Labour Program Federal Contractors Program

FICIAL U	ar Amri	
greemer	t N°:	

Agreement to Implement Employment Equity

✓ New Agreement	(All sections r	nust be comple	ted)		
Revised Agreement					
	ner.	ANIZATION			
Legal Name of Organization	<u> </u>	MIZATION	Darant company	is located outside	s Canada
Knoll, Inc.			, aren company	is rocerca outside	, Calleda
				✓ Yes	∏ No
Operating Name (if different from Legal Name	of Organization)	·····	Business Numb	er	***************************************
Knoll North America, Corp,					
				employees in Car Time and/or Part	
Organization's North American Industry Classil To find your organization's four-digit NAICS co		e Number	Federally I	Domilated	
http://www.statcan.gc.ca/subjects-sujets/stand		ist-liste-eng.htm	'	*	
337214			Provinciali	y Regulated	
	HEA	D OFFICE	······································		***************************************
Address (building number, street, suite, etc.)		City		Province	Postal Code
1235 Water Street		East Greenv	i l le	PA	18041
		Telephone Number	•		
		800.343.566	5		
	EMPLOYMENT	EQUITY CONT.	ACT		
Name (print)		Title			
Christine Hartley	F 3 & 1 .	Director, Fe		***************************************	
Telephone Number	E-mail Address				ge of Correspondence
613.290.1628	chartley@knoll.co	om		✓ English	French
	CERT	IFICATION			
The above-named organization:					
 having a combined workforce of 100 c 	or more permanent full-tim	e and nermanent r	art-time employ	ees in Canada	ΑΝΠ
	î .	,	, ,		
 intending to bid on, or being in receipt Supply Arrangement, valued at \$1,000 		No.	contract, standin	g offer or contra	ict issued under a
hereby certifies its commitment to implem					
instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/eng			IIIOTTIIAUOTI OTI III	ow to implemen	t employment equity
Important note: If an audit of the Agreem the procurement instrument(s) with the Go			ers misrepresent	alion on the par	t of the organization,
	***************************************	NATORY			
NOTE: The signatory must be the Chief I contract on behalf of the organiza		*	an executive po	sition with lega	authority to sign a
Name (print)		Title			
Andrew Pierce Telephone Number	E-mail Address	Director, Co	ontracting	Desformed Langu	uage of Correspondence
•					
215.679.1830	apierce@knoll.co	,		✓ Englis	sh French
Signature		Date (YYYY-MM-DI))		
		2017-12-20			
Privacy Notice:		<u>L</u>			
The information you provide on this form is coll Contractors Program (FCP).	ected under the authority of s	ection 42 of the Emp	loyment Equity Act	fto determine you	r eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go					
The information you provide may be used and/o disclosures of your personal information will ne				. However, these	additional uses and/or
Your personal information is administered in ac your personal information, which is described ir government publication entitled <i>Info Source</i> , wh accessed online at any Service Canada Centre	rich is available at the followir	f and other applicable SDC PPU 721 Instr ng website address: <u>I</u>	e laws. You have the uctions for obtaining the state of t	he right to the pro ng this information se gc ca. <i>Info</i> Soi	lection of, and access to, are outlined in the arce may also be
	RETURN I	NSTRUCTIONS			
IMPORTANT					
The signed Agreement to Implement		rm must be sent t	o the Labour P	rogram 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				Cens	us 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 Ca	anada 🕨			691	Total Employ	yees 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		F	All Employee:	s	Al	ooriginal Peo	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	11	5	6							1	1	
	Total	11	5	6							1	1	
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	26	13	13							6	2	4
	Total	26	13	13							6	2	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	32	20	12							12	8	
	Total	32	20	12							12	8	
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	31	30	1							23	23	
	Total	31	30	1							23	23	

Page 1 of 7 Canada

Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		F	All Employee:	S		original Peo	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col, 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	2	1							2	1	1
	Total	3	2	1							2	1	1
Supervisors: Crafts and Trades	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	23	22	1							14	14	
	Total	23	22	1							14	14	
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							2		2
	Total	2		2							2		2
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7		7							6		E
	Total	7		7							6		6

Page 2 of 7 Canada

Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		Д	All Employee:	S	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible N	1inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	19	19					1	1		9	9	
	Total	19	19					1	1		9	9	
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	11	4	7							1		1
	Total	11	4	7							1		1
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	349	275	74	7	7		2	2		188	143	45
	Total	349	275	74	7	7		2	2		188	143	45

Page 3 of 7 Canada

Knoll Inc. (certificate # 060559)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		ļ	All Employees		Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

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

Occupational Group		,	All Employee	s	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									

Knoll Inc. (certificate # 060559)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

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

Occupational Group		,	All Employee:	S	Ab	original Peor	oles	Perso	ns with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range Col. 1	QTR	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	1									
Total Number of Employees		2	1	1									

Form 2 A

Knoll Inc. (certificate # 060559)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

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

Occupational Group		,	All Employee:	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1								1	1	
	Total	1	1								1	1	
Total Number of Employees		2	1	1							1	1	

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

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

		All Employees		At	original Peopl	es	Pers	ons with Disab	ilities	Members of Visible Minorities			
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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	

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Québec

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Members of Visible Minorities			
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Under \$15,000	1		1										
Total Number of Employees	1		1										

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	2	1	1									
Total Number of Employees	2	1	1									

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Alberta

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

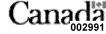
		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	2	1	1							1	1	
Total Number of Employees	2	1	1							1	1	

Workforce Analysis - Detailed Report

Date: 2018-08-30

Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Availa	-	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
1161 : 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
233 : Industrial engineering and manufacturing technologists and technicians	Ontario	5	0	0.0 %	19.9 %	1	-1	Ontario
252 : 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
D5 : Supervisors		3	1	33.3 %	53.0 %	2		
Employment Equity Occupational Group	Toronto	3	4	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
0224 : Supervisors, furniture and fixtures manufacturing	Ontario	21	1	4.8 %	9.6 %	2	• 1	Ontario
7 : Administrative and Senior Clerical Personnel		2	2	100.0 %	80.1 %	2	0	



Workforce Analysis - Detailed Report

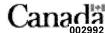
Date: 2018-08-30

Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ilability	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 : Uphoisterers	Ontario	7	7	100.0 %	18.9 %	1	6	Ontario
9 : 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



Workforce Analysis - Detailed Report

Date: 2018-08-30

Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	-	Gap	Recruitment Area
		#	#	%	%	#	#	
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
123 : 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
161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	2.7 %	0	0	National
4 : Semi-Professionals and Technicians		31	0	0.0 %	1.5 %	0	0	
211 : Chemical technologists and technicians	Ontario	8	0	0.0 %	1.9 %	0	0	Ontario
233 : Industrial engineering and manufacturing technologists and technicians	Ontario	5	0	0.0 %	1.1 %	0	0	Ontario
252 : Industrial designers	Ontario	12	0	0.0 %	0.6 %	0	0	Ontario
282 : User support technicians	Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
3244 : Artisans and craftspersons	Ontario	4	0	0.0 %	3.9 %	0	0	Ontario
95 : Supervisors		3	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	3	0	0.0 %	1.0 %	0	0	Toronto
6 : Supervisors: Crafts and Trades		23	0	0.0 %	0.2 %	0	0	
301 : Contractors and supervisors, mechanic trades	Ontario	2	0	0.0 %	1.8 %	0	0	Ontario
224 : Supervisors, furniture and fixtures manufacturing	Ontario	21	0	0.0 %	0.0 %	0	0	Ontario
77 : Administrative and Senior Clerical Personnel		2	0	0.0 %	0.8 %	0	0	



Workforce Analysis - Detailed Report

Date: 2018-08-30

Aboriginal Peoples

				Aboriç	jinal Peoples				
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	entation %	Availa %	ability #	Gap #	Recruitment Area	
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		
5345 : 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



Workforce Analysis - Detailed Report

Date: 2018-08-30

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation	Availa	-	Gap	Recruitment Area
		#	#	%	%	#	#	
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	



Workforce Analysis - Detailed Report

Date: 2018-08-30

Members of Visible Minorities

Familia and Familia Occupational Consu	Internal Leasting	All Familiana	Damus		of Visible Min		C	Deswitzent Auss
Employment Equity Occupational Group	Internal Location	All Employees #	Kepre:	sentation %	%	ilability #	Gap #	Recruitment Area
Employment Equity Occupational Group	Toronto	2	2	100.0 %	37.3 %	1	1	Toronto
08 : Skilled Sales and Service Personnel		7	6	85.7 %	36.5 %	3	3	
6345 : Upholsterers	Ontario	7	6	85.7 %	36.5 %	3	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		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



Workforce Analysis - Detailed Report

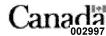
Date: 2018-08-30

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability G	p Recruitment Area
		#	#	%	%	#	#
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

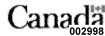


Workforce Analysis - Detailed Report

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

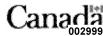


Workforce Analysis - Detailed Report

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



Workforce Analysis - Summary Report

Date: 2018-08-25

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	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	



Workforce Analysis - Summary Report

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Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	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 : Semí-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	



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Members of Visible Minorities

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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 : Semí-Professionals and Technicians	31	23	74.2 %	27.2 %	8	15
95 : Supervisors	3	2	66.7 %	45.8 %	1	1
6 : Supervisors: Crafts and Trades	23	14	60.9 %	35.4 %	8	6
7 : Administrative and Senior Clerical Personnel	2	2	100.0 %	37.3 %	4	1
3 : Skilled Sales and Service Personnel	7	6	85.7 %	36.5 %	3	3
9 : Skilled Crafts and Trades Workers	19	9	47.4 %	14.7 %	3	6
0 : Clerical Personnel	135	70	51.9 %	48.1 %	65	5
1 : Intermediate Sales and Service Personnel	15	2	13.3 %	45.7 %	7	-5
2 : 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



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Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	38	0	0.0 %	4.3 %	2	-2	
03 : Professionals	32	0	0.0 %	3.8 %	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	



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

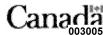


Workforce Analysis - Summary Report

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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



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Data from Fi	rst/Previous Workf	orce Analysis
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Data from Su	ibsequent/Curro Analysis	ent Workforce
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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

Table 5: Women

			Гable 1: Women		
		First/Previous Workforce Analysis			
F1	essent Faults Occupational Cusum (FFOC)	All Employees Wo		men	
Emba	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	12	7	27.4	
02	Middle & Other Managers	26	13	38.9	
03	Professionals	32	12	32.2	
04	Semi-Professionals & Technicians	31	1	35.7	
05	Supervisors	3	1	53.0	
06	Supervisors: Crafts & Trades	23	1	9.3	
07	Administrative & Senior Clerical Personnel	2	2	80.1	
08	Skilled Sales & Service Personnel	7	7	18.9	
09	Skilled Crafts & Trades Workers	19	0	1.9	
10	Clerical Personnel	135	34	65.2	
11	Intermediate Sales & Service Personnel	15	9	63.9	
12	Semi-Skilled Manual Workers	349	74	22.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	37	13	32.6	
Total		691	174	33.0	

All Employees	Women		
	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	

* Source:	:			
2011 Nati	ional Hous	ehold Surv	ey	

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Data from Firs	st/Previous Wor	kforce Analysis
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2018	08	25
YYYY	MM	DD
Data from Fi	rst/Previous Workf	force Analysis

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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

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Data from Subsequent/Current Workforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce A	Analysis
Emal	eximant Faulty Occupational Crown (FFOC)	All Employees	Aborigina	d Peoples
cmpa	oyment Equity Occupational Group (EEOG)		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 Pe	eoples
	/Current Workfore	
All Employees	Aboriginal	l Peoples
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	ol	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	ol	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Source:		
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Data from Firs	st/Previous Wor	kforce Analysis
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2018	08	25
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Data from Fi	rst/Previous Work	force Analysis

Data from S	ubsequent/Curr Analysis	ent Workforce
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Table 7: Members of Visible Minorities

		Table 3: Members of Visible Minorities First/Previous Workforce Analysis							
Employment Equity Occupational Group (EEOG)		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					

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						
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Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2018	08	25

Data from Su	ibsequent/Curr Analysis	ent Workforce
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Data from Subse	quent/Current Wo	orkforce 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	이	3.8						
04	Semi-Professionals & Technicians	31	ol	4.6						
05	Supervisors	3	0	13.9						
06	Supervisors: Crafts & Trades	23	이	7.8						
07	Administrative & Senior Clerical Personnel	2	ol	3.4						
08	Skilled Sales & Service Personnel	7	o	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	o	0.0						
14	Other Manual Workers	37	1	5.3						
Total		691	5	5.3						

Table 8:	Persons with Dis	sabilities					
Subsequent	/Current Workford	e Analysis					
All Employees	All Employees Persons with Disabilities						
	Representation	Availability*					
#	#	%					
0	0	0.0					
0	0	0.0					
0	0	0.0					
0	0	0.0					
0	o	0.0					
0	0	0.0					
0	0	0.0					
0	0	0.0					
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 Disa	bility	

* Source	:		

Part 2: Flow Data Analysis

Knoll North America Corp.

43337

Start	Date of Flow	Data
YYYY	MM	DD

End I	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

	\Box	→	1	—
		Table 1:	Women	
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	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

	Table 5:	Women	
Full-time / National		Part-time / National	
All Employees Promoted		Women Employees Wo	
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

		Y	
	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women 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
0	0	0	0

Part 2: Flow Data Analysis

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Start	Date of Flov	Data
0	0	טע

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0	0	0
End I	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 2: Aboriginal People			ples
		Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	0	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

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

Total

Table 6: Aboriginal Peoples			
Full-time / National		Part-time / Nationa	
All Employees Promoted	Peoples Employees		Aboriginal Peoples 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

Tab	le 10: Abo	riginal Ped	ples
Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	o	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

Knoll North America Corp.

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0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
YYYY	ММ	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Table 3: Persons with Disabilities			
	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	0	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

Full-time / National		Part-time / National		
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities 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	

Table 11: Persons with Disabilities					
Full-time / National		Part-time / National			
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities 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	(

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0

0	0	0
YYYY	MM	DD
Start	Date of Flov	v Data

0	0	0
YYYY	ММ	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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		Table 4: Members of Visible Minoriti			Iinorities
		Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
		#	#	#	#
01	Senior Managers	0	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	C
14	Other Manual Workers	0	0	0	C

Total

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	
0	0	0	0	

Federal Contractors Program Achievement Report

Part 3: Goals

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									Data 1	or First/I	Previous (Goals							
A B	C	D	E	F	G	H		J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3		From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	Ţ	J		1	J.	Ţ	1	Ţ	Ţ	Ţ	Ţ	J	Ţ		1	1		J	J
		Table 1: Women First/Previous Short-term Goals																	
		First/Previous Short-term Goals All Employees Women																	
				All En	ployees														
	Number	Number Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Number	Number Turnover (Replacement of			3 Year Goals						
Employment Equity								Anticipated		Terminated		Hires Required		Present			Projected	Present	Projected
Occupational Group (EEOG)	AAAA-MM-DD	Actual	Proje		Actual Projected			Hires Over 3 Years	VVVV-MM-DD		0		1111	-	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	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	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	ı	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		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		32.0%	1	2	1	9,3%	9,3%		-1	4,3%	4.2%
07 Administrative & Sr Clerical	2	-100.0%		0	0.0%		1 0	0		0.0%	0	0	0		80.1%	0	0	100.0%	100.0%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	19	-100.0% -100.0%		0	0.0%		1 0	0	/	0.0%	0	-0	0		18.9% 1.9%	0	0	100.0% 0.0%	100.0% 0.0%
10 Clerical Personnel	19	-100.0%	1.0%	1	0.0%	4.0%	16	20	34		0	61	10	50.0%	65.2%	-54	-51	25.2%	28.8%
11 Intermediate Sales & Service	133	-100.0%	1.0%	4	0.0%	11.0%	107	20	J*4	11.0%	7	111	10	50.0%	63.9%	1 77		60.0%	60.0%
12 Semi-Skilled Manual	349	-100.0%	1.0%	10		8.0%	84	94	7.4	1	18	23	21	22.0%	22.0%	1 3	3	21.2%	21.4%
13 Other Sales & Service	0	0.0%	1.00	0	0.0%	0,0-0	1 0	0	0	0.0%	0	0	0	22.070	0.0%	1 0	0	0.0%	0.0%
14 Other Manual Workers	37	-100.0%		0	0.0%		1 0	0	13		0	-1	0		32.6%	l i	1	35.1%	35.1%
Total	691	-100.0%			0.0%		1 0	t - 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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

						Table 2: Women
F2	Lancacia Caratta		Wom	ien		
	loyment Equity pational Group (EEOG)	Short-terr	n Goals	Long-ter	m Goals	Comments
ou.	pational Group (EEGG)	#	%	#	%	
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	003014

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	Part 3: Goals
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14 Other Manual Workers	0 0.0 0 0.0
Total	0 0.0 0 0.0

									Data 1	or First/I	revious (Goals							
AB	C	D	E	F	G	H			K	L	M	N	0	P	<u>Q</u>	R	<u>S</u>	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$	Ţ	T T	1	<u> </u>	<u></u>	1	Ţ	J	1	Ţ	Ţ	ν	J		1	, T	<u> </u>	J	J
		Table 3: Aboriginal Peoples First/Previous Short-term Goals																	
		First/Previous Short-term Goals All Employees Aboriginal Peoples																	
				All En	•										nal Peoples				
	Number	Grov	vth (New Posi	tions)		Turnover (Replacement of Terminated Employees)			Number Turnover (Replacement of		Hires		r Goals n - To						
Employment Equity Occupational Group (EEOG)	1111-MM-00	Actual	Proj	ected	 	Actual Projected Hires Over 3			YYYY-MM-DD Terminated Employees)			Required		-1111	Present	Present Gap	Projected	Present	Projected Representation in 3
	Over 1			1 Our 2 V			Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years	
	2018-08-25	Annually	Annually	Years	Annually	Annually	Years		2018-08-25	Annually	Years		2018	2021					
	#	%	%	#	%	%	Ħ	#	#	%	Ħ	Ħ	Ħ	%	%	#	#	%	%
01 Senior Managers	12	-100.0%		(7 0.070		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	I	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		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		1.5%	0	0	0.0%	0.0%
05 Supervisors	3	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	23			(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		0.8%	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%
09 Skilled Crafts & Trades	19	-100.0%		(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	2	0.0%	0	-1	0		0.7%	1	1	1.5%	1.5%
11 Intermediate Sales & Service	15			(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	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%
14 Other Manual Workers	37	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
Total	691	+100.0%	<u> </u>	(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) 10.
- 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 4: Aboriginal Peoples
Emn	loyment Equity		Aboriginal			
	pational Group (EEOG)	Short-teri		Long-te	rm Goals	Comments
	•	#	%	#	%	
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	1	2.2	0	0.0	Gap of -1 will be closed in the short term, no goal required in the long term.
0.3	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	003016

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

E																			
									Data 1	or First/I	revious (Goals							
A B	C	D	E	F	G	H	<u> </u>	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
8	Ţ	1	Ļ	1	↓	1	Ţ	Į.	1	1	ţ	1	1	↓	Ţ	1	Ţ	Ţ	J.
		Table 5: Persons with Disabilities First/Previous Short-term Goals																	
									First/	Previous St	iort-term C	loals .							
				All En	uployees										th Disabilitie	8			
	Number	Grov	vth (New Posi	ions)		Turnover (Replacement of Terminated Employees)			Number	Turnover (Replacement of		Hires		r Goals					
Employment Equity		Anticipated						Terminated		Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3		
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Years			VVVV-MM-DD			Over 3	1111	- ۲۲۲۲	Availability	rresent Gap	Gap	Representation	Years	
	2018-08-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-25	Annually	Over 3 Years	Years	2018	2021					
	Ħ	%	%	#	%	%	Ħ	#	#	%	Ħ	#	Ħ	%	%	#	Ħ	%	%
01/02 Managers	38		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	l .	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%		0.0%	13.0%	12	13	0	13.0%	0	1		4.6%	4.6%		0	0.0%	3.1%
05 Supervisors	3	-100.0%		(0.0%	******	0	0	()	0.0%	0	0	0	-	13.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	23	-100.0% -100.0%	1.0%		0.0%	32.0%	22	23	0	32.0% 0.0%	0	4	2	7.8%	7.8% 3.4%	-2	0	0.0% 0.0%	8.3% 0.0%
08 Skilled Sales & Service		-100.0%			0.0%		"	0	0	0.0%	0	0	0		3.5%	1 0	0	0.0%	0.0%
09 Skilled Crafts & Trades	19	-100.0%			0.0%		1 0	0	1	0.0%	0	0	0		3.8%		0	5.3%	5.3%
10 Clerical Personnel	135	-100.0%	1.0%	2	0.0%	4.0%	16	20	,	4.0%	0	9	ı	7.0%	7.0%	-8	-8	0.7%	1.4%
11 Intermediate Sales & Service	15	-100.0%	1.0%	(0.0%	11.0%	5	5	. 0	11.0%	0	ĺ		5.6%	5.6%			0.0%	0.0%
12 Semi-Skilled Manual	349	-100.0%	1.0%	16		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%
14 Other Manual Workers	37	-100.0%	1.0%	1	0.0%	6.0%	7	8	ı	6.0%	0	1	0	5.3%	5.3%	-1	-1	2.7%	2.6%
Total	691	-100.0%		(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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce /manysis) · 2/ × 10					Table 6: Persons with Disabilities
Employment Equity		ersons with I			Community
Occupational Group (EEOG)	Short-ter	m Goals	Long-term (woals %	Comments
01/02 Managers	0	4.3	1		goal % = <1 person, goal = 0 in short term. Set long term goal to 1, in effort to close gap in the logn term. 1% annual growth for all EEOG categories, not expecting any significant growth in the orga
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 logn term
04 Semi-Professionals & Tech	1	4.6	0	0.0	gap of -1 addressed in short term, no requirement for gaol 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		goal % = <1 person, goal = 0 in short term. Set long term goal to 1, in effort to close gap in the logn 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	()	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 logn term
Total	0	0.0	0	0.0	-003018

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									Data	for First/I	Previous (Goals							
A B	C	D	E	F	G	Н	II		K	L	M	lN	O	<u>P</u>	<u> </u>	R	S	T	L.
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entr	y CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$	J	ļ		J	·}}	1	J	<u> </u>			Ţ			<u> </u>	ļ		<u> </u>	J	······································
		Table 7: Members of Visible Minorities First/Previous Short-term Goals																	
		First/Previous Short-term Goals All Employees Members of Visible Minorities																	
				All Er	nployees										isible Minor	ities			
	Number	Grov	vth (New Pos	itions)	Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement of		Hires		3 Year Goals					
Employment Equity					 			Anticipated Hires Over 3			Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Pre	jected	Actual Projected			Years	AAAA-MM-DD		T	Over 3	1111	- 1111	Availability	rresem Gap	Gap	Representation	Years Years
	2018-08-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-08-25	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	Ħ	#	%	#	#	Ħ	%	%	#	#	%	%
01 Senior Managers	12	-100,0%		(0.0%		0	0	1	0.0%	0	0	()		10.1%	0	0	8.3%	8.3%
02 Middle & Other Managers	26	-100.0%		(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	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	23	0.0%	0	-15	0		27.2%	15	15	74.2%	74.2%
05 Supervisors	3	-100.0%		(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	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	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	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	9	0.0%	0	-6	0		14.7%	6	6	47.4%	47.4%
10 Clerical Personnel	135	-100.0%		(0.0%		0	0	70	1	0	-5	0		48,1%	5	5	51.9%	51.9%
11 Intermediate Sales & Service	15	-100.0%	1,0%		0.0%	11.0%	4	5	4	11.0%		6	2	45.7%	45.7%	-5		13.3%	20.0%
12 Semi-Skilled Manual	349	-100.0%	1.0%	. 10	1	8.0%	84	94	188		45	63	54	57.5%	57.5%	-13	-9	53.9%	54.9%
13 Other Sales & Service	0	0.0%	1.00	(0.0%	/ pm	0	0		0.0%	0	0	()	21.067	0.0%	0	0	0.0%	0.0%
14 Other Manual Workers	37	-100.0%	1,0%	0	0.0%	6.0%	/	8	353	6.0%	3	3	4	51.8%	51.8%	-1	-1	48.6%	50.0%
Total	691	-100.0%	<u> </u>	1 (0.0%		1 0	0	353	0.0%	1 ()	+23	()	<u> </u>	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) 10.
- 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		bers of Visil			
Occupational Group (EEOG)	Short-ter	m Goals	Long-term Goals		Comments
	#	%	#	%	
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	
12 Semi-Skilled Manual	54	57.5	9	10.0	Projected gap in 3 years is -9, will address in long term
13 Other Sales & Service	0	0.0	0	0.0	003020

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14 Other Manual W	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	

									Data for	Subseque	nt/Curre	nt Goals							
альноправления в В	C	D	E	F	G	Н		J	K	L	М	N	0	P	0	R	l s	T	U
20000000000000000000000000000000000000	L. (* 22.00 * 20.00 *		4	401000000000000000000000000000000000000	·*····································	******************			.dissection.com.com.com.com.com.com.com.com.com.com	\$1000000000000000000000000000000000000	4		**************************************	***************************************		•\$1000000000000000000000000000000000000	4:::::::::::::::::::::::::::::::::::::		romonomonomones
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C
	J	Ţ	1	1	Ţ	1	Ţ	Ţ	Ţ	J	J	Ţ	J	Į.	Ţ	Ţ	Ţ	Ţ	J.
										Table 9:									
									Subsequi	ent/Current	Short-teri	n Goals							
				All En	ployees										omen				
	Number	Grow	oth (New Posi	itions)	Turnover (R)	placement o Employees)	f Terminated		Number	Turnover (R)	eplacement of	Hires		ir Goals					
Employment Equity				iected			jected	Anticipated Hires Over 3		Terminated	Employees)	Required		m - To -YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Fre		Actual	FF0		Years	AAAAAMAGO		1	Over 3	1111	- 1 1 1 1	Availability	r resem Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	Ħ	%	#	#	Ħ	9/6	%	#	ti.	%	9/6
01 Senior Managers	0	-100.0%		(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	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		(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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		(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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		(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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		(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	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		(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	#DIV/0!	#DIV/0!
13 Other Sales & Service	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	#DIV/0!	#DIV/0!
Total	0	+100.0%		(0.0%		0	0	0	0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!

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† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) + Previous number of employees from Workforce Analysis) 10.

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
Em	ployment Equity	Women		
	upational Group (EEOG)		ng-term Goals	Comments
		9/6	9/6	
	Senior Managers	0.0	0.0	
02	Middle & Other Managers	0.0	0.0	
0.3	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	003022
14	Other Manual Workers	0.0	0.0	003022

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Total	0.0

									Data for	Subseque	nt/Currei	nt Goals							
A	C	D	E	F	G	H	I	J	K	L	M	N	0	P	<u>Q</u>	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$	Ţ	<u> </u>	<u>, </u>	1	<u>, </u>	\	J			ļ	J	J		<u> </u>		<u> </u>	<u></u>	J	······································
											iginal Pec								
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	iployees										nal Peoples				
	Number	Gro	wth (New Posit	ions)	Turnover (Re	placement o Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity			Proje		ļ.,,	•	jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		a - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proje		Actual	PF0		Years	7777-MM-DD		1	Over 3	1111	- 1111	Availability	rresem Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	9/0	9/0
01 Senior Managers	()	-100,0%	,	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	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%	,	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%	1	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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	()	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	()	-100.0%		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	#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	#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	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%	1	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%		1 0	0	()	0.0%	0	0	<u> 0</u>		0.0%	1 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 12: Aboriginal Peoples
Employment Equity	Aboriginal Peoples		
Occupational Group (EEOG)	 	erm Goals	Comments
	%a	%	
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	003024
14 Other Manual Workers	0.0	0.0	303024

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Total	0.0

									Data for	Subseque	nt/Currei	it Goals							
										•									
A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	<u>S</u>	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
r	1	1	↓	1	1	1	1	1	J	.	<u> </u>	1	1	↓	1	1	1	1	Ψ.,
										: Persons									
				4 H F	iplovees				Subsequi	ent/Current	Snort-teri	i Goais		D	th Disabilitie				
ŀ				An En	• •								1 V	r Goals	и изавине	, 			
	Number	Grov	vth (New Posit	tions)		eplacement of Terminated Employees)			Number	Turnover (Replacement of		Hires	From - To						
Employment Equity	YYYY-MM-DD					Projected Hires Over 3			VVVV-MM-DD	Terminated Employees)		Required		- 1111	Present Availability Present G		Projected	Present	Projected Representation in 3
Occupational Group (EEOG)				Over 3	<u> </u>		Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	**	Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	9/9	%	#	#	#	%	#	#	#	9/6	%	#	#	%	%
01/02 Managers	0	-100,0%		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	#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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	#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	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		U	0.0%		0	0	0	0.0%	0	0	('	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		U C	0.0%		0	0	U	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0! #DIV/0!
10 Clerical Personnel 11 Intermediate Sales & Service	0	-100.0% -100.0%			0.0%		0	0	0	0.0% 0.0%	0	0		()	0.0%		0	#DIV/0! #DIV/0!	#DIV/0!
11 Intermediate Sales & Service 12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(()	0.0% 0.0%		0	#DIV/0:	#DIV/0!
13 Other Sales & Service	n n	0.0%		0	0.0%		0	0	9 A	0.0%	0	0		()	0.0%	1 0	1 0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		1 0	0	0	0.0%	0	0	((0.0%	1 0	1 0	#DIV/0!	#DIV/0!
Total	0 0	-100.0%		0	0.0%		<u>0</u>	n	0	0.0%	n	n	ſ	1	0.0%	1 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.

Workforce Milarysis) · 2/ X i				T. I. 44 B
				Table 14: Persons with Disabilities
Employment Equity	Pe	rsons with Disabilitie		
Occupational Group (EEOG)	Short-teri	m Goals Long-to	rm Goals	Comments
Occupational Group (EEOG)		%	%	
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	-003026

								Data for	Subseque	nt/Currer	nt Goals							
A B	C	D	E	F G	H	II	J	K	L	M	N	0	P	Q	R	S	T	L. U.
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry C x	From Flow Data E x 3 Analysis & Workforce Analysis*	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	—	<u> </u>	<u> </u>	1 1	<u> </u>		<u> </u>	J		<u> </u>	<u> </u>	1	1	1	1	1	<u>_</u>	
								Table 15: N	lembers o ent/Current			·S						
			A	dl Employees				Subsequ	евосигтен	Suort-tern	i Goais	м	ombors of \	isible Minor	ities			
				Turnover (Re		er							r Goals	isinic remoi	ines	<u> </u>		
	Number	Gres	wth (New Positions)		pracement o Employees)	i rermmatea	Anticipated	Number	Turnover (R		Hires		n - To					Projected
Employment Equity	VVVV-MM-DD	D Actual Projected		Actual	Actual Projected			YYYY-MM-DD Terminated Em		Employees)	Required Over 3	1111-1111		Present Present Gap		Projected Gap	Present Representation	Representation in 3
Occupational Group (EEOG)			Ov	er 3		Over 3	Years			Over 3	Years	n.	_	Avanaomiy		Сар	Representation	Years
		Annually	Annually Ye	Annually	Annually	Years			Annually	Years		0	3					
	#	%	% 1	# %	%	#	#	#	%	#	#	#	%	%	#	#	9/4	%
01 Senior Managers	0	-100,0%		0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	1
02 Middle & Other Managers	0	-100.0%		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	U	0.0%	0	0	0		0.0%	0	0	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%		0 0.0%		1 0	U	U	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0% -100.0%		0 0.0%		0	U	U	0.0%	0	0	0		0.0%	0	0	#DIV/0!	
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0	-100.0%		0 0.0%		0	0	0	0.0%	0	0	0		0.0% 0.0%	0	1 0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
08 Skilled Sales & Service	0	-100.0%	1	0 0.0%		0	0		0.0%	0	0	0		0.0%	"	1 0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0 0.0%		1 0	0		0.0%	0	0	0		0.0%	0	1 6	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0 0.0%		1 0	0	0	0.0%	0	o o	0		0.0%	0	1 0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	٨	-100.0%	1	0 0.0%		1 0	0	0	0.0%	0	0	0		0.0%	0	1 0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	n	-100.0%		0 0.0%		1 0	0	a	0.0%	0	n	n		0.0%	1 0	l 6	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0 0.0%		1 0	٠ ١	n	0.0%	n	n	ก		0.0%	l 0	l n	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0 0.0%		1 0	n	n	0.0%	n	n	n		0.0%	"	"	#DIV/0!	#DIV/0!
Total	0	+100.0%		0 0.0%		0	0	0	0.0%	0	0	0		0.0%	1 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) 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	Members of Visible Minor Short-term Goals Long-to	rities erm Goals	Comments
Occupational Group (EEOG)	9/a	%	
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	1 0.0□	003027

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Knoll North America Corp.
	43337
Total	0.0

Federal Contractors Program Achievement Report Part 4: Results - Women Knoll North America Corp. 43337 P T В \mathbf{C} D E F \mathbf{G} H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % # % % % % 2018 58.3 27.4 212.9 12 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 26 13 50.0 38.9 10 128.5 02 Managers 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 32 12 37.5 32.2 10 116.5 2018 03 Professionals 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 31 1 3.2 35.7 11 -10 9.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 1 33.3 53.0 -1 62.9 05 Supervisors 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 23 4.3 9.3 -1 46.8 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 35.7 0.0 35.7 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 50.0 0.0 0.0 50.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 9.3 0.0 0.0 9.3 0.0 Trades 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 В \mathbf{C} D E F \mathbf{G} H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % # % % % % 2018 100.0 80.1 124.8 Administrative & 2 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 100.0 18.9 529.1 Service Personnel 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 3 0.0 1.9 0 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 135 34 25.2 65.2 88 -54 38.6 10 Clerical Personnel 0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 0 0.0 2018 1.5 9 60.0 63.9 10 -1 93.9 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 349 74 21.2 22.0 77 -3 96.4 12 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0 50.0 0.0 50.0 0.0 0 0 0.0 10 0.0 0.0 Clerical Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 50.0 0.0 20.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 22.0 0.0 0.0 2.0 0.0 Semi-Skilled Manual 0.0 21 Workers 3 0.0 0.0 0.0 0.0 0 0.0

	Federal Contractors Program Achievement Report Part 4: Results - Women																							
										I	'art 4: 1	Results	- Wome	n										
				***************************************						Kı	ioll Noi	rth Am	erica Co	rp.										
												43337	*											
A	B	С	D	E	F	G	Н	I	J	K	L	М	N	<u>O</u>	P	Q	R	S	T	U	V	W	X	Y
Data sou	ососососососососососососососососососос	exexexexexexe	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x100	Part 1: Workforce Analysis	DxG 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
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				V		orce Ana	dysis											nalysis						
	oloyment Equity upational Group Year Workforce Women All Women All Women															F	romotio	IIS omen			Te	rminatio	OHS omen	
(EEO			All Employees	Represen	tation	Availab		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	ž.	#	ii	и	%	#	4	#	#	9/0	#	g.
	ther Sales & Service	2018	#REF!	#REF!	0.0	0.0	#REF!	#REF!	0.0															
	ersonnel	0 2018	0 37	13	0.0 35.1	0.0 32.6	12	0	0.0 107.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	- 0	0
	Other Manual Vorkers	0	37 0	13	0.0	0.0	0	0	0.0	0	1 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
Data sou	airces:	*************	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Gosts	E÷Gx 100	Part 3: Goals	F ÷ 1 x 100	Part 3: Goals	100	Part 3: Goals	F + M x 100											
			.			•	<u> </u>	<u> </u>	<u> </u>			1	1											
				Entran	ts	-		6.1	G	oals		0.1												
	loyment Equity pational Group	Year		ow Data Wome	en.	3	nort-ter Wor	m Goals			Long-ter Wor							•	ommen	* c				
(EEC			All Employees	Actus	ī		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	ercent of										
		#	#	#	%	#	%	%	%	#	%	%	%											
1 1 5 1	Other Sales & Service ersonnel	0	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0												
	Other Manual	0	0	0	0.0	0	0.0	0.0	0.0		0.0	4												
1 1 2 1	Vorkers	3	0	0	0.0			0.0	0.0			0.0	0.0											
Total	1 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 P T В \mathbf{C} D E F \mathbf{G} H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data PxF + 100 Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % % % 2018 0.0 2.9 12 0 0.0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 26 0 0.0 2.2 -1 0.0 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 2018 0 3 0.0 1.2 0 0 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 31 0 0.0 1.5 0 0 0.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 1.0 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 23 0 0.0 0.2 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF ± I x 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2.2 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 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 В \mathbf{C} D E F \mathbf{G} H M N 0 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % % % 2018 Administrative & 01 0.0 0.8 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 3 0.0 2.4 0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 135 2 1.5 0.7 211.6 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 1.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 O 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 349 2.0 0.7 286.5 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF ± Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 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 Clerical Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Knoll North America Corp. 43337 В \mathbf{C} D E F \mathbf{G} H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Employees Employees Employees Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % % % 2018 0.0 3.4 Administrative & 01 0.0 Senior Clerical 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 13.9 -1 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 67.5 Skilled Crafts & 2018 13 5.3 7.8 0 Trades Workers 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 135 1 0.7 7.0 -8 10.6 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 5.6 -1 0.0 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 349 2 0.6 4.8 17 -15 11.9 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent o Percent o Goal Goal Goat Goal Actual Goal Met Goal Met Goal Met Goal Met % *4 % % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.6 Administrative & 0.0 Senior Clerical 3 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 7.0 0.0 0.0 7.0 0.0 0 10 Clerical Personnel 3 0 0.0 0.00.0 0.0 0.0 0 0 0.0 0.0 5.6 0.0 0.0 11.2 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 4.8 Semi-Skilled Manual 0 0 0.0 4.8 0.0 Workers 3 03 0.0 0.0 0.0 0.0 0.0

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

Efforts

equity.

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

Requi	red measures:
\checkmark	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
\checkmark	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

	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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	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.
Addit	tional Details
Please _l	provide any additional information (optional):

Knoll

SELF IDENTIFICATION OUESTIONAIRRE

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*.

Α.	Identification	: Please provid	de employee	e ID Number a	nd department		
	ID Number:			De	partment:		
В.	Gender:	Female	Male 🗆	I decline to	answer 🗆		
	•	•			e sections (C to E) identify in more th	, answer "Yes" if d nan one group.	any of the
С.	Aboriginal Pe According to the or Métis.		et Equity Act	t, an Aborigina	al person is a person	on who is First Na	tions, Inuit
	Are you an Al	ooriginal pers	on? Yes □	No □	I decline to ans	wer 🗆	

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)



FAQ - Frequently Asked Questions SELF IDENTIFICATION QUESTIONAIRRE

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 <u>must be submitted</u> 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 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:

Number of questionnaires returned:

Number of completed questionnaires returned:

%
100
84%
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 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.
- \times 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 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				
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(3+		
			years)	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.

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	J /		,			,
	Workforce Analysis Results		Goals			
	Present	Short-	Long-	Representation	LMA	
Employment Equity Occupational Group		term	term			
	(EEOG)	Gap	(1 to 3	(3+		***************************************
			years)	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				
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# 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 shortterm 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				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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 <u>Federal</u> Contractors Program (FCP) under the <u>Employment Equity Act</u>.

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 underrepresented; 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 <u>Workplace Equity Information Management System</u> (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!