from 2022-2025, this current analysis suggests that Metro is not retaining women in these roles, resulting in a repeated finding of underutilization where the rate of leaving employment is outpacing the rate of placement/hire.

Again, this analysis does **not** create quotas; rather, it is strong evidence that Metro should examine and explore nondiscriminatory policies and practices that will create conditions where women are not underutilized.

Progress to Advance EEO at Metro, 2022-2025

Metro has accomplished many goals and started new programs in the advancement of its EEO Program in the last four years. This section highlights just some of those major actions with updates. For a full review of what was accomplished in 2022-2025, please see Attachments 9-12.

Women's Needs Assessment¹⁰

In 2022, the EEO Office commissioned D Diamond Consulting to examine gender and sex discrimination trends from 2010 to 2021 in the Vehicle Maintenance (VM) Division. The report highlighted underrepresentation of women in the workforce, unfamiliarity with the reporting process for discrimination, and fear of retaliation that discouraged employees from coming forward. These findings underscored a broader need for action across Metro, not just in VM.

In response, Metro Leadership and the EEO Office began developing strategic steps to address these issues including the Needs Assessment, which focuses on identifying and implementing solutions.

In late 2023, the EEO Office retained the professional services of Aline Baruch Carton-Listfjeld, an organizational development expert with King County's Career and Culture Division in the Department of Human Resources (DHR), to support the Women Of Metro Empowerment Network (WOMEN) employee resource group (ERG). Aline is a certified leadership coach and change management practitioner with expertise in fostering healthy and productive workplaces.

Participants in the Needs Assessment ranked their top 10 needs. A full breakdown of responses is available starting on page 18 of the Needs Assessment. While responses varied based on participants' race/ethnicity, gender identity, and division, several common themes and important trends emerged.

Top 5 needs:

1. More training and support to succeed in their current job
 2. More safety and security at their worksite
 3. More consequences and accountability when employees behave badly or break work rules
 4. Access to promotional and career advancement opportunities
 5. Direct supervisors to encourage and support career goals
- **Needing more time to review Metro communications and affordable childcare at worksites** ranked lowest overall, except among Asian women, who ranked childcare as the sixth-highest need.

¹⁰ The full Women's Needs Assessment is included as Attachment 13, and Attachment 12, 2025 EEO Program Report

- The greatest variation by race/ethnicity was in need for **more consequences and accountability for bad behavior**. White women ranked this as their top priority, Asian women ranked it ninth, and Black women ranked it seventh.
- Gender-expansive employees placed a higher priority on **opportunities such as Employee Resource Groups**, ranking them third, compared to cisgender women who ranked them eighth.
- Women ranked needing **more safety and security** when traveling to and from work as a higher priority than non-women respondents.
- Night shift workers frequently reported feeling **unsafe, fearful**, and experiencing threats or assaults. They also cited poor air quality, exposure to used drug paraphernalia, and encounters with bodily excrement as common workplace issues.
- Across all divisions, respondents noted a **high level of trust in their supervisor** and often turned to them for help. Women in Bus Operations ranked union representation as a higher priority (third) than women in other divisions. Women in Facilities reported greater trust in the EEO Office compared to other divisions, although the EEO Office ranked sixth out of nine overall.
- Many respondents expressed a **lack of support regarding bullying, retaliation, and intimidation** under current policies. They reported that offensive remarks, including micro- and macro-aggressions, are widespread and often ignored, leading women employees to rely on unhealthy coping strategies to just get through their workdays.
- Respondents who had previously filed complaints with the EEO Office appreciated the office’s prompt responsiveness. However, many expressed **frustrations with the length of investigations and the lack of follow-up** or other communication from supervisors, HR, and division leadership after an EEO finding—regardless of the outcome.

Based on the themes that emerged during the learning process and survey—including qualitative data and findings—the Needs Assessment identified the top five **High-Priority Areas of Opportunity**. More details on each Area of Opportunity can be found starting on page 22 of the full Needs Assessment.

The Way We Work Together

The Way We Work Together (TWWWT) is Metro’s required training for all staff and supervisors that supports a healthy, safe, and inclusive workplace culture. The training equips employees with the knowledge and skills needed to uphold King County policies prohibiting discrimination, harassment, retaliation, and inappropriate conduct, while strengthening a culture of respect, safety, and accountability.

Training Purpose and Focus

Through TWWWT, participants build practical skills to:

- Identify differences between healthy and toxic workplace cultures
- Use skillful leadership strategies to foster a respectful work environment
- Intervene in and address inappropriate or harmful workplace behaviors
- Understand and apply King County’s nondiscrimination and anti-harassment policies

Participation and Completion

As of January 12, 2026:

- 83% of supervisors and leads have completed the training, and an overall 56% of all employees have completed the training
- High completion rates are seen across several divisions, including:
 - Facilities (100%)
 - Finance and Administration (97%)
 - Employee Services (94%)
 - Capital (93%)
 - Mobility (92%)

In 2025, delivery methods included eLearning (1,100+ learners), 94 in-person participants, and 73 supervisors, ensuring broad access across the organization.

83% of all supervisors and leads have completed Metro’s training to support a healthy, safe, and inclusive workplace culture.

Participant Feedback

Employees consistently report that facilitators provide clear explanations, are responsive to participant perspectives, and create welcoming learning environments in both large group and breakout settings. This approach supports psychological safety and engagement, while increasing staff confidence in how to report incidents and strengthening their understanding of the policy.

In 2025, Metro’s Learning and Development team delivered 1,600+ upskilling opportunities for staff and people leaders and 64 live training sessions across the organization. TWWWT continues to serve as core training that supports Metro’s compliance obligations and workplace culture priorities.

Organizational Health and Development

Modernizing Employee Demographics Project

The Modernizing Employee Demographics Project was paused following the adoption of an ordinance by the King County Council on July 14, 2025, relating to privacy rights and restricting the collection of gender information, and amending Ordinance 12550, Section 3, as amended, and K.C.C. 2.14.030. The project remains on hold pending further interpretation and guidance related to the ordinance.

In parallel, recommendations have been developed to align employee data collection practices—including forms, systems, and surveys—with the new requirements. Consistent with K.C.C. 2.14.030(G), when gender information is collected, forms must include an “X” gender designation option and clearly state the purpose of the data collection.

Communities of Practice: Undoing Gender Bias

The pilot launched in January 2023 with a voluntary group of male people leaders at Metro and included two cohorts (2023–2024). While participation reflected a range of leadership roles across Metro, the pilot concluded after the second cohort.

Community of Practice: Building Up

King County Metro launched a pilot Community of Practice (CoP), *Building Up*, for women, transgender, and nonbinary leaders in 2024. The pilot ran from April through October and included 7 sessions, with an average of 10 participants per session.

Building Gender Equity and Inclusion Training

King County Metro delivered Building a Gender Equitable Inclusive Workplace: Supervisor Training from 2023-2024 to people leaders across Metro. This course was designed to support leaders’ ability to recognize the role that gender bias and sexism have on disparities in our workforce and to understand the responsibility of people leaders to create equitable work environments for their teams.

The training provided leaders/supervisors with a deeper understanding of gender, gender identity, and in setting workplace expectations for their staff.

This version of the course was paused in 2025 for an update, and the new version will be launched in 2026. The new version will include engaging small-group discussions, scenarios, and challenging common assumptions about gender in the workplace, and offer practices to replace them. The learning objectives will be:

- **UNDERSTAND**
 - Have a clearer understanding of how gender plays a role in the workplace
 - Review the KC policies related to gender
- **RECOGNIZE**
 - Recognize our biases and privileges based on gender
- **ACT**
 - Discuss what to do to stop discrimination
- **SUPPORT**
 - Discuss what it looks like to build a more inclusive space
 - Identify practical ways to create a more welcoming workplace

Business Transformation

As previously reported, Employee Services established the Business Transformation team to apply continuous improvement methods to HR and workforce-facing processes. In 2026, this work continues to focus on strengthening how HR designs and delivers core people processes to improve equity, consistency, transparency, and employee experience. Current efforts are centered on the following HR process improvement initiatives:

1. BRIDGE Program (Structured Buddy Program)

- Implementing a standardized buddy model to support onboarding at scale
- Accelerating employee integration through timely guidance and institutional context
- Strengthening connection, belonging, and early employee support
- Reducing early attrition in a large, complex operating environment

2. Bus Operations Supervisor-In-Training (SIT) Recruitment

- Reviewing and redesigning the SIT recruitment process for standardization and efficiency
- Increasing transparency and consistency in advancement pathways
- Addressing equity and access gaps to support a more diverse supervisory pipeline

3. Special Duty Assignments (SDA)

- Examining how SDAs can be refocused on their intended purpose as short-term developmental assignments
- Assessing opportunities to improve workforce planning and visibility into temporary staffing
- Identifying equity and compliance risks related to governance and tracking
- Exploring ways to increase transparency, accountability, and access to opportunities

4. Recruitment Guide Development

- Creating a standardized recruitment guide to align HR and hiring practices
- Increasing consistency and defensibility across recruitments
- Reducing risk and time-to-hire through clearer guidance and expectations

5. Reinstatement and Return-to-Work Processes (Bus Operations)

- Standardizing HR return-to-work processes following labor actions, leave, or settlement outcomes
- Ensuring consistency, compliance, and timeliness across pathways
- Reducing risk and preventing inequitable treatment
- Supporting smoother, more productive employee reintegration

By standardizing and strengthening core HR processes, Business Transformation supports equitable outcomes, operational clarity, and a more consistent employee experience across Metro.

Vehicle Maintenance and Gender Equity

As explained in the section on the Women’s Needs Assessment, an EEO investigation of conditions in VM drew several conclusions and findings that paralleled the EEO Office’s data on underutilization of women in the workforce, unfamiliarity with reporting process, and fear of retaliation.

To advance gender equity and address the findings of the investigation, VM committed significant amounts of time and resourcing, including the hiring of a special project manager position to advance gender equity at VM. The following is a summary of the work that VM accomplished in 2025.

VM Community Connections: Mentorship & Women’s Alliance

2025 marked a landmark year for the Vehicle Maintenance Community Connection (VMCC), reinforcing its role in strengthening women’s alliances across Vehicle Maintenance and Metro. Founded in 2023, VMCC builds community and advances equity by supporting women and gender-diverse employees through connection, leadership development, and shared learning.

Throughout 2025, VMCC led and co-facilitated impactful events that expanded collaboration and visibility. Highlights included partnering with the Men’s Community of Practice to address undoing gender bias, and a first-ever Women’s History Month collaboration uniting all King County Metro Women’s Employee Resource Groups—an important step in strengthening Metro’s Women’s Alliance.

In May, VMCC celebrated its two-year anniversary under the theme “**Better Together,**” reflecting the trust, momentum, and collective power built across the organization. The milestone was supported by Vehicle Maintenance and Metro leadership, underscoring a shared commitment to advancing women through partnership, allyship, and sustained investment.

Culture of Learning

All VM people leaders—including Chiefs, Superintendents, and Section Managers—are participating in the Leadership Academy, a seven-month development program focused on building relational leadership and a shared culture of learning. Graduating in April, the Academy equips leaders with the skills to lead through connection, reflection, and continuous improvement.

Through this training, leaders learn to foster psychologically safe and inclusive environments where respect, healthy dialogue, accountability, and trust support learning and growth. By valuing diverse perspectives and encouraging open exchange, relational



*VMCC celebrated its two-year anniversary, underscoring a shared **commitment to advancing women through partnership, allyship, and sustained investment.***

leadership strengthens decision-making, expands access to development opportunities, and reinforces learning at all levels.

This intentional investment in leadership development builds engaged, resilient, and results-driven teams, embedding learning into daily practice and setting the expectation that leaders both model and champion continuous growth.

Outreach & Recruitment

In 2025, VM expanded outreach efforts by providing facility tours and career pathway information to local high schools, colleges, and community partners focused on skilled trades and green careers. Through targeted engagement, VM connected with high school girls, women exploring careers in the trades, and underserved communities—many of whom were first introduced to these pathways in 2023–2024 and are now graduating from trade programs and preparing to enter the workforce or apply for apprenticeship opportunities.

VM strengthened this pipeline through partnerships with workforce development organizations, including the Washington Alliance for Better Schools (WABS), Sustainability Ambassadors, and Pathful—a career readiness and development platform serving more than 2.5 million students nationwide. These collaborations expand access to information and training, increasing awareness of trade careers among women and communities historically underrepresented in the field.

The success of this outreach is reflected in Apprentice Mechanic Adelita Ortiz, who transitioned from nearly 19 years in Operations to Vehicle Maintenance and entered the apprenticeship program in June 2023 after earning her A.A.S. in Heavy Diesel Technology. Now more than halfway to graduation in 2027, Adelita’s journey highlights the impact of intentional outreach and support for women entering the trades.

Vehicle Maintenance Leadership strongly supports the King County Equity Program and advocates for gender equity, especially in management. In addition to the significant outreach last year to promote gender equity within Vehicle Maintenance, we created a Superintendent Special Duty Assignment and actively encouraged and mentored a diverse pool of candidates.

Exploring Non-Traditional Pathways to Career Growth

Vehicle Maintenance is piloting an SDA development program to expand pathways into Superintendent roles beyond the traditional mechanic-to-chief progression, while upholding safety, credibility, and operational excellence in a 24/7 transit environment.

In response to upcoming retirements, VM created six SDA Superintendent positions rather than immediately recruiting. These roles provide hands-on experience, training, and mentorship for high-performing leaders to develop Superintendent-level skills while serving in the role. Six qualified applicants were placed in these SDA positions.

As the program concludes February 2026, recruitment for career-service Superintendents is underway. SDA participants may apply and will bring relevant experience, though selection will remain competitive.

VM remains committed to advancing gender equity by expanding training, mentorship, and equitable access to leadership opportunities.

Examining Pathways for Utility Service Workers and Equipment Service Workers

In 2025, Metro’s Green Jobs Program Manager reviewed and refined training and qualification pathways to expand equitable employment and advancement opportunities for Utility Service Workers and Equipment Service Workers in the Mechanic Apprenticeship program, while also supporting efforts to better understand, recruit, and retain gender-diverse operational staff. This work included interviews with Vehicle Maintenance Utility Service Workers and Equipment Service Workers—41% of whom were women—to identify workplace needs and career interests, with analysis scheduled for completion in 2026. The program also launched a quarterly Youth and Career Development meeting for Metro staff, with a focus on increasing access for women. Additionally, women were intentionally highlighted through images and video in the development of Metro’s green career pathways webpages.

If you have questions about the gender equity work at VM, please contact Tareca Choi at tchoi@kingcounty.gov.

EEO Survey and Measuring Progress



In a partnership between the EEO Office and the Systems and Information Management Team in ES, Metro conducted its fourth semi-annual EEO Discrimination, Harassment, and Workplace Retaliation Survey in 2025. This section covers some of the highlights from the survey as further reports and presentations are forthcoming in 2026.

The objective of this survey is to help Metro improve reporting methods and how we address these experiences in the workplace, and create a *regular* and *predictable* method of gathering quantitative and qualitative data from Metro employees. The data from the survey helps the EEO Office

and Metro understand how to improve workplace experiences for employees, informs workplace safety, illustrates the progress we've made, and highlights opportunities for Metro to continue improving.

Data from the 2025 survey indicated continuous improvement in knowledge and comfort in reporting procedures. The survey revealed several points of interest:

- **Increased Participation and Turnout.** The survey was shared via email, printed flyers, and at tabling events at 25 Metro worksites and locations. Participation has steadily increased from 10% in 2021, to 14% in 2022, to 33% in 2023, to 40% in 2024. Since Metro first introduced the Survey in 2021, the number of completed surveys has more than *quadrupled* with 2,288 responses this year.
- **Increase of Knowledge of How to Report.** The percentage of respondents who said they knew how to report discrimination, harassment, and retaliation increased from 61% in 2022 to approximately 70% in 2025.
- **Comfort in Reporting.** The percentage of respondents who said they would be comfortable reporting discrimination, harassment, and retaliation increased in almost every category. When asked who employees who would be comfortable reporting, "Your Supervisor or Manager" was selected by most respondents, followed by the EEO Office as second.
- **Knowledge of Employee Resource Groups (ERGs).** Approximately 60% of respondents said they were "very familiar" or "somewhat" familiar with ERGs, with 47% noting they did not participate because they did not know about them. 75% of respondents did *not* know that they were allowed three paid hours a month to participate in an ERG.¹¹

¹¹ See Attachment 14 on how to enter time to attend a Metro Employee Resource Group and other FAQs.

Comparing to the Women’s Needs Assessment

The 2025 survey was also used as a follow up to compare data gathered in the Women’s Needs Assessment, specifically the data that ranked the top five needs of those who participated in the assessment. The data was analyzed to create the following rank, with (1) being the most important.

1. More training and support to succeed in their current job
2. More safety and security at their worksite
3. More consequences and accountability when employees behave badly or break work rules
4. Access to promotional and career advancement opportunities
5. Direct supervisors to encourage and support career goals

Since Metro first introduced the Survey in 2021, the number of completed surveys has more than quadrupled.

The EEO Survey asked the same question for respondents to rank a list of things that would improve the work experience at Metro. Noting here that while the Women’s Needs Assessment prioritized feedback from women and transwomen on the front lines, the EEO Survey collected data more broadly with 63.6% of respondents identifying as men.

The results largely mirrored the findings of the Women’s Needs Assessment. The following list was generated by adding the percentage of respondents who ranked the option in their top five:

1. More training and support to succeed in their current job – **60.1%** (23% ranked as #1, and 14.9% ranked as #2)
2. More safety and security at their worksite – **51.4%**
3. More safety and security to and from worksite – **41.3%**
4. Direct supervisors to encourage and support career goals – **39.3%**
5. Access to promotional and career advancement opportunities – **35.8%**

New Demographic Data

As noted throughout this report, demographic data collected by the County is incomplete and does not capture all the identities and life experiences of our diverse workforce. In the 2025 survey, optional questions were asked that yielded the following information about who we are as a workforce:

- 10% of respondents identified as having a disability or having one in the past
- 2% of respondents identified as being trans or Non-Binary/X
- 12% of respondents identified as having a sexual identity that was *not* straight/heterosexual.
- 31% of respondents expressed desire to take the survey in a different language not already offered.

The EEO Office notes that this data remains incomplete and is likely an underrepresentation of employee experiences and identities. The Office will continue to work with its partners to better refine and collect this kind of data.

Thanks and Gratitude to the Survey Ambassadors

King County's new Executive, Girmay Zahilay, has made a call to have "boots on the ground," being intentionally in community with the folks we serve. This also must be true in how we interact and build solidarity among our workforce – all 6,000 of us, some working 24/7 across dozens of worksites. This survey represents many hours of hard work by dedicated public servants who live out this practice.

The EEO Office is extremely grateful to the participants who provided this valuable data and feedback, and to the *many* volunteers who worked with the Systems and Information Management Team to ensure that all Metro employees had the opportunity to participate. Special thanks go to Korinna Kellerstrass, Brad McGuire, Emy Kat, and the entire Systems & Information Management Team for their years of support in developing and implementing this survey.

The EEO Office looks forward to continuing this collaborative work in service to our employees.

EEO Complaint Data

This section focuses on the workplace investigations conducted by the EEO Office’s Investigation Team and the data collected through its complaint and investigation process.

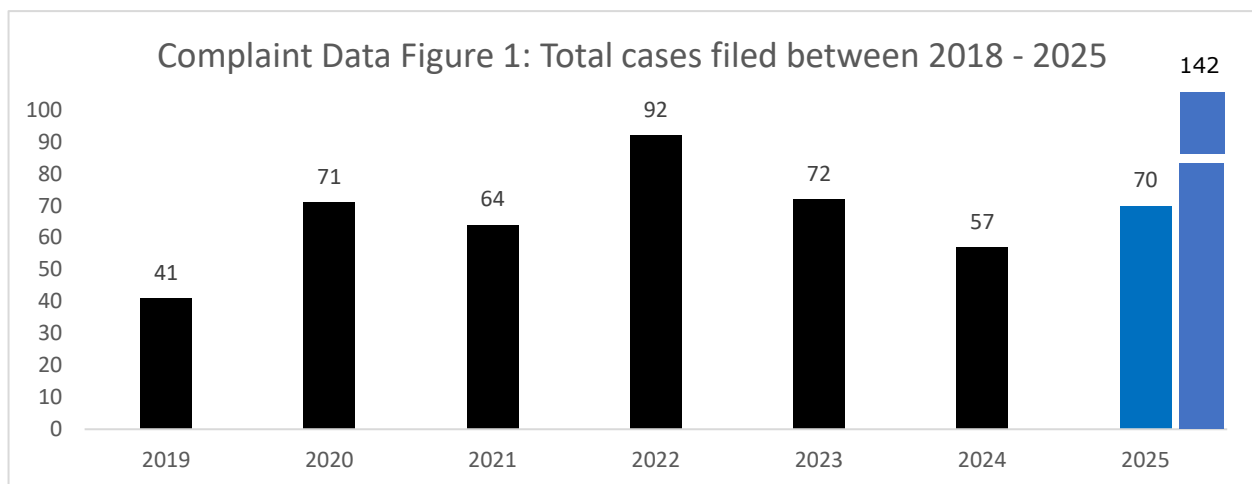
In 2025, the EEO Investigation Team continued to build on previous years’ work to increase trust in the investigative process, improve transparency and accountability in reporting, increase the efficiency of investigations and data collection, and decrease fears of retaliation associated with reporting discrimination or inappropriate conduct. Also in 2025, the EEO Office personally addressed **142** inquiries brought forward by individual employees, which is an increase from 119 inquiries in 2024.

Introduction to the Complaint Data

One area that the EEO Office continued to focus on in 2025 was working to make EEO investigation data more transparent and available to all employees. The data below provides information regarding the number of cases opened by the EEO Office, a breakdown of what protected classes were involved in the allegations, and the divisions where the complaints originated.

When viewing the data below, it is important to note:

- Prior to 2023, the EEO Office did not have standard procedures to measure and track discrimination data. Thus, data from 2018-2022 is provided with less specificity because the data is less reliable and is provided as general information.
- A case, in this section, refers to any matter that came to the EEO Office that was connected to a protected class and went through a screening and intake process to determine the next appropriate steps, including a formal investigation. In some situations, a person could contact our office, but it would not be referred to as an EEO case and instead would be noted as just an inquiry. Example: a matter where a person reported they were not paid on time but did not allege discrimination would not be categorized as a case and would be referred appropriately.

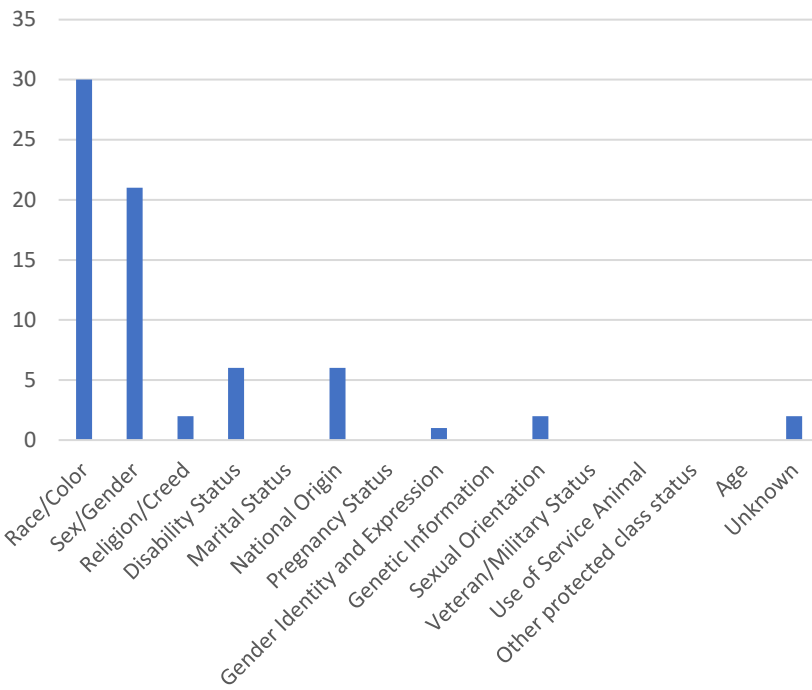


Data on Cases Filed

The new standard procedures implemented in 2023 by the EEO Office adjusted how inquiries and allegations were categorized in a newly developed intake process. This impacted the total number of cases filed in 2023, 2024, and 2025. In 2025, the EEO Office reviewed and screened 142 inquiries, many of which prior to 2023 would have been counted in case totals.

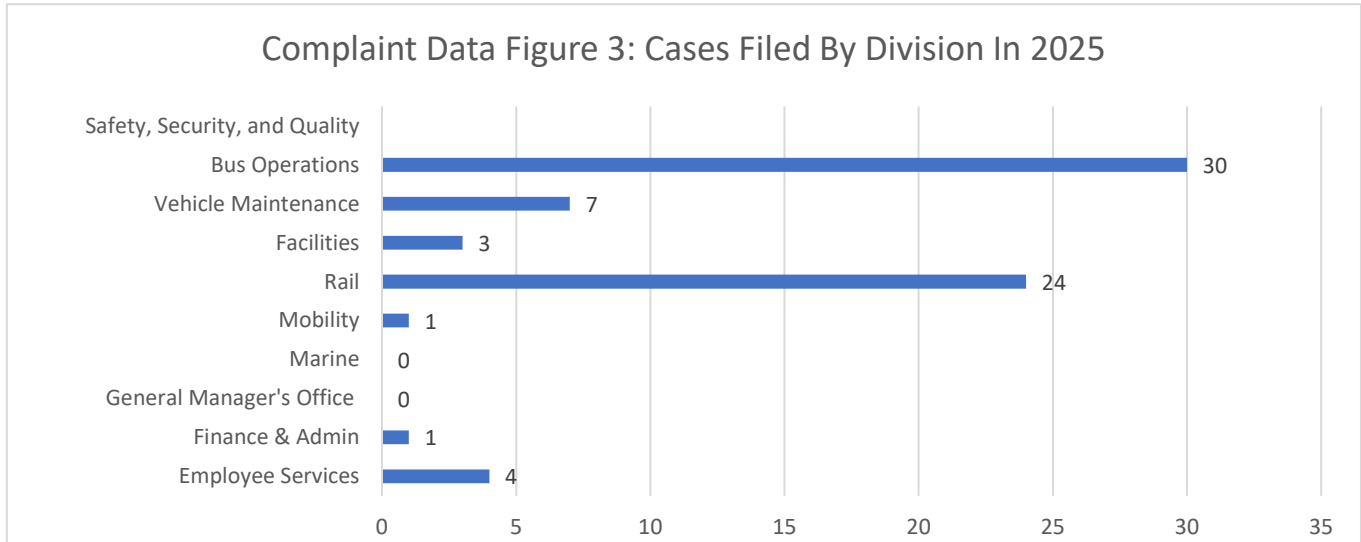
Cases Filed by Protected Class. In 2025, many of the cases filed with the EEO Office were related to a person’s race or color, followed second by sex or gender. Other cases were filed under disability status, sexual orientation, national origin, religion/creed, and gender identity and expression.

Complaint Data Figure 2: 2025 Cases by Protected Class



Race/Color	30
Sex/Gender	21
Religion/Creed	2
Disability Status	6
Marital Status	0
National Origin	6
Pregnancy Status	0
Gender Identity and Expression	1
Genetic Information	0
Sexual Orientation	2
Veteran/Military Status	0
Use of Service Animal	0
Other protected class status	0
Age	0
Unknown	2

Cases Filed by Division. Figure 3 shows the number of cases that were addressed by the EEO Office based on the Metro division where the employees involved worked.



Total Employees in Each Division. To better understand the raw numbers listed in Figure 3, note that while some divisions may have a higher number of cases, total employees vary greatly by division. For example, while the largest case total originated from Bus Operations (30 cases), Bus Operations accounts for almost half of Metro’s total workforce. So the relative number of cases coming out of Bus Operations in 2025 compared to the total number of employees, could be viewed as lower than expected based on division size.

How to File an EEO Complaint

Metro employees and applicants for employment may contact the EEO Office anytime using the information below to file a complaint or ask questions about their rights under EEO law. Information on how to contact the EEO Office, to make a complaint, or report discrimination is also posted throughout Metro, and include Metro's EEO Policy Statement, and The Way We Work Together posters.

Metro EEO Office
201 S Jackson St.
KSC-TR-0415
Seattle, WA 98104-3856
MetroEEO@kingcounty.gov
(206) 477-9454

Employees and applicants for employment may also file complaints about employment discrimination with entities outside of Metro. Filing elsewhere may affect your ability to file with the EEO Office, so employees are encouraged to speak with the EEO Office to ensure their rights are protected:

- **King County Civil Rights Program in the Office of Equity, Racial and Social Justice.** The Civil Rights Program enforces the [King County Fair Employment Practices Ordinance, KCC 12.18](#) in unincorporated areas of King County and when King County is the employer.

(206) 263-2446
civilrights@kingcounty.gov

- **Washington State Human Rights Commission.** The Commission investigates discrimination in employment across the entire state of Washington, including King County.

1 (800) 233-3247
<https://wahum.my.site.com/FileaComplaintOnline>

- **Equal Employment Opportunity Commission.** The EEOC enforces and investigates federal civil rights law in employment. Complaints may be made to the Seattle Field Office.

1 (800) 669-4000
<https://www.eeoc.gov/field-office/seattle/location>

Concluding Remarks from the EEO Officer

Dear Metro,

It has been an honor to serve as your EEO Officer for the last four years. Metro has made significant progress in building an infrastructure that can be responsive to the clearly identified needs of our workforce through the VM report, EEO Survey, EEO Updates, a new electronic case management system, and the Women’s Needs Assessment. However, much work lies ahead as we start the next phase of investing in new programming and tailored strategies to address the challenges of underrepresentation of women in our agency.



We will continue to practice our “inside” Long Game – just as we continuously improve our strategies for service delivery, we recognize that equal opportunity to thrive in a workplace free from discrimination is a right of our employees. As we invest in programming and capacity to create those conditions, there must be measurable outcomes that we examine regularly to justify further investment or make adjustments.

Over the next four years, Metro will invest in and be responsive to the information in this Report. We will then evaluate our efforts based on the measurable outcomes in our employment data, receive critical feedback, adjust, and make improvements to our systems – staying true to our commitment to civil rights and equity.

Again, in the words of Octavia Butler,

“FIRST FORGET INSPIRATION. **HABIT** IS MORE DEPENDABLE. HABIT WILL SUSTAIN YOU WHETHER YOU’RE INSPIRED OR NOT. HABIT WILL HELP YOU FINISH AND POLISH YOUR STORIES. INSPIRATION WON’T. HABIT IS PERSISTENCE IN PRACTICE.”

Building a workforce where everyone is welcome and can thrive is no simple task that can be achieved through pronouncements or fancy programs. It takes years of building community, cultivating welcoming spaces, and executing tailored strategies with the same excellence and pride we bring to delivering service for our customers and riders.

With Gratitude,

Christopher Takashi Bhang
EEO Officer



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