DIVERSITY IN CONTRACTING

2025 ANNUAL REPORT

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The Port of Seattle exists on Indigenous land.

We acknowledge the ancestral homelands of those who walked here before us and those who still walk here, keeping in mind the integrity of this territory where Native peoples identify as the Duwamish, Suquamish, Snoqualmie, and Puyallup, as well as the tribes of the Muckleshoot, Tulalip, other Coast Salish peoples, and their descendants.

We are grateful to respectfully live and work as guests on these lands with the Coast Salish and Native people who call this home. This land acknowledgment is one small act in the ongoing process of working to be in good relationship with the land and the people of the land.

Welcome Figure at The Smith Cove Cruise Terminal by Andrea Wilbur-Sigo of the Squaxin Island Tribe

EXECUTIVE SUMMARY

On Jan. 9, 2018, the Port Commissioners adopted a Diversity in Contracting (DC) policy directive with a supporting resolution to advance equity in Port contracting. The directive established five-year utilization goals from 2019 to 2023.

2025 marked the seventh full year of Diversity in Contracting program operations, during which Port divisions and departments established WMBE utilization goals. It was also the first year of new five-year goals from 2025 to 2029, which were adopted by the Port Commission on July 8, 2025.

The 2025-2029 five-year goals were identified by the Diversity in Contracting team in 2024, after evaluating the program, drafting updates to the policy, and engaging the community through internal and external listening sessions to identify procurement barriers.

- New 2025-2029 five-year goals:
  - 16% of Port spend goes to WMBE firms
  - Partner with 500 WMBE firms
- 2025's outcomes brought the Port closer to achieving that five-year goal with:
  - 15.3% of Port spend going to WMBE firms
  - Partnering with 400 WMBE firms

2025 SUCCESSES

- WMBE spend had a generally positive trend, hitting a record high in 2025 at 15.3%
- Partnerships with WMBE firms also reached an all-time high in 2025, with 400 firms
- An increase in both total construction spending and percentage spent with WMBEs resulted in a significantly higher overall construction spend with WMBE firms. This resulted in a $23M (37%) increase in construction spending with WMBE firms from 2024 to 2025
  - The major driver of the increase in percent spent with WMBEs on major construction projects was higher spending on GC/CM projects and by greater WMBE utilization within those projects
  - The increase in WMBE use in construction was also driven by aviation construction contracts, which account for 42% of all Port spending. Total aviation construction spending remained higher than previous years, while the aviation construction WMBE spend increased to a record high of 17%, up from 11% in 2024 and 8% in 2023

2025 BUSINESS OWNER CHARACTERISTIC DATA

- Early collaboration between the WMBE team and Central Procurement Office (CPO) helped significantly improve the accuracy of data disaggregated by business owner characteristics, providing a clearer picture of how different community groups are participating in Port contracts
- Minority male firms received the largest distribution (58%) of WMBE spend in 2025, surpassing non-minority female WMBE spend, which had also occurred in 2023
- Native American firms received the most Port construction spend ($38M), which is over three times more than in 2024 ($11M) and an increase from the past five years
- Caucasian WBE firms made up the largest number of WMBE firms in each of the four contracting categories, as has been the case for the past five years

OPPORTUNITIES

- Attention needs to be given to contracting types: Goods and Services, Personal Consulting, and P-card, which have seen a decline in WMBE firms partnerships in recent years
- Opportunities exist to increase the percentage spent with WMBE firms on Goods and Services contracts, as well as P-card purchases
- The number of businesses serving as primes in Personal Service Agreements, Purchasing, and Construction remained largely unchanged between 2024 and 2025, indicating opportunities for the Port to support WMBEs in progressing from subcontractors to prime contractors

BACKGROUND

DIVERSITY IN CONTRACTING BACKGROUND

In 2016, only 5.3% of the Port's spending was with WMBE firms, and the Port partnered with just 118 firms.

On Jan. 9, 2018, the Port adopted Resolution Number 3737, which found, through past disparity studies and WMBE community concerns, that minority and women businesses were underrepresented and had been underutilized on contracts. In response, it established the Diversity in Contracting Policy Directive to promote equity and address historical disparities in Women and Minority Business Enterprise (WMBE) participation in Port contracting.

The Resolution required the Executive Director to develop a Diversity in Contracting (DC) Program that identifies affirmative efforts to offer women and minority businesses the maximum practicable opportunity to meaningfully participate on Port contracts and to achieve the Port-wide goals. This policy established the following:

- Executive-level accountability that drives performance across the Port
- Port-wide goal setting and reporting processes, requiring divisions/departments to establish annual WMBE plans that include aspirational WMBE goals and performance targets
- Clear lines of responsibility and accountability for implementation with designated WMBE liaisons for each division
- Enhanced compliance and tracking of key performance objectives and incorporation of WMBE goals into the Port's Long-Range Plan
- Categories of contracts where inclusion plans and other tools will be used
- Procedures to ensure prompt payment and change order processes
- Expanded technical assistance for WMBE firms, coordination with external partners, and support for internal training to Port staff

The directive also established utilization goals to increase the percentage of total dollars spent on WMBE contracts from 5.3% in 2016 to 15% by 2023, as well as to triple the number of WMBE firms that contract with the Port from 118 in 2016 to 354 by 2023.

2024 was considered a "gap year" for the Diversity in Contracting Program, in which the team prepared goals for the next five years. 2024 Gap Year Goals were to: Increase to 15% the percentage of dollars spent on WMBE contracts and increase the number of WMBE firms that contract with the Port to 400.

On July 8, 2025, the Diversity in Contracting Policy Directive was amended to Resolution No. 3836, which included new five-year goals. The Diversity in Contracting team developed the new five-year goals over the course of 2024 by evaluating the program, drafting policy updates, and engaging the community through internal and external listening sessions to identify procurement barriers.

- New 2025-2029 five-year goals:
  - 16% of Port spend is going to WMBE firms
  - 500 WMBE firms are utilized annually

WMBE PROGRAM BACKGROUND

The WMBE Program is the flagship program of Diversity in Contracting at the Port. It is positioned squarely within the Port's authority, independent of other government requirements.

Internally, the Port's Diversity in Contracting staff perform the following actions:

1. Identify a WMBE aspirational goal for construction projects, Port-wide, for the year
2. Work with department and division directors to develop WMBE aspirational goals for non-construction projects for their respective department/division for the year
3. Conduct affirmative efforts to achieve the established goals
4. Monitor the attainment of the goals, which are a part of the directors' annual performance evaluations

The primary way the Port meets its contracting goals and departments/divisions meet their annual non-construction goals is through WMBE goals applied to individual projects above certain dollar thresholds, which vary depending on the contract type. For specific Port projects, WMBE goal setting is done in collaboration with Port project stakeholders and the Central Procurement Office (CPO), and generally includes the following steps:

1. **Establish WMBE goal**
   The WMBE aspirational goal is the minimum percentage of WMBE participation that prime firms must commit to when responding to the project solicitation. The WMBE contract goal-setting process begins during the pre-procurement phase, in which the Diversity in Contracting (DC) department reviews the project's scope of work and researches the availability of WMBE firms to determine the appropriate WMBE aspirational goal for that project.
2. **Secure WMBE commitment**
   Once a goal has been established, each contract type takes its own path to evaluate WMBE efforts for the selection of the prime contractor. During the solicitation process, DC staff negotiate with the selected prime contractor and finalize the dollar amount or percentage of a contract that will go to WMBE firms.
3. **Track performance against the requirement**
   Once the prime accepts a final WMBE commitment percentage, it becomes a requirement that they are contractually bound to meet. The DC team tracks the prime's actual spend and percentage of WMBE spend against their WMBE requirement throughout the life of the project.

WMBE commitments are most often found in inclusion plans, which prime contractors are required to provide during the solicitation process for a project. It includes a detailed description of the strategies and actions they will take to conduct outreach, support, and contract with WMBEs fairly and equitably. The inclusion plan enables the Port to identify contractors and consultants who share the Port's value of diversity in contracting, and it is factored into the overall evaluation of solicitations. Prime contractors are typically asked to address the following items in their inclusion plan:

- Outreach strategy
- Business development support
- Strategies for meeting the contract's WMBE aspirational goal
- Approaches to resolving disputes

For service agreements valued at or above $200,000 and goods and services procurements valued at or above $150,000 that include a WMBE Goal, proposers are required to submit an inclusion plan as part of their proposal submittal.

For major construction projects awarded through a low-bid process, the contract must go to the lowest-priced bidder who also meets all responsibility requirements. As part of this review, the bidder must submit an inclusion plan outlining how they will involve WMBE businesses. If the bidder does not meet the Port's WMBE aspirational goals at the time of bidding, the Diversity in Contracting team will review the bidder's efforts to include WMBEs and determine if those efforts were sufficient.

Alternative public works projects are awarded based on qualifications and best overall value rather than just price. Prime contractors are evaluated on several factors, including experience and performance on past projects. In addition, the prime contractor must submit an inclusion plan with their proposal that details their commitments to using subcontractors, including WMBEs.

WMBE DATA

The Diversity in Contracting team works closely with the Port Central Procurement Office's Planning and Analytics team to extract, verify, and interpret data to guide decision-making. The data provided in this report comes from multiple sources:

- VendorConnect – the Port's contracting portal for vendors and potential vendors
- Contractor Data System – the database for the Central Procurement Office's contracts for service agreements and construction
- PeopleSoft – the Port's Enterprise Resource Planning (ERP) software, where all financial records are kept
- Bank of America for Procurement Card data
- Concur for travel and expenses

The data in this report reflects the information that is found in these sources as of March 2026.

The Diversity in Contracting team and Planning and Analytics team also collaborate to extract, verify, and distribute quarterly reports to division and department leaders, providing valuable information on how their groups are performing against their contract goals.

As part of ongoing data quality and continuous improvement efforts, the teams performed root cause analysis on key contract types, specifically Tenant Reimbursement Agreement (TRA) contracts, to validate calculation methodologies and ensure contracts were accurately categorized and assigned. This work strengthens data integrity and supports consistent, reliable reporting across the organization.

2025 DIVERSITY IN CONTRACTING

2025 WMBE UTILIZATION

This section shows data on 2025 Port-wide WMBE utilization. Further details are provided on WMBE utilization spend: by contract type, by division, and by business owner characteristics.

2025 Overall Utilization

Port-wide (construction and non-construction): WMBE spend in 2025 was 15.3% ($151M) of the $990M total Port spend, compared to its 16% goal for 2025.

- Construction accounted for a large portion of the Port's spend (62%) while non-construction accounted for a smaller portion (38%)
- In non-construction, the Port achieved 17.6% WMBE use, surpassing its goal of 16%
- In construction, the Port achieved 13.8% WMBE, surpassing its goal of 13%

The Port also worked with 400 firms in 2025, short of achieving our 2025 goal of working with 500 WMBE firms annually.

Table 1. 2025 Port-Wide WMBE Utilization

Category	Total Spend (Dollars)	WMBE Spend (Dollars)	WMBE %	WMBE firm #
Public Works	611 M	85 M	13.8%	148
Non-Public Works	379 M	67 M	17.6%	264
Total	**990 M**	**151 M**	**15.3%**	**400**

Figure 1. Total Spend and WMBE Percentage Trends 2019-2025

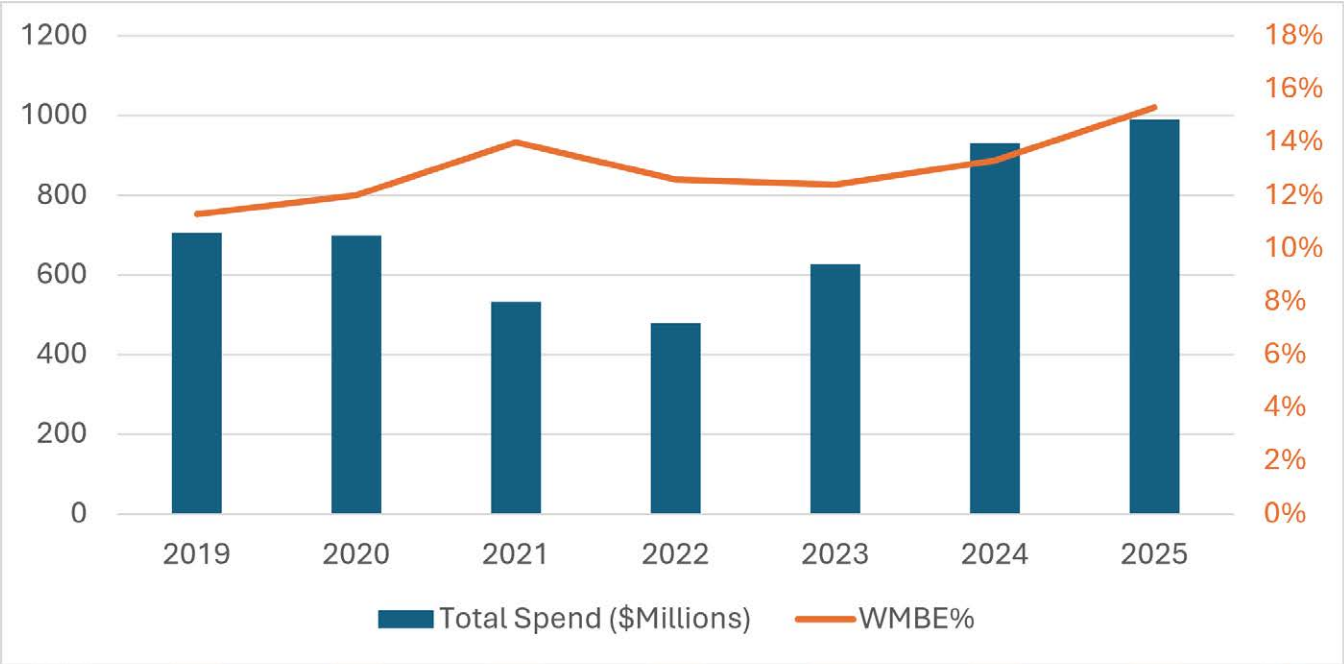
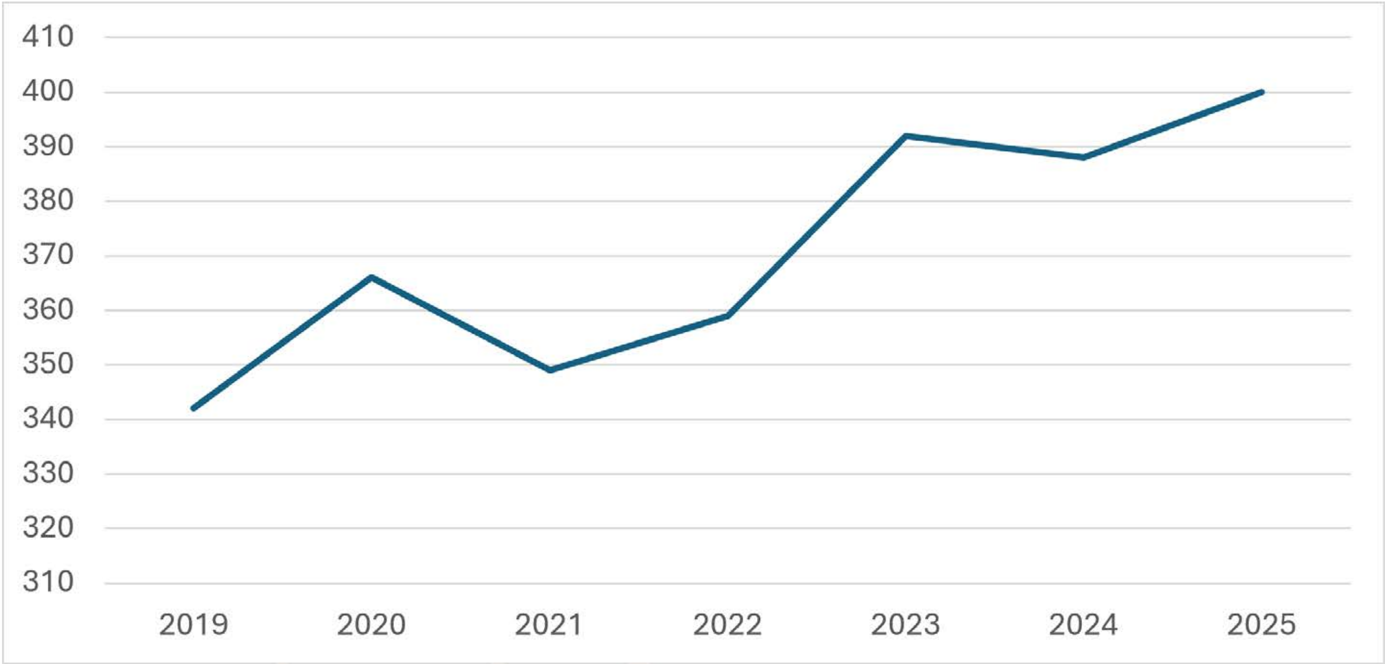


Figure 2. WMBE Firm Count 2019-2025



- Port total contracting spend has grown year-to-year since 2022, with spend in 2024 and 2025 double what was spent in 2021 and 2022
- Percent of spend with WMBEs has had a generally positive trend, hitting a record high in 2025 at 15.3%

- The number of WMBE firms partnered with trended upward, with episodic jumps in 2020 and 2023
- Partnerships with WMBE firms reached a record high in 2025, totaling 400 firms

2025 ATTAINMENT BY CONTRACT TYPE

This section disaggregates 2025 utilization data by contract type.

Contracting at the Port is classified by the following types of work:

» Construction (also referred to as "Public Works") which includes major construction and small works procurements

» Service Agreements (also referred to as "Consulting") which includes professional services and personal services procurements

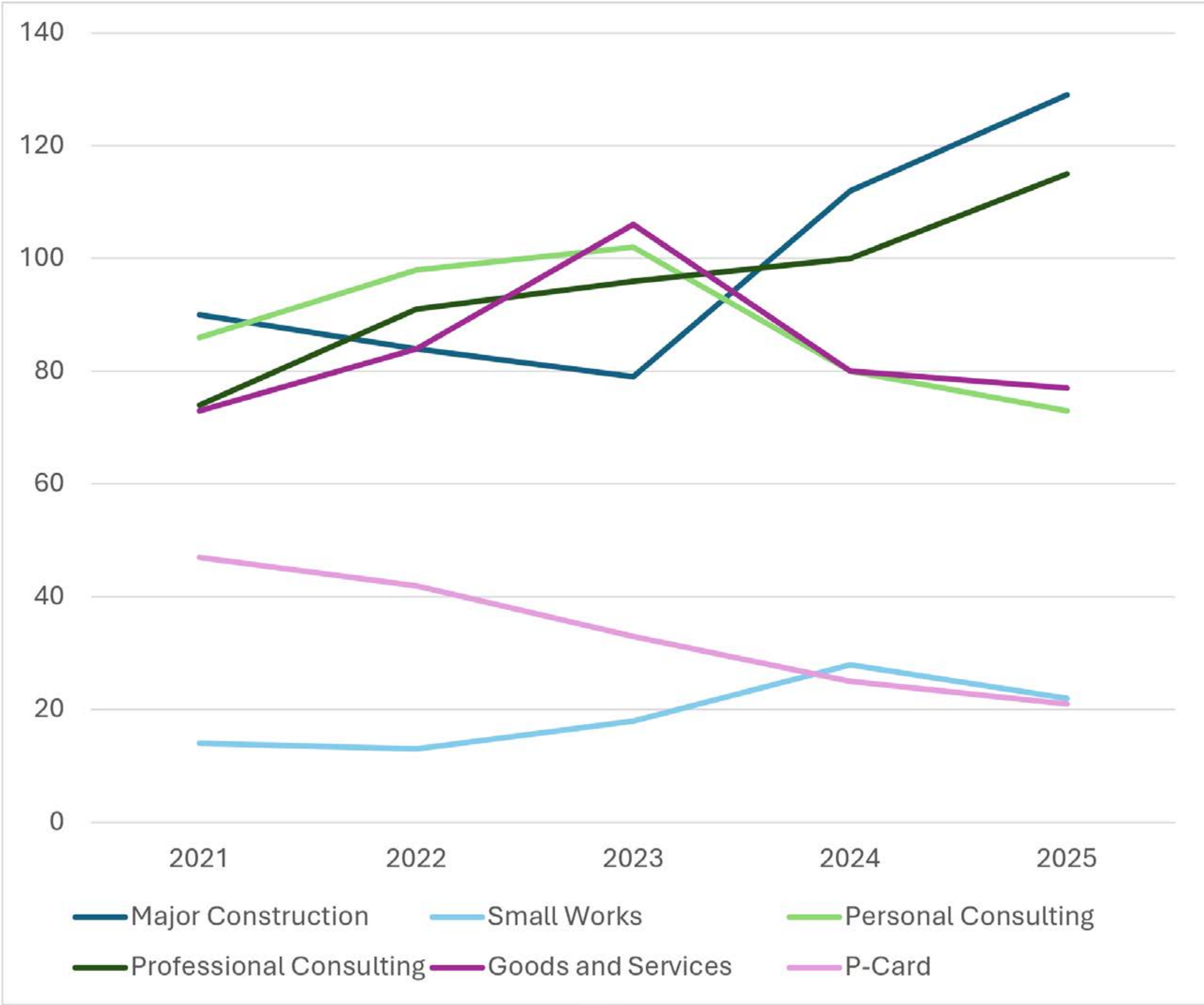
» Purchasing (also referred to as "Goods and Services") which includes goods and services procurements and P-card purchases

Table 2. 2025 Port Spend and WMBE Percentage by Contract Type

	Total Spend (Dollars)	WMBE Spend (Dollars)	WMBE %	WMBE firm #
Major Construction	604 M	81 M	13.5%	129
Small Works	7 M	3 M	41.3%	22
Total Construction	**611 M**	**85 M**	**13.8%**	**148**
Personal Services	25 M	6 M	24.3%	73
Professional Services	130 M	31 M	23.7%	115
Total Service Agreements	**155 M**	**37 M**	**23.8%**	**175**
Goods & Services	214 M	30 M	14.0%	77
P-card	11 M	0.2 M	1.6%	21
Total Purchasing	**224 M**	**30 M**	**13.4%**	**96**

» The distribution of the Port's spending among the contract types closely matches the distribution pattern of the previous years —major construction constitutes the highest spend, goods and services second-highest, professional services third

Figure 3. WMBE Firm Count by Contract Type 2021-2025



» In recent years, the Port has partnered with WMBEs the most on major construction (dark blue) and professional consulting (dark green) contract types

» The number of partnerships with WMBE firms on professional consulting contracts has grown year by year

» Attention needs to be given to goods and services (dark purple), personal consulting (light green), and P-card (light purple), contracting types with declining numbers of WMBE partnerships in recent years

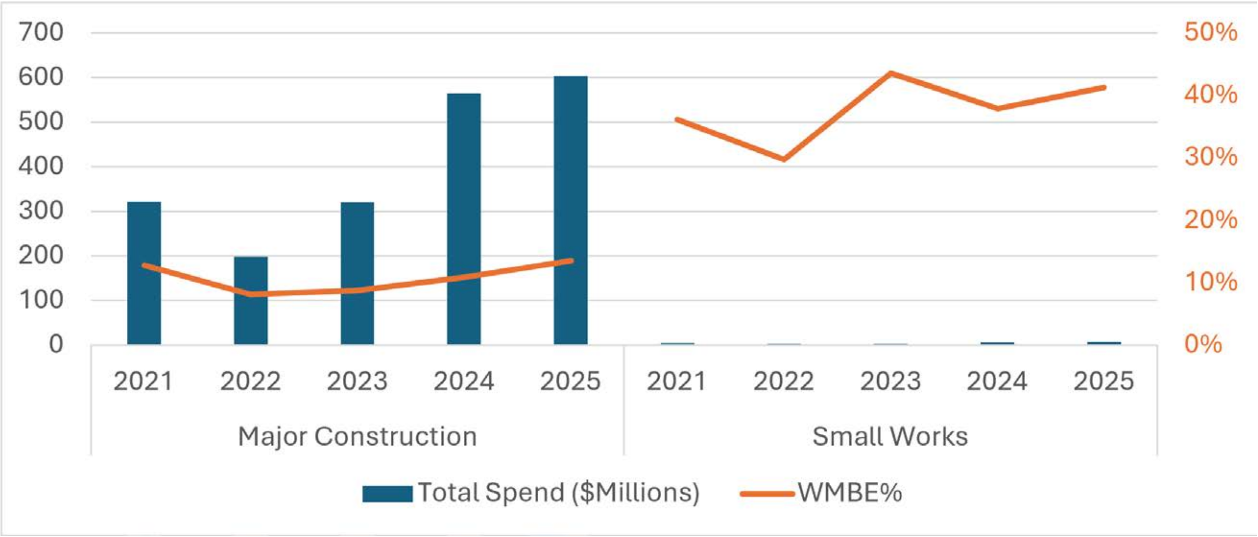
Construction

Construction includes small works (<$350K), major construction (>$350K), and alternative public work (job order contract, design build, general contractor/construction management) projects.

Construction is a major driver of Port contracting spending as well as WMBE attainment

- It constituted over half of the Port's total spend at 62% —same as 2024
- An increase in both total construction spending as well as construction percent spent with WMBEs means a much larger expenditure with WMBE firms. $85M went to WMBE construction firms in 2025, compared with $64M in 2024.

Figure 4. Port Construction Spend and WMBE Percentage 2021-2025



- While major construction total spending has seen variable growth, the percentage spent with WMBEs on major construction contracts has grown steadily by around 2% year-over-year since 2023
- Small works, despite its small spend, continues to provide greater opportunities for WMBE firms, with the percentage spent with WMBEs consistently high — at 41.3% in 2025
- The Small Works Direct Contracting program was implemented for projects less than $150,000, in accordance with RCW 39.04.152.

The following figures show construction procurement data categorized by the construction contract's project delivery method.

Table 3. 2025 Major Construction Spend and Percentage by Delivery Method

Delivery Method	Total Spend (Dollars)	WMBE Spend (Dollars)	WMBE %	WMBE firm #
GC/CM	216 M	34 M	15.9%	59
Design Build	15 M	11 M	73.3%	28
JOC	6 M	0.1 M	1.7%	1
Lump Sum	189 M	28 M	15.1%	69
On Call	3 M	1 M	34.7%	5
Tenant Reimbursable Contracts (TRA)*	180 M	2 M	1.2%	4

**TRA is an abbreviation of Tenant Reimbursable Agreements. They are tenants (often airport)-led contracts.*

- The major driver for the increase in WMBE use on major construction projects in 2025 was an increase in GC/CM spend, as well as an increase in WMBE use on GC/CM projects
  - In 2025, the Port spent nearly twice as much on GC/CM contracts ($216M) compared to $109M in 2024. It also spent a higher percent with WMBEs in 2025 at 16% compared to 2024, at 10%. That resulted in $23M more going to WMBE construction firms in 2025
  - Concourse C Expansion (C1) GC/CM was the biggest driver of WMBE spend at $21M, which represented about 25% of the Port's WMBE major construction spend in 2025. Post IAF Airline Realignment GC/CM contributed an additional $7.5M in WMBE spend
- Design-build projects saw an impressive 73% spend with WMBEs, but because the total spending on design-build projects decreased by almost half from 2024 to 2025 ($28.4M to $15M), actual dollars going to WMBE firms dropped from $14M in 2024 to $11M in 2025

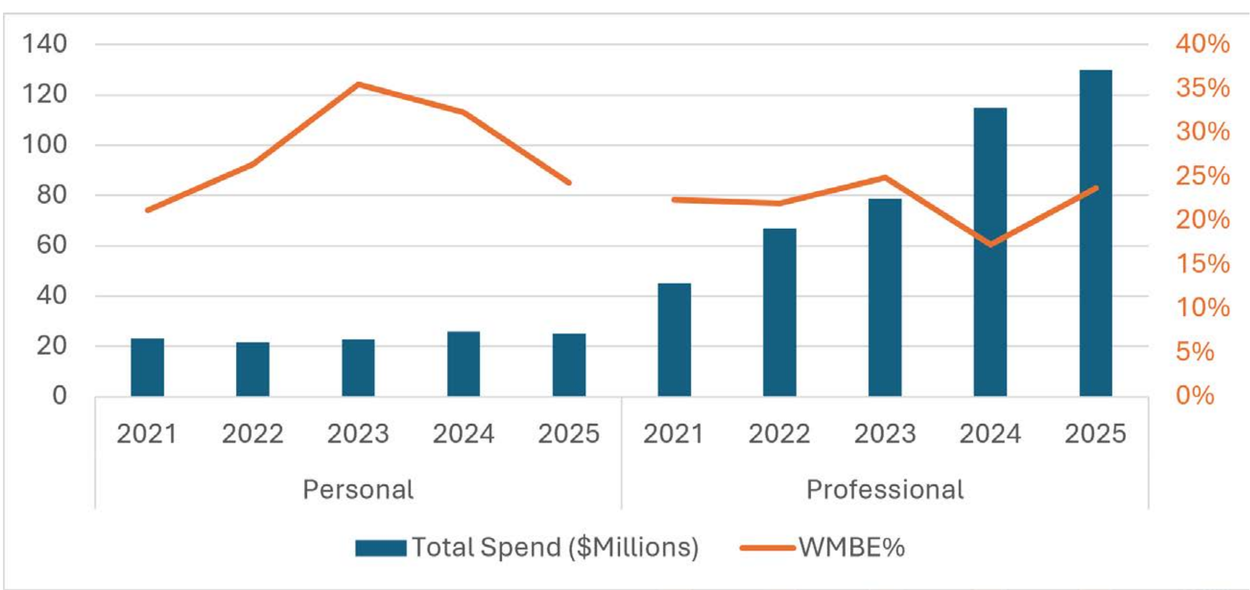
Service Agreements

Service agreements, also referred to as "consulting projects," is made up of professional service agreements and personal service agreements. Professional service agreements are used for architecture, engineering, landscape architecture, and land surveying services. Personal service agreements are for all consultant services that fall outside of the professional service agreements disciplines.

» Service agreements accounted for 15.7% of the Port's total spend in 2025, the same as 2024

» Total spending on service agreements as well as the percentage spent with WMBEs increased from 2024 to 2025. In 2024, 20.1% of $141M went to WMBE firms. In 2025, 23.8% of $155M went to WMBE firms. That resulted in an additional $9M that went to WMBE firms in 2025

Figure 5. Port Service Agreement Spend and WMBE Percentage 2021-2025



» Total spending on personal consulting has remained largely the same from year to year, but the percentage spent with WMBE firms has been declining since peaking in 2023

» In contrast, total spending on professional consulting has grown steadily from year to year. Percentage spend going to WMBE firms on professional consulting contracts experienced a peak in 2023 and a dip in 2024, but in 2025 was restored to previous levels at 23.7%

The following figures show service agreement procurement data categorized by the contract's procurement category. Category I procurements are for purchases $49,999 and under, Category II procurements are for purchases $50,000-$199,999, and Category III are for purchases $200,000 and over. IDIQ is an abbreviation for Indefinite Delivery Indefinite Quantity.

Table 4. 2025 Service Agreement Spend and WMBE Percentage by Procurement Type

Procurement Type	Total Spend (Dollars)	WMBE Spend (Dollars)	WMBE %	WMBE firm #
Personal				
Category I	1 M	0.3 M	22.3%	15
Category II	4 M	1.2 M	33.4%	19
IDIQ	7 M	1.5 M	21.9%	12
Project - Specific	13 M	3 M	23.2%	31
Total Personal Services	25 M	6 M	24.3%	73
Professional				
Category II	0.2 M	0.02 M	11.4%	1
IDIQ	42 M	17 M	40.3%	80
Project - Specific	88 M	14 M	15.8%	69
Total Professional Services	130 M	31 M	23.7%	115
Total Service Agreement	**155 M**	**37 M**	**23.8 %**	**175**

» The major driver for the increase in professional service spending from 2024 to 2025 was an increase from $69.4M to $88M in project-specific professional services

» From 2024 to 2025, WMBE spend on project-specific professional service agreements rose from 11.7% to 15.8%, and WMBE spend on IDIQ professional service agreements rose from 25.9 to 40.3%

» Previous lean efforts resulted in improving procurement time frames from 202 days to between 114 and 126 days for professional services, and from 153 days to between 94 and 103 days for personal services. This is a direct result of reducing process requirements on our proposing community, decreasing the administrative burden on WMBEs.

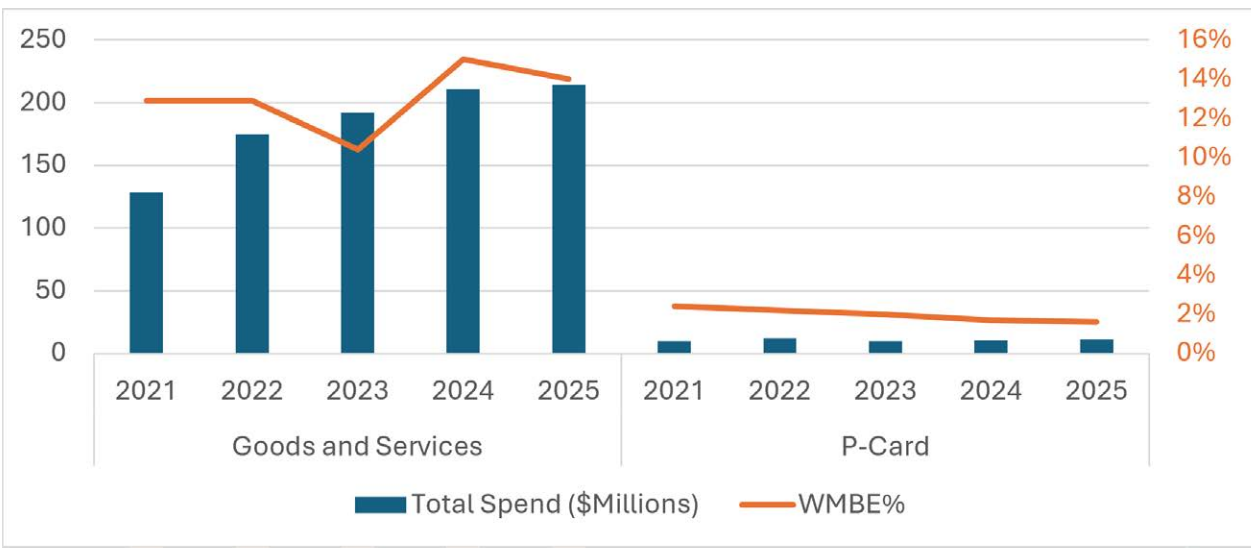
Goods and Services

Purchasing is made up of goods and services contracts and purchase-card spends. Goods and services contracts consist of operational needs such as janitorial services, security, and other services that do not fall under consulting services.

Purchase-card spend consists of purchases under $4,999. These types of purchases are comprised of Amazon purchases, small work supply orders, and smaller purchases to meet one-off needs for Port departments to carry out their day-to-day work.

- Goods and services accounted for 22.6% of the Port's total spending in 2025, compared to 23.8% in 2024.
- Total spend on goods and services contracts rose only slightly from $221M in 2024 to $224M in 2025.

Figure 6. Port Goods and Services Spend and WMBE Percentage 2021-2025



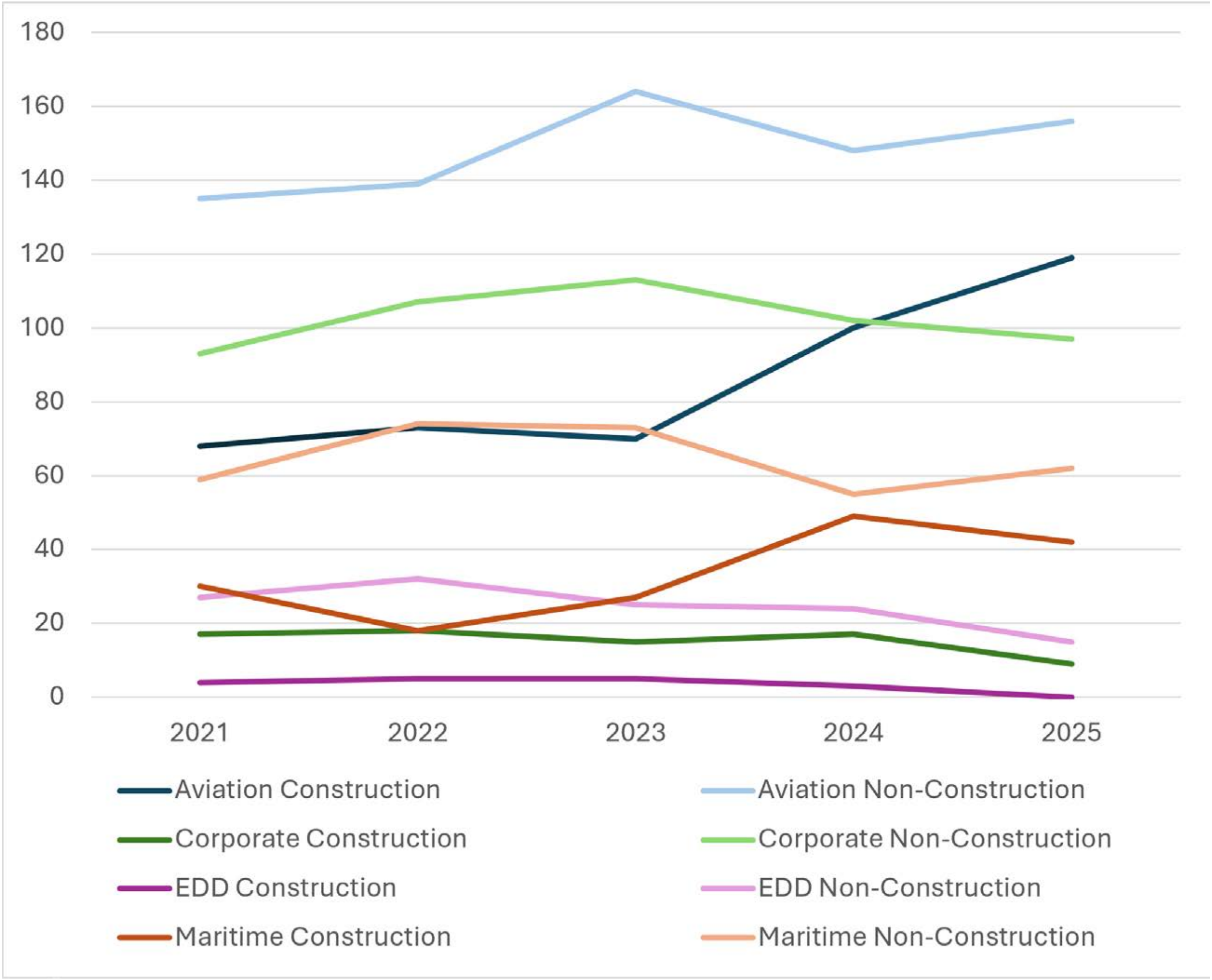
- While total spending on goods and services has been trending positively from year to year, the percentage spent with WMBEs on these contracts, apart from 2023, has been steady between 13-15%
- P-card total spend has stayed flat throughout the years, as well as the percentage spent with WMBEs on P-card purchases

2025 ATTAINMENT BY DIVISION

This section disaggregates 2025 WMBE data by division. Each year, Diversity in Contracting works with divisions and departments to determine their WMBE utilization goal for the year. Performance is monitored on a quarterly basis and is a part of directors' annual performance evaluations.

Each division in the Port has different business needs which impact how many and what kinds of WMBE firms they work with. That does not, however, change the fact that within their unique parameters, each division is expected to make affirmative efforts to increase WMBE utilization. Information presented includes division data for: total spend and WMBE spend in the categories of construction, non-construction, and both.

Figure 7. WMBE Firm Count by Division Construction and Non-Construction Contracts 2021-2025



- While there are slight fluctuations from year to year, the number of construction and non-construction WMBE firms a division partners with, is fairly consistent
- Aviation non-construction contracts (light blue) consistently work with the largest number of WMBE firms
- Aviation construction contracts (dark blue) have increased the number of WMBE partners dramatically from 2023 to 2025

Aviation Division

The Aviation Division is responsible for managing and developing Seattle-Tacoma International Airport (SEA), which serves as a critical hub for passengers and cargo traffic in the Pacific Northwest. The Aviation Division oversees all aspects of airport operations which include airline and passenger experience, Airport Dining and Retail, facilities maintenance, and a variety of major construction capital improvement projects. Aviation has the largest spend out of the Port divisions, more than the other divisions combined, with large sums spent on both public works and non-public works.

- In 2025, the Aviation Division accounted for 65.2% of the Port's total expenditure
- Aviation Division construction spending is the biggest category of spending at the Port, constituting 41.6% in 2025

In addition, the Aviation Project Management Group established and implemented the Small and Diverse Business Recognition Program in 2025 to recognize the contribution of high-performing small and diverse businesses to Port projects through their exceptional efforts, innovation, and partnership. Three firms in the architecture/engineering/design fields who worked as consultants on Port projects were selected and recognized at the Diversity in Contracting End of Year Celebration.

Table 5. Aviation Division Spend and WMBE Utilization 2021-2025

Contract Type	Year	Total (Dollars)	WMBE (Dollars)	WMBE %	WMBE Firm #
Construction	2021	243 M	32 M	13.3%	68
	2022	143 M	11 M	7.6%	73
	2023	261 M	21 M	7.9%	70
	2024	439 M	50 M	11.4%	100
	2025	412 M	68 M	16.5%	119
Non-construction	2021	131 M	17 M	12.9%	135
	2022	180 M	25 M	14.2%	139
	2023	194 M	26 M	13.3%	164
	2024	229 M	27 M	11.9%	148
	2025	232 M	41 M	17.8%	156
Total (Construction + Non-construction)	2021	374 M	49 M	13.2%	201
	2022	323 M	36 M	11.3%	208
	2023	455 M	47 M	10.2%	231
	2024	669 M	77 M	11.6%	245
	2025	645 M	110 M	17.0%	270

- In 2025, the Aviation Division spent almost double what it spent on non-construction
- Aviation Division construction WMBE spend has ascended rapidly year to year from 8% to 11% to 17% from 2023 to 2025
- Aviation Division non-construction WMBE spend also reached a record high in 2025 at 17.8%

Maritime Division

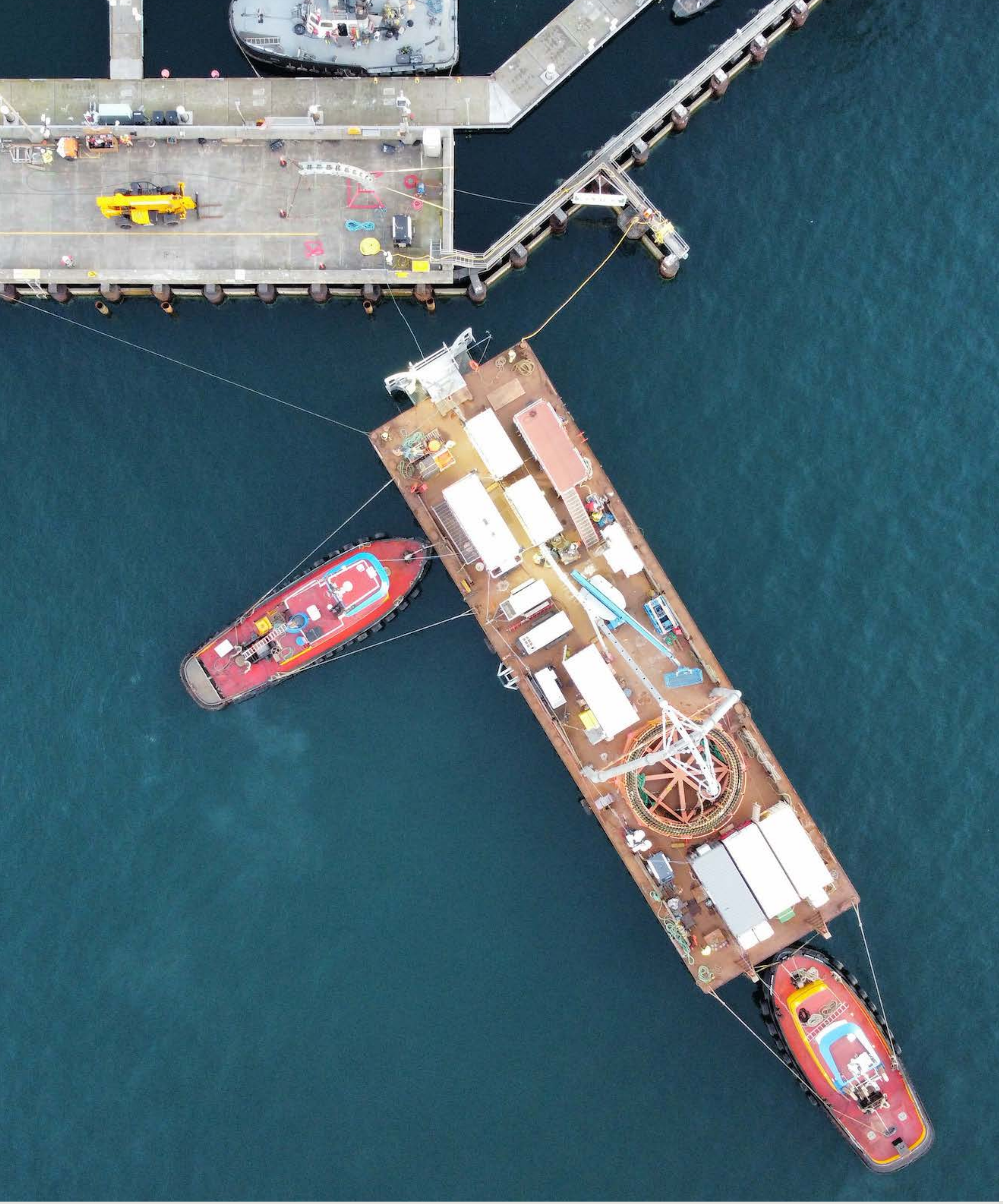
The Maritime Division manages the operations, development, and maintenance of the Port's seaport facilities, which includes cruise and cargo terminals, as well as fishing and recreational facilities.

- In 2025, the Maritime Division accounted for 19% of the Port's total spending
- The Maritime Division spends the second most on construction at the Port and is the third biggest spender on non-construction contracts

Table 6. Maritime Division Spend and WMBE Utilization 2021-2025

Contract Type	Year	Total (Dollars)	WMBE (Dollars)	WMBE %	WMBE Firm #
Construction	2021	77 M	9 M	11.3%	30
	2022	35 M	5 M	13.6%	18
	2023	38 M	6 M	15.0%	27
	2024	65 M	11 M	16.4%	49
	2025	86 M	15 M	17.4%	42
Non-construction	2021	25 M	4 M	15.5%	59
	2022	42 M	5 M	11.1%	74
	2023	43 M	5 M	12.4%	73
	2024	45 M	9 M	20.4%	55
	2025	67 M	7 M	10.5%	62
Total (Construction + Non-construction)	2021	102 M	13 M	12.3%	89
	2022	77 M	9 M	12.2%	89
	2023	81 M	11 M	13.6%	100
	2024	110 M	20 M	18.1%	102
	2025	153 M	22 M	14.4%	99

- In 2025, the Maritime Division achieved a record-high of 17.4% WMBE spend on construction projects
- In 2025, Maritime Division non-construction total spending rose rapidly; however, the percentage spent with WMBEs lagged



Economic Development Division

The Port's Economic Development Division (EDD) plays an important role in promoting economic growth and development in our region. It is comprised of various programs and initiatives, which include Portfolio and Real Estate Management, Diversity in Contracting, and Tourism Development.

» In 2025, the Economic Development Division accounted for 2% of the Port's spending

Table 7. Economic Development Division Spend and WMBE Utilization 2021-2025

Contract Type	Year	Total (Dollars)	WMBE (Dollars)	WMBE %	WMBE Firm #
Construction	2021	1 M	0	8.0%	4
	2022	2 M	0	2.8%	5
	2023	1 M	0	3.4%	5
	2024	7 M	0	0.8%	3
	2025	0	0	-	-
Non-construction	2021	3 M	1 M	23.2%	27
	2022	3 M	1 M	23.2%	32
	2023	4 M	1 M	28.3%	25
	2024	5 M	1 M	20.8%	24
	2025	3 M	0	7.3%	14
Total (Construction + Non-construction)	2021	4 M	1 M	20.4%	30
	2022	5 M	1 M	14.1%	36
	2023	5 M	1 M	21.7%	29
	2024	12 M	1 M	9.2%	27
	2025	3 M	0	7.3%	14

» EDD non-construction spend has remained consistent at nearly $4M each year. However, WMBE spend requires additional attention

» Changes in EDD construction spending between 2024 and 2025 were primarily driven by organizational realignment. Several departments and capital projects, including the Maritime Innovation Center (MINC), transitioned from the Economic Development Division to the Maritime Division in 2025, resulting in construction spend reflected under the Maritime Division

Corporate Division

Port of Seattle's Corporate Division is comprised of the departments and programs that execute the Port's administrative functions. Some of the departments include Finance, Human Resources, and Information Technology. Corporate Division's spend is comprised of various consulting, goods and services contracts, and IT Infrastructure support.

- In 2025, the Corporate Division accounted for 19% of the Port's spending
- Corporate Division is the second biggest purchaser of non-construction contracts at the Port, behind the Aviation Division

Table 8. Corporate Division Spend and WMBE Utilization 2021-2025

Contract Type	Year	Total (Dollars)	WMBE (Dollars)	WMBE %	WMBE Firm #
Construction	2021	5 M	2 M	30.6%	17
	2022	21 M	1 M	6.5%	18
	2023	22 M	3 M	15.2%	15
	2024	59 M	3 M	5.6%	17
	2025	113 M	1 M	1.2%	9
Non-construction	2021	43 M	10 M	23.0%	93
	2022	47 M	12 M	25.1%	107
	2023	59 M	15 M	25.3%	113
	2024	81 M	22 M	27.0%	102
	2025	75 M	18 M	23.4%	97
Total (Construction + Non-construction)	2021	48 M	11 M	23.8%	108
	2022	69 M	13 M	19.3%	124
	2023	82 M	18 M	22.5%	126
	2024	140 M	25 M	18.0%	118
	2025	188 M	19 M	10.1%	106

- Total Corporate construction spending doubled from 2024 to 2025, from $59M to $113M. WMBE spending, however, decreased from $3M to $1M
- Total Corporate non-construction spending, as well as percentage spent with WMBEs, remains consistent from year to year

2025 ATTAINMENT BY BUSINESS OWNER CHARACTERISTICS

This section disaggregates 2025 data by business owner identifying characteristics. This data is important because the barriers and disparities experienced by different marginalized groups are unique and need to be understood and addressed as such.

Early collaboration between the WMBE team and Central Procurement Office (CPO) helped to significantly reduce WMBE unspecified data (WMBE status known but minority and gender details both unknown) as well as minority gender unspecified data (WMBE status and minority detail known but gender unknown). This enables disaggregated WMBE data by business owner characteristics to be more accurate, ensuring a more holistic understanding of how different community groups are participating in Port contracts.

2025 Utilization by Minority Status and Gender

This section provides data on WMBE dollars spent and WMBE firm counts, based on the Port's information on WMBE businesses' minority status and gender.

Table 9. 2025 WMBE Spend and Firm Count by Minority Status and Gender

Minority Status	Gender	WMBE Spend ($Millions)	% of Total WMBE Dollars	WMBE firm #	% of total WMBE firm #
Minority	Female	14	9%	64	16%
	Male	88	58%	113	28%
	Unknown	1	1%	18	5%
	Subtotal	104	68%	194	49%
Non-Minority	Female	47	31%	171	43%
Unknown	Unknown	0.6	0.4%	35	9%

Figure 8a. WMBE Spend by Minority Status and Gender 2022-2025

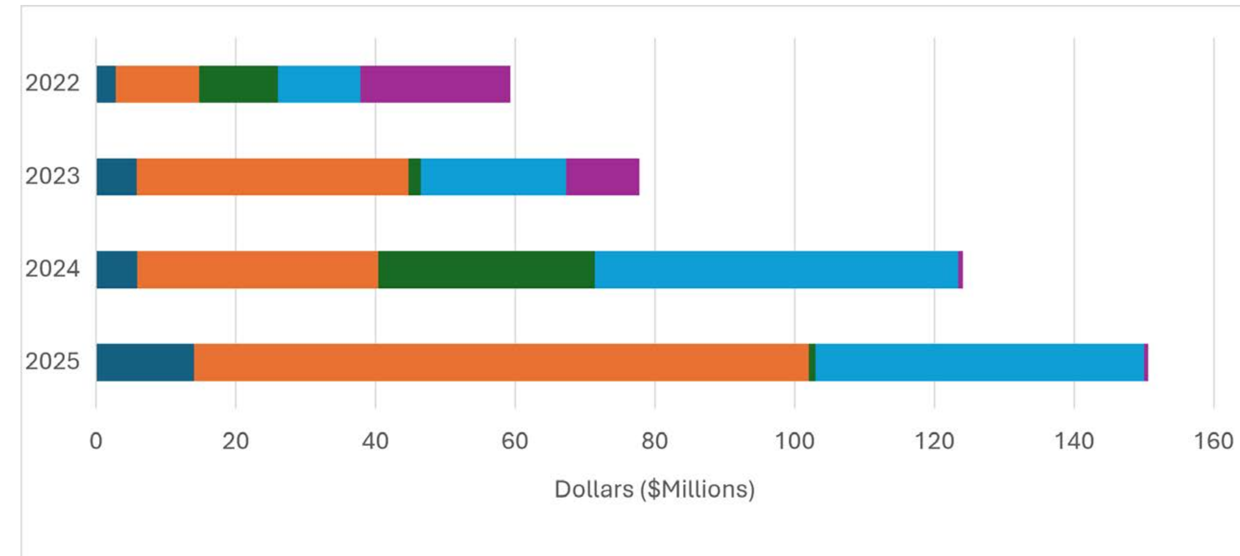
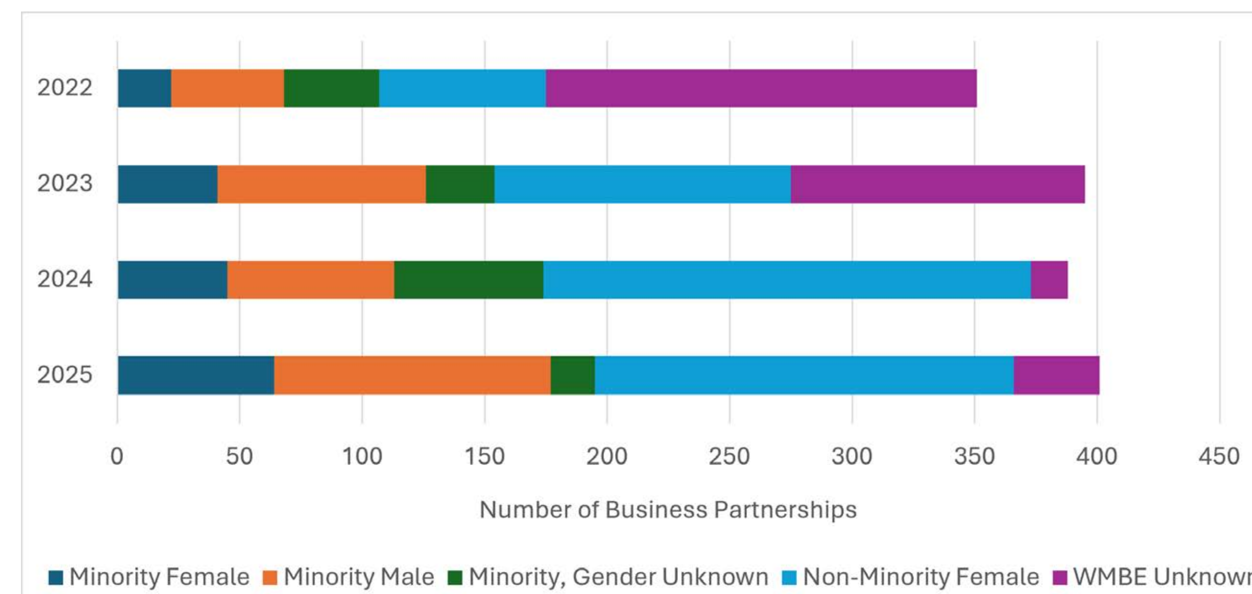


Figure 8b. WMBE Firm Count by Minority Status and Gender 2022-2025



- Minority male firms received $88M, the largest distribution (58%) of WMBE spend in 2025, surpassing non-minority female WMBE spend (31%), which had the highest distribution of WMBE spend in 2024
- Non-minority female firms continued to have the largest number of firms represented in Port contracts (171 firms), which represents 43% of the Port's WMBE partners, matching the past three years
- Minority female firms continued to have the smallest distribution of WMBE spend and firm count representation, matching the past three years

2025 Utilization by Ethnicity

This section provides data on WMBE dollars spent and WMBE firm counts by Port data on WMBE business owner ethnicity.

Table 10. 2025 Dollars and Firm Count by Ethnicity

Ethnicity	WMBE Spend ($Millions)	% of Total WMBE Dollars	WMBE firm #	% of total WMBE firm #
Asian	20 M	13%	61	15 %
Black or African American	30 M	20%	46	12 %
Caucasian	47 M	31%	166	42 %
Hispanic	9 M	6%	38	10 %
Multi-Racial	3 M	2 %	8	2 %
Native American	39 M	26 %	21	5 %
Other Minority	1 M	1 %	5	1 %

Figure 9a. WMBE Spend by Ethnicity 2022-2025

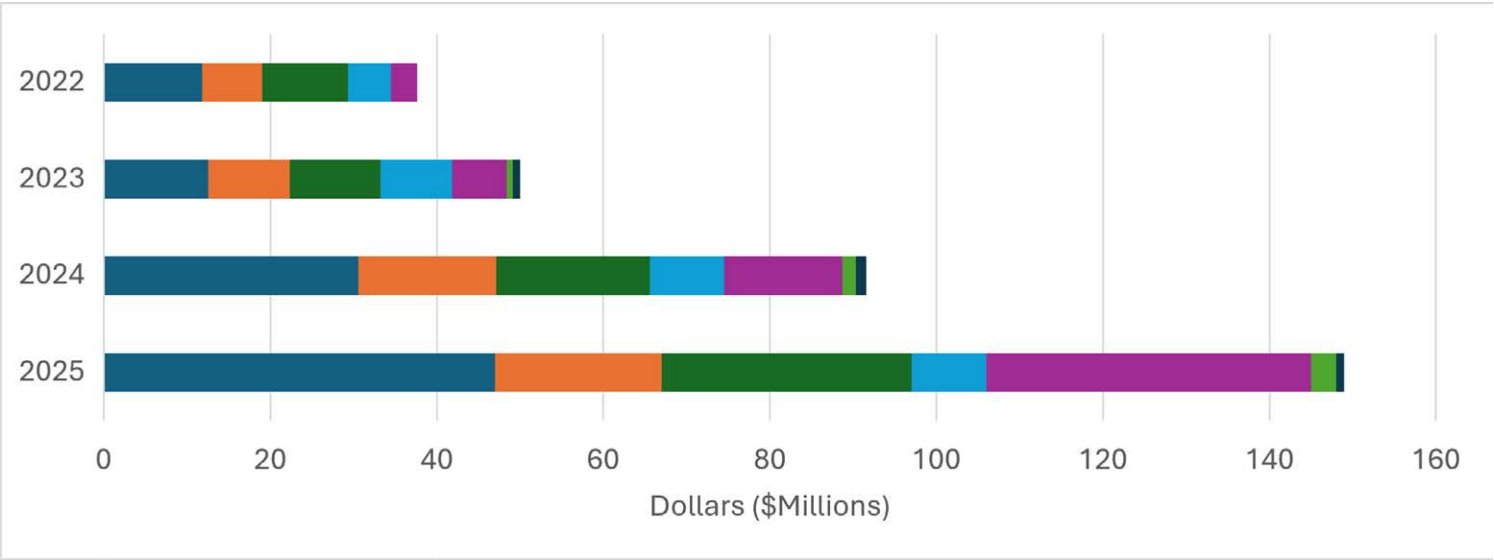
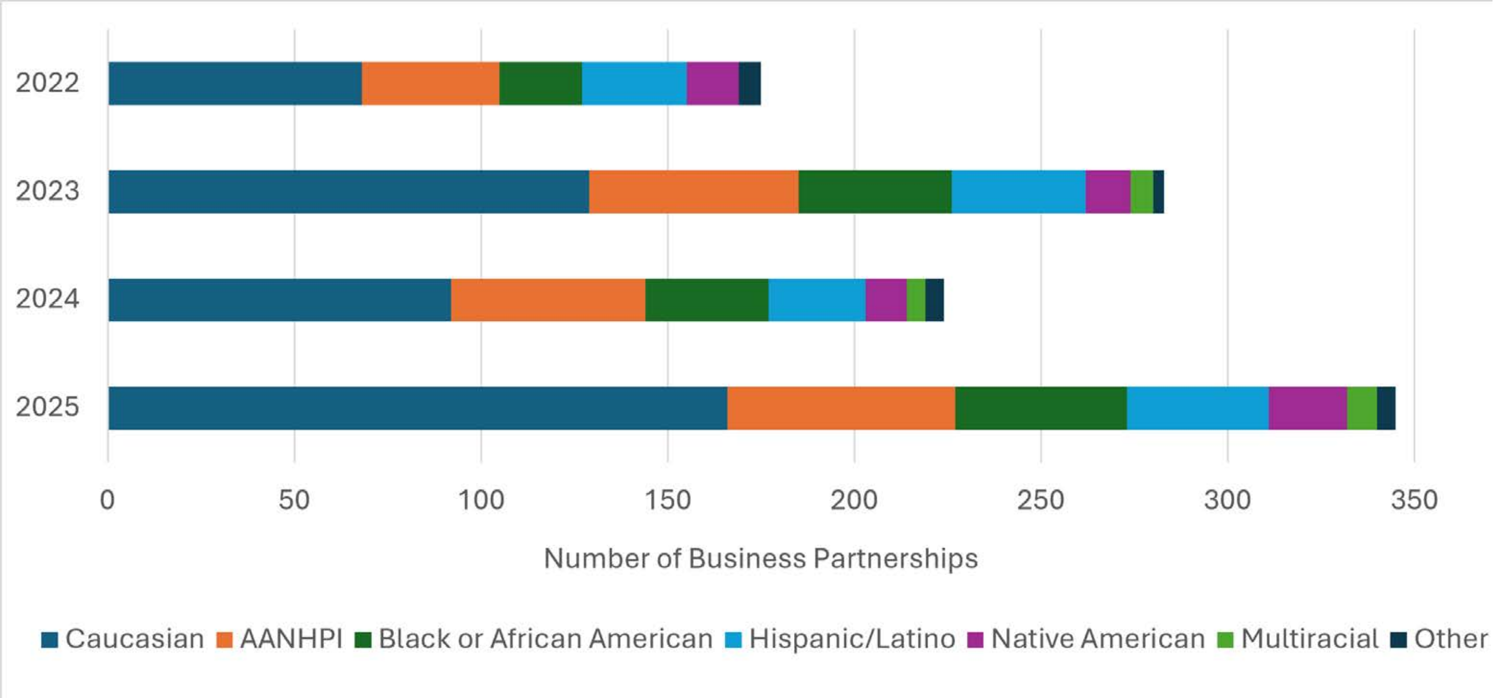


Figure 9b. WMBE Firm Count by Ethnicity 2022-2025



- Native American firms received the second largest WMBE spend. This is a change from 2024 and 2023, where Black or African American firms had the second largest percentage spend
- Caucasian firms (firms owned by Caucasian women) continued to receive the largest percentage of WMBE spend and constituted the largest percentage of the Port's WMBE firm numbers. This has been consistent throughout the past three years
- Asian firms continue to constitute the second largest number of Port's WMBE firm partners, which has been the case since 2023

2025 Utilization by Ethnicity and Contract Type

Using data available to the Port, this section examines how WMBE dollars and the number of Port WMBE partners are distributed by different contract types and ethnicity groups.

Table 11. 2025 WMBE Spend by Ethnicity and Contract Type

	Construction		Purchasing		Professional Service Agreements		Personal Service Agreements	
Ethnicity	**Spend in Dollars**	**% of WMBE Spend**	**Spend in Dollars**	**% of WMBE Spend**	**Spend in Dollars**	**% of WMBE Spend**	**Spend in Dollars**	**% of WMBE Spend**
Asian	7.9 M	9%	4.4 M	15%	6.6 M	22%	0.8 M	15%
Black or African American	5.7 M	7%	18.6 M	63%	5.1 M	17%	0.6 M	11%
Caucasian	22.8 M	27%	5 M	17%	15.9 M	53%	3 M	56%
Hispanic	7.1 M	8%	0.4 M	1%	0.9 M	3%	0.3 M	6%
Multi-Racial	1.8 M	2%	0.3 M	1%	0.5 M	2%	0.7 M	13%
Native American	37.7 M	45%	0.6 M	2%	1 M	3%	0	0%
Other Minority	0.9 M	1%	0 M	0%	0	0%	0	0%
Total	**83.8 M**	**100%**	**29.4 M**	**100%**	**30 M**	**100%**	**5.4 M**	**100%**

- In a break from the trend for the past five years, Native American firms received the most Port construction spend ($38M), with Caucasian WMBE firms receiving the second-largest construction spend ($23M)
- Native American-owned firms in 2025 earned more than triple the amount in 2024. Much of this increase was concentrated in several major capital projects, including the C Concourse Expansion, Terminal 91 Berths 6 & 8 Redevelopment, and the North Main Terminal Redevelopment Program.
- Several Native American-owned firms played significant roles on these projects. This concentration of participation on major capital projects also contributed to Minority Male-owned firms representing the largest share of WMBE spend in 2025.
- Black or African American firms received the most Port purchasing contract dollars ($19M), as in the past three years.

Table 12. 2025 WMBE Firm Count by Ethnicity and Contract Type

	Construction		Purchasing		Professional Service Agreements		Personal Service Agreements	
Ethnicity	**Firm Count**	**% of Firm Count**	**Firm Count**	**% of Firm Count**	**Firm Count**	**% of Firm Count**	**Firm Count**	**% of Firm Count**
Asian	23	17%	15	22%	20	19%	11	16%
Black or African American	14	10%	12	18%	12	12%	12	18%
Caucasian	62	45%	29	43%	52	50%	37	55%
Hispanic	18	13%	5	7%	13	13%	5	7%
Multi-Racial	3	2%	2	3%	1	1%	2	3%
Native American	15	11%	3	4%	4	4%	0	0%
Other Minority	4	3%	1	1%	1	1%	0	0%
Total	**139**	**100%**	**67**	**100%**	**103**	**100%**	**67**	**100%**

» Caucasian WMBE firms constituted the largest number of WMBE firms in each of the four contracting categories

WMBE Firms by Contracting Role - WMBE Utilization and Prime

The experience of contracting with the Port as a prime contractor and as a subcontractor under a prime have their respective challenges and opportunities.

Table 13. 2025 WMBE Firms Prime and Subcontractor Counts

Contract Type	WMBEs who have been prime once or more	% of WMBEs who have been a prime once or more	WMBEs who have only been subcontractors	% of WMBEs who have only been subcontractors
Construction	55	37%	93	63%
Purchasing	22	23%	74	77%
Professional Service Agreements	51	44%	64	56%
Personal Service Agreements	65	89%	8	11%

» Professional service agreements saw an increase from 46 WMBE firms working as primes in 2024 to 51 firms working as primes in 2025

» The number of businesses that have served as primes in the other contracting categories of personal service agreements, purchasing, and construction remains largely unchanged between 2024 and 2025, suggesting opportunities for the Port to foster WMBEs who begin as a sub to become primes

2026 WMBE GOAL

The Port's Diversity in Contracting goals for 2026 is 16% spend with WMBE firms and 500 WMBE firms utilized annually.

For 2026, the Port-wide construction WMBE goal is 14%. As demonstrated in 2025, achieving higher construction utilization is necessary to advance Port-wide (construction and non-construction) WMBE utilization.

For 2026, the non-construction WMBE goal is 16%, representing an estimated $34 million in WMBE spend based on a projected $227 million in non-construction spend. The following table provides the 2026 WMBE aspirational percent goals per division. The goals and figures below are estimates and we expect not all spending may be realized, and actual results may vary.

Table 14. 2026 Non-Construction WMBE Goals by Division

Division	Projected Total Spend	2026 Projected WMBE Spend	2026 WMBE Goal
Aviation Division	140.1 M	19.6 M	14%
Corporate	57.2 M	10.2 M	18%
Economic Development Division	4.2 M	0.21 M	5%
Maritime Division	25.2 M	3.5 M	14%

Table 15. 2026 Non-Construction Goals by Corporate Division Departments

Department	2025 WMBE Actuals	2026 WMBE Goal	2026 Projected Overall Spend *
Chief Financial Office Group	30%	3%	6.67
Engineering	24%	25%	4.98
Environmental	37%	20%	3.00
Legal	7%	4%	0.30
External Relations	30%	20%	1.35
Police	1%	4%	0.03
Port Construction Services	7%	5%	0.27
Human Resources	18%	32%	0.20
Equity / EDI	28%	60%	0.13
Executive Director	15%	5%	0.04
Central Procurement Office	36%	15%	0.07
Internal Audit	71%	6%	0.12
Commission	19%	10%	0.01
Strategic Initiatives	94%	57%	0.05
Labor Relations	6%	5%	0.00

**These figures are projections. Actual spend will vary.*

DBE PROGRAM

The Port of Seattle receives federal financial assistance from the Department of Transportation, and as a condition of receiving this assistance, the Port has signed an assurance that it will comply with 49 Code of Federal Regulation (CFR) Part 26 "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs."

The Department's Disadvantaged Business Enterprise (DBE) Program is designed to remedy ongoing discrimination and the continuing effects of past discrimination in federally-assisted highway, transit, airport, and highway safety financial assistance transportation contracting markets nationwide. The primary remedial goal and objective of the DBE program is to level the playing field by providing small businesses owned and controlled by socially and economically disadvantaged individuals a fair opportunity to compete for federally-funded transportation contracts.

It is the policy of the Port of Seattle to ensure that DBEs, as defined in 49 CFR Part 26, have an equal opportunity to compete for contracts, subcontracts, and agreements in the award, participation, and administration of USDOT–assisted contracts. It is also the Port of Seattle's policy to engage in the following actions on a continuing basis:

1. Ensure nondiscrimination in the award and administration of DOT-assisted contracts in highway, transit, and airport financial assistance programs
2. Create a level playing field so DBEs can compete fairly for DOT-assisted contracts.
3. Ensure the DBE program operates without discrimination in regards to race or sex, while maximizing efficiency of service
4. Require only firms meeting eligibility standards to participate as DBEs
5. Help remove barriers to DBE participation in DOT-assisted contracts
6. Promote DBE use in all types of federally assisted contracts and procurement activities by recipients
7. Assist in developing firms that can compete successfully outside the DBE program
8. Provide flexibility to recipients of federal financial assistance in establishing and providing opportunities for DBEs

For the Federal Fiscal Year 2025 (from October 1, 2024, to September 30, 2025)

Table 16. DBE Utilization

Total Spend	DBE Spend	DBE %	DBE firm #
103.6 M	11.7M	11.3%	32

COMMUNITY ENGAGEMENT AND TRAINING

Diversity in Contracting's WMBE and DBE programs are complemented and supported by robust community engagement and training efforts, in which the primary goal is to improve and expand technical assistance (including WMBE certification, business development, training, and mentoring programs for WMBE firms) to enhance bidding expertise. Community engagement and training is comprised primarily of 1) training and networking events, 2) communications targeted to the WMBE community, and 3) engagement and partnership with the WMBE community, advocacy organizations, and other public agencies.

Training and Events

PortGen is the umbrella term applied to all in-person and online events hosted by the Port to connect WMBE businesses with business development training, Port contracts, or networking opportunities. Informational PortGen events focus on providing WMBE firms with what they need to know about an area at the Port, or with specific upcoming projects (referred to as "Project First Looks") so that they can determine whether they want to pursue it, and if so, begin teaming with other firms well ahead of the contract advertisement.

The 2025 informational PortGen events included:

- Six (6) PortGen First Look Webinars highlighting 13 projects
- Six (6) PortGen 101 Webinars

Other PortGen events, while they may include an informational component, are geared towards enabling WMBE firms to create and maintain relationships with primes and other subcontractors with whom they can collaborate on projects at the Port and beyond. These events provide WMBE and small businesses with invaluable opportunities to meet and network with: decision makers at the Port, Prime contractors and other small businesses to partner with, and technical assistance agencies.

The 2025 networking-focused PortGen events included:

- Aviation Maintenance Day
- Aviation Industry Day
- Maritime Industry Day
- Diversity in Contracting End-of-Year Celebration

In 2025, Diversity in Contracting community engagement and training activities achieved the following PortGen outcomes:

- 30-284 attendees per event
- 498 unique firm attendees
- 284 unique WMBE firm attendees

Complementing annual or one-time PortGen events are the Advanced PortGen workshops, a series of workshops that the Port hosted in Fall 2025 to empower WMBE firms with resources to obtain their first government contract.

Topics covered include: subcontracting and contracting vehicles, project labor agreements, prevailing wage compliance, indirect cost rates, bonding, and insurance. Each topic was covered in a webinar with a technical expert, and was recorded and could be accessed later.

In 2025, the Advanced PortGen outcomes include:

- 67 total attendees
- 30 unique attendees
- 12 unique businesses that identified as minority-, woman- or veteran-owned

The Business Accelerator mentorship program is the most advanced PortGen offering. 2025 was the fifth year that the Port conducted the Business Accelerator Program, designed to enable WMBE firms with previous government contracting experience to level up, scale their business, and get more work. Chosen from a pool of applicants, selected WMBE businesses experienced weekly business development classes, and weekly one-on-one sessions with a mentor selected just for them.

- 95 applications received
- 13 WMBE businesses graduated

Communications

In 2025, Diversity in Contracting also continued distributing weekly e-mail digests to nearly 7,000 contacts so firms could stay current on the latest Port contracting opportunity postings and training and networking events. Communications have been successful with a 36% email open rate and a 5% click rate which exceeds with industry standards.

The team also published newsletters and nine blogs spotlighting WMBE businesses, posted advertisements, and maintained an active social media presence.

Community Engagement

The Port continued to support and partner with community organizations and other government agencies to foster WMBE growth and expand the WMBE pool of businesses for our agencies to utilize. These events include attending community advocacy group meetings, trade group meetings, and the Regional Contracting Forum. These events drive new registrations to the Port's contracting portal. In 2025, there were 137 new WMBE firm VendorConnect registrations.

Below are the events that Diversity in Contracting participated in and collaborated with other agencies and organizations:

- MLK Day Opportunity Fair
- Alliance Northwest
- Small Business Procurement Workshop - Rep Adam Smith
- Association of Women and Minority Businesses (AWMB) NW Contractors' Day
- City of Seattle Reverse Vendor Trade Show
- JTM Open House
- Planes, Trains, and Automobiles in partnership with Sound Transit and Washington State Department of Transportation (WSDOT)
- Regional Contracting Forum
- North Puget Sound Contracting Forum

2026 AND BEYOND

The Port will continue advancing strategies in 2026 focused on expanding participation and reducing barriers for WMBE, DBE, and small businesses across Port contracting opportunities. Building on the strong utilization results achieved in 2025, efforts will focus on improving access to specialized scopes, strengthening technical assistance, and enhancing collaboration across departments and partner agencies to support long-term equitable participation.

Key 2026 focus areas include:

- Expand Small Business and WMBE participation in specialized scopes of work
- Expand direct contracting opportunities with Architecture and Engineering firms
- Improve prompt payment procedures for construction projects, with emphasis on change order processing (in collaboration with Construction Management, Accounting and Financial Reporting, and Central Procurement Office)
- Explore greater insurance flexibility for small businesses (in collaboration with Risk Management)
- Continue technical assistance and outreach support for WMBE/DBE and small businesses, particularly related to Project Labor Agreements (PLAs) and badging requirements
- Continue regional partnerships with agencies such as WSDOT, Sound Transit, King County, and the City of Seattle related to the federal DBE program and contracting opportunities
- Expand office hours and support efforts to increase utilization through purchase card (P-card) opportunities
- Explore strategies to better incorporate innovative firms and emerging business solutions into Port contracting pathways
- Monitor economic conditions and potential impacts to capital project spending and the small/diverse business community

Port of Seattle

Port of Seattle
P.O. Box 1209
Seattle, WA 98111
U.S.A.
(206) 787-3000
www.portseattle.org

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