

Agreement to Implement Employment Equity

(All sections must be completed)


 New Agreement Revised Agreement

ORGANIZATION	
Legal Name of Organization Knoll, Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Knoll North America, Corp,	Business Number
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 337214	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) <input checked="" type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 1235 Water Street	City East Greenville	Province PA	Postal Code 18041
Telephone Number 800.343.5665			

EMPLOYMENT EQUITY CONTACT			
Name (print) Christine Hartley	Title Director, Federal Sales Canada		
Telephone Number 613.290.1628	E-mail Address chartley@knoll.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization:
<ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)
hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml :
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Andrew Pierce	Title Director, Contracting		
Telephone Number 215.679.1830	E-mail Address apierce@knoll.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 	Date (YYYY-MM-DD) 2017-12-20		

Privacy Notice:
The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP).
Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.
The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.
Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i> , which is available at the following website address: http://www.infosource.gc.ca . <i>Info Source</i> may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT
<ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca.

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2018-07-02 to 2018-07-02

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	686	0	0	686	Calgary	2	0	0	2
Québec	1	0	0	1	Montréal	1	0	0	1
British Columbia	2	0	0	2	Toronto	686	0	0	686
Alberta	2	0	0	2	Vancouver	2	0	0	2
Total Employees in Canada				691	Total Employees in Canada				691



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	5	6							1	1	
	Total	11	5	6							1	1	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26	13	13							6	2	4
	Total	26	13	13							6	2	4
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	20	12							12	8	4
	Total	32	20	12							12	8	4
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	31	30	1							23	23	
	Total	31	30	1							23	23	

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1							2	1	1
	Total	3	2	1							2	1	1
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	23	22	1							14	14	
	Total	23	22	1							14	14	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2							2		2
	Total	2		2							2		2
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7		7							6		6
	Total	7		7							6		6



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	19	19					1	1		9	9	
	Total	19	19					1	1		9	9	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	135	101	34	2	2		1	1		70	50	20
	Total	135	101	34	2	2		1	1		70	50	20
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	4	7							1		1
	Total	11	4	7							1		1
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	349	275	74	7	7		2	2		188	143	45
	Total	349	275	74	7	7		2	2		188	143	45



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	37	24	13				1	1		18	11	7
	Total	37	24	13				1	1		18	11	7
Total Number of Employees		686	515	171	9	9		5	5		352	262	90



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total		1		1								
Total Number of Employees		1		1									

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total		2	1	1								
Total Number of Employees		2	1	1									



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta
Reporting Period 2018-07-02 to 2018-07-02

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1								1	1	
	Total	1	1								1	1	
Total Number of Employees		2	1	1							1	1	



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Ontario
Reporting Period 2018-07-02 to 2018-07-02

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	686	515	171	9	9		5	5		352	262	90
Total Number of Employees	686	515	171	9	9		5	5		352	262	90



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Québec
Reporting Period 2018-07-02 to 2018-07-02

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	1		1									
Total Number of Employees	1		1									



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2018-07-02 to 2018-07-02

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	2	1	1									
Total Number of Employees	2	1	1									



Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Alberta
Reporting Period 2018-07-02 to 2018-07-02

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	2	1	1							1	1	
Total Number of Employees	2	1	1							1	1	

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	12	7	58.3 %	27.4 %	3	4	National
02 : Middle and Other Managers	National	26	13	50.0 %	38.9 %	10	3	National
03 : Professionals		32	12	37.5 %	32.2 %	10	2	
1111 : Financial auditors and accountants	National	2	2	100.0 %	55.1 %	1	1	National
1112 : Financial and investment analysts	National	2	0	0.0 %	50.1 %	1	-1	National
1121 : Human resources professionals	National	1	1	100.0 %	71.1 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	2	66.7 %	66.4 %	2	0	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	11.3 %	0	0	National
2141 : Industrial and manufacturing engineers	National	11	0	0.0 %	17.0 %	2	-2	National
2148 : Other professional engineers, n.e.c.	National	4	1	25.0 %	15.8 %	1	0	National
2172 : Database analysts and data administrators	National	7	5	71.4 %	35.2 %	2	3	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	1	100.0 %	41.0 %	0	1	National
04 : Semi-Professionals and Technicians		31	1	3.2 %	35.7 %	11	-10	
2211 : Chemical technologists and technicians	Ontario	8	0	0.0 %	46.4 %	4	-4	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	5	0	0.0 %	19.9 %	1	-1	Ontario
2252 : Industrial designers	Ontario	12	1	8.3 %	26.5 %	3	-2	Ontario
2282 : User support technicians	Ontario	2	0	0.0 %	24.2 %	0	0	Ontario
5244 : Artisans and craftspersons	Ontario	4	0	0.0 %	67.5 %	3	-3	Ontario
05 : Supervisors		3	1	33.3 %	53.0 %	2	-1	
Employment Equity Occupational Group	Toronto	3	1	33.3 %	53.0 %	2	-1	Toronto
06 : Supervisors: Crafts and Trades		23	1	4.3 %	9.3 %	2	-1	
7301 : Contractors and supervisors, mechanic trades	Ontario	2	0	0.0 %	5.5 %	0	0	Ontario
9224 : Supervisors, furniture and fixtures manufacturing	Ontario	21	1	4.8 %	9.6 %	2	-1	Ontario
07 : Administrative and Senior Clerical Personnel		2	2	100.0 %	80.1 %	2	0	

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	2	2	100.0 %	80.1 %	2	0	Toronto
08 : Skilled Sales and Service Personnel		7	7	100.0 %	18.9 %	1	6	
6345 : Upholsterers	Ontario	7	7	100.0 %	18.9 %	1	6	Ontario
09 : Skilled Crafts and Trades Workers		19	0	0.0 %	1.9 %	0	0	
7237 : Welders and related machine operators	Ontario	2	0	0.0 %	5.1 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	6	0	0.0 %	1.5 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	11	0	0.0 %	1.6 %	0	0	Ontario
10 : Clerical Personnel		135	34	25.2 %	65.2 %	88	-54	
Employment Equity Occupational Group	Toronto	135	34	25.2 %	65.2 %	88	-54	Toronto
11 : Intermediate Sales and Service Personnel		15	9	60.0 %	63.9 %	10	-1	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	66.1 %	1	-1	Calgary
Employment Equity Occupational Group	Montréal	1	1	100.0 %	61.8 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	11	7	63.6 %	63.9 %	7	0	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	64.2 %	1	0	Vancouver
12 : Semi-Skilled Manual Workers		349	74	21.2 %	22.0 %	77	-3	
Employment Equity Occupational Group	Toronto	349	74	21.2 %	22.0 %	77	-3	Toronto
14 : Other Manual Workers		37	13	35.1 %	32.6 %	12	1	
Employment Equity Occupational Group	Toronto	37	13	35.1 %	32.6 %	12	1	Toronto
Total		691	174	25.2 %	33.0 %	228	-54	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	12	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	26	0	0.0 %	2.2 %	1	-1	National
03 : Professionals		32	0	0.0 %	1.2 %	0	0	
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	0.7 %	0	0	National
2141 : Industrial and manufacturing engineers	National	11	0	0.0 %	0.8 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	4	0	0.0 %	1.0 %	0	0	National
2172 : Database analysts and data administrators	National	7	0	0.0 %	1.3 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	2.7 %	0	0	National
04 : Semi-Professionals and Technicians		31	0	0.0 %	1.5 %	0	0	
2211 : Chemical technologists and technicians	Ontario	8	0	0.0 %	1.9 %	0	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	5	0	0.0 %	1.1 %	0	0	Ontario
2252 : Industrial designers	Ontario	12	0	0.0 %	0.6 %	0	0	Ontario
2282 : User support technicians	Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
5244 : Artisans and craftspersons	Ontario	4	0	0.0 %	3.9 %	0	0	Ontario
05 : Supervisors		3	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	3	0	0.0 %	1.0 %	0	0	Toronto
06 : Supervisors: Crafts and Trades		23	0	0.0 %	0.2 %	0	0	
7301 : Contractors and supervisors, mechanic trades	Ontario	2	0	0.0 %	1.8 %	0	0	Ontario
9224 : Supervisors, furniture and fixtures manufacturing	Ontario	21	0	0.0 %	0.0 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		2	0	0.0 %	0.8 %	0	0	

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.8 %	0	0	Toronto
08 : Skilled Sales and Service Personnel		7	0	0.0 %	0.0 %	0	0	
6345 : Upholsterers	Ontario	7	0	0.0 %	0.0 %	0	0	Ontario
09 : Skilled Crafts and Trades Workers		19	0	0.0 %	2.4 %	0	0	
7237 : Welders and related machine operators	Ontario	2	0	0.0 %	2.6 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	6	0	0.0 %	1.8 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	11	0	0.0 %	2.7 %	0	0	Ontario
10 : Clerical Personnel		135	2	1.5 %	0.7 %	1	1	
Employment Equity Occupational Group	Toronto	135	2	1.5 %	0.7 %	1	1	Toronto
11 : Intermediate Sales and Service Personnel		15	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	11	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.3 %	0	0	Vancouver
12 : Semi-Skilled Manual Workers		349	7	2.0 %	0.7 %	2	5	
Employment Equity Occupational Group	Toronto	349	7	2.0 %	0.7 %	2	5	Toronto
14 : Other Manual Workers		37	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	37	0	0.0 %	0.8 %	0	0	Toronto
Total		691	9	1.3 %	0.9 %	4	5	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Gap #	Recruitment Area
			Representation #	%	Availability %	#			
01 : Senior Managers	National	12	1	8.3 %	10.1 %	1	0	National	
02 : Middle and Other Managers	National	26	6	23.1 %	15.0 %	4	2	National	
03 : Professionals		32	12	37.5 %	28.8 %	9	3		
1111 : Financial auditors and accountants	National	2	1	50.0 %	27.5 %	1	0	National	
1112 : Financial and investment analysts	National	2	1	50.0 %	35.4 %	1	0	National	
1121 : Human resources professionals	National	1	0	0.0 %	14.1 %	0	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	3	1	33.3 %	16.9 %	1	0	National	
2133 : Electrical and electronics engineers	National	1	0	0.0 %	34.9 %	0	0	National	
2141 : Industrial and manufacturing engineers	National	11	6	54.5 %	31.5 %	3	3	National	
2148 : Other professional engineers, n.e.c.	National	4	0	0.0 %	27.3 %	1	-1	National	
2172 : Database analysts and data administrators	National	7	3	42.9 %	32.3 %	2	1	National	
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	13.6 %	0	0	National	
04 : Semi-Professionals and Technicians		31	23	74.2 %	27.2 %	8	15		
2211 : Chemical technologists and technicians	Ontario	8	7	87.5 %	30.7 %	2	5	Ontario	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	5	2	40.0 %	33.3 %	2	0	Ontario	
2252 : Industrial designers	Ontario	12	9	75.0 %	25.5 %	3	6	Ontario	
2282 : User support technicians	Ontario	2	2	100.0 %	35.9 %	1	1	Ontario	
5244 : Artisans and craftspersons	Ontario	4	3	75.0 %	13.2 %	1	2	Ontario	
05 : Supervisors		3	2	66.7 %	45.8 %	1	1		
Employment Equity Occupational Group	Toronto	3	2	66.7 %	45.8 %	1	1	Toronto	
06 : Supervisors: Crafts and Trades		23	14	60.9 %	35.4 %	8	6		
7301 : Contractors and supervisors, mechanic trades	Ontario	2	2	100.0 %	14.5 %	0	2	Ontario	
9224 : Supervisors, furniture and fixtures manufacturing	Ontario	21	12	57.1 %	37.4 %	8	4	Ontario	
07 : Administrative and Senior Clerical Personnel		2	2	100.0 %	37.3 %	1	1		

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability %	Gap #	Recruitment Area
			Representation #	Representation %			
Employment Equity Occupational Group	Toronto	2	2	100.0 %	37.3 %	1	Toronto
08 : Skilled Sales and Service Personnel		7	6	85.7 %	36.5 %	3	
6345 : Upholsterers	Ontario	7	6	85.7 %	36.5 %	3	Ontario
09 : Skilled Crafts and Trades Workers		19	9	47.4 %	14.7 %	3	6
7237 : Welders and related machine operators	Ontario	2	2	100.0 %	22.5 %	0	2 Ontario
7241 : Electricians (except industrial and power system)	Ontario	6	3	50.0 %	13.1 %	1	2 Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	11	4	36.4 %	14.1 %	2	2 Ontario
10 : Clerical Personnel		135	70	51.9 %	48.1 %	65	5
Employment Equity Occupational Group	Toronto	135	70	51.9 %	48.1 %	65	5 Toronto
11 : Intermediate Sales and Service Personnel		15	2	13.3 %	45.7 %	7	-5
Employment Equity Occupational Group	Calgary	1	1	100.0 %	29.7 %	0	1 Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	22.2 %	0	0 Montréal
Employment Equity Occupational Group	Toronto	11	1	9.1 %	48.9 %	5	-4 Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	47.5 %	1	-1 Vancouver
12 : Semi-Skilled Manual Workers		349	188	53.9 %	57.5 %	201	-13
Employment Equity Occupational Group	Toronto	349	188	53.9 %	57.5 %	201	-13 Toronto
14 : Other Manual Workers		37	18	48.6 %	51.8 %	19	-1
Employment Equity Occupational Group	Toronto	37	18	48.6 %	51.8 %	19	-1 Toronto
Total		691	353	51.1 %	47.8 %	330	23

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Detailed Report

Date: 2018-08-30

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01/02 : Managers	National	38	0	0.0 %	4.3 %	2	-2	National
03 : Professionals	National	32	0	0.0 %	3.8 %	1	-1	National
04 : Semi-Professionals and Technicians	National	31	0	0.0 %	4.6 %	1	-1	National
05 : Supervisors	National	3	0	0.0 %	13.9 %	0	0	National
06 : Supervisors: Crafts and Trades	National	23	0	0.0 %	7.8 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	2	0	0.0 %	3.4 %	0	0	National
08 : Skilled Sales and Service Personnel	National	7	0	0.0 %	3.5 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	19	1	5.3 %	3.8 %	1	0	National
10 : Clerical Personnel	National	135	1	0.7 %	7.0 %	9	-8	National
11 : Intermediate Sales and Service Personnel	National	15	0	0.0 %	5.6 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	349	2	0.6 %	4.8 %	17	-15	National
14 : Other Manual Workers	National	37	1	2.7 %	5.3 %	2	-1	National
Total		691	5	0.7 %	5.3 %	36	-31	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-08-30

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2018-08-30

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Summary Report

Date: 2018-08-25

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	12	7	58.3 %	27.4 %	3	4
02 : Middle and Other Managers	26	13	50.0 %	38.9 %	10	3
03 : Professionals	32	12	37.5 %	32.2 %	10	2
04 : Semi-Professionals and Technicians	31	1	3.2 %	35.7 %	11	-10
05 : Supervisors	3	1	33.3 %	53.0 %	2	-1
06 : Supervisors: Crafts and Trades	23	1	4.3 %	9.3 %	2	-1
07 : Administrative and Senior Clerical Personnel	2	2	100.0 %	80.1 %	2	0
08 : Skilled Sales and Service Personnel	7	7	100.0 %	18.9 %	1	6
09 : Skilled Crafts and Trades Workers	19	0	0.0 %	1.9 %	0	0
10 : Clerical Personnel	135	34	25.2 %	65.2 %	88	-54
11 : Intermediate Sales and Service Personnel	15	9	60.0 %	63.9 %	10	-1
12 : Semi-Skilled Manual Workers	349	74	21.2 %	22.0 %	77	-3
14 : Other Manual Workers	37	13	35.1 %	32.6 %	12	1
Total	691	174	25.2 %	33.0 %	228	-54

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Summary Report

Date: 2018-08-25

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	12	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	26	0	0.0 %	2.2 %	1	-1
03 : Professionals	32	0	0.0 %	1.2 %	0	0
04 : Semi-Professionals and Technicians	31	0	0.0 %	1.5 %	0	0
05 : Supervisors	3	0	0.0 %	1.0 %	0	0
06 : Supervisors: Crafts and Trades	23	0	0.0 %	0.2 %	0	0
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	0.8 %	0	0
08 : Skilled Sales and Service Personnel	7	0	0.0 %	0.0 %	0	0
09 : Skilled Crafts and Trades Workers	19	0	0.0 %	2.4 %	0	0
10 : Clerical Personnel	135	2	1.5 %	0.7 %	1	1
11 : Intermediate Sales and Service Personnel	15	0	0.0 %	1.0 %	0	0
12 : Semi-Skilled Manual Workers	349	7	2.0 %	0.7 %	2	5
14 : Other Manual Workers	37	0	0.0 %	0.8 %	0	0
Total	691	9	1.3 %	0.9 %	4	5

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Summary Report

Date: 2018-08-25

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	12	1	8.3 %	10.1 %	1	0
02 : Middle and Other Managers	26	6	23.1 %	15.0 %	4	2
03 : Professionals	32	12	37.5 %	28.8 %	9	3
04 : Semi-Professionals and Technicians	31	23	74.2 %	27.2 %	8	15
05 : Supervisors	3	2	66.7 %	45.8 %	1	1
06 : Supervisors: Crafts and Trades	23	14	60.9 %	35.4 %	8	6
07 : Administrative and Senior Clerical Personnel	2	2	100.0 %	37.3 %	1	1
08 : Skilled Sales and Service Personnel	7	6	85.7 %	36.5 %	3	3
09 : Skilled Crafts and Trades Workers	19	9	47.4 %	14.7 %	3	6
10 : Clerical Personnel	135	70	51.9 %	48.1 %	65	5
11 : Intermediate Sales and Service Personnel	15	2	13.3 %	45.7 %	7	-5
12 : Semi-Skilled Manual Workers	349	188	53.9 %	57.5 %	201	-13
14 : Other Manual Workers	37	18	48.6 %	51.8 %	19	-1
Total	691	353	51.1 %	47.8 %	330	23

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Knoll Inc.

Workforce Analysis - Summary Report

Date: 2018-08-25

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01/02 : Managers	38	0	0.0 %	4.3 %	2	-2
03 : Professionals	32	0	0.0 %	3.8 %	1	-1
04 : Semi-Professionals and Technicians	31	0	0.0 %	4.6 %	1	-1
05 : Supervisors	3	0	0.0 %	13.9 %	0	0
06 : Supervisors: Crafts and Trades	23	0	0.0 %	7.8 %	2	-2
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	3.4 %	0	0
08 : Skilled Sales and Service Personnel	7	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	19	1	5.3 %	3.8 %	1	0
10 : Clerical Personnel	135	1	0.7 %	7.0 %	9	-8
11 : Intermediate Sales and Service Personnel	15	0	0.0 %	5.6 %	1	-1
12 : Semi-Skilled Manual Workers	349	2	0.6 %	4.8 %	17	-15
14 : Other Manual Workers	37	1	2.7 %	5.3 %	2	-1
Total	691	5	0.7 %	5.3 %	36	-31

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-08-25

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2018-08-25

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Knoll North America Corp.
2018-08-25

Data from First/Previous Workforce Analysis
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	25

Data from Subsequent/Current Workforce Analysis
--

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples		
	First/Previous Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	
01 Senior Managers	12	0	2.9
02 Middle & Other Managers	26	0	2.2
03 Professionals	32	0	1.2
04 Semi-Professionals & Technicians	31	0	1.5
05 Supervisors	3	0	1.0
06 Supervisors: Crafts & Trades	23	0	0.2
07 Administrative & Senior Clerical Personnel	2	0	0.8
08 Skilled Sales & Service Personnel	7	0	0.0
09 Skilled Crafts & Trades Workers	19	0	2.4
10 Clerical Personnel	135	2	0.7
11 Intermediate Sales & Service Personnel	15	0	1.0
12 Semi-Skilled Manual Workers	349	7	0.7
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	37	0	0.8
Total	691	9	0.9

	Table 6: Aboriginal Peoples		
	Subsequent/Current Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
Total	0	0	0.0

* Source: 2011 National Household Survey
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* Source: 0

Federal Contractors Program Achievement Report		
Part 1: Workforce Analysis		
Knoll North America Corp.		
2018-08-25		

Data from First/Previous Workforce Analysis		
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↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	25

Data from Subsequent/Current Workforce Analysis		
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↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Employment Equity Occupational Group (EEOG)	
---	--

Table 3: Members of Visible Minorities		
First/Previous Workforce Analysis		

	All Employees	Members of Visible Minorities	
		Representation	Availability*
			#
01 Senior Managers	12	1	10.1
02 Middle & Other Managers	26	6	15.0
03 Professionals	32	12	28.8
04 Semi-Professionals & Technicians	31	23	27.2
05 Supervisors	3	2	45.8
06 Supervisors: Crafts & Trades	23	14	35.4
07 Administrative & Senior Clerical Personnel	2	2	37.3
08 Skilled Sales & Service Personnel	7	6	36.5
09 Skilled Crafts & Trades Workers	19	9	14.7
10 Clerical Personnel	135	70	48.1
11 Intermediate Sales & Service Personnel	15	2	45.7
12 Semi-Skilled Manual Workers	349	188	57.5
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	37	18	51.8
Total	691	353	47.8

* Source: 2011 National Household Survey
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Table 7: Members of Visible Minorities		
Subsequent/Current Workforce Analysis		

	All Employees	Members of Visible Minorities	
		Representation	Availability*
			#
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
Total	0	0	0.0

* Source: 0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Knoll North America Corp.

2018-08-25

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	08	25

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities	
		Representation	Availability*
		#	%
01/02 Managers	38	0	4.3
03 Professionals	32	0	3.8
04 Semi-Professionals & Technicians	31	0	4.6
05 Supervisors	3	0	13.9
06 Supervisors: Crafts & Trades	23	0	7.8
07 Administrative & Senior Clerical Personnel	2	0	3.4
08 Skilled Sales & Service Personnel	7	0	3.5
09 Skilled Crafts & Trades Workers	19	1	3.8
10 Clerical Personnel	135	1	7.0
11 Intermediate Sales & Service Personnel	15	0	5.6
12 Semi-Skilled Manual Workers	349	2	4.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	37	1	5.3
Total	691	5	5.3

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

All Employees	Persons with Disabilities	
	Representation	Availability*
	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

*** Source:**
2012 Canadian Survey on Disability

*** Source:**

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Knoll North America Corp.

43337

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Knoll North America Corp.

43337

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Knoll North America Corp.

43337

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Knoll North America Corp.

43337

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Full-time / National		Part-time / National	
		All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
		#	#	#	#
		01	0	0	0
02	0	0	0	0	
03	0	0	0	0	
04	0	0	0	0	
05	0	0	0	0	
06	0	0	0	0	
07	0	0	0	0	
08	0	0	0	0	
09	0	0	0	0	
10	0	0	0	0	
11	0	0	0	0	
12	0	0	0	0	
13	0	0	0	0	
14	0	0	0	0	
Total		0	0	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals										Women				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years						
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						From - To					
	2018-08-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-25	Annually	Over 3 Years	2018	2021	2018	2021	%	#	#	%	%						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%						
01 Senior Managers	12	-100.0%		0	0.0%		0	0	7	0.0%	0	-4	0		27.4%	4	4	58.3%	58.3%						
02 Middle & Other Managers	26	-100.0%		0	0.0%		0	0	13	0.0%	0	-3	0		38.9%	3	3	50.0%	50.0%						
03 Professionals	32	-100.0%		0	0.0%		0	0	12	0.0%	0	-2	0		32.2%	2	2	37.5%	37.5%						
04 Semi-Professionals & Tech	31	-100.0%	1.0%	1	0.0%	13.0%	12	13	1	13.0%	0	10	5	35.7%	35.7%	-10	-5	3.2%	18.8%						
05 Supervisors	3	-100.0%	1.0%	0	0.0%	33.0%	3	3	1	33.0%	1	2	1	50.0%	53.0%	-1	-1	33.3%	33.3%						
06 Supervisors: Crafts & Trades	23	-100.0%	1.0%	1	0.0%	32.0%	22	23	1	32.0%	1	2	1	9.3%	9.3%	-1	-1	4.3%	4.2%						
07 Administrative & Sr Clerical	2	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0		80.1%	0	0	100.0%	100.0%						
08 Skilled Sales & Service	7	-100.0%		0	0.0%		0	0	7	0.0%	0	-6	0		18.9%	6	6	100.0%	100.0%						
09 Skilled Crafts & Trades	19	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.9%	0	0	0.0%	0.0%						
10 Clerical Personnel	135	-100.0%	1.0%	4	0.0%	4.0%	16	20	34	4.0%	4	61	10	50.0%	65.2%	-54	-51	25.2%	28.8%						
11 Intermediate Sales & Service	15	-100.0%	1.0%	0	0.0%	11.0%	5	5	9	11.0%	3	4	3	50.0%	63.9%	-1	-1	60.0%	60.0%						
12 Semi-Skilled Manual	349	-100.0%	1.0%	10	0.0%	8.0%	84	94	74	8.0%	18	23	21	22.0%	22.0%	-3	-2	21.2%	21.4%						
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%						
14 Other Manual Workers	37	-100.0%		0	0.0%		0	0	13	0.0%	0	-1	0		32.6%	1	1	35.1%	35.1%						
Total	691	-100.0%		0	0.0%		0	0	174	0.0%	0	54	0		33.0%	-54	-54	25.2%	25.2%						

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	1% annual growth for all EEOG categories, not expecting any significant growth in the organization for the short term.
02 Middle & Other Managers	0	0.0	0	0.0	Short term = long term, may adjust in the future.
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	5	35.7	5	35.7	
05 Supervisors	1	50.0	1	50.0	equal to 50%, cannot have a goal of having more men than women :goal % = <2 people, goal = 1 in short term. Set long term goal to 1, in effort to close gap in the logn term
06 Supervisors: Crafts & Trades	1	9.3	1	9.3	goal % = <2 people, goal = 1 in short term. Set long term goal to 1, in effort to close gap in the logn term
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	10	50.0	10	50.0	equal to 50%, cannot have a goal of having more men than women
11 Intermediate Sales & Service	3	50.0	1	20.0	equal to 50%, cannot have a goal of having more men than women
12 Semi-Skilled Manual	21	22.0	2	2.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 3: Aboriginal Peoples
First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-08-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-25	Annually	Over 3 Years	Years	2018	2021						
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	26	-100.0%	1.0%	1	0.0%	9.0%	7	8	0	9.0%	0	1	1	2.2%	2.2%	-1	0	0.0%	3.7%
03 Professionals	32	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.2%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	31	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.5%	0	0	0.0%	0.0%	
05 Supervisors	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	23	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.2%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	7	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	19	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.4%	0	0	0.0%	0.0%	
10 Clerical Personnel	135	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0	0.7%	1	1	1.5%	1.5%	
11 Intermediate Sales & Service	15	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	349	-100.0%		0	0.0%		0	0	7	0.0%	0	-5	0	0.7%	5	5	2.0%	2.0%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
14 Other Manual Workers	37	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
Total	691	-100.0%		0	0.0%		0	0	9	0.0%	0	-3	0	0.9%	3	3	1.3%	1.3%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current

Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	1% annual growth for all EEOG categories, not expecting any significant growth in the organization for the short term. Gap of -1 will be closed in the short term, no goal required in the long term.
02 Middle & Other Managers	1	2.2	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees																		
		First/Previous Short-term Goals																	Persons with Disabilities	
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Annually		Over 3 Years	Annually					
		2018-08-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-08-25	Annually	Over 3 Years	#	2018	2021	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	38	-100.0%	1.0%	1	0.0%	8.0%	9	10	0	8.0%	0	2	0	4.3%	4.3%	-2	-2	0.0%	0.0%
03	Professionals	32	-100.0%	1.0%	1	0.0%	9.0%	9	10	0	9.0%	0	1	0	3.8%	3.8%	-1	-1	0.0%	0.0%
04	Semi-Professionals & Tech	31	-100.0%	1.0%	1	0.0%	13.0%	12	13	0	13.0%	0	1	1	4.6%	4.6%	-1	0	0.0%	3.1%
05	Supervisors	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	13.9%	0	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	23	-100.0%	1.0%	1	0.0%	32.0%	22	23	0	32.0%	0	2	2	7.8%	7.8%	-2	0	0.0%	8.3%
07	Administrative & Sr Clerical	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.4%	0	0	0	0.0%	0.0%
08	Skilled Sales & Service	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.5%	0	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	19	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	3.8%	0	0	0	5.3%	5.3%
10	Clerical Personnel	135	-100.0%	1.0%	4	0.0%	4.0%	16	20	1	4.0%	0	9	1	7.0%	7.0%	-8	-8	0.7%	1.4%
11	Intermediate Sales & Service	15	-100.0%	1.0%	0	0.0%	11.0%	5	5	0	11.0%	0	1	0	5.6%	5.6%	-1	-1	0.0%	0.0%
12	Semi-Skilled Manual	349	-100.0%	1.0%	10	0.0%	8.0%	84	94	2	8.0%	0	15	5	4.8%	4.8%	-15	-10	0.6%	1.9%
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%
14	Other Manual Workers	37	-100.0%	1.0%	1	0.0%	6.0%	7	8	1	6.0%	0	1	0	5.3%	5.3%	-1	-1	2.7%	2.6%
Total		691	-100.0%		0	0.0%		0	0	5	0.0%	0	32	0		5.3%	-32	-32	0.7%	0.7%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	4.3	1	8.6	goal % = <1 person, goal = 0 in short term. Set long term goal to 1, in effort to close gap in the long term. 1% annual growth for all EEOG categories, not expecting any significant growth in the org
03	Professionals	0	3.8	1	7.6	goal % = <1 person, goal = 0 in short term. Set long term goal to 1, in effort to close gap in the long term
04	Semi-Professionals & Tech	1	4.6	0	0.0	gap of -1 addressed in short term, no requirement for goal in the long term.
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	2	7.8	0	0.0	Gap of -2 addressed in short term, no requirement for goal in the long term
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	1	7.0	1	7.0	still significant gap, short term, equal to long term goal
11	Intermediate Sales & Service	0	5.6	1	11.2	goal % = <1 person, goal = 0 in short term. Set long term goal to 1, in effort to close gap in the long term
12	Semi-Skilled Manual	5	4.8	5	4.8	still significant gap, short term, equal to long term goal
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	5.3	1	10.6	goal % = <1 person, goal = 0 in short term. Set long term goal to 1, in effort to close gap in the long term
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis*	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis†	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years					
	2018-08-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-25	Annually	Over 3 Years	2018	2021	2018	2021	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	12	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	0	10.1%	0	0	8.3%	8.3%
02 Middle & Other Managers	26	-100.0%		0	0.0%		0	0	6	0.0%	0	-2	0	15.0%	2	2	23.1%	23.1%	
03 Professionals	32	-100.0%		0	0.0%		0	0	12	0.0%	0	-3	0	28.8%	3	3	37.5%	37.5%	
04 Semi-Professionals & Tech	31	-100.0%		0	0.0%		0	0	23	0.0%	0	-15	0	27.2%	15	15	74.2%	74.2%	
05 Supervisors	3	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0	45.8%	1	1	66.7%	66.7%	
06 Supervisors: Crafts & Trades	23	-100.0%		0	0.0%		0	0	14	0.0%	0	-6	0	35.4%	6	6	60.9%	60.9%	
07 Administrative & Sr Clerical	2	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0	37.3%	1	1	100.0%	100.0%	
08 Skilled Sales & Service	7	-100.0%		0	0.0%		0	0	6	0.0%	0	-3	0	36.5%	3	3	85.7%	85.7%	
09 Skilled Crafts & Trades	19	-100.0%		0	0.0%		0	0	9	0.0%	0	-6	0	14.7%	6	6	47.4%	47.4%	
10 Clerical Personnel	135	-100.0%		0	0.0%		0	0	70	0.0%	0	-5	0	48.1%	5	5	51.9%	51.9%	
11 Intermediate Sales & Service	15	-100.0%	1.0%	0	0.0%	11.0%	5	5	2	11.0%	1	6	2	45.7%	45.7%	-5	-4	13.3%	20.0%
12 Semi-Skilled Manual	349	-100.0%	1.0%	10	0.0%	8.0%	84	94	188	8.0%	45	63	54	57.5%	57.5%	-13	-9	53.9%	54.9%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
14 Other Manual Workers	37	-100.0%	1.0%	1	0.0%	6.0%	7	8	18	6.0%	3	5	4	51.8%	51.8%	-1	-1	48.6%	50.0%
Total	691	-100.0%		0	0.0%		0	0	353	0.0%	0	-23	0	47.8%	47.8%	23	23	51.1%	51.1%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	1% annual growth for all EEOG categories, not expecting any significant growth in the organization for the short term.
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	2	45.7	2	45.7	Projected gap in 3 years is -9, will address in long term
12 Semi-Skilled Manual	54	57.5	9	10.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

14	Other Manual Workers	4	51.8	1	10.0	Projected gap in 3 years is -1, will address in long term
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	0	3	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 10: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	All Employees												Aboriginal Peoples							
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Annually		Over 3 Years	From - To						YYYY - YYYY
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	0	3	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current

Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)		All Employees							Persons with Disabilities														
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected		YYYY-MM-DD	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	From - To	Present Availability					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	0	3	%	#	#	%	%
		#	%	%	#	%	%	#	#	#	%	#	#	%	#	%	#	%	%	#	#	%	%
01/02	Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers	0.0		0.0		
03	Professionals	0.0		0.0		
04	Semi-Professionals & Tech	0.0		0.0		
05	Supervisors	0.0		0.0		
06	Supervisors: Crafts & Trades	0.0		0.0		
07	Administrative & Sr Clerical	0.0		0.0		
08	Skilled Sales & Service	0.0		0.0		
09	Skilled Crafts & Trades	0.0		0.0		
10	Clerical Personnel	0.0		0.0		
11	Intermediate Sales & Service	0.0		0.0		
12	Semi-Skilled Manual	0.0		0.0		
13	Other Sales & Service	0.0		0.0		
14	Other Manual Workers	0.0		0.0		
Total		0.0		0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																			
	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Annually		Over 3 Years	From - To						YYYY - YYYY
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis ÷ (Total number of employees from Previous Workforce Analysis ÷ Total number of employees from Current

‡ Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Knoll North America Corp.

43337

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
01 Senior Managers	2018	12	7	58.3	27.4	3	4	212.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2018	26	13	50.0	38.9	10	3	128.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	32	12	37.5	32.2	10	2	116.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2018	31	1	3.2	35.7	11	-10	9.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	3	1	33.3	53.0	2	-1	62.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2018	23	1	4.3	9.3	2	-1	46.8																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0	0	0.0			0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0	0	0.0			0.0	
03 Professionals	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0	0	0.0			0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	5	0	35.7	0	5	0.0	35.7	0	0.0	
	3	0	0	0.0			0.0	0		0.0			0.0	
05 Supervisors	0	0	0	0.0	1	0	50.0	0	1	0.0	50.0	0	0.0	
	3	0	0	0.0			0.0	0		0.0			0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	1	0	9.3	0	1	0.0	9.3	0	0.0	
	3	0	0	0.0			0.0	0		0.0			0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#			
07	Administrative & Senior Clerical	2018	2	2	100.0	80.1	2	0	0	124.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	7	7	100.0	18.9	1	6	529.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	19	0	0.0	1.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	135	34	25.2	65.2	88	-54	38.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	15	9	60.0	63.9	10	-1	93.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	349	74	21.2	22.0	77	-3	96.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	10	0.0	50.0	0.0	10	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	3	0.0	50.0	0.0	1	0.0	20.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	21	0.0	22.0	0.0	2	0.0	2.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	#REF!	#REF!	0.0	0.0	#REF!	#REF!	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2018	37	13	35.1	32.6	12	1	107.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
Total	2018	691	174	25.2	33.0	228	-54	76.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0				0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0				0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0				0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01	Senior Managers	2018	12	0	0.0	2.9	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
02	Middle & Other Managers	2018	26	0	0.0	2.2	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
03	Professionals	2018	32	0	0.0	1.2	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2018	31	0	0.0	1.5	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
05	Supervisors	2018	3	0	0.0	1.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2018	23	0	0.0	0.2	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments		
		Flow Data				Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	#	%	#	%	#	%	#	%						
01	Senior Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0.0	0.0			0	0.0	0	0.0	
02	Middle & Other Managers	0	0	0	0.0	1	0.0	2.2	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0.0	0.0			0	0.0	0	0.0	
03	Professionals	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0.0	0.0			0	0.0	0	0.0	
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0.0	0.0			0	0.0	0	0.0	
05	Supervisors	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0.0	0.0			0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0.0	0.0			0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
07	Administrative & Senior Clerical	2018	2	0	0.0	0.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2018	7	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	19	0	0.0	2.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	135	2	1.5	0.7	1	1	211.6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	15	0	0.0	1.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2018	349	7	2.0	0.7	2	5	286.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments								
		Flow Data				Short-term Goals				Long-term Goals												
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples												
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met									
#	#	%	#	%	#	%	#	%	#	%	#	%										
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13	Other Sales & Service Personnel	2018	#REF!	0	0.0	0.0	#REF!	#REF!	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	37	0	0.0	0.8	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	691	9	1.3	0.9	6	3	144.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01&02 Managers	2018	38	0	0.0	4.3	2	-2	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	32	0	0.0	3.8	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	31	0	0.0	4.6	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	3	0	0.0	#REF!	#REF!	#REF!	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	23	0	0.0	#REF!	#REF!	#REF!	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	0	0.0	4.3	0.0	1	0.0	8.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	3.8	0.0	1	0.0	7.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	4.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	2	0.0	7.8	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	2	0	0.0	3.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2018	7	0	0.0	13.9	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	19	1	5.3	7.8	1	0	67.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	135	1	0.7	7.0	9	-8	10.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	15	0	0.0	5.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2018	349	2	0.6	4.8	17	-15	11.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments					
		Flow Data				Short-term Goals				Long-term Goals									
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities									
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met								
#	#	%	%	#	%	%	%	#	%	%	%								
07	Administrative & Senior Clerical	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0	0	0.0	1	0.0	7.0	0.0	1	0.0	7.0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	0	0.0	5.6	0.0	1	0.0	11.2	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	5	0.0	4.8	0.0	5	0.0	4.8	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires			Promotions			Terminations								
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference		Actual	Expected		Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
13	Other Sales & Service Personnel	2018	#REF!	0	0.0	0.0	#REF!	#REF!	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	37	1	2.7	5.3	2	-1	51.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	691	5	0.7	5.3	37	-32	13.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
14	Other Manual Workers	0	0	0	0.0	0	0.0	5.3	0.0	1	0.0	10.6	0.0	
		3	0	0	0.0									
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis																				
		Workforce										Hires				Promotions				Terminations												
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities												
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference											
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#								
01 Senior Managers	2018	12	1	8.3	10.1	1	0	82.5																								
	0	0	0	0.0	0.0	0	0	0.0																								
02 Middle & Other Managers	2018	26	6	23.1	15.0	4	2	153.8																								
	0	0	0	0.0	0.0	0	0	0.0																								
03 Professionals	2018	32	12	37.5	28.8	9	3	130.2																								
	0	0	0	0.0	0.0	0	0	0.0																								
04 Semi-Professionals & Technicians	2018	31	23	74.2	27.2	8	15	272.8																								
	0	0	0	0.0	0.0	0	0	0.0																								
05 Supervisors	2018	3	2	66.7	45.8	1	1	145.6																								
	0	0	0	0.0	0.0	0	0	0.0																								
06 Supervisors: Crafts & Trades	2018	23	14	60.9	35.4	8	6	171.9																								
	0	0	0	0.0	0.0	0	0	0.0																								

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments						
		Flow Data				Short-term Goals				Long-term Goals										
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities				Goal	Visible Minorities				
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met			Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	2	2	100.0	37.3	1	1	268.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	7	6	85.7	36.5	3	3	234.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	19	9	47.4	14.7	3	6	322.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	135	70	51.9	48.1	65	5	107.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	15	2	13.3	45.7	7	-5	29.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	349	188	53.9	57.5	201	-13	93.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
10	Clerical Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0	0.0	2	0.0	45.7	0.0	2	0.0	45.7	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0	54	0.0	57.5	0.0	9	0.0	10.0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Knoll North America Corp.

43337

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	#REF!	0	0.0	0.0	#REF!	#REF!	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	37	18	48.6	51.8	19	-1	93.9	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	691	353	51.1	47.8	330	23	106.9	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	0	0	0	0.0	4	0.0	51.8	0.0	1	0.0	10.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Knoll North America Corp.
43337

Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal Contractors Program.

Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
- Adjusted survey results to reflect hires, promotions and terminations.
- Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
- Ensured that any new gaps identified are addressed accordingly.
- Maintained appropriate records in all required areas.

Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

Please check the appropriate boxes and provide a brief overview of the events that have influenced your organization's activities during the period between the first/previous and subsequent/current compliance assessment.

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

- Other.

Additional Details

Please provide any additional information (optional):

Knoll

SELF IDENTIFICATION QUESTIONNAIRE

Please Return Completed Form to Human Resources

Knoll has been awarded a contract with the Government of Canada. Under the Federal Contractors Program, we are now required to gather information in regards to Employment Equity, including the representation of the Knoll workforce in the four (4) designated groups (women, visible minorities, aboriginal peoples, persons with disabilities).

Instructions

Please **complete section A to E** below and **return to Knoll Human Resources**.

Your response to the self-identification questionnaire is voluntary, however, it is mandatory for you to sign and return the questionnaire to human resources even if you choose not to fill out any of the information.

Please remember:

- You can self-identify as a member of more than one designated group (for example, a woman with a disability)
- You may decline to answer in any category.
- This survey can be made available in alternative formats by contacting Human Resources.
- You may review, update and correct information about yourself at any time by contacting Human Resources.

Privacy & Confidentiality

The responses that you provide on this form will be retained for statistical purposes only and your confidentiality is protected under the *Privacy Act*. Your employee ID is to be provided as an identifier only and will only be used to track completion and return rates and is a requirement under the FCP. *Employment equity data will not be retained in your employee file.*

A. Identification: Please provide employee ID Number and department

ID Number: _____ **Department:** _____

B. Gender: Female Male I decline to answer

After reading the descriptions in each of the next three sections (C to E), answer "Yes" if any of the following apply to you. Please note that you may self-identify in more than one group.

C. Aboriginal Peoples:

According to the *Employment Equity Act*, an Aboriginal person is a person who is First Nations, Inuit or Métis.

Are you an Aboriginal person? Yes No I decline to answer

D. Visible Minorities

According to the *Employment Equity Act*, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

Are you a member of a visible minority? Yes No I decline to answer

Examples of visible minorities include, but are not limited to:

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent in one of the visible minority groups listed above).

E. Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements)

Are you a person with a disability? Yes No I decline to answer

Examples of disabilities include, but are not limited to:

- Coordination or dexterity impairment (e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- Mobility impairment
(e.g., difficulty moving from one office to another, walking long distances or using stairs)
- Blindness or visual impairment
(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- Speech impairment
(unable to speak or difficulty speaking and being understood)
- Deafness or hearing impairment
(unable to hear or difficulty hearing)
- Other disabilities
(e.g., learning, developmental and other types of disabilities)

Knoll

FAQ - Frequently Asked Questions SELF IDENTIFICATION QUESTIONNAIRE

What is the deadline for me to return the form?

In order for Knoll to meet the reporting obligations for the Federal Contractor Program, the form must be submitted to Knoll Human Resources by May 9 @ 4:00pm

What is the Federal Contractors Program (FCP)?

The FCP ensures that organizations that do business with the Government of Canada achieve and maintain a workforce that is representative of the Canadian workforce population. Under the terms of the FCP, companies seeking contracts for goods and services from the federal government are required to be committed to employment equity and to have a plan in place that contains specific initiatives through which employment equity will be accomplished.

Why do I need to give my employee ID number? Why isn't the survey anonymous?

The survey is confidential but not anonymous. In order to track completion, Knoll must be able to link your equity data to your ID. In all reports provided to the FCP only aggregate data is used. Individuals names are never reported to ensure confidentiality.

Could I be disadvantaged in any way by providing this information? No. The information you provide on the survey is stored in a strictly confidential database. This information will not be used against you in any way and would not be used to inform promotional, transfer or hiring decisions.

Do questions on race or disability contravene human rights legislations and other laws?

No. *The Canadian Human Rights Act* stipulates that it is not a discriminatory practice to collect information if it is intended to be used in adopting or carrying out a special program (including the Federal Contractor Program), plan, or arrangement designed to eliminate disadvantages faced by certain groups.

Will my information be kept confidential?

Yes. The information you provide in this survey is protected by the Privacy Act. Your information will NOT be kept in your employee file. When HR receives the completed survey, we will enter to the information to a confidential database and the paper copy will be kept in a very secure location. As mentioned, we only report on aggregate data (final numbers) to the government, names are never disclosed.

Can I have more than One Designated Group Membership – Yes. any associate can self-identify as a member of more than one designated group (for example, a woman with a disability).

Who can I go to if I have a question or if I need an alternate format of the survey – Help is available to all associates on all shifts to complete the survey successfully. For assistance, or to request an alternative format, please contact a member of the human resources team.

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Knoll, Inc.

Primary Location: Toronto, Ontario

Number of Employees: 691

Ontario - 686

British Columbia - 2

Alberta - 2

Quebec - 1

Organization Overview:

NAICS : 3372 (Office Furniture (including Fixtures) Manufacturing)

Knoll, Inc. designs and manufactures furniture for the home and office. They design office systems, files and storage, tables and desks, textiles and accessories for home, office and higher education settings. They use modern designs in order to connect people with their work, lives and the world.

Key Dates – First Year Assessment

Initiated: 2018-08-31

Received: 2018-09-07

WFA: 2018-08-25

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	691	100
Number of questionnaires returned:	579	84%
Number of completed questionnaires returned:	522	76%

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be

shared with others within the organization in order to carry-out employment equity obligations.

- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

- The self-identification questionnaire was reviewed and found to be in compliance by the Workplace Equity Division of the Labour Program. The response rate is 75 %.
- Several follow-ups were done with employees who did not complete the self-id questionnaires and with employees who partially completed the survey.
- The employer faced resistance from employees asked to complete and the return the survey. A few of them wanted to get a lawyer to review the survey since they did not trust the HR personnel.
- The employer is also going to re-survey next year in English, and multiple languages, in order to better reflect the diversity in their workforce.

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations:

- All short and long-term goals are set as per the market availability. Goals were set for each and every gap respectively.
- All goals are set in numerical and percentage format. For the purposes of this assessment, percentage format will be used.

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
04	Semi-Professionals & Technicians	-10	35.7	35.7	3.2	35.7
05	Supervisors	-1	50.0	50.0	33.3	53.0
06	Supervisors: Crafts & Trades	-1	9.3	9.3	4.3	9.3
10	Clerical Personnel	-54	50.0	50.0	25.2	65.2
11	Intermediate Sales & Service	-1	NR	NR	60.0	63.9
12	Semi-Skilled Manual Workers	-3	22.0	22.0	21.2	22.0

Observations:

- The organization has set appropriate short-term and long-term goals in all EEOGs where a gap was uncovered.
- With regards to EEOGs 05 and 10, the goals were set at 50% even though availability is higher. This is in keeping with the program decision to not to encourage organizations to seek representation levels beyond 50% for women in order to discourage occupational segregation and ensure that those occupational groups are welcoming of all genders.
- Also for EEOG 11, the present representation is 60.0 % which is much higher than the 50.0% required and even though the Workforce – Summary report shows a gap the organization does not need to set any goals.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-1	2.2	0.0	0.0	2.2

Observations:

- The organization has set the short-term goal as per the market availability.
- By setting and hiring / promoting one person from this designated group in this EEOG, it will eliminate the gap and the organization does not require setting a long a term-goal.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-2	4.3	8.6	0.0	4.3
03	Professionals	-1	3.8	7.6	0.0	3.8
04	Semi-Professionals & Technicians	-1	4.6	0.0	0.0	3.1
06	Supervisors: Crafts & Trades	-2	7.8	0.0	0.0	7.8
10	Clerical Personnel	-8	7.0	7.0	0.7	7.0
11	Intermediate Sales & Service	-1	5.6	11.2	0.0	5.6
12	Semi-Skilled Manual	-15	4.8	4.8	0.6	4.8
14	Other Manual Workers	-1	5.3	10.6	2.7	5.3

Observations:

- The organization has set appropriate short-term and long-term goals in all EEOGs where a gap was uncovered.
- The long-term goals for EEOG's 01/02, 03, 11 and 14 are all set as double of the short-term goal, which is set at market availability.
- For EEOG's 04 and 06, the organization has set the short-term goal as per the market availability. By meeting the short term goal set by the organization, it will eliminate the gap and they do not require setting long-term goals for these EEOG's.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
11	Intermediate Sales & Service	-5	45.7	45.7	13.3	45.7
12	Semi-Skilled Manual	-9	57.5	57.5	53.9	57.5
14	Other Manual Workers	-1	51.8	51.8	48.6	51.8

Observations:

- For all the gaps identified, the organization has set appropriate goals that are equal to the respective labour market availability.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances; I recommend that the closing letter include the following:

- Knoll Inc. has a number of gaps in each designated group. As such, the organization may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. Knoll Inc. is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

Name of Analyst: Neena Sharan

Date: October 12, 2018.

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: October 22, 2018 3:31 PM
To: 'apierce@knoll.com'; 'chartley@knoll.com'; 'Rikki Hensel'
Subject: Government of Canada Agreement Number: 060559 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Andrew Pierce:

I am writing to inform you that the compliance assessment initiated on August 31, 2018 has been completed. As a result of the assessment, Knoll, Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of the Knoll, Inc. employment equity program.

- Knoll Inc. has a number of gaps in each designated group. As such, the organization may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. Knoll Inc. is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on August 31, 2021. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Knoll, Inc. is notified of a subsequent assessment, the following information will be required:

1. Workforce data (F-orm1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, Knoll, Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

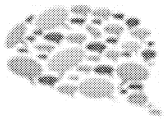
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Neena Sharan at neena.sharan@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Knoll, Inc. continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)** en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!
Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!