

FY 2027 Agency Performance Plan

and

FY 2025 Agency Performance Report



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

How This Report is Organized

This Fiscal Year 2027 Agency Performance Plan (APP) and Fiscal Year 2025 Agency Performance Report (APR) present the U.S. Equal Employment Opportunity Commission's (the EEOC or Agency) planned performance, program results, and management challenges. This combined report presents the agency's performance information in the following sections:

- » **Agency and Mission Information:** Provides an overview of the agency's organizational structure and mission.

- » **Performance Results:** Details planned performance for Fiscal Years 2026 and 2027 and highlights the progress made in Fiscal Year 2025 meeting the agency's performance measures, which are articulated in the EEOC's Strategic Plan for Fiscal Years 2022 through 2026, as well as accomplishments in related programs and activities.

- » **Major Management Challenges:** Identifies major management priorities and challenges.

- » **Appendices:** Contain information on the EEOC's organization, jurisdiction, leadership, and accuracy and reliability of performance data, as well as a glossary of the acronyms used in the report.

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A Message from the Chair



I am pleased to present the U.S. Equal Employment Opportunity Commission’s (EEOC) Fiscal Year 2027 Agency Performance Plan (APP) and Fiscal Year 2025 Agency Performance Report (APR). President Donald J. Trump, through his series of landmark civil rights executive orders, has given the EEOC the most ambitious civil rights agenda in decades. It is an honor to lead the agency as we work to achieve that agenda and restore evenhanded enforcement of civil rights laws on behalf of all Americans.

The EEOC was created by Congress as part of the 1964 Civil Rights Act and chartered with a straightforward and critical mission: to prevent and remedy discrimination in our nation’s workplaces. For 60 years, the Commission has carried out this vital responsibility with the knowledge that it stems from our nation’s foundational principles—that all people are inherently created equal and that all citizens are entitled to equal treatment under the law. The vision at the heart of the American founding was the recognition of each individual’s inalienable rights and inherent worth, not determined by background or social status.

In recent years, a range of movements and institutions have worked aggressively to erode America’s core principles, seeking to replace them with ideologies that prioritize group identity over individual freedom. These efforts promote “equity” in outcomes rather than equality of opportunity, bending civil rights laws to advantage certain groups while sidelining others and discarding the principle of fair and evenhanded enforcement. Some advocates even justify present or future discrimination as not only acceptable but as a so-called remedy for past injustices. Such ideas have spread through our nation’s institutions—from universities to corporate boardrooms to the halls of Congress—where they have grown increasingly entrenched and have driven employers to embrace unlawful practices, including quota-based DEI initiatives, sex-based favoritism, and hostility toward religious expression.

Throughout the first year of the second Trump Administration, the EEOC has demonstrated that it is both capable and resolute in repelling these assaults on our nation’s core principles—and that restoring a focus on evenhanded enforcement leads to record recoveries for workers. Under my leadership, the Commission has restored evenhanded enforcement of employment civil rights laws on behalf of all Americans, undertaken comprehensive efforts to realign with its founding mission, restore dignity to the American worker, and mobilize every available resource to ensure that America’s workforce can once again thrive under the protection of a government steadfast in its duty to eliminate the discriminatory practices we have uncovered across both the private and public sectors.

As this report demonstrates, in Fiscal Year 2025, the EEOC secured almost \$660 million in monetary relief for victims of employment discrimination, the agency’s third-highest total monetary recovery in recent history and once again far exceeding our agency’s \$455 million budget. The agency’s total recoveries include \$528 million for individuals in private sector and state and local government workplaces through mediation, conciliation, and settlements. Not only does this reflect a 12.4% increase over Fiscal Year 2024,

it also is the highest recovery in the agency's 60-year history for workers in private sector and state and local government workplaces through the agency's pre-litigation enforcement process. Notably, the agency also successfully resolved 34.5% of all conciliations, securing \$52.5 million for victims of discrimination, a 26% increase over Fiscal Year 2024. In addition, because protecting workers starts first with preventing discrimination, the agency provided 2,067 no-cost outreach events for 231,740 individuals nationwide, including 89 events focused on Administration priorities, which reached over 10,542 individuals.

Under my leadership the agency has utilized its resources to root out unlawful race and sex discrimination arising from or related to DEI programs, policies, and practices; protect American workers from unlawful national origin bias that places foreign hires ahead of citizens; safeguard women's sex-based rights at work; and defend religious liberty by addressing unlawful bias against people of faith. I am pleased to present in detail the notable wins the EEOC has achieved for the American people during the first year of the second Trump Administration, including landmark settlements to end unlawful DEI programs and antisemitism in our nation's elite institutions, and significant resolutions addressing unlawful preference for foreign workers and protecting women's sex-based rights at work.

At the same time, the Commission also modernized its operations by adopting new technologies, improving internal processes, and refining its structure to ensure the agency remains effective, efficient, and fully committed to serving all Americans. Through these improvements, the agency was able to decrease the private sector charge inventory by 4%, increase resolutions of employment discrimination charges in the private sector by 4%, and increase resolutions of federal sector appeals by 67%.

Under my leadership, the EEOC remains committed to ensuring equal opportunity, merit, and colorblind equality for all of America's workers, and advancing the Trump Administration's critical civil rights agenda.

Sincerely,

A handwritten signature in black ink that reads "Andrea R. Lucas". The signature is written in a cursive, flowing style.

Andrea R. Lucas

Chair

U.S. Equal Employment Opportunity Commission

MISSION, MAJOR PROGRAMS, AND ORGANIZATIONAL STRUCTURE

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The U.S. Equal Employment Opportunity Commission’s combined Agency Performance Plan (APP) and Agency Performance Report (APR) provide progress in achieving the goals and objectives in the agency’s Strategic Plan, along with performance and program results achieved for Fiscal Year 2025. It also identifies the level of planned performance for Fiscal Years 2026 and 2027, along with performance goals and key milestones that align with the EEOC’s Strategic Plan and agency priorities. The report is prepared in accordance with the requirements of the Office of Management and Budget (OMB) Circular No. A-11, Annual Performance Planning and Reporting Requirements.

EEOC’s Mission

Prevent and remedy unlawful employment discrimination and advance equal employment opportunity for all.

Agency Overview

Title VII of the Civil Rights Act of 1964 (Title VII) created the EEOC to enforce protections against employment discrimination on the bases of race, color, religion, sex, and national origin. In 1972, Congress provided the EEOC with independent litigation authority against private employers and also extended the protections of Title VII to federal government employees. Congress also has vested the EEOC with responsibility to enforce the Equal Pay Act of 1963 (EPA), the Age Discrimination in Employment Act of 1967 (ADEA), Sections 501 and 505 of the Rehabilitation Act of 1973, Titles I and V of the Americans with Disabilities Act of 1990 (ADA), the Government Employee Rights Act of 1991 (GERA), Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), and the Pregnant Workers Fairness Act of 2022 (PWFA).

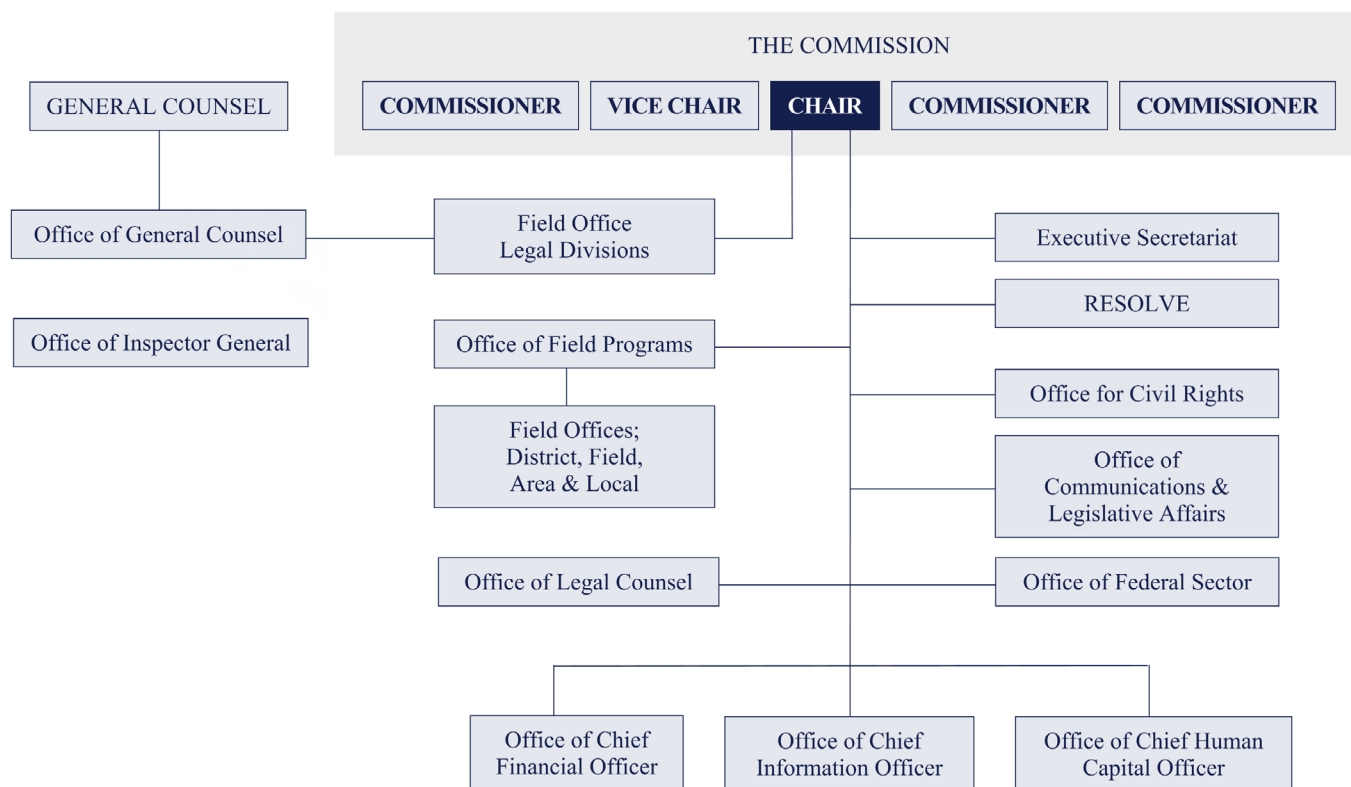
Statutory Structure

The EEOC is led by six Senate-confirmed presidential appointees – five Commissioners (including the Chair and Vice Chair) who serve staggered five-year terms and the General Counsel. No more than three Commissioners (including the Chair and Vice Chair) may be from the same political party. The Chair is responsible for the administration and implementation of policy, the agency’s enforcement program, financial management, and day-to-day operations of the Commission. The five Commissioners participate in the development and approval of Commission policies, issue charges of discrimination where appropriate, and authorize the filing of lawsuits. The General Counsel supports the Commission and provides direction, coordination, and supervision to the EEOC’s litigation program.

The Commissioners and General Counsel	Term Expires
Chair Andrea R. Lucas	2030
Commissioner Kalpana Kotagal	2027
Commissioner Brittany Bull Panuccio	2029
Vacant	
Vacant	
Acting General Counsel Catherine L. Eschbach*	

*From February 3, 2025 through the rest of FY 2025, Andrew Rogers served as the EEOC’s Acting General Counsel.

Organization



The EEOC accomplishes its mission through component offices that administer various programs. For more information about specific EEOC offices, please see Appendix A.

These programs are carried out through a network of 53 district, field, area, and local offices. For more information about the [EEOC Field Offices](#) across the nation, please see Appendix B.

Executive Summary of EEOC's Fiscal Year 2025 Performance Accomplishments

The EEOC's Strategic Plan establishes a framework for achieving the EEOC's mission. Below are significant performance highlights in achieving the agency's strategic goals and Administration priorities during Fiscal Year 2025.

1. MONETARY RECOVERY FOR WORKERS SUBJECTED TO DISCRIMINATION

Through administrative enforcement and litigation, the EEOC recovered almost \$660 million for 17,680 victims of discrimination in private, state and local government, and federal workplaces (its third-highest annual recovery for workers), including:

- \$528 million for 13,351 victims of employment discrimination in the private sector and state and local government workplaces through mediation, conciliation, and settlements during the agency's pre-litigation enforcement process—the highest amount in the agency's 60-year history and 12% higher than Fiscal Year 2024.
- More than \$104.6 million for 1,824 federal employees and applicants.
- \$27 million for 2,505 individuals as a direct result of litigation resolutions.

2. ENSURING EFFECTIVE PROCESSES TO BETTER SERVE THE AMERICAN PUBLIC

In Fiscal Year 2025, under Chair Lucas' leadership, the agency succeeded in being both more efficient and effective while also responding to increased demand by the public for its services: the EEOC materially improved the number of matters resolved (including resolving more charges, mediations, and federal sector appeals) while simultaneously achieving higher monetary recoveries for workers on multiple fronts (including more overall recoveries in the pre-litigation enforcement process, more conciliation recoveries, and more mediation recoveries). In particular, this included:

- Responding to approximately 537,000 phone calls, 94,600 emails (a 5% increase over the last Fiscal Year), and 900 ASL videophone calls, providing critical support to the public;
- Responding to nearly 270,000 inquiries, an increase of almost 9% compared to Fiscal Year 2024;
- Processing 88,201 new discrimination charges, which remained relatively steady compared to the 88,531 charges received in Fiscal Year 2024;
- Reducing the private sector charge inventory to 49,807, a 4% decrease compared to Fiscal Year 2024;
- Resolving 90,743 charges of discrimination, a 4% increase compared to Fiscal Year 2024;

- Resolving 444 systemic investigations and obtaining over \$55 million—reflecting a 20% increase in the number of resolutions and an approximately 115% increase in monetary benefits compared to FY 2024;
- Resolving 34.5% of conciliations and recovering \$52.2 million, a 26% increase over Fiscal Year 2024 conciliation recoveries;
- Resolving 7,929 of the 11,346 mediations conducted (70%), resulting in almost \$245.3 million in benefits to charging parties, an increase of \$2.1 million over the \$243.2 million recovered in Fiscal Year 2024; and
- Increased accountability in the federal sector process to identify additional efficiencies, improve productivity, and provide more timely service and prompt appellate decisions to federal employees and agency employers, which resulted in a 67% increase in federal sector appellate resolutions compared to Fiscal Year 2024.

3. ACHIEVEMENTS IN PRIORITY AREAS

Under Chair Andrea Lucas’ leadership, in Fiscal Year 2025, the agency worked to restore evenhanded enforcement of employment civil rights laws for all Americans, including rooting out unlawful race and sex discrimination arising from or related to DEI programs, policies, and practices; protecting American workers from unlawful national origin bias that places foreign hires ahead of citizens; safeguarding women’s sex-based rights at work; and defending religious liberty by addressing unlawful bias against people of faith. The below achievements demonstrate notable wins in these areas for the American people.

- Rooting out unlawful race and sex discrimination arising from or related to DEI programs, policies, and practices, including:
 - [Rooting out DEI-related discrimination practices in our nation’s elite law firms](#), securing [major commitments to merit-based employment practices](#) in EEOC settlements with six of the nation’s largest law firms.
 - Providing [comprehensive resource materials](#) to help workers and employers understand, identify, and report [DEI-related race and sex discrimination](#).
 - Hosting outreach events focused on discrimination arising from DEI policies, reaching 57 attendees.
- Protecting American workers from unlawful national origin discrimination involving preferences for foreign workers, including:
 - Protecting [American workers](#) from [anti-American bias](#), including in cooperation with the Department of Homeland Security, the Department of Labor, and the Department of Justice.
 - Securing [\\$1.4 million](#) through a consent decree in a foreign-preference national origin discrimination lawsuit under Title VII against LeoPalace, a major hotel and resort in Guam, for

a group of non-Japanese employees, including multiple former employees of American national origin.

- Filing a class Title VII lawsuit alleging American black farm workers were discriminated against based on race and national origin when a company provided its foreign workers with preferential job assignments that were less strenuous and had more work hours, higher pay, and higher bonuses.
- Hosting 24 outreach events focused on protecting American workers from anti-American bias in favor of foreign workers, reaching 4,454 attendees.
- Defending sex-based rights at work, including:
 - Securing more than [\\$2 million](#) in a jury verdict, reduced to the maximum \$300,000 damages cap, in a Title VII sexual harassment lawsuit for a female employee that the suit alleged was subjected to extremely crude sexual comments by multiple male coworkers and at least one manager.
 - Securing [\\$137,000](#) in a Title VII suit for a former employee to resolve claims of retaliatory denial of rehire because she had previously filed a pregnancy discrimination charge with the EEOC.
 - Securing [\\$100,000](#) and significant injunctive relief in a PWFA and ADA suit to resolve claims an employee was unlawfully denied a six-week leave of absence to recover from a stillbirth and then fired.
 - Securing [\\$55,000](#) and significant injunctive relief in a PWFA suit to resolve claims an employee was penalized for pregnancy-related absences and medical appointments rather than granted leave as a reasonable accommodation and was required to work mandatory overtime despite her physician's direction that she not work over 40 hours per week during her pregnancy.
 - Hosting outreach events focused on defending women's sex-based rights at work, reaching 109 attendees.
- Supporting religious liberty by protecting workers from religious bias and harassment and protecting their rights to religious accommodations at work, including:
 - Filing 10 new Title VII religious discrimination lawsuits in Fiscal Year 2025—more than three times as many cases filed in the prior fiscal year—alleging disparate treatment, discharge, and failure to accommodate, including challenges to denial of religious exemptions from employer COVID-19 vaccination requirements, workplace attire policies, and scheduling policies.
 - Achieving a [\\$21 million](#) recovery from Columbia University to settle multiple antisemitism charges—including a Commissioner's charge brought by then-Commissioner Andrea Lucas—in the largest religious discrimination settlement in the agency's 60-year history, the agency's largest recovery ever for Jewish workers, and the largest settlement publicly announced by the agency in nearly 20 years for any type of discrimination claim.

- Securing [\\$2.8 million](#) to resolve a systemic investigation against UT-Battelle after finding the employer violated Title VII by failing to provide an exemption or accommodation to employees who were required to take the COVID-19 vaccine in conflict with their religious beliefs. The two-year conciliation agreement included back pay and compensatory damages to the aggrieved individuals and significant equitable relief.
- Securing over \$1.74 million and significant injunctive relief in a confidential conciliation agreement to resolve an investigation for 20 individuals after finding the employer violated Title VII by failing to provide a religious accommodation to the COVID-19 vaccine requirement.
- Securing over [\\$1 million](#) to resolve a class-wide investigation via a public conciliation agreement after finding reasonable cause to believe that the healthcare system failed to grant its employees religious accommodations to the employer's vaccine mandate, instead terminating employees or withholding pay.
- Securing [\\$850,000](#) and significant policy changes via a consent decree in a Title VII lawsuit for a class of employees of various faiths that the suit alleged were denied reasonable accommodation of sincerely held religious beliefs, absent undue hardship, and were retaliated against for opposing the religious discrimination.
- Publishing [multiple resources](#) for employees and employers about addressing antisemitism at work.
- Hosting seven outreach events focused on supporting religious liberty by protecting workers from religious bias and harassment and protecting their rights to religious accommodations at work, reaching 752 attendees, as well as 17 events focused on religious discrimination, reaching 1,026 attendees.

PERFORMANCE DISCUSSION

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The EEOC's Performance Measurement Process

The Government Performance and Results Modernization Act of 2010 (5 U.S.C. § 306, as amended) requires executive departments, government corporations, and independent agencies to develop and post a strategic plan on their public websites every four Fiscal Years. The implementing guidance in Circular No. A-11 from OMB instructs agencies on the necessary elements required in an agency's strategic plan and the requirements to publish a new strategic plan with the beginning of each new term of an administration. The EEOC's [Strategic Plan](#) established three overarching strategic goals and 15 performance measures to gauge the agency's progress in meeting these goals. The EEOC conducts periodic performance measure reviews to evaluate the agency's progress.

The EEOC reports on performance measures each year. In the agency's APP, the EEOC identifies the level of planned performance to achieve in the Fiscal Year in which the plan is submitted and the following Fiscal Year, along with performance goals and key milestones that align with the EEOC's Strategic Plan and agency priorities. In the agency's APR, the EEOC reports on progress achieving the goals and objectives in the agency's Strategic Plan and APP, along with performance and program results achieved for the previous Fiscal Year.

OVERVIEW OF THE STRATEGIC PLAN GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

In accordance with the Government Performance and Results Modernization Act of 2010, the Commission approved the EEOC's [Strategic Plan](#) on August 16, 2023¹. To do so, the agency engaged in a comprehensive assessment of its programs and priorities. Under this Strategic Plan, the EEOC focuses on three strategic goals to achieve its critical mission to prevent and remedy unlawful employment discrimination and advance equal employment opportunity.

- » **Strategic Goal I**, to combat and prevent employment discrimination through the strategic application of the EEOC's law enforcement authorities, reflects the EEOC's primary mission of preventing and remedying unlawful employment discrimination and advancing equal employment opportunity for all through: 1) the administrative (investigation and conciliation) and litigation enforcement mechanisms applicable to private employers, labor organizations, employment agencies, and state and local government employers that Congress entrusted to the EEOC; and 2) the adjudicatory and oversight mechanisms for federal employers that Congress entrusted to the EEOC. Two strategic objectives and seven performance measures were developed for Strategic Goal I.
- » **Strategic Goal II**, to prevent employment discrimination and advance equal employment opportunities through education and outreach, reflects the EEOC's obligation to deter employment discrimination before it occurs. Educational and outreach programs, projects, and events are also cost-effective law enforcement tools because they promote understanding of the law and voluntary

¹ The EEOC's Strategic Plan for fiscal years 2026-2030 is currently under development.

compliance. All parties benefit when the workplace is free of discrimination and everyone has access to equal employment opportunity. Two strategic objectives and four performance measures were developed for Strategic Goal II.

- » **Strategic Goal III**, to strive for organizational excellence through our people, practices, and technology, seeks to improve management functions with a focus on people, service to the public, information technology, infrastructure enhancement, and accountable financial stewardship. These areas are cross-cutting and require integration and coordination to promote organizational excellence from internal and external perspectives. Two strategic objectives and four performance measures were developed for Strategic Goal III.

The agency’s planned performance and progress on the strategic goals, objectives, and related performance measures are discussed below.

Planned Performance and Detailed Performance Results Achieved

STRATEGIC GOAL I: Combat and Prevent Employment Discrimination through the Strategic Application of the EEOC’s Law Enforcement Authorities

The agency adopted two strategic objectives to further Strategic Goal I:

- » **Strategic Objective I.A.:** The agency has a broad impact on preventing and remedying employment discrimination while providing meaningful relief for victims of discrimination; and
- » **Strategic Objective I.B.:** The agency exercises its enforcement authority fairly, efficiently, and based on the circumstances of each charge or complaint.

The EEOC developed Performance Measures 1 through 7 to track the agency’s progress in pursuing these objectives.


Strategic Goal I FY 2025 Performance Summary		
Measures	7 Total	Identifier
Targets Met or Exceeded	5*	■
Targets Partially Met**	2***	◆
Targets Not Met	0	●

* Targets Met or Exceeded totals include Performance Measures 1, 2, 5, 6 (which encompasses Sub-Measures 6a and 6b), and 7.


**Target(s) Partially Met: A rating assigned to target results where at least half of the activities targeted were completed.

***Targets Partially Met totals include Performance Measures 3 (which encompasses Sub-Measures 3a, 3b, and 3c) and 4.

Performance Measure 1 for Strategic Objective I.A.: By Fiscal Year 2025, 90% of EEOC conciliations and litigation resolutions contain targeted, equitable relief and that level is maintained through Fiscal Year 2026.


	Target	Results	
FY 2022	86-88%	91.4%	Target Exceeded
FY 2023	87-89%	98.1%	Target Exceeded
FY 2024	88-90%	99.3%	Target Exceeded
FY 2025	Maintain 90%	98.9%	Target Exceeded
FY 2026	Maintain 90%		
FY 2027	Maintain 90%		

Performance Measure 2 for Strategic Objective I.A.: In each year through Fiscal Year 2026, the EEOC continues to favorably resolve at least 90% of enforcement lawsuits.


	Target	Results	
FY 2022	90%	94.8%	Target Exceeded
FY 2023	90%	90.8%	Target Exceeded
FY 2024	Maintain 90%	97%	Target Exceeded
FY 2025	Maintain 90%	96.5%	Target Exceeded
FY 2026	Maintain 90%		
FY 2027	Maintain 90%		

Performance Measure 3 for Strategic Objective I.A.: In each year through Fiscal Year 2026, the EEOC increases its capacity to conduct investigations of systemic discrimination through training and other resources.


Sub-Measure 3a.: In each year through Fiscal Year 2026, the EEOC will provide training to all field staff on identifying and investigating systemic discrimination, and at least 90% of investigators and trial attorneys will participate in systemic training each year.

	Target	Results	
FY 2022	Training provided, at least 90% participation.	The agency provided training to all lead systemic investigators, systemic coordinators, and many trial attorneys at its annual systemic training conference in August 2022. Six districts presented training on identifying systemic discrimination in FY 2022 to all their enforcement staff. At least 90% of investigators and attorneys participated in the systemic-related trainings.	Target Exceeded
FY 2023	Training provided, at least 90% participation.	Systemic training was provided to all enforcement and litigation staff in February, April, and May 2023. The agency provided training to all field staff on identifying and investigating systemic AI-related discrimination in May 2023, with an estimated 90% (at least) of investigators and trial attorneys attending. Additional training for systemic staff was conducted in December 2022, February 2023, March 2023, May 2023, July 2023, and during the fourth quarter of FY 2023.	Target Exceeded
FY 2024	Training provided, at least 90% participation.	Throughout FY 2024, EEOC provided training to all field staff on identifying and investigating systemic discrimination and 97.1% of investigators and trial attorneys participated in systemic training during the fiscal year.	Target Exceeded
FY 2025	Training provided, at least 90% participation.	Throughout FY 2025, EEOC provided training to all field staff on identifying and investigating systemic discrimination. In FY 2025, 93.7% of all investigators and trial attorneys participated in one or more systemic trainings.	Target Exceeded
FY 2026	Training provided, at least 90% participation.		
FY 2027	Training provided, at least 90% participation.		

Sub-Measure 3b.: By Fiscal Year 2026, 90% of systemic cause investigations reviewed meet or exceed criteria established in the [Quality Enforcement Practices Plan \(QEP\)](#).

	Target	Results	
FY 2022	88%	92.7%	Target Exceeded
FY 2023	88.5%	92.5%	Target Exceeded
FY 2024	89%	95.1%	Target Exceeded
FY 2025	89.5%	94.5%	Target Exceeded
FY 2026	90%		
FY 2027	90%		


Sub-Measure 3c.: By Fiscal Year 2026, every district will have at least two dedicated Enforcement Unit systemic staff members.

	Target	Results	
FY 2022	At least two dedicated Enforcement Unit staff members by FY 2026.	In FY 2022, the agency worked toward the target goal of at least two dedicated Enforcement Unit systemic staff members by FY 2026.	Target Partially Met*
FY 2023	At least two dedicated Enforcement Unit staff members by FY 2026.	The agency continued to work toward the FY 2026 goal of at least two dedicated Enforcement Unit systemic staff members.	Target Partially Met*
FY 2024	At least two dedicated Enforcement Unit staff members by FY 2026.	The agency continued to work toward the FY 2026 goal of at least two dedicated Enforcement Unit systemic staff members within budgetary limitations.	Target Partially Met*
FY 2025	At least two dedicated Enforcement Unit staff members by FY 2026.	The agency continued to work towards the FY 2026 goal of at least two dedicated Enforcement Unit systemic staff members within budgetary limitations.	Target Partially Met*
FY 2026	At least two dedicated Enforcement Unit staff members by FY 2026.		
FY 2027	At least two dedicated Enforcement Unit staff members by FY 2027.		

*Target(s) Partially Met: A rating assigned to target results where at least half of the activities were completed.


Performance Measure 4 for Strategic Objective I.A.: By Fiscal Year 2026, the EEOC will make significant progress toward enhanced monitoring of conciliation agreements, leading to a more robust compliance program.

Each year, the EEOC will report on enhancements to its compliance monitoring program for conciliation agreements.

	Target	Results	
FY 2022	Report issued.	In FY 2022, systemic conciliation agreements were monitored through annual submissions of Measures of Effectiveness reports.	Target Partially Met*
FY 2023	Report issued.	In FY 2023, the EEOC continued to review existing compliance monitoring procedures and explore potential future enhancements.	Target Partially Met*
FY 2024	Report issued.	In FY 2024, the EEOC continued to review existing compliance monitoring procedures and initiated guidelines for monitoring compliance through its electronic records system.	Target Partially Met*
FY 2025	Report issued.	In FY 2025, the EEOC continued its work with the Office of the Chief Information Officer (OCIO) to develop technological solutions related to compliance monitoring of conciliation agreements.	Target Partially Met*
FY 2026	Report issued.		
FY 2027	Report issued.		


*Target(s) Partially Met: A rating assigned to target results where at least half of the activities were completed.

Performance Measure 5 for Strategic Objective I.B.: By Fiscal Year 2026, 74% of federal agencies subject to oversight activities or compliance reviews change their employment practices based on EEOC recommendations.


	Target	Results	
FY 2022	70%	78%	Target Exceeded
FY 2023	71%	80.3%	Target Exceeded
FY 2024	72%	76%	Target Exceeded
FY 2025	73%	89%	Target Exceeded
FY 2026	74%		
FY 2027	74%		

Performance Measure 6 for Strategic Objective I.B.: For each year through Fiscal Year 2026, a significant proportion of completed investigations, conciliations, hearings, and federal appeals meet or exceed established quality criteria.

Sub-Measure 6a.: By Fiscal Year 2026, at least 90% of the EEOC’s charge investigations and conciliations meet or exceed criteria established in the [Quality Enforcement Practices Plan](#).


	Target	Results	
FY 2022	88%	92.7%	Target Exceeded
FY 2023	88.5%	93.1%	Target Exceeded
FY 2024	89%	93.4%	Target Exceeded
FY 2025	89.5%	91.3%	Target Exceeded
FY 2026	90%		
FY 2027	90%		

Sub-Measure 6b.: Each year through Fiscal Year 2026, at least 90% of the EEOC’s federal sector hearings and appeals meet criteria established in the [Federal Sector Quality Practices Plan](#).

	Target	Results	
FY 2022	88%	94.6%	Target Exceeded
FY 2023	88.5%	94.6%	Target Exceeded
FY 2024	90%	94.5%	Target Exceeded
FY 2025	90%	97.5%	Target Exceeded
FY 2026	90%		
FY 2027	90%		

Performance Measure 7 for Strategic Objective I.A.: By Fiscal Year 2026, EEOC will enhance its intake services to potential Charging Parties, Respondents, and Representatives.

From Fiscal Year 2024-2026, the EEOC will make yearly progress in improving availability of intake interview appointments.

	Target	Results	
FY 2022	Yearly progress made.	Yearly progress made.	Target Met
FY 2023	Yearly progress made.	In FY 2023, progress was made in the areas of evaluation, analysis, and identification of improvement areas.	Target Met
FY 2024	Yearly progress made.	In FY 2024, the EEOC made progress to improve the availability of intake interview appointments, including, for example, restoring the option of in-person intake appointments and walk-in service as well as implementing E-File for Attorneys, which allows attorneys to submit charges of discrimination electronically to the EEOC.	Target Met
FY 2025	Yearly progress made.	In FY 2025, the EEOC made progress to improve the public’s ability to schedule intake interview appointments, including, for example, launching a new scheduling tool that offers greater flexibility for both the public and EEOC staff including district-wide functionality. In FY 2026, the agency will continue technological and charge processing improvements to further increase the availability of intake interview appointments.	Target Met
FY 2026	Yearly progress made.		
FY 2027	Yearly progress made.		




STRATEGIC GOAL II: Prevent Employment Discrimination and Advance Equal Employment Opportunities through Education and Outreach.

The agency adopted two strategic objectives to further Strategic Goal II:

- » **Strategic Objective II.A.:** Members of the public are aware of employment discrimination laws and know their rights and responsibilities under these laws; and
- » **Strategic Objective II.B.:** Employers, federal agencies, unions, and staffing agencies have the information and guidance necessary to advance equal employment opportunity, prevent discrimination, and effectively resolve EEO issues.


The EEOC developed Performance Measures 8 through 11 to track the agency’s progress in pursuing these objectives.


Strategic Goal II FY 2025 Performance Summary

Measures	4 Total	Identifier
Targets Met or Exceeded	4	
Targets Partially Met*	0	
Targets Not Met	0	


*Target(s) Partially Met: A rating assigned to target results where at least half of the activities were completed.



Performance Measure 8 for Strategic Objective II.A.: By Fiscal Year 2026, the EEOC leverages technology, analytics, and innovative outreach strategies to provide members of the public greater access to information about their rights and responsibilities.

	Target	Results	
FY 2022	The agency will implement and report on at least four projects in which it has leveraged technology, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the Strategic Enforcement Plan (SEP).	The EEOC implemented at least four projects in which it leveraged social media, videos, and translated webpages to increase access to information to vulnerable communities consistent with the SEP. Specifically, it implemented social media campaigns on race and color discrimination, pregnancy, and Youth@Work; posted Spanish language videos and an American Sign Language video; and posted an additional 18 translated webpages in 6 languages, 52 new documents in Spanish, and 18 press releases in Spanish.	Target Exceeded
FY 2023	The agency will implement and report on at least four projects in which it has leveraged technology, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the Strategic Enforcement Plan (SEP).	During FY 2023, the EEOC implemented at least four projects in which it leveraged social media, videos, and translated webpages to increase access to information to vulnerable communities consistent with the SEP. Specifically, it coordinated updates and revisions to the Know Your Rights Poster, implemented social media campaigns on pregnancy, equal pay, and reasonable accommodations for individuals with disabilities, and added additional translated webpages.	Target Exceeded
FY 2024	The agency will implement and report on at least four projects in which it has leveraged technology, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the Strategic Enforcement Plan (SEP), as well as how the findings from FY 2023 have been utilized to increase access to information.	During FY 2024, the EEOC far exceeded its goal, implementing considerably more than four projects in which it leveraged social media, videos, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the SEP. Specifically, it created videos to expand the agency’s audience, launched several social media campaigns, and continued to increase language access.	Target Exceeded


	Target	Results	
FY 2025	The agency will implement and report on at least four projects in which it has leveraged technology, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the Strategic Enforcement Plan (SEP), as well as how the findings from FY 2024 have been utilized to increase access to information.	<p>During FY 2025, the EEOC exceeded its goal, implementing more than four projects in which it leveraged social media, videos, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the SEP.</p> <p>Specifically, the agency completed the EEOC60 campaign to commemorate the EEOC’s 60th anniversary; completed a comprehensive communications campaign across Instagram, X, Facebook, and LinkedIn highlighting the agency’s work to protect religious liberty in the workplace; completed an awareness campaign to mark the 35th anniversary of the Americans with Disabilities Act on Instagram and LinkedIn; completed a 3-part video series, “Ready, Set, Charge,” to explain the steps to reporting discrimination; along with additional social media campaigns distributed across Instagram, X, Facebook, and LinkedIn to highlight key agency accomplishments and events, educating the public about employee rights, agency litigation news, and other relevant agency announcements.</p>	Target Exceeded
FY 2026	The agency will implement and report on at least four projects in which it has leveraged technology, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the Strategic Enforcement Plan (SEP), as well as how the findings from FY 2025 have been utilized to increase access to information.		
FY 2027	The agency will implement and report on at least four projects in which it has leveraged technology, analytics, and innovative outreach strategies to increase access to information to vulnerable communities consistent with the Strategic Enforcement Plan (SEP), as well as how the findings from FY 2026 have been utilized to increase access to information.		


Performance Measure 9 for Strategic Objectives II.B.: By Fiscal Year 2026, participants in outreach, training, and technical assistance programs indicate either an improvement in an employment policy, practice, or procedure (employer representatives), or an increased knowledge of the laws the EEOC enforces (individuals) as a result of their participation.

	Target	Results	
FY 2022	Begin development of mechanism for reporting on agency-wide outreach events and feedback.	Development initiated and implemented through the EEOC Training Institute’s evaluation of prior survey measures and issuance of new FY 2022 surveys at the EEOC’s 25th annual Examining Conflicts in Employment Laws (EXCEL).	Target Exceeded
FY 2023	Develop mechanism for gathering participant feedback.	Through its Outreach Training and Engagement Division (OTED), the agency developed a mechanism for gathering participant feedback using surveys from national training participants as test populations. EEOC’s Training Institute continued to implement the feedback from all (in-person and virtual) workshops, courses, conferences, and Customer Specific Training (CSTs) for private sector, state, and local government employers, federal national courses, and federal agency training sessions, and the 26th Annual EXCEL Conference held on July 31-August 2, 2023. In addition, district offices held listening sessions with external stakeholders and stakeholder feedback provided insight into results achieved.	Target Exceeded
FY 2024	Pilot the gathering of participant feedback, make necessary adjustments, and set baseline metrics for the measure.	The EEOC’s Training Institute continued to implement participant feedback from its in-person and virtual workshops, courses, conferences, and Customer Specific Trainings from private sector, state, and local government employers, federal national courses, and federal agency training sessions, and the 27th Annual EXCEL Conference held on August 20-22, 2024. In addition, in FY 2024 the EEOC developed additional survey questions for stakeholder feedback.	Target Exceeded
FY 2025	Report on information gathered and how this information has been used to facilitate positive changes to outreach programs.	In FY 2025, training and outreach survey respondents rated their initial knowledge of EEOC issues at the “Novice” level or below 31% of the time. Post course knowledge ratings were reported at the “Practitioner” or above level, 93% of the time. This demonstrates a significant increase in documented learner success, as measured by student evaluations. Information gathered from new survey questions implemented in FY 2025 was used to facilitate positive changes in training and outreach programs, including updated learning objectives and alternate learning paths. [Continued on following page]	Target Exceeded

	Target	Results	
FY 2025		<p>[Continued from previous page]</p> <p>Additionally, a tool developed in FY 2025, to collect and analyze the survey data, will position the agency to refine outreach efforts in FY 2026 to develop more impactful training programs – advancing the Chair’s priorities and objectives outlined in the President’s Executive Orders.</p> <p>The EEOC Training Institute also continued to implement feedback surveys for all fee-based in-person and virtual workshops, courses, conferences, and Customer Specific Trainings (CSTs) for private sector, state, and local government employers. Participants were surveyed after each Revolving Fund (RF) program and the data was collected and analyzed with 47% of participants reporting an increase in knowledge of EEO issues after the RF workshops. Ninety-nine % of participants stated they would be able to apply what was learned at an EEOC workshop to their organization and job. For CSTs, 97% of participants stated that they agreed or strongly agreed that they would be able to apply what they learned to their organization and job. All of which demonstrates an increase in knowledge of EEO laws and an indication that the participants could make improvements in an employment policy, practice, or procedure in their work.</p>	
FY 2026	Report on information gathered and how this information has been used to facilitate positive changes to outreach programs.		
FY 2027	Report on information gathered and how this information has been used to facilitate positive changes to outreach programs.		


Performance Measure 10 for Strategic Objective II.A.: By Fiscal Year 2026, the EEOC updates existing guidance and training materials, and creates new, user-friendly resource tools to address and prevent workplace discrimination.


	Target	Results	
FY 2022	Begin development of priority lists of existing guidance and training materials for review and development.	N/A***	N/A***

	Target	Results	
FY 2023	Create cross functional group and begin review and update of at least two resources or guidance documents on priority list.	In FY 2023, the agency updated four EEOC technical assistance/resource documents; completed four plain language training materials and resource documents; and initiated two priority guidance documents.	Target Exceeded
FY 2024	Create or review and update at least two resources or guidance documents on priority list.	In FY 2024, the agency exceeded its goal, publishing a final rulemaking with interpretive guidance that was a policy priority from the agency's Regulatory Plan, a priority enforcement guidance document, seven plain language resource documents, and a promising practices document.	Target Exceeded
FY 2025	Create or review and update at least two resources or guidance documents on priority list.	The EEOC published the following final rules in the Federal Register during Fiscal Year 2025: Recordkeeping and Reporting Requirements Under Title VII, the ADA, GINA, and the PWFA ; 2025 Adjustment of the Penalty for Violation of Notice Posting Requirements . On March 19, 2025, the agency and DOJ jointly issued two technical assistance documents to educate the public about unlawful discrimination related to DEI in the workplace: What To Do If You Experience Discrimination Related to DEI at Work and What You Should Know About DEI-Related Discrimination at Work .	Target Exceeded
FY 2026	Create or review and update at least two resource or guidance documents on priority list.		
FY 2027	Create or review and update at least two resource or guidance documents on priority list.		

*** N/A – Not applicable for FY 2022 reporting.

Performance Measure 11 for Strategic Objective II.A.: Develop a federal government-wide network and repository to share EEO resources and leading practices that are occurring across the federal government.

	Target	Results	
FY 2022	Develop framework for plan for network and repository.	Successfully developed a framework for network and repository.	Target Met




	Target	Results	
FY 2023	Complete plan for network and repository, including stakeholder input.	<p>In FY 2023, the EEOC, through its Outreach Training and Engagement Division (OTED), created a DEIA repository outline, with content including leading practices, position descriptions, and training.</p> <p>The EEOC Education Consortium (EdCon) was developed in part to provide educational materials for federal sector EEO practitioners. The repository outline will be housed on the EEOC EdCon site, and the entire website will be updated, in addition to the creation of the repository, to centralize all the EEO and EdCon specific resources.</p>	Target Met
FY 2024	<p>Implement the network and repository.</p> <p>Develop baselines and goals for FY 2025 and FY 2026 to measure the number of users and impact of system.</p>	<p>In FY 2024, the Resource Repository housed on the EdCon website was published. The repository includes training resources, annual reports, guidance, technical assistance, and more.</p> <p>Two communities of practice (CoP) were launched: the Anti-Harassment CoP and the Data Science CoP. The EdCon Mentoring Program was completed. The success of the FY 2024 Mentoring Program and further development of the EdCon site was demonstrated through activity attendance, survey results, and data analysis.</p> <p>EdCon hosted 16 collaborative meetings, programs, and education and training events.</p>	Target Met
FY 2025	Report on the goals and any adjustments made to increase users and impact.	<p>In FY 2025, adjustments were made to update EdCon pages on EEOC.gov. The agency maintained a robust library of resources on the EEOC internal network. Stakeholders can participate in and request specific resources through the EdCon network, which met routinely throughout the Fiscal Year.</p> <p>EEOC continued the Communities of Practice (CoP) model. In addition to the Anti-Harassment CoP and Data Science CoP, an EEO Leaders CoP and a Complaints Manager CoP were also developed. The Federal Mentoring Program continues to be successful and shares resources with EEO practitioners.</p>	Target Met
FY 2026	Report on the goals and any adjustments made to increase users and impact.		
FY 2027	Report on the goals and any adjustments made to increase users and impact.		

STRATEGIC GOAL III: STRIVE FOR ORGANIZATIONAL EXCELLENCE THROUGH OUR PEOPLE, PRACTICES, AND TECHNOLOGY

The agency adopted two strategic objectives to further Strategic Goal III:


- » **Strategic Objective III.A.:** The EEOC achieves a culture of accountability, inclusivity, and accessibility.
- » **Strategic Objective III.B.:** Resources align with priorities to strengthen intake, outreach, education, enforcement, and service to the public to protect and advance civil rights in the workplace.


The EEOC developed Performance Measures 12 through 15 to track the agency’s progress in pursuing these objectives.

Strategic Goal III FY 2025 Performance Summary		
Measures	4 Total	Identifier
Targets Met or Exceeded	3	
Targets Partially Met*	1	
Targets Not Met	0	

*Target(s) Partially Met: A rating assigned to target results where at least half of the activities were completed.


Performance Measure 12 for Strategic Objective III.A.: Effectively allocate people and resources to accomplish agency mission goals, within budgetary limitations.

	Target	Results	
FY 2022	Staff the agency at its authorized Full Time Equivalent (FTE) levels and increase the total number of employees to effectively enforce EEOC laws and achieve the Agency’s mission. Enhance efforts to recruit, hire, train, develop and retain a broadly diverse workforce, including veterans, members of underrepresented groups, and individuals with disabilities, that is as effective as possible in serving America’s racially, ethnically, and culturally diverse population of workers.	The agency enhanced efforts to recruit, hire, train, develop and retain a broadly diverse workforce in fiscal year 2022. The agency used various recruitment strategies, including partnering with the U.S. Peace Corps to obtain applicants to allow individuals to be hired under special hiring authorities; 30% veterans’ preference hiring; and other special hiring flexibilities, such as Schedule A appointments for persons with disabilities.	Target Partially Met*


	Target	Results	
FY 2023	Maintain the EEOC’s authorized FTE levels through hiring and retention and the use of nontraditional talent pools and ensure the hiring process is accessible to underrepresented groups. Promote the EEOC as a model of diversity, equity, inclusion, workplace flexibility, accessibility, and excellence.	<p>The agency worked to maintain the EEOC’s authorized FTE levels throughout FY 2023, while using various tools to recruit and retain talent, primarily with front-line positions: 30% veterans’ preference hiring, Pathways, College Graduate Hiring Authority, Attorney Honors Program, and other special hiring flexibilities, such as Schedule A appointments for persons with disabilities.</p> <p>The agency met its authorized FTE level while focusing on filling mission-critical, front-line positions.</p>	Target Met
FY 2024	Increase the EEOC’s workforce based on authorized budget levels. Expand the use of hiring reform programs and appointments (e.g., Pathways Programs, Law Clerk, Schedule A and other hiring authorities) to recruit, develop, and retain skilled workers for the agency.	<p>The agency has maintained the EEOC’s authorized FTE levels for FY 2024, utilizing hiring reform programs and appointments (e.g., Direct Hire Authority for STEM) to recruit, develop, and retain skilled workers for the agency, based on authorized budget levels.</p> <p>Budgetary considerations limited the increase in FTEs for FY 2024.</p>	Target Met
FY 2025	Maintain the EEOC’s authorized FTE levels. Use skills gap analysis to guide future training and development efforts to close any identified gaps and ensure the EEOC’s mission-critical occupations (i.e., EEO Investigator, Trial Attorney, General Attorney, Attorney Examiner/ AJ, Mediator, and EEO Specialist) have the core competencies to perform successfully and achieve the EEOC’s mission.	The agency maintained the EEOC’s authorized FTE levels within budgetary constraints and completed the skills gap analysis to identify core competencies for achieving the EEOC’s mission. The agency identified additional training needs for its mission-critical occupations and began planning for implementation in FY 2026.	Target Met
FY 2026	Maintain the EEOC’s authorized FTE levels. Provide a variety of professional development opportunities for all employees at all grade levels.		
FY 2027	Maintain the EEOC’s authorized FTE levels. Provide a variety of professional development opportunities for all employees at all grade levels.		

*Target(s) Partially Met: A rating assigned to target results where at least half of the activities targeted for completion were completed.

Performance Measure 13 for Strategic Objective III.B.: Feedback surveys and other mechanisms provide measures of satisfaction for EEOC stakeholder experiences.


	Target	Results	
FY 2022	Improve eeoc.gov feedback surveys, adjusting the measures and targets, as necessary. Utilize additional feedback surveys and other mechanisms to obtain data regarding process changes that were adopted in response to the pandemic.	In Q1 of FY 2022, new e-versions of participant surveys were issued as part of an independent evaluation conducted in coordination with academia and the EEOC’s ADR Program. Additionally, the Training Institute evaluated prior survey measures and issued new FY 2022 surveys at the EEOC’s 25th annual Examining Conflicts in Employment Laws (EXCEL) Training Conference held August 23-25, 2022. The results of the FY 2022 EXCEL Training Conference evaluation were reviewed and analyzed to provide feedback and set goals for next year’s conference.	Target Met
FY 2023	Expand feedback surveys and other mechanisms to obtain data and to provide measures of satisfaction for additional services, such as the charge filing experience and digital services. Review the results at the end of the fiscal year to set targets for next year.	The agency continued to conduct and expand the use of feedback surveys throughout the fiscal year, including workgroup sessions and electronic survey reviews, to support continued access to EEOC services provided to the public.	Target Met
FY 2024	With new services baselines developed in FY 2023, set goals for improvement at the beginning of the fiscal year and review results at the end.	The agency continued to conduct and expand the use of feedback surveys throughout the fiscal year, including workgroup sessions and electronic survey reviews, to support continued access to EEOC services provided to the public.	Target Met
FY 2025	Set goals for improvement at the beginning of the Fiscal Year, review/revise existing goals as necessary, and expand customer satisfaction surveys/baselines to encompass additional services.	The agency continued to conduct and expand the use of feedback surveys throughout the Fiscal Year. As noted above, EEOC added new measures to its surveys implemented in FY 2025.	Target Met
FY 2026	With the baselines developed in FY 2025, set goals for improvement at the beginning of the Fiscal Year and review results at the end.		
FY 2027	With the baselines developed in FY 2026, set goals for improvement at the beginning of the Fiscal Year and review results at the end.		


Performance Measure 14 for Strategic Objective III.B.: Build and deploy charge/case management systems for Litigation and Federal Sector program offices. Complete deployment, monitor and improve effectiveness of digital charge/case management system for program offices.

	Target	Results	
FY 2022	Complete the deployment of the agency’s modernized charge/case management system (ARC) for the private sector and state and local programs.	Deployment completed.	Target Met
FY 2023	Complete the deployment of the agency’s modernized charge/case management system (ARC). Develop baselines and measure the effectiveness of the modernized charge/case management system.	The agency continued its comprehensive revamp of EEOC’s digital charge/case management platform (ARC). New litigation and litigation appeals modules were deployed in ARC during fiscal year 2023. In addition, prioritizing specific enhancements and fixes was a key area of focus; necessary to complete prior to the development of baselines and measuring the effectiveness of ARC.	Target Partially Met*
FY 2024	Based on the stakeholder feedback gathered in <i>Performance Measure 13 for Strategic Objective III.A.</i> , link the modernized charge/case management system (ARC) to new and redesigned digital services for the agency’s multiple external constituencies, including for charging party attorney representatives.	In FY 2024, the EEOC implemented E-File for Attorneys, which allows attorneys to submit charges of discrimination electronically to the EEOC– fully integrating data and workflow processes with ARC.	Target Partially Met*
FY 2025	To improve the effectiveness of the program, develop a plan of actions and milestones for the agency’s modernized charge/case management system (ARC). Report on progress annually and adjust the plans, as necessary.	Hearings production deployment was rescheduled to the second quarter of FY 2026.	Target Partially Met*
FY 2026	To improve the effectiveness of the program, develop a plan of actions and milestones for the agency’s modernized charge/case management system (ARC). Report on progress annually and adjust the plans, as necessary.		
FY 2027	To improve the effectiveness of the program, develop a plan of actions and milestones for the agency’s modernized charge/case management system (ARC). Report on progress annually and adjust the plans, as necessary.		

*Target(s) Partially Met: A rating assigned to target results where at least half of the activities targeted for completion were completed.

Performance Measure 15 for Strategic Objective III.B.: The budget process prioritizes funding for the EEOC’s strategic goals.

	Target	Results	
FY 2022	As part of an overall increase in budget development transparency, produce an annual congressional budget justification and operating plan that reflects strategic enforcement, outreach and education, and management priorities. Meet all submission deadlines.	<p>The EEOC’s FY 2023 Congressional Budget was submitted to Congress on March 28, 2022.</p> <p>The EEOC’s final FY 2022 Operating Plan was approved by the Chair on March 15, 2022.</p> <p>The EEOC’s FY 2024 Performance Budget was submitted to OMB on September 12, 2022.</p>	Target Met
FY 2023	As part of an overall increase in budget development transparency, produce an annual congressional budget justification and operating plan that reflects strategic enforcement, outreach and education, and management priorities. Meet all submission deadlines.	<p>The EEOC’s FY 2024 Congressional Budget was submitted to Congress on March 13, 2023.</p> <p>The EEOC’s final FY 2023 Operating Plan was approved by the Chair on January 10, 2023.</p> <p>The EEOC’s FY 2025 Performance Budget was submitted to OMB on September 11, 2023.</p>	Target Met
FY 2024	As part of an overall increase in budget development transparency, produce an annual congressional budget justification and operating plan that reflects strategic enforcement, outreach and education, and management priorities. Meet all submission deadlines.	<p>The EEOC’s FY 2025 Congressional Budget was submitted to Congress on March 11, 2024.</p> <p>The EEOC’s final FY 2024 Operating Plan was approved by the Chair on April 3, 2024.</p> <p>The EEOC’s FY 2026 Performance Budget was submitted to OMB on September 9, 2024.</p>	Target Met
FY 2025	As part of an overall increase in budget development transparency, produce an annual congressional budget justification and operating plan that reflects strategic enforcement, outreach and training, and management priorities. Meet all submission deadlines.	<p>The EEOC’s FY 2026 Congressional Budget Justification was submitted to Congress on May 30, 2025.</p> <p>The EEOC’s final FY 2025 Operating Plan was approved by the Chair on April 2, 2025.</p> <p>The EEOC’s FY 2027 Performance Budget was submitted to OMB on September 8, 2025. Each of these documents demonstrated the agency’s financial resources are focused on agency mission priorities.</p>	Target Met
FY 2026	As part of an overall increase in budget development transparency, produce an annual congressional budget justification and operating plan that reflects strategic enforcement, outreach and education, and management priorities. Meet all submission deadlines.		

	Target	Results	
FY 2027	As part of an overall increase in budget development transparency, produce an annual congressional budget justification and operating plan that reflects strategic enforcement, outreach and education, and management priorities. Meet all submission deadlines.		

[Continued on following page.]

Related Program Results and Activities

In addition to working to address the specific Performance Measures discussed above, the EEOC also carries out other programs and engages in many other activities in support of the Strategic Plan. This section provides detailed information about these related program results and activities and, along with the [Fiscal Year 2025 Agency Financial Report](#), serves to address Title VII’s requirement that the EEOC, at the end of each Fiscal Year, “shall [. . .] report to Congress and to the President concerning the action it has taken and the moneys it has disbursed.” 42 U.S. Code § 2000e-4(e).

PRE-LITIGATION ENFORCEMENT PROCESS

Consistent with the President’s Executive Orders and policy priorities, during the first year of the second Trump Administration, the EEOC’s enforcement staff conducted important civil law enforcement work, including rooting out unlawful race and sex discrimination, such as discrimination which relates to or arises from DEI programs, practices, and policies; protecting American workers from anti-American national origin discrimination; defending the immutable, binary nature of biological sex and women’s rights to single-sex spaces at work; and protecting workers from religious bias and harassment, including, but not limited to, antisemitism and anti-Christian bias; along with combatting other forms of unlawful discrimination pursuant to the statutes the EEOC enforces.

As this report details, the agency continues to focus on multi-pronged efforts to ensure the EEOC’s private sector charge inventory is managed efficiently and staff provide quality services to charging parties and respondents. For example, the agency resolved a total of 90,743 charges, a 4.0% increase over Fiscal Year 2024, and reduced the charge inventory by 4.4%. The EEOC is also focusing agency resources on Administration priority issues and on specific charges that enable the agency to have the greatest impact on workplace discrimination. Under Chair Lucas’ leadership, the EEOC will continue to develop innovative approaches and invest in systems to serve the public more effectively and to advance the agency’s mission of preventing and remedying unlawful employment discrimination.

Public Inquiries to the Information Intake Group

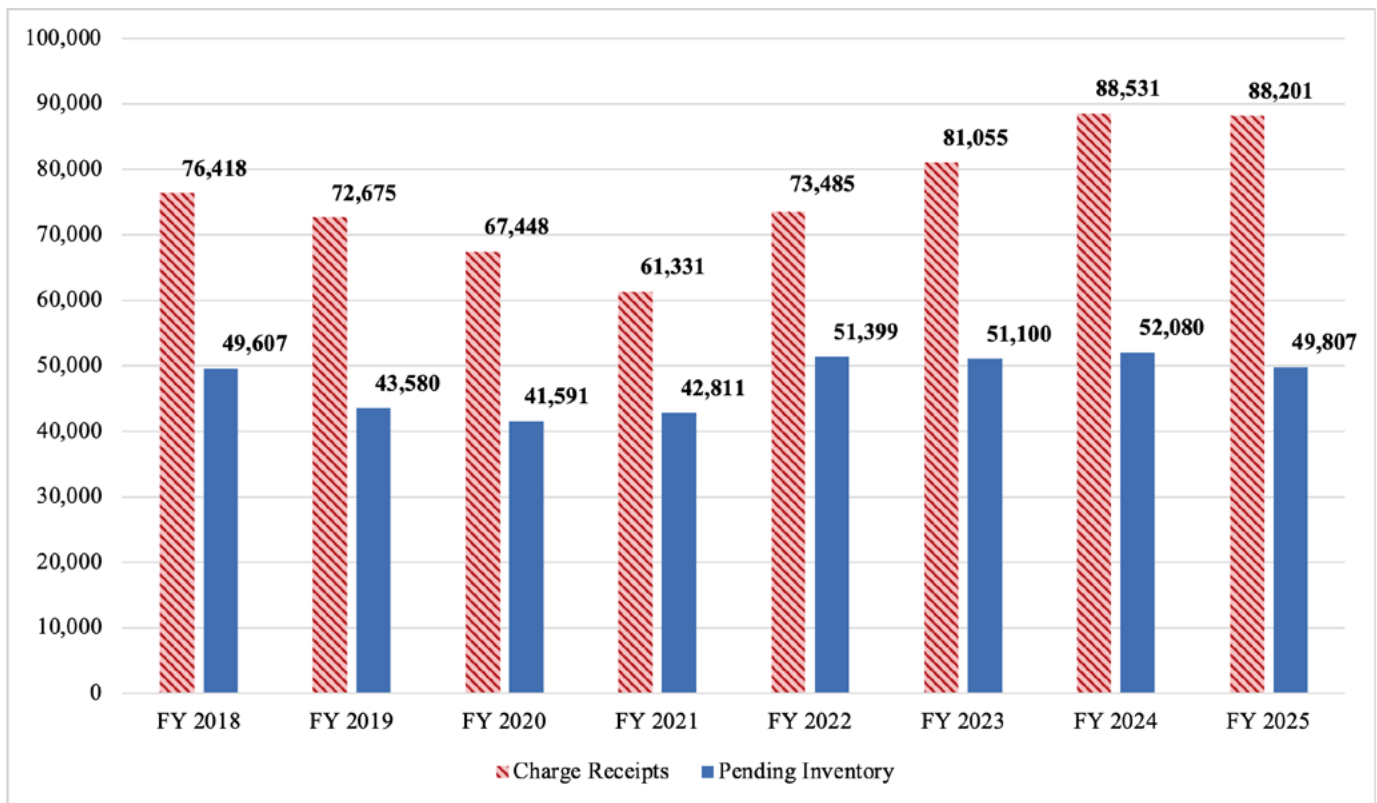
The Information Intake Group (IIG) is the agency’s point of contact for members of the public who use the agency’s toll-free number, general information e-mail address, and direct ASL videophone service for general inquiries. In Fiscal Year 2025, the IIG handled approximately 537,000 phone calls, 94,600 emails (a 5% increase over the last Fiscal Year), and 900 ASL videophone calls, providing critical support to the public. To improve service to the public, the IIG expanded its Interactive Voice Response system, enabling more than 127,800 callers to receive information via text message without waiting for a representative. For those who spoke with an IIG representative, 83.3% of calls were fully resolved without referral to a field office, demonstrating the IIG’s commitment to efficiency and quality service.

Looking ahead, the IIG continues to enhance accessibility—remaining one of the few federal agencies offering direct ASL video service—and is investing in technology and training to further streamline responses and improve customer experience. Additionally, the IIG is exploring AI tools to increase staff efficiency, broaden self-help assistance, and improve accessibility for the public.

Providing Excellent Service to the American Public

In Fiscal Year 2025, the EEOC received 269,755 inquiries in field offices, an 8.7% increase from the 248,255 inquiries received the prior Fiscal Year. Approximately 93% of the Fiscal Year 2025 inquiries were filed online using the EEOC’s Public Portal and Attorney E-file systems. During Fiscal Year 2025, the EEOC received 88,201 new charges. Under Chair Lucas’ leadership, the EEOC continued to effectively manage its charge inventory and ended the Fiscal Year with 49,807 pending charges, a 4.4% decrease from the 52,080 pending charges in Fiscal Year 2024. This reversed a trend during the Biden Administration in which the charge inventory increased or stayed level each year, while receiving approximately the same volume of new charges.

**Charge Receipts and Pending Inventory
FY 2018-2025**



In Fiscal Year 2025, the agency resolved a total of 90,743 charges, a 4.0% increase over Fiscal Year 2024; secured over \$528 million in monetary relief for individuals during the pre-litigation enforcement process, a 12.4% increase over Fiscal Year 2024; and obtained targeted, equitable relief in 99% of all conciliation agreements. The EEOC’s systemic program successfully resolved 444 investigations and obtained over \$55 million in monetary benefits for 1,823 workers subjected to discrimination—reflecting a 20% increase in the number of resolutions and an approximately 115% increase in monetary benefits as compared to

FY 2024. Seventeen and a half percent of the charges resolved in Fiscal Year 2025 involved outcomes favorable to the charging party, which are known as merit factor resolutions.

In Fiscal Year 2025, Commissioners signed a total of 17 Commissioner charges² alleging violations of Title VII, the ADA, GINA, or the PWFA, and the EEOC initiated 49 directed investigations³ into alleged violations of the ADEA or EPA.

Alternative Dispute Resolution

A key component of the Commission's enforcement program is the strategic use of alternative dispute resolution (ADR) early in the charge process to resolve discrimination charges. ADR supports the EEOC's enforcement program by providing an opportunity for the parties to voluntarily resolve the charge early in the process, which, when successful, fully resolves the charge without requiring further investigation. In Fiscal Year 2025, the agency successfully resolved 7,929 of the 11,346 mediations conducted (70%), resulting in almost \$245.3 million in benefits to charging parties. Mediators in the EEOC's federal sector ADR program also successfully resolved 149 of the 272 federal sector mediations conducted, securing \$5.2 million in benefits for federal employees.

The EEOC's ADR program continues to receive positive feedback from participants across the board. Survey responses from mediators and mediation participants indicated overwhelming satisfaction with the EEOC's mediation program. Participants continued to view the EEOC's voluntary mediation program as highly effective, fair, and neutral, and expressed strong satisfaction with the process. Specifically, 96% of participants (99% of employers and 92% of charging parties) indicated they would be willing to participate in the EEOC's mediation program again if they were a party to an EEOC charge.

During Fiscal Year 2025, the EEOC also continued to focus on providing outreach to respondents to highlight the benefits of the ADR program, conducting 391 such events nationwide for employers.

Conciliation

The EEOC's conciliation process is a vital means to promote voluntary compliance with federal employment discrimination laws. Conciliation is separate from ADR. ADR occurs at any stage of the complaint process and provides an opportunity for workers and employers to convene and discuss their respective positions with a neutral mediator. Conciliation occurs at the end of an EEOC investigation when the EEOC determines there is reasonable cause to believe discrimination has occurred. In conciliation, the agency invites the parties to join the EEOC in seeking to settle the charge through an informal and confidential process. The EEOC has a statutory obligation to attempt to resolve findings of discrimination through conciliation before the agency considers the matter for litigation. However, conciliation is a voluntary process, and the parties must agree to the resolution.

The agency is committed to resolving charges in conciliation, which can be an effective mechanism to remedy and prevent future discrimination in the workplace. In Fiscal Year 2025, the EEOC successfully

2 For more information regarding Commissioner charges, please see: www.eeoc.gov/commissioner-charges.

3 For more information regarding directed investigations, please see: www.eeoc.gov/directed-investigations.

resolved 34.5% of conciliations and recovered \$52.2 million for workers subjected to discrimination, a 26% increase over Fiscal Year 2024.

During the first year of the second Trump administration, the EEOC vigorously enforced prohibitions against religious discrimination in the workplace. As the successful conciliations highlighted in this report demonstrate, the agency dedicated its resources to defending the religious liberty of American workers by addressing rising antisemitism in higher education, unlawful COVID-19 vaccine mandates, and religious accommodations in general, including:

- Securing [\\$2.8 million](#) to resolve a systemic investigation against UT-Battelle after finding the employer violated Title VII by failing to provide an exemption or accommodation to employees who were required to take the COVID-19 vaccine in conflict with their religious beliefs.
- Securing over \$1.74 million and significant injunctive relief in a confidential conciliation agreement after finding the employer violated Title VII by failing to provide a religious accommodation to the COVID-19 vaccine requirement.
- Securing over [\\$1 million](#) to resolve a class-wide investigation via conciliation against Mercyhealth after finding reasonable cause to believe the healthcare system failed to grant its employees religious accommodations to the employer’s vaccine mandate, instead terminating employees or withholding pay.
- Securing \$772,000 and significant injunctive relief to resolve a systemic investigation for the charging party and a class of employees after EEOC’s investigation found the employer violated Title VII by failing to provide a religious accommodation regarding their COVID-19 vaccine mandate policy and instead terminated their employment.
- Securing \$212,280 and injunctive relief to resolve a systemic investigation involving an employer’s COVID-19 vaccine mandate after EEOC’s investigation found the employer failed to provide a religious accommodation to the charging party and a class of similarly situated employees.
- Securing \$181,000 and significant injunctive relief to successfully conciliate an investigation after finding the employer violated Title VII when it failed to provide the charging party and six class members a religious accommodation when they sought exemption from respondent’s mandatory flu vaccine policy and instead terminated their employment.

LITIGATION

Challenging Discrimination in Federal District Court

In Fiscal Year 2025, the EEOC’s field legal units filed 94 employment discrimination lawsuits (“merits suits”), as well as 13 subpoena enforcement actions. These 94 merits lawsuits included 59 suits seeking relief for individuals, 29 non-systemic suits with multiple victims, and six systemic suits. At the end of Fiscal Year 2025, the EEOC had 180 merits cases on its active district court docket, of which 81 were class or systemic cases.

The Fiscal Year 2025 filings alleged violations covering a wide variety of bases, encompassing sex and/or pregnancy⁴ (42, including the agency's second year of lawsuits filed under the PWFA); disability (35); retaliation (31); race (2); age (8); national origin (2); and religion (10). The issues raised most frequently in these suits were discharge and/or constructive discharge (64); reasonable accommodation (40); harassment (29); terms and conditions (18); and hiring (16). The suits represented significant geographic diversity, including case filings in parts of the country geographically removed from an EEOC office, such as South Dakota, Utah, and Guam. In addition, three filings were based on a Commissioner charge or directed investigation.

These new filings included:

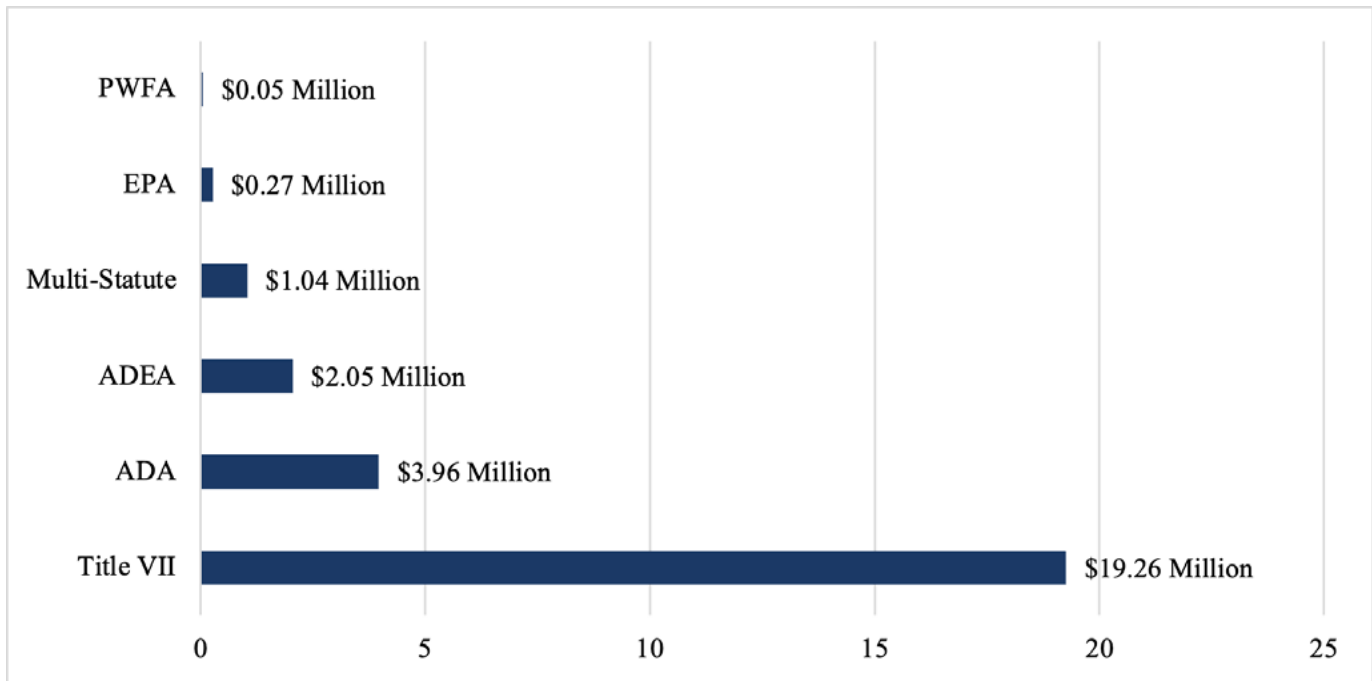
- A class Title VII action alleging black American farm workers were discriminated against based on race and national origin when a company provided its foreign workers with preferential job assignments which were less strenuous, and had more work hours, higher pay, and higher bonuses.
- Seven new pregnancy accommodation lawsuits under the PWFA across a variety of workplaces and industries, including commercial food processing, healthcare, assisted living, and security.
- Ten new Title VII religious discrimination lawsuits, including challenges to denial of religious exemptions from employer COVID-19 vaccination requirements, workplace attire policies, and scheduling policies.

Resolutions of pending litigation were favorable in Fiscal Year 2025. The EEOC resolved 120 merits lawsuits in the federal district courts, for a total monetary recovery of approximately \$27 million. Six of these settlements ranged from \$1.4 million to \$3.1 million. The EEOC achieved a favorable result in 96.5% of all district court resolutions, and an estimated total of 2,505 individuals received monetary relief as a direct result of EEOC litigation resolutions. Favorable results include cases decided by court order and concluded through a consent decree or a settlement agreement in litigation. These resolutions included:

- The agency's first resolutions under the Pregnant Workers Fairness Act, which took effect in June 2023, and pregnancy accommodation cases resolved include those raising claims under the PWFA as well as under multiple statutes (PWFA, Title VII, and/or the ADA).
- Five Title VII religious bias suits, for a total of more than \$1.19 million.
- Twenty-six Title VII sexual harassment suits for a total of over \$5.4 million.

⁴ "Sex and/or pregnancy" includes all sex discrimination claims brought under Title VII, including but not limited to Title VII pregnancy discrimination claims, as well as all claims brought under the Pregnant Workers Fairness Act (PWFA).

Merits Lawsuits Recovery FY 2025



Note: Monetary benefits recovered in suits filed under multiple statutes are counted separately and are not included in the tally of suits filed under any particular statute. Monetary benefits in cases that raised pregnancy accommodation-related claims under the PWFA, Title VII, and/or the ADA are included under the “multi-statute” designation only. Similarly, monetary benefits cases that raised compensation discrimination claims under both Title VII and the EPA are included under the “multi-statute” designation only.

Under Chair Lucas’ leadership, the agency has recommitted itself to vigorously enforcing religious liberty protections for workers of all faiths. A few examples of the agency’s robust enforcement actions in this area are highlighted below.

- [*EEOC v. Venetian Las Vegas Gaming, LLC et al.*](#), No. 2:25-cv-01148 (D. Nev. Jul. 1, 2025). In this class Title VII lawsuit, the EEOC secured \$850,000 and significant injunctive relief for employees of a diversity of faiths to resolve claims they were unlawfully denied requested accommodation for sincerely held religious beliefs, absent undue hardship, and retaliated against.
- [*EEOC v. Logic Staffing, LLC*](#), No. 2:24-cv-01557 (W.D. Wash. Aug. 19, 2025). In this Title VII religious accommodation suit, the EEOC secured \$217,500 and significant injunctive relief to resolve claims of refusal to hire a Muslim job applicant after he asked about a religious accommodation to attend Friday prayer.
- [*EEOC v. Center One, LLC, et al.*](#), No. 2:19-cv-01242 (W.D. Pa. Oct. 24, 2024). In this Title VII religious accommodation suit, the EEOC secured \$60,000 and significant injunctive relief to resolve claims an employee was unlawfully denied scheduling accommodations for religious observances.

During Fiscal Year 2025, the agency also remedied unlawful race, sex, national origin, and pay discrimination, ensuring equal opportunity for all of America's workers. A few significant examples of the agency's work in this area include:

- [*EEOC v. LeoPalace Guam Corp. d/b/a LeoPalace Resort*](#), No. 1:25-cv-00004 (D. Guam Feb. 19, 2025). In this Title VII national origin discrimination lawsuit, the EEOC obtained \$1.4 million for non-Japanese employees, including multiple former employees of American national origin, to resolve claims that they were provided less favorable wages, benefits, and terms and conditions of employment compared to employees from Japan.
- [*EEOC v. Waste Pro of Florida, Inc.*](#), No. 3:23-cv-01132 (M.D. Fla. Jun. 25, 2025). In this Title VII racial harassment case, the EEOC obtained \$1.4 million and significant injunctive relief for a class of black and/or Haitian American sanitation workers to resolve claims they were subjected to racial and national origin harassment.
- [*EEOC v. Goodsell/Wilkins, Inc.*](#), No. 8:22-cv-01765 (C.D. Cal. Feb. 12, 2025). In this Title VII national origin harassment lawsuit, the EEOC secured \$730,000 and significant injunctive relief for a class of Hispanic or Latino workers to resolve claims they were subjected to harassment by supervisors, leads, and coworkers based on their race or national origin.
- [*EEOC v. TNT Crane & Rigging, Inc.*](#), No. 4:23-cv-00881 (N.D. Tex. Jul. 31, 2025). In this class Title VII racial harassment and retaliation lawsuit, the EEOC secured \$525,000 and significant injunctive relief for black employees to resolve claims they were subjected to a hostile work environment by their co-workers and supervisors.
- [*EEOC v. Wal-Mart Stores East, LP*](#), No. 5:23-cv-00623 (S.D. W.Va. Mar. 18, 2025). In this class Title VII sexual harassment and retaliation lawsuit, the EEOC secured \$415,112 and significant injunctive relief for a class of female employees to resolve claims they were subjected to sexual harassment.
- [*EEOC v. HHS Environmental Servs., LLC*](#), No. 2:24-cv-00721 (D. Utah Mar. 13, 2025). In this class Title VII hostile work environment harassment, retaliation, and constructive discharge lawsuit, the EEOC secured \$400,000 and significant injunctive relief for a group of female housekeepers to resolve claims they were repeatedly subjected to sexual harassment by a male employee.
- [*EEOC v. Interventional Pain Management Assocs., PLLC et al.*](#), No. 3:23-cv-03040 (W.D. Ark. Sep. 5, 2025). In this Title VII retaliation suit, the EEOC secured \$350,000 and significant injunctive relief to resolve claims an employee was fired in retaliation for opposing sexual harassment.
- [*EEOC v. SkyWest Airlines, Inc.*](#), No. 3:22-cv-01807 (N.D. Tex. Nov. 20, 2024). In this Title VII sexual harassment suit, the EEOC obtained a favorable jury verdict of more than \$2 million, reduced to the maximum \$300,000 damages cap, to resolve claims a female employee was subjected to a sexually hostile work environment.

- *EEOC v. Thomas B. Finan Center, Maryland Dep't of Health*, No. 1:22-cv-02407 (D. Md. Nov. 27, 2024). In this EPA lawsuit, the EEOC secured \$270,000 and pay adjustments for four female therapists to resolve claims they were paid less than male counterparts with less tenure and less experience.

During Fiscal Year 2025, the agency also successfully resolved several pregnancy-discrimination lawsuits, including suits filed under the PWFA. For example:

- *EEOC v. Cinergy Entertainment Group, Inc.*, No. 3:24-cv-00763 (W.D.N.C. Oct. 26, 2024). In this Title VII suit, the EEOC secured \$137,000 and significant injunctive relief for a former employee to resolve claims of retaliation and denial of rehire because she had previously filed a pregnancy discrimination charge with the EEOC.
- *EEOC v. Lago Mar Properties, Inc. d/b/a Lago Mar Beach Resort & Club*, No. 0:24-cv-61812 (S.D. Fla. Oct. 11, 2024). In this suit brought under the PWFA and the ADA, the EEOC secured \$100,000 and significant injunctive relief to resolve claims an employee was unlawfully denied a six-week leave of absence to recover from a stillbirth and then fired.
- *EEOC v. Polaris Inds.*, No. 5:24-cv-01305 (N.D. Ala. Jul. 23, 2025). In this PWFA suit, the EEOC secured \$55,000 and significant injunctive relief to resolve claims an employee was penalized for pregnancy-related absences and medical appointments rather than granted leave as a reasonable accommodation and was required to work mandatory overtime despite her physician's direction that she not work over 40 hours per week during her pregnancy.

Addressing Systemic Employment Discrimination

Addressing systemic employment discrimination on all protected bases is a high priority for the EEOC, and this year systemic litigation continued to account for notable filings and resolutions notwithstanding the lack of a quorum needed to approve the filing of such cases for much of the year. The six systemic lawsuits filed by the EEOC in Fiscal Year 2025 challenge various types of systemic discrimination, including: Title VII national origin discrimination against American workers in favor of foreign-born workers; Title VII sex discrimination against an employer that refused to hire female employees for laborer positions; Title VII sexual harassment that included persistent sexually offensive remarks, demeaning treatment, and physical misconduct toward female employees based on their sex; ADEA discrimination against older workers based on a collective bargaining agreement that limited short-term disability payments to older workers who receive Social Security Retirement benefits; and ADA discrimination against qualified individuals with hearing impairments.

This past Fiscal Year, the EEOC resolved 13 systemic lawsuits, obtaining over \$10.8 million for 2,282 aggrieved individuals and significant equitable relief. The EEOC's litigation program achieved a remarkable 100% success rate in its systemic lawsuit resolutions in Fiscal Year 2025.

Below are examples of significant Fiscal Year 2025 systemic resolutions that highlight the agency's success in protecting the right to workplaces free of age-, disability-, sex- and race-based discrimination:

- [*EEOC v. Waste Industries U.S.A., LLC, et al.*](#), No. 1:23-cv-04293 (N.D. Ga. Oct. 21, 2024). In this Title VII pattern-or-practice sex discrimination lawsuit, the EEOC secured \$3.1 million and significant injunctive relief for a class of women to resolve claims they were unlawfully denied truck driver positions based on their sex in favor of less qualified male applicants.
- [*EEOC v. Security Engineers, Inc.*](#), No. 2:23-cv-01213 (N.D. Ala. Mar. 10, 2025). In this Title VII pattern-or-practice sex discrimination lawsuit, the EEOC secured \$1.6 million and significant injunctive relief for a class of women to resolve claims they were denied security officer employment opportunities notwithstanding their security, law enforcement, or military experience, based on discriminatory directives not to select or schedule females for security positions or assignments.
- [*EEOC v. Kanes Furniture, LLC d/b/a Kane's Furniture*](#), No. 8:23-cv-02067 (M.D. Fla. Jan. 10, 2025). In this systemic Title VII lawsuit, the EEOC secured \$1.4 million and significant injunctive relief for a class of women to resolve claims they were subjected to a pattern or practice of refusing to hire female applicants for driver and warehouse positions.
- [*EEOC v. Western Distributing Company*](#), No. 1:16-cv-01727 (D. Colo. Jul. 15, 2025). In this systemic ADA lawsuit, the EEOC secured \$919,000 and significant injunctive relief for individuals with disabilities to resolve claims of failure to accommodate and disability discrimination.
- [*EEOC v. Bigfoot Energy Services LLC and Iron Mountain Energy LLC*](#), No. 2:24-cv-02361 (E.D. La. May 30, 2025). In this systemic Title VII lawsuit, the EEOC secured \$697,500 and significant injunctive relief for black employees and women to resolve claims of race and sex discrimination, including race- and sex-based harassment, and retaliation.
- [*EEOC v. TKO Construction Services*](#), No. 0:23-cv-03010 (D. Minn. Jan. 14, 2025). In this Title VII and ADEA systemic lawsuit, the EEOC secured \$300,000 and significant injunctive relief for black workers, women, and older workers to resolve claims of failure to recruit, hire, assign, or refer a class of aggrieved individuals for employment because of their sex, race, and age.
- [*EEOC v. Landmark Dodge, Inc. et al.*](#), No. 4:22-cv-00614 (W.D. Mo. Aug. 27, 2025). In this systemic Title VII sex discrimination lawsuit, the EEOC secured \$275,000 and significant injunctive relief to resolve claims of refusal to hire women for sales jobs and men for office jobs and retaliation against two new human resources employees who opposed the practice.

The [EEOC's Fiscal Year 2025 Office of General Counsel \(OGC\) Annual Report](#) provides additional detailed information about the agency's efforts to enforce federal anti-discrimination laws.

Appellate and Amicus Briefs

In addition to its nationwide litigation program at the district court level, the EEOC maintains an active appellate program. In Fiscal Year 2025, the EEOC filed nine briefs on appeal in Commission cases as well as 14 amicus briefs in the federal appellate and district courts. In *Ames v. Ohio Dep’t of Youth Servs.*, 605 U.S. 303 (2025), the Supreme Court unanimously held that the Sixth Circuit’s “background circumstances” rule is inconsistent with Title VII’s text and the Court’s longstanding precedents construing the statute. In doing so, the Court agreed with the Solicitor General—appearing on behalf of the United States and the EEOC—that 42 U.S.C. § 2000e-2(a)(1) applies equally to discrimination against any individual, whether a member of a minority or majority group, and that the McDonnell Douglas framework’s evidentiary standards do not vary depending on a plaintiff’s race, sex, or other protected characteristics. As acknowledged in the Court’s opinion, the EEOC has consistently taken this colorblind, group-neutral position for at least 50 years. In December 2024, a bipartisan panel of Commissioners unanimously approved an [amicus brief](#) in *Ames* advocating for the position that the Supreme Court ultimately adopted.

The [EEOC’s Fiscal Year 2025 OGC Annual Report](#) provides additional detailed information about the agency’s appellate and amicus briefs.

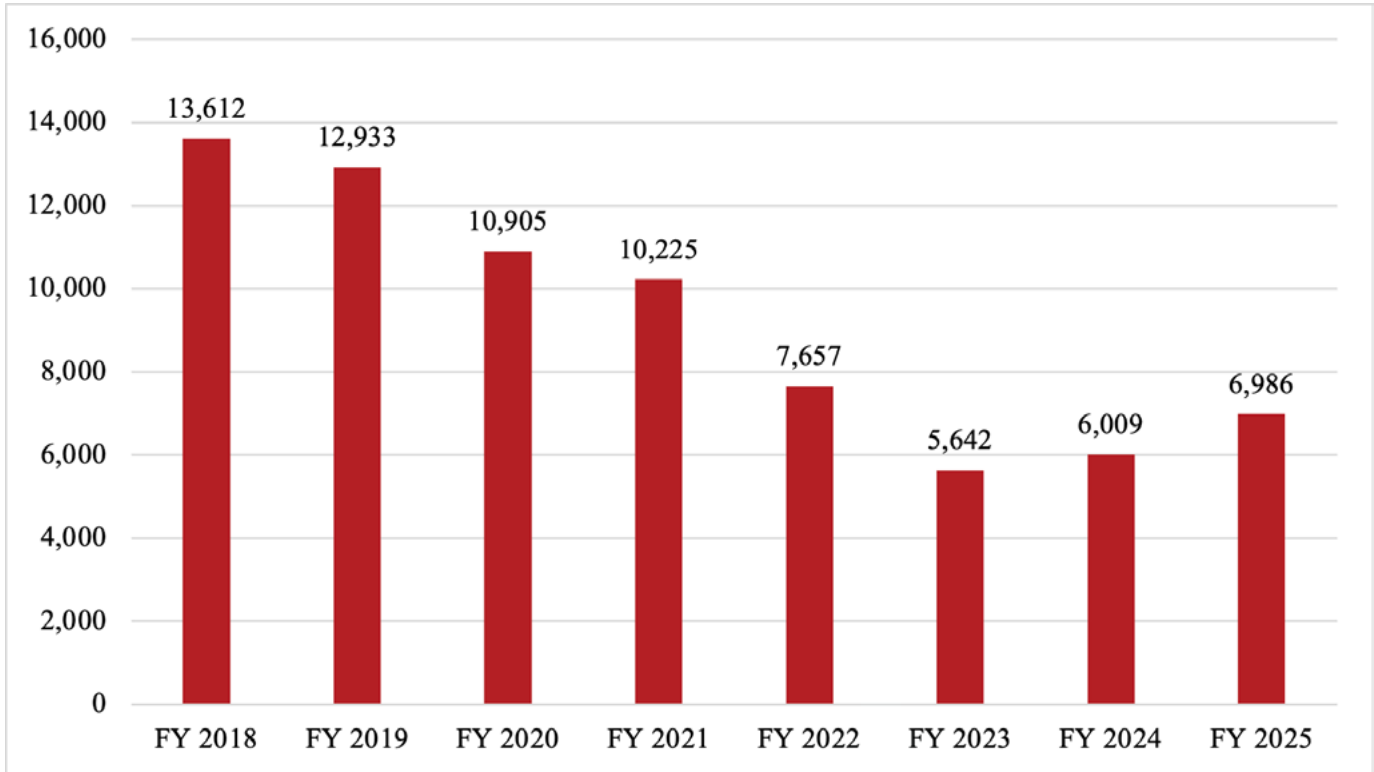
FEDERAL SECTOR ENFORCEMENT, ACTIVITIES, AND OUTREACH

Enforcing Equal Employment Opportunity Laws in the Federal Government

The EEOC has adjudicatory responsibilities in the federal EEO complaints process. This involves hearings before administrative judges on complaints of discrimination by federal employees or applicants, as well as adjudication of appeals from federal agency final decisions on employment discrimination complaints. Strengthening the agency’s ability to effectively combat employment discrimination in the federal government was also a priority for the agency during Fiscal Year 2025.

The federal sector hearings program continued focusing on strategies to increase efficiency to manage the inventory of hearing requests and resolved 6,178 hearing requests, securing almost \$78.1 million in benefits for federal workers.

Federal Sector Pending Hearings Inventory FY 2018 - FY 2025



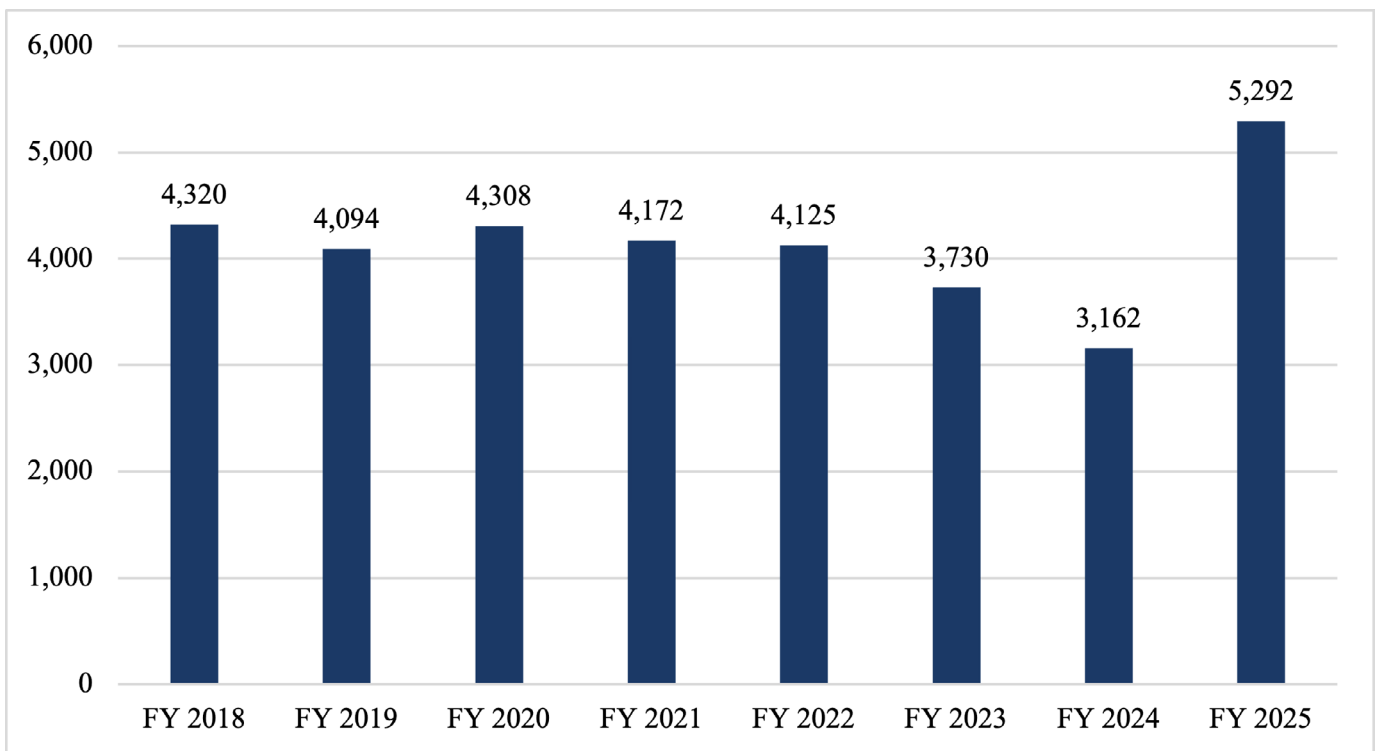
The EEOC’s federal sector appellate program adjudicates appeals from federal agency final decisions on employment discrimination complaints, including those following a decision by an EEOC administrative judge, and ensures agency compliance with orders issued on those appeals. The EEOC also adjudicates appeals from decisions made in federal collective bargaining agreement grievances alleging employment discrimination, reviews decisions by the Merit Systems Protection Board (MSPB) addressing allegations of discrimination, and actions originating under Section 304 of the Government Employees Rights Act of 1991 (GERA). The appeals process is governed by Title VII, EEOC regulations at 29 C.F.R. Parts 1614 and 1603, and Management Directive 110 (MD-110).

Under the leadership of Chair Lucas, the EEOC’s federal sector appellate program is increasing the implementation of case management strategies to screen and categorize cases early in the appellate process to best allocate resources, including those needed to properly address cases determined to have a significant impact on the federal workforce. In Fiscal Year 2025, the agency conducted an in-depth review of the federal sector appellate process to identify additional efficiencies, improve productivity, and provide more timely service and prompt appellate decisions to federal employees and agency employers.

In Fiscal Year 2025, the EEOC resolved 5,292 appeals, a 67% increase over the 3,162 resolutions in Fiscal Year 2024, secured \$26.5 million in monetary relief for victims of discrimination, and docketed

3,779 new federal sector appeals. The EEOC resolved 1,402 appeals within 180 days of their receipt, addressing its growing inventory. Many of these resolutions were initial appeals from agency procedural dismissals that terminated complainants’ participation in the EEO process. The EEOC’s federal sector appellate program attorneys reversed nearly 35% of those procedural dismissals and ordered the agency to continue processing the EEO complaint. The EEOC’s federal sector appellate program has focused on quickly addressing appeals involving procedural dismissals of complaints, which is critical to effectively preserving access to the EEO complaint process.

**Federal Sector Appellate Resolutions
FY 2018 - FY 2025**



Continued Emphasis on Outreach and Education in the Federal Sector

Outreach, engagement, and education in the federal sector are important to the EEOC’s efforts to promote broad compliance with federal workplace anti-discrimination laws. In Fiscal Year 2025, the EEOC continued to increase its robust education and outreach efforts by offering webinars, free awareness presentations, and fee-based training opportunities in the federal sector. It also leveraged technology to strengthen and expand the impact of these activities to reach digital audiences. The EEOC delivered over 450 federal sector outreach, engagement, and training events.

In Fiscal Year 2025, the EEOC received well over 100 requests from federal partners for no-cost outreach. Outreach presentations focused on varied topics and were delivered in several formats, including single

presentations, panel discussions, and workshops. Notably, the 2025 Outreach Extravaganza enabled 10,042 EEO professionals to access 45 hours of programming focused on employment discrimination awareness and understanding of workplace rights and responsibilities. In Fiscal Year 2025, the EEOC conducted 51 national federal courses that reached 5,018 federal learners and led 455 CST courses that reached 8,803 federal employees.

In Fiscal Year 2025, the EEOC, through its Education Consortium (EdCon), grew to a 3,000+ member community of EEO practitioners. To engage federal practitioners and leaders, the EEOC offered free learning opportunities, networking events, and a federal mentoring program. The EdCon currently oversees four Communities of Practice, including (1) EEO Directors; (2) ADR and EEO Professionals; (3) Anti-harassment Program Managers; and (4) Data Science and Analytics. The EEOC also implemented federal sector strategic communication and social media plans to ensure EEO news was delivered to a broad federal demographic.

Providing Strong Leadership and Oversight for Federal Agencies

As discussed under Performance Measure 11, the EEOC provides leadership and guidance to federal agencies on all aspects of their EEO programs. In addition to taking remedial actions when agencies fail to comply with the EEOC's appellate orders, regulations, or directives, the EEOC also works to provide technical assistance to agencies on a routine basis before problems arise. For Fiscal Year 2025, the EEOC aimed to conduct 60 technical assistance visits with agencies and issue a feedback letter within 180 days of each visit. The EEOC staff conducted 67 technical assistance visits with federal agencies and timely issued 99% of the 70 feedback letters to federal agencies.

The EEOC also continued its efforts to ensure that agencies have a compliant anti-harassment policy, building upon the baseline that was established in Fiscal Year 2018, when only 48% of agencies had compliant policies. In Fiscal Year 2025, the EEOC began to ensure the 81.28% approved agencies incorporated the Pregnant Worker's Fairness Act basis within their anti-harassment policies.

The EEOC also continued working toward the goal that 90% of federal agencies have compliant reasonable accommodation procedures, building upon the baseline established in Fiscal Year 2018, when only 16% of agencies had fully compliant procedures. To meet this goal, EEOC staff discussed the status of the procedures with agencies during technical assistance meetings and provided written feedback to agencies, upon request. At the conclusion of Fiscal Year 2025, as the result of the EEOC's efforts, 90% of the 201 agencies that received EEOC feedback had compliant reasonable accommodation procedures.

The EEOC also published quarterly issues of the [*Digest of EEO Law*](#), which contains summaries of important EEOC decisions and articles on topics of interest for the federal EEO community. These resources are published on the EEOC's website, so all interested parties have access to the summaries and links to the full decisions.

The EEOC's federal sector program continued to administer the GERA hearing and appeals process through contracted federal administrative law judges (ALJs) at the hearing level. GERA protects certain employees and applicants chosen or appointed by state and local officials.

OUTREACH, EDUCATION, AND PREVENTION

Prioritizing Private Sector Outreach

Outreach and education are essential tools for the EEOC as it works to prevent employment discrimination before it occurs. In Fiscal Year 2025, the EEOC conducted 2,067 no-cost outreach events for 231,740 individuals nationwide, providing information about the laws enforced by the EEOC.

In Fiscal Year 2025, the EEOC conducted targeted outreach to ensure meaningful access to EEOC services, including the following 89 events focused on Administration priorities, which reached over 10,542 individuals:

- Two events focused on rooting out unlawful race and sex discrimination arising from or related to DEI programs, policies, and practices, reaching 57 attendees.
- 24 events focused on protecting American workers from unlawful national origin discrimination involving preferences for foreign workers, reaching 4,454 attendees.
- Two events focused on defending women’s sex-based rights at work, reaching 109 attendees.
- Seven events focused on supporting religious liberty by protecting workers from religious bias and harassment and protecting their rights to religious accommodations at work, reaching 752 attendees, as well as 17 events focused on religious discrimination, reaching 1,026 attendees.
- 37 events focused on even-handed enforcement of civil rights laws, reaching 4,144 attendees.

Outreach Targeted to Small, New, and Disadvantaged Businesses

In Fiscal Year 2025, the EEOC continued to prioritize outreach, education, and technical assistance to small, new, and disadvantaged businesses. Given their size and limited resources, these businesses are often less able to take advantage of commercial training programs and less likely to have in-house human resources professionals to assist them with compliance. In Fiscal Year 2025, the EEOC held 164 events focused on small businesses, reaching 13,395 attendees.

The EEOC continued to promote its public website containing the online [Small Business Resource Center](#), a comprehensive resource providing small businesses with tools to understand the federal anti-discrimination laws and to prevent employment discrimination in their workplaces. The site features answers to frequently asked questions, guidance for making employment decisions in common scenarios, and pointers for developing good workplace policies. It has tips for small businesses on various potential workplace discrimination issues to help businesses avert problems before they arise. It also provides quick access to the names and contact information of the EEOC’s Small Business Liaisons in the EEOC’s field offices. These liaisons answer questions from small business owners as they institute policies and practices to comply with the law.

The U.S. Small Business Administration (SBA) Office of the National Ombudsman’s Annual Report to Congress grades all federal agencies on their responsiveness to small business concerns and their

compliance with the Small Business Regulatory Enforcement Fairness Act of 1996. The Ombudsman’s most recent report, the [2022 Annual Report to Congress](#), gave the EEOC an “A” rating across-the-board, the highest possible rating, reflecting the SBA’s recognition of the EEOC’s strong commitment to assist this important sector of the economy.

Outreach to Fair Employment Practices Agencies and Tribal Employment Rights Offices

The EEOC routinely engages with state and local Fair Employment Practices Agencies (FEPAs) and Tribal Employment Rights Offices (TEROs) to provide training, conduct joint outreach, and other activities that help to enhance the EEOC’s partnerships and benefit the public. FEPAs and TEROs extend the EEOC’s reach nationwide in ensuring unlawful employment discrimination is addressed.

For example, throughout the country, the EEOC and FEPAs worked together to educate a variety of audiences about employment discrimination on all bases and how to prevent and address it. Further, in Fiscal Year 2025, at the request of several TEROs, EEOC conducted 24 outreach and training events reaching 362 attendees on Tribal lands, and topics included how to recognize employment discrimination and how to conduct initial interviews of potential charging parties. In addition, the EEOC provided a series of 1.5-hour virtual interactive training sessions to FEPAs and TEROs throughout Fiscal Year 2025. These sessions covered substantive topics, including retaliation and intersectional discrimination.

Providing Employers with Fee-Based Training

The EEOC Training Institute provides fee-based training and technical assistance to stakeholders from both the private and public sectors. The operations of the Training Institute are funded through the EEOC’s Revolving Fund (RF), which is an instrument established by Congress in 1992 to enable the EEOC to charge “reasonable fees” for specialized products and services developed and delivered as part of the EEOC’s training and technical assistance efforts. The RF serves as the mechanism through which the EEOC can collect payments, thus offsetting the costs devoted to training and technical assistance to external entities. A summary of the agency’s activities sponsored by the RF may be found in the agency’s [FY 2025 Agency Financial Report](#). In Fiscal Year 2025, the RF hosted 262 events reaching 19,659 attendees.

IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS

Improved Technology for EEOC’s Enforcement Processes

The EEOC receives about 270,000 inquiries annually, which results in approximately 90,000 new charges of employment discrimination. Intake appointment scheduling and interviews with potential charging parties (PCPs) are critical components in the charge filing process. In Fiscal Year 2025, the EEOC modernized its intake appointment scheduling platform, replacing a legacy tool that had become a barrier to accessibility, security, and operational agility. The outdated platform lacked Section 508 compliance, required manual workarounds, and could not support the agency’s evolving digital needs. In response, the agency evaluated and implemented a commercial off-the-shelf (COTS) solution that met modern standards.

The new scheduler platform, EEOC Scheduler, deployed nationwide in June 2025, supports mobile and multilingual access, integrates with Microsoft 365 Outlook and Teams, and enables video conferencing and centralized calendar management. This modernization simplified the management of appointments. PCPs can now manage, cancel, or reschedule their appointments easily, while intake supervisors can better oversee appointments and staffing, reducing the need for extensive email traffic.

In response to the increasing volume of charge inquiries and formal charges, the agency launched the “future of intake” initiative. With this major initiative, the agency is making progress on removing barriers to submitting inquiries, filing charges, and processing charges, and achieving consistency, efficiency, effectiveness, and accountability in the agency’s enforcement related work.

During Fiscal Year 2025, the agency adopted a texting platform that transformed how EEOC communicates with potential class members and witnesses during investigations and litigation. By automating outreach and reminders, the agency significantly reduced manual follow-up, improved response rates, and cut administrative time. The shift from mailed letters to digital messaging also lowered postage and copying costs, particularly in systemic cases. Most importantly, texting proved to be a more reliable way to reach claimants—especially those with limited access to traditional mail or email.

The agency also expanded its use of technology to streamline information gathering from class members and witnesses during litigation as well as during investigations, in coordination with the agency’s national systemic program. These expanded survey tools reduced the need for time-consuming interviews and manual data entry, accelerating case timelines and freeing up staff resources. The result was faster fact development and class member identification, stronger response rates, and measurable cost savings in enforcement and outreach, particularly in systemic cases.

Improved Operations to Enhance Service Delivery

In Fiscal Year 2025, the agency advanced its commitment to efficiency and data integrity by automating charge data validation processes. Using Microsoft Power Automate, SharePoint, and Power Apps, EEOC supplemented year-end reviews with continuous, rules-based workflows that proactively identify potential discrepancies. This approach has saved staff time, freeing capacity for higher-value work. These scalable solutions not only streamline operations today but also have laid the foundation for expanded validations in Fiscal Year 2026, ensuring accurate reporting and improved service delivery.

During Fiscal Year 2025, the agency established the eDiscovery & Information Governance Division within the Office of General Counsel to centralize and elevate the agency’s litigation technology strategy. This reorganization reflects a deliberate shift toward a more agile, expert-driven model for managing complex data, digital evidence, and legal technology. By consolidating leadership, technical expertise, and strategic planning under one division, the agency is better positioned to respond to evolving litigation demands, accelerate innovation, and reduce reliance on external vendors. The new structure will ensure coordination across districts, improve consistency in eDiscovery practices, and ensure that the agency remains at the forefront of legal technology and information governance.

Improved Accountability

To better serve the American public while performing the EEOC's critical law enforcement work, under Chair Lucas' leadership, the agency is focused on increased accountability and refining its organizational structure to ensure the EEOC is the most efficient and effective agency possible. During Fiscal Year 2025, the agency worked across the board to redefine performance goals to ensure greater accountability, increased productivity, increased excellence in work product, rigorous attention to detail, and increased expectations of supervisors and agency executives. Implementation of these performance metrics in Fiscal Year 2026 will increase the accountability of the agency to the American public and ensure the EEOC is using its resources as effectively as possible.

During Fiscal Year 2025, the agency also evaluated its organizational structure to determine whether it was operating as efficiently as possible. Through a careful and comprehensive evaluation, the agency identified several organizational improvements that would strengthen EEOC's ability to enforce federal civil rights laws by streamlining processes, uniting expertise, modernizing operations, and fostering greater efficiency and collaboration. The agency also established the process for implementing the reorganization in Fiscal Year 2026. Upon full implementation, these organizational changes will allow the agency to dedicate greater resources to EEOC's mission critical work and improve the agency's service to the American public.

Improved Efficiency in Federal Sector Operations

Under Chair Lucas' leadership, the EEOC prioritized increased accountability and reform in its enforcement of federal sector employment discrimination. This work included bringing efficiency and effectiveness to the federal sector by promptly resolving hearings and appeals with straightforward and legally sound decisions grounded in precedent from the Supreme Court and federal appellate courts. As part of this improved accountability, Chair Lucas focused on:

- Accountability to complainants by promptly issuing legally sound decisions;
- Accountability to agencies by not unduly interfering in their ability to make commonsense and merit-based decisions in their service to the American public; and
- Accountability to the President, Congress, and the courts by responsibly keeping the EEOC actions in the federal sector within the limits of the agency's statutory authority.

As discussed above, under the leadership of Chair Lucas, the agency conducted an in-depth review of the federal sector appellate process to identify additional efficiencies, improve productivity, and provide more timely service and prompt appellate decisions to federal employees and agency employers. As a result of these activities, the agency was able to resolve 5,292 federal sector appeals in Fiscal Year 2025, a 67% increase over the 3,162 resolutions in Fiscal Year 2024.

The agency also issued two official memoranda: [Ending Unauthorized Monetary Sanctions Against Federal Agencies](#) and [Restoring and Protecting the Presumption of Innocence in the EEO Complaint Process](#), reaffirming the EEOC is accountable to the Executive Branch and federal agencies should

presume the innocence of EEO defendants and give them a full and fair chance to clear their names during the EEO complaint process. These memorandums signify EEOC's renewed and ongoing commitment to timely and even-handed application of anti-discrimination law to the federal workforce.

MAJOR MANAGEMENT CHALLENGES



As this report highlights, the EEOC tracks progress toward successful completion of the agency's strategic objectives. Many of the performance measures identified in the agency's Strategic Plan and discussed throughout this report address the agency's efforts to prevent and remedy employment discrimination.

Additionally, each year, the Office of Inspector General (OIG) reports on what it has determined are the most serious management and performance challenges facing the EEOC. For a full description of the challenges identified by the OIG, see the EEOC's [Fiscal Year 2025 Agency Financial Report](#).

OIG's Fiscal Year 2026 Management Challenges Report identified three challenges facing the agency: Managing Human Resources, Data Transformation and Technology Modernization, and Artificial Intelligence. The EEOC implements remedial actions in response to the recommendations of the OIG. Described below is the progress the agency has made in addressing the major management challenges identified by the OIG.

Managing Human Resources

The agency has experienced a reduction in the human resources available to meet operational requirements. The EEOC began Fiscal Year 2026 with a total of 1,809 (1,801 full-time and 8 part-time) employees, a decrease from 2,170 employees onboard at the beginning of Fiscal Year 2025. While staffing reductions affected multiple offices, the largest impacts occurred within the Office of Federal Sector (OFS) and the Office of Field Programs (OFP).

In response to these staffing constraints, the agency has strategically leveraged the experience, skills, and expertise of its workforce to maintain continuity in addressing the pending private sector charge inventory and federal sector workloads. To support these efforts, effective at the beginning of Fiscal Year 2026, the EEOC implemented an agency-wide realignment to streamline processes and more efficiently and effectively utilize existing technology. In addition, where feasible, employees have been detailed, reassigned, or temporarily promoted to other positions to support mission-critical functions. The agency also has increased collaboration across agency district offices and headquarters, coordinating some investigations and litigation efforts across two or more offices. These efforts have helped break down silos; reinforce the one-agency nationwide enforcement model; and ensure significant matters have access to nationwide resources and staff expertise regardless of in which district such matters initially are filed.

Congruent with the agency's enacted Fiscal Year 2026 appropriations and aligned with maintaining the integrity of recent reorganization efforts, the agency is currently analyzing its budget to determine the funding available to engage in strategic hiring in order to address mission needs and workforce shortfalls. Workforce projections indicate that the agency will end Fiscal Year 2026 approximately even with where it began the year, accounting for planned hiring along with anticipated attrition and retirements. The agency is pursuing strategic, targeted hiring during Fiscal Year 2026 to fill key vacancies, strategically re-grow in certain mission-critical positions, maintain an appropriate replacement rate in mission-critical occupations, and sustain mission effectiveness.

Data Transformation and Technology Modernization

Removing the considerable barriers of old technology, transforming the EEOC to support fully digital services, and providing staff and partners with a modern system, has better enabled the agency to carry out its critical mission. As such, the EEOC has made progress on its data and technology transformation and modernization efforts during Fiscal Year 2025, as described above. Agency priorities include improvements to the EEOC Scheduler, the future of intake initiative, and evaluating enforcement and litigation case management processes.

Migrating Federal Hearings and Appeals from the legacy IMS application to ARC is another key EEOC priority. The federal hearings migration is set for the second quarter of Fiscal Year 2026, with federal appeals development and deployment scheduled for the second quarter of Fiscal Year 2027.

Artificial Intelligence

Building on the Artificial Intelligence (AI) principles and governance process developed in Fiscal Year 2024, the agency continued to enhance its governance processes and AI adoption in Fiscal Year 2025 to align with OMB Memorandum M-25-01, ensuring transparency and performance monitoring for AI systems.

In Fiscal Year 2025, the EEOC advanced its AI initiatives. Following a close review by the AI Governance Board and the security team, the agency approved on a pilot basis the use of a testimony management and court reporting platform that leverages AI and software technologies to capture witness testimony, generate real-time transcripts, and annotate documents alongside its certified court reporting services.

To further enhance productivity, the EEOC is testing Microsoft 365 Copilot, a Generative AI platform within the agency's secure in-tenant enterprise data protection principles designed to assist with various administrative tasks, document drafting, and data analysis. This tool is anticipated to significantly improve workflow efficiency by automating routine tasks and providing intelligent recommendations. The AI Governance Board is also evaluating additional AI tools that could be integrated into the agency's operations to support its mission more effectively.

Looking ahead, the EEOC plans to expand its AI capabilities further through expanded deployment of Microsoft 365 Copilot and implementing various AI-powered tools for customer support, such as robust AI-guided search functions that can handle initial inquiries and direct individuals to the appropriate resources. Furthermore, the EEOC is exploring automating the preparation of position descriptions; an AI-driven litigation document management system; a document review tool within the eDiscovery platform; and an AI research tool for legal research. The agency also plans to expand its AI-driven court reporting platform and integrate AI tools to enhance case preparation, discovery, and trial readiness. In addition, the EEOC plans to develop its Generative AI policy that sets the terms for acceptable use of generative AI without posing undue risk as mandated by OMB Memorandum M-25-21. EEOC intends to employ a robust data and AI governance structure that ensures the data fueling internal AI tools is of high quality.

These initiatives illustrate the EEOC's effort to utilize AI to improve its services and operational efficiency and enhance the agency's ability to manage increasingly complex litigation, in light of a reduced federal workforce.



**LOW PRIORITY
PROGRAM
ACTIVITIES**



The EEOC has not identified any low priority program activities.

APPENDICES



Appendix A: Organization and Laws Enforced

When the EEOC first opened its doors in 1965, it was charged with enforcing the employment provisions in Title VII of the landmark Civil Rights Act of 1964. The EEOC's jurisdiction over employment discrimination now includes the following laws:

- **Title VII of the Civil Rights Act of 1964**, which prohibits employment discrimination on the basis of race, color, religion, sex, and national origin.
- **Pregnancy Discrimination Act of 1978**, which amended Title VII to clarify that discrimination on the basis of pregnancy, childbirth, or related medical conditions constitutes sex discrimination and requires employers to treat female employees affected by pregnancy, childbirth, or related medical conditions the same as other employees who are similar in their ability or inability to work, with respect to terms and conditions of employment, including leave and benefits.
- **Equal Pay Act of 1963 (included in the Fair Labor Standards Act)**, which prohibits sex discrimination in the payment of wages to men and women performing substantially equal work in the same establishment.
- **Age Discrimination in Employment Act of 1967**, which protects workers age 40 and older from discrimination in hiring, discharge, pay, promotions, fringe benefits, and other aspects of employment. The ADEA also prohibits the termination of pension contributions and accruals on account of age and governs early retirement incentive plans and other aspects of benefits planning and integration for older workers.
- **Title I and Title V of the Americans with Disabilities Act of 1990, as amended by the Americans with Disabilities Act Amendments Act of 2008**, which prohibits employment discrimination by private sector respondents and state and local governments against qualified individuals on the basis of disability.
- **Section 501 of the Rehabilitation Act of 1973**, which prohibits employment discrimination on the basis of disability in the federal government.
- **Government Employee Rights Act of 1991**, which protects certain state government employees from discrimination on the basis of race, color, religion, sex, national origin, age, or disability. Protected applicants or employees include any individual chosen or appointed by a person elected to public office in any State or political subdivision of any State to be a member of the elected official's personal or policymaking staff or to advise the official on the constitutional or legal powers of the office.
- **Title II of the Genetic Information Nondiscrimination Act of 2008**, which prohibits employment discrimination on the basis of an applicant's or employee's genetic information (including family medical history), generally prohibits acquisition of genetic information from applicants and employees, and requires covered entities to keep such information confidential, with limited exceptions.

- **Lilly Ledbetter Fair Pay Act of 2009**, which overturned adverse Supreme Court precedent by amending Title VII, the ADA, and the ADEA to restore the EEOC's long-held position on the timeliness of pay discrimination claims.
- **Pregnant Workers Fairness Act of 2022**, which requires that a covered entity provide a reasonable accommodation to a qualified employee's or applicant's known limitation related to pregnancy, childbirth, or related medical conditions, absent undue hardship.

The Office of Field Programs (OFP), the Office of General Counsel (OGC), and 53 field offices, ensure the EEOC effectively enforces the statutory, regulatory, policy, and program responsibilities of the agency through a variety of resolution methods tailored to each charge. Staff are responsible for achieving a wide range of objectives, which focus on the quality, timeliness, and appropriateness of individual, multiple victim, and systemic charges and for securing relief for workers subjected to discrimination in accordance with agency policies. Staff also counsel individuals about their rights under the laws enforced by the EEOC and conduct outreach and technical assistance programs. OGC conducts litigation in federal district courts and in the federal courts of appeals.

Additionally, through OFP's State, Local, and Tribal Program, the EEOC maintains work-sharing agreements and a contract services program with state and local FEPAs for the purpose of coordinating the investigation of charges dual-filed under state and local laws and federal law, as appropriate. The EEOC also partners with TEROs to promote equal employment opportunity on or near Native American/Alaska Native Tribal lands.

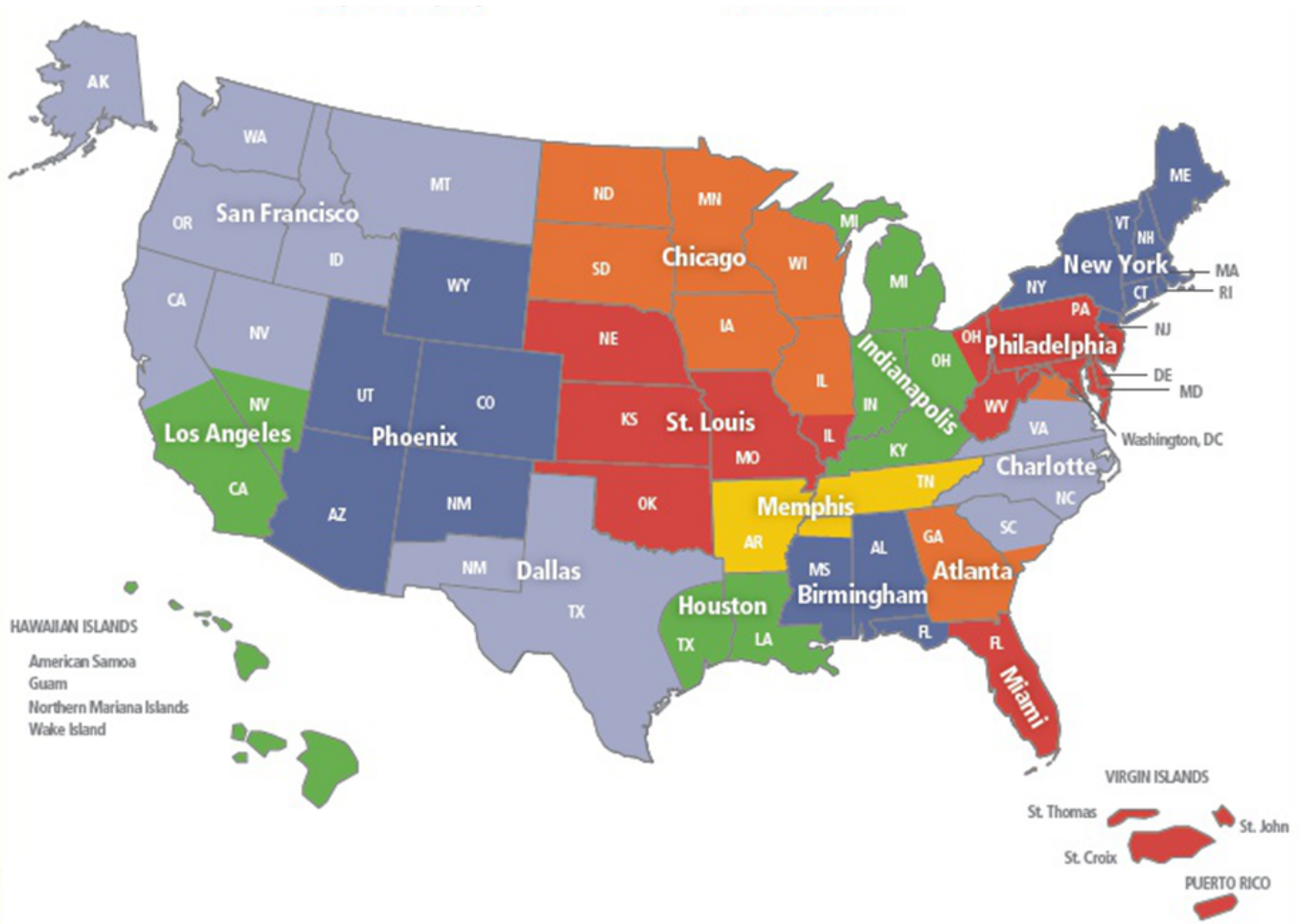
The Office of Legal Counsel (OLC) serves as counsel to the Chair, developing policy guidance and regulatory actions, providing technical assistance to employers and employees, and coordinating with other agencies and stakeholders regarding the statutes and regulations enforced by the EEOC. OLC also fulfills in-house counsel functions by conducting or coordinating defensive litigation on behalf of the Chair and the Commission and advising agency officials on administrative issues such as contracts, disclosures, ethics, fiscal law, the Privacy Act, and recordkeeping matters. OLC houses the agency's FOIA Division and its Records Management program.

Through its Office of Federal Sector (OFS), the EEOC provides leadership and guidance to federal agencies on all aspects of the federal government's equal employment opportunity program. This office ensures federal agency and department compliance with EEOC regulations, provides technical assistance to federal agencies concerning EEO complaint adjudication, monitors and evaluates federal agencies' affirmative employment programs, develops and distributes federal sector educational materials and conducts training for stakeholders, provides guidance and assistance to EEOC administrative judges who conduct hearings on EEO complaints, but the responsibility for conducting hearings of federal sector complaints is performed in field offices under the oversight of OFP. Moreover, OFS adjudicates appeals from administrative decisions made by federal agencies on EEO complaints.

The EEOC receives a congressional appropriation to fund the necessary expenses of enforcing civil rights legislation, as well as prevention, outreach, and coordination of activities within the private and public sectors. In addition, the EEOC maintains a Training Institute for technical assistance programs. These programs provide fee-based education and training relating to the laws administered by the Commission.

Appendix B: EEOC Field Offices

Equal Employment Opportunity Commission 15 Districts



For a full list of EEOC offices and a zip-code based office locator, please see:

<https://www.eeoc.gov/field/index.cfm>

Appendix C: Biographies of the Chair and Commissioners



Andrea R. Lucas, Chair

Andrea R. Lucas was designated by President Trump as Chair of the U.S. Equal Employment Opportunity Commission (EEOC) on November 6, 2025, and was confirmed for her second term by the U.S. Senate on July 31, 2025, for a term expiring July 1, 2030.

For more information about Chair Lucas, please see:

<https://www.eeoc.gov/andrea-r-lucas-chair>



Kalpana Kotagal, Commissioner

Kalpana Kotagal was nominated to serve as a Commissioner of the U.S. Equal Employment Opportunity Commission (EEOC) in 2022 and was confirmed by the U.S. Senate on July 13, 2023, for a term expiring July 1, 2027.

For more information about Commissioner Kotagal, please see:

<https://www.eeoc.gov/kalpana-kotagal-commissioner>



Brittany Bull Panuccio, Commissioner

Brittany Bull Panuccio was nominated to serve as a Commissioner of the U.S. Equal Employment Opportunity Commission (EEOC) in 2025 and was confirmed by the U.S. Senate on October 7, 2025, for a term expiring July 1, 2029.

For more information about Commissioner Panuccio, please see:

<https://www.eeoc.gov/brittany-bull-panuccio-commissioner>

Appendix D: Accuracy and Reliability of Performance Data

The agency's private sector, federal sector, and litigation programs require accurate enforcement data, as well as reliable financial and human resources information, to assess the EEOC's operations and performance results and make sound management decisions. The EEOC systematically reviews the information collected in the agency's databases for accuracy by using statistical software (e.g., SAS, Power BI, etc.) and program reviews of a sample of records during field office technical assistance visits. Additionally, headquarters offices regularly conduct analyses to review the information collected to identify erroneous entries requiring correction to collection procedures.

The transition from the agency's legacy Integrated Mission System (IMS) application to the modernized Agency Records Center (ARC) system continues to improve the collection and validation of the EEOC's program data related to charge intake, investigation, mediation, conciliation, and Fair Employment Practices Agencies (FEPA) functions – migrating away from manual activity-based data entry to automated event-driven recordation and permitting automated data sharing with FEPAs. During these modernization efforts, the EEOC identified many areas where the agency will be able to further automate and improve current processes and related data integrity. Because several performance measures require efficient access to data to assess agency achievements, the EEOC will continue to improve its capabilities to obtain reliable data for management's ongoing use and decision making.

The EEOC's Office of Inspector General (OIG) regularly reviews the agency's data validity and verification procedures, information systems, and databases and offers recommendations for corrective action or improvement. The agency uses the OIG's information and recommendations to continually improve the reliability and validity of EEOC's systems and data.

Appendix E: Glossary of Acronyms

ADA	Americans with Disabilities Act of 1990
ADEA	Age Discrimination in Employment Act of 1967
ADR	Alternative Dispute Resolution
AI	Artificial Intelligence
APP	Agency Performance Plan
APR	Agency Performance Report
ARC	Agency Records Center
ASL	American Sign Language
CST	Customer Specific Training
DOJ	U.S. Department of Justice
EDCON	EEOC Education Consortium
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EPA	Equal Pay Act of 1963
EO	Executive Order
FEPA	Fair Employment Practices Agency
FOIA	Freedom of Information Act
FTE	Full-Time Equivalent
GINA	Genetic Information Nondiscrimination Act of 2008
GERA	Government Employee Rights Act of 1991
IIG	Intake Information Group
IMS	Integrated Mission System
NPRM	Notice of Proposed Rulemaking
OCIO	Office of the Chief Information Officer
OCR	Office for Civil Rights

OFS Office of Federal Sector
OFP Office of Field Programs
OGC Office of General Counsel
OIG Office of Inspector General
OLC Office of Legal Counsel
OMB U.S. Office of Management and Budget
OPM U.S. Office of Personnel Management
PWFA Pregnant Workers Fairness Act
SEP Strategic Enforcement Plan
TITLE VII Title VII of the Civil Rights Act of 1964
TERO Tribal Employment Rights Offices

Appendix F: Internet Links

EEOC Homepage: <https://www.eeoc.gov/>

EEOC Statistics: <https://www.eeoc.gov/statistics>

EEOC Strategic Plan for FY 2022-2026: <https://www.eeoc.gov/eeoc-strategic-plan-2022-2026>

Strategic Enforcement Plan for FY 2024-2028: <https://www.eeoc.gov/strategic-enforcement-plan-fiscal-years-2024-2028>

Meetings of the Commission: <https://www.eeoc.gov/meetings>

Newsroom/Press Releases: <https://www.eeoc.gov/newsroom/search>

Digest of EEO Law: <https://www.eeoc.gov/digest>

EEOC FY 2025 Congressional Budget: <https://www.eeoc.gov/fiscal-year-2025-congressional-budget-justification>

EEOC FY 2026 Congressional Budget: <https://www.eeoc.gov/fiscal-year-2026-congressional-budget-justification>

EEOC Congressional Budgets: <https://www.eeoc.gov/eeoc-budget-archives>

EEOC Performance and Accountability Reports: <https://www.eeoc.gov/eeoc-annual-reports-archives>

Small Business Resource Center: <https://www.eeoc.gov/employers/small-business>

EEOC Training Institute: <https://www.eeoc.gov/training-institute>

Appendix G: Acknowledgments

The EEOC's Agency Performance Plan and Agency Performance Report is a collaborative endeavor on the part of many EEOC employees. The EEOC would like to acknowledge and thank them for their hard work and commitment in successfully preparing this report.

WE WELCOME YOUR COMMENTS

Thank you for your interest in the EEOC's Agency Performance Plan and Agency Performance Report. We welcome your comments on how we can make this report more informative.

Please send your comments to:

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