



this program to other home decorative product groups in the future in order to meet the goal of reduction in plastic usage which the Company had announced the policy to stop using plastic bags in every branches of Index Living Mall since 2019. In addition, the Company develops energy saving products such as Cooling Pillow & Blanket and stain resistant curtain which is no need to clean often.

● **Develop Customized Products to Increase the Efficiency of Natural Resources**

Younique brand furniture is customized furniture that can be manufactured according to a custom design (More information is available at: <https://www.youunique.com/about-youunique>). There is a system for designing and calculating the cost-effective use of wood and components, which conserves raw materials and improves

the efficiency of natural resource utilization.

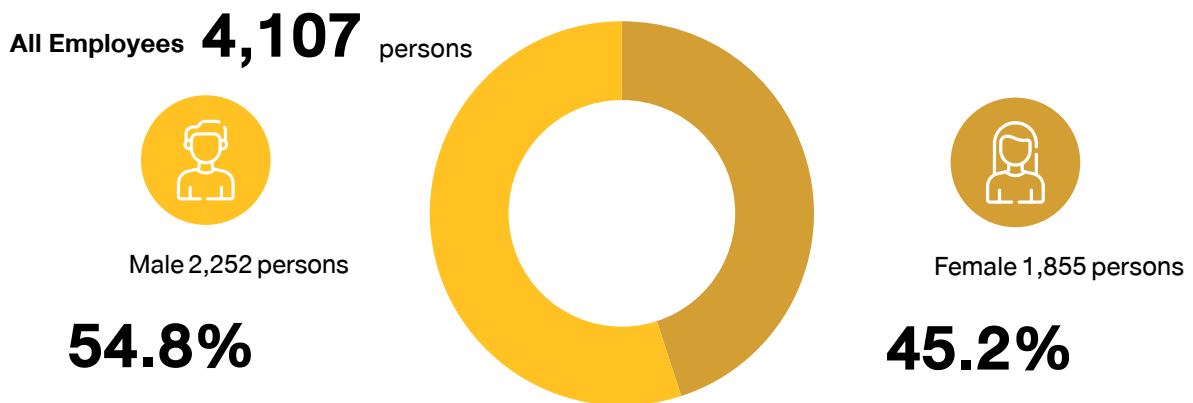
The Company has collaborated with domestic and international business partners to order raw materials and fittings without maintaining a large inventory. There is a plan to increase the recruitment of business partners who are able to collaborate under this condition. In addition, the Company has developed and designed components and fittings as common parts that can be used in a variety of furniture models to reduce the number of components used in product manufacturing.

In 2022, Younique brand furniture, which is customized furniture, contributed to the sustainable use of resources. The proportion of total income compared to the total sales of furniture products is 7.04%.

**3.4 Sustainability Management in Social Dimension**

● **Social Policies and Practices**

The Company recognizes the importance of conducting business with corporate social responsibility (CSR) under ethical principles to achieve fairness for all stakeholders, as well as applying good corporate governance principles as a guideline to maintain operational balance in terms of economy, community, society, and the environment so that external stakeholders which include customers, suppliers, communities, and the society can grow together and have a better living in tandem with the business operations. The Company has a policy to respect human rights, child labor, and women labor by emphasizing labor practices, respect for human rights, child labor, and women labor, as well as equality in all forms of labor in order to create a happy working environment where employees at all levels accept and treat one another as family.



**Proportion of Ages**

< 30 years old 1,035 persons **25.2%**

30 – 50 years old 2,731 persons **66.5%**

>50 years old 341 persons **8.3%**



- Outstanding Award Support Organization for Persons with Disabilities for 3 consecutive years (2020-2022).
- Outstanding Award Model Organization for Sustainability in the Thai Capital Market Support for people with disabilities for the year 2022.
- Outstanding Award in Labor Relations and Labor Welfare for 13 branches in 2022



Complaints about human rights and labor issue **= 0**



Proportion of third parties hired in the Tao Kae Noi Project **= 69%**

● **Social Performance**

4 sustainability material topics in the social dimension have been managed as follows:

**1. Product Innovation and Service Development for Better Living**

The Company has established and complied with the product and service development policy that is committed and attentive to product development, both in regards to furniture and home furnishings under the Index brand and affiliated House Brands in order to meet the diverse needs of each customer group and improve the quality of life of customers in accordance with their lifestyles as a result of using the Company's products and services. The details of product and service innovation development activities are as follows:

• **Develop Product to Improve Quality of Life and Work Efficiency.**

The Company is committed to developing and sourcing products in the Office Furniture group, especially ergonomic furniture, which is the science of designing and arranging tools for the benefit of users in accordance with ergonomic principles, in order to have quality products with functions that are suitable for all working and school-aged groups. In addition, the Company increased the sales proportion of this product category in Index Living Mall at an affordable price and accessible to customers with health issues or office syndrome as well as health-conscious consumers, particularly the office desk products, adjustable office desks, chairs, etc.

In 2022, the Company developed new ergonomic office desk and chair products which include low to medium priced electric adjustable office desks and ergonomic chairs. The proportion of new product designs with ergonomic principles accounted for 3.75% of total new Office Furniture product portfolio. The Company continues to develop products based on ergonomic principles, such as ergonomic products for school-aged children aged 3 to 12 years to achieve the 20% goal by 2024.



In addition, the Company developed a hybrid pillow under the brand DREAMIA in collaboration with Mr. Woody Wutithorn by using the experience of real users to search for products that meet the needs of people who have sleep disorders, such as office syndrome or internal systems imbalances problems. This pillow product is manufactured with U.S. innovation to support the health product market, especially for sleep disorders which are a significant factor affecting overall health. It was discovered that 96.5% of the major causes of insomnia are mattresses and pillows. The Company intends to develop other product groups to support the health product market which continues to have a higher demand in order to meet the needs for a better living for Thai people in the future.

• **Functionality for All Age Group**

The Company started developing and selling functional products for the elderly group which includes electronic recliners, massage chairs, adjustable beds, and recliners with the function to assist the elderly and those who have difficulty sitting and lying down independently. Previously, the Company's functional products for the elderly only included recliners and massage chairs. In 2022, the Company developed more functional products for the elderly group by creating lifting chairs to assist the elderly in standing up, resulting in a 5% increase in the proportion of new furniture products tailored toward the elderly. More new products for the elderly will be developed in the adjustable bed group or other product groups to achieve the 10% goal by 2025.

• **Develop Product as Innovation in Health Improvement**

The Company brings new textile innovation 'Easy to Clean' textile which is hygienic fabric with germ and stain repellent to apply with furniture and home furnishings into new product, especially product groups that users have to touch on a daily basis, in order to meet the needs of customer's safety and health. Presently the Company develops 'Easy to Clean Fabric Sofa' as new product for 'Sofa Studio' category with great benefit points such as easy to wipe clean, non-irritate to skin, free from toxic chemicals according to international standards, and assisting dirt and germs protection. In 2022, the proportion of new product in Easy to Clean Fabric Sofa reached 80% of total number of new sofa products. For home furnishings, the Company designed new product using Sanitized Fabric technology to create stain-resistant curtain which is clean, safe, and anti-bacteria and dust mites in fabric according to international standards from Switzerland.



- **Develop Community Products to Promote Social Development**

In 2022, the Company organized a project to promote community products in each region in an effort to support and generate income for the community. This began with the Southern community tie-dye products, for which the Company collaborated with the leaf group, a selected provincial handicraft group. The Company co-developed furniture and home furnishing products together with the community groups and plans to launch the products in 2023. In addition, the Company continues to execute product development plans with the community groups in order to generate income for communities in other regions in the coming year.

## 2. Labor Practices and Respect for Human Rights

- **Human Rights Operations**

The Company places great importance on respect for human rights, child labor, and women labor to create equality and fairness with all forms of labor in order to create a happy working environment where employees at all levels treat one another as family.

There is no direct or indirect exploitation. Promoting equality treatment with fairness on the basis of human dignity with no discrimination based on place of origin, race, gender, age, skin color, physical condition, status, ancestry, or any other status indirectly related to work performance. The Company also promotes the monitoring of human rights compliance within the organization.

### Human Rights Performance

The Company received no complaints regarding human rights, child labor, women labor or labor issue in 2022.

- **Personnel Development**

The Company focuses on personnel development by establishing a policy that requires personnel training and development to be aligned with the Company's business needs, strategy, and vision along with a plan for continuous improvement and development. This includes providing support in terms of budget, resources, time, personnel training, and development in the organization as well as organizing training plans and an annual training plan. The In-House training programs included skills programs, short courses, on-the-job training, coaching, mentoring, and blended learning. The Company provides opportunities for employees to participate in various training courses with external institutions and organizations.

### Performance

In addition to functional skill training, there are required courses for various positions to ensure that all employees work effectively and meet the same standard. The Company enhanced soft skills and added specifically designed courses for each position or department in order to provide employees with specific development and skills applicable to work and long-term living such as negotiation techniques for interior designers and communication for sales, etc.

In 2022, the Company provided training and knowledge assessment for employees for 79 courses, of which 71 were In-House training courses, 9 were In-House training courses by external speakers and 3 were Outsourced Training by external speakers, for a total of 2,218 training.

Training and Development	2020	2021	2022
Average Training Hours of Employees (number of training hours/person/year)	2.22	0.93	3.31
Number of Management Training Hours	0.524	0.215	6.75
Number of Supervisory Level Training Hours	8.125	0.509	15.76
Number of Operational Level Training Hours	0.558	1.637	0.62
Expenses for Staff Training and Development (Baht)	748,862.31	442,955.54	1,804,664.37

- **Employee Relations Management**

The Company recognizes the significance of employees as a key factor in driving sustainable business growth. Therefore, the Company has a policy that promotes a happy working environment, mutual acceptance, equal treatment of employees at all levels, career advancement opportunities for all employees, and employee participation in business operations.

**Performance**

In 2022, there were no significant labor disputes and no complaints regarding violations of laws or social regulations. The Company has returned to conduct employee engagement surveys, after refraining during the year 2019-2021 due to the spread of COVID-19, in order to provide opportunities to listen to the opinions of employees at all levels and use the information for labor relations development, welfare, and working conditions in order to support the expectations of employees and create a safe and happy workplace. The employee engagement assessment result for 2022 was 71% and set goal to reach 75% in 2025.

In 2022, the Company received labor relations awards at the national and enterprise level. This reflects the Company's dedication to fair treatment of employees, welfare, and safety in the workplace.

- "2022 Outstanding Labor Relations and Welfare Award" from the Department of Labor Protection and Welfare, Ministry of Labor, at the national level for 13 branches (Headquarters, Rama II, Kaset Nawamin, Phuket, Hua Hin, Khon Kaen, Bang Na, Ratchaphruek, Nakhon Ratchasima, Udon Thani, Rayong, Phitsanulok, Chiang Mai) of which 10 branches received this award for the second consecutive year.
- "Thai Labor Standard Award" from the Department of Labor Protection and Welfare for 3 branches (Headquarters, Rama II, Kaset Nawamin).

### 3. Occupational Health and Safety of Customers and Employees

The Company is committed to utilizing quality and safe products that comply with international standards, safety regulations, and legal requirements. This includes designing, creating, and developing innovative safety products so that

customers can have confidence in the standard quality and safety of the Company's products. The Company established a customer relations system to facilitate communication with customers and a complaint channel for product and service quality. Information is analyzed in order to continuously improve and develop the Company's products and services. This includes customer safety at Index Living Mall and The Walk, particularly during the COVID-19 pandemic. At Index Living Mall, the Company has safety measures that include product delivery and installation at the customer's residence. In addition, the Company prioritizes the occupational health and safety of its employees, who are an essential resource for moving the business forward with sustainability.

- **Safety, Occupational Health, and Working Environment**


The Company intends for all employees to be in good health and free from occupational illnesses. Therefore, the Company aims to continually promote and support various activities and operations on safety, occupational health, and the working environment in order to achieve the framework and objectives of the Company. Safety, occupational health, and the working environment are duties and responsibilities of employees at all levels. Therefore, they must always be prioritized. The Company educates its employees through training and encourages them to maintain a healthy lifestyle and avoid activities that could harm their health. This includes maintaining a hygienic and safe workplace at all times.

**Performance**

In 2022, the number of absences due to work accidents decreased by 33.7% compared to the base year of 2020 and there were no fatalities. The number of work accidents increased by 31.34% compared to the base year 2020. The majority of these were minor, non-serious incidents for which employees received first aid at the Company's nurse's office and did not request a leave of absence. In order to improve employee safety, the Company investigated the causes of accidents in depth to prevent recurrences. The Company increased preventive measures and monitored and controlled work accidents to reduce the risk for the likelihood of accidental occurrences and the severity of accidents. Employees at all levels strictly cooperated in creating a safe workplace in accordance with sustainable goals.



## Safety Performance Occupational Health and Work Environment

	2021	2022
 The Number of Injuries or Work Accidents that Require Leave of Absences (times)	26	79
 The Number of Employees Injured from Work Resulting in Leave of Absence More than 1 Day (person)	19	50
 The Number of Work Accidents Decreased by 5% Compared to the Base Year of 2020. (%)	19.90%	-31.34%
 The Number of Leave of Absences Due to Accidents Decreased by 5% Compared to 2020 (%)	31.36%	33.69%
 The Number of Work Related Death (person)	0	0



### The Number of Work Hours

2022

**8,150,185.71 hours**

2021

**8,790,745.96 hours**

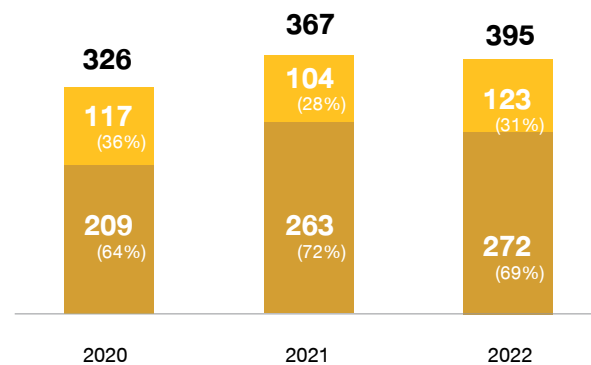
## 4. Community Contribution

The Company recognizes the significance of sustainable growth under social responsibility by focusing on operating the business with consideration for the community and society in order to improve the lives of people in society to grow alongside with the Company. For example, employment in the community as a result of the expansion of new branches or product development in collaboration with the community and numerous projects. The Company considers the suitability and benefits of the community and society.

### • Tao Kae Noi Project

Previously, the Company set up the Tao Kae Noi Project in order to provide delivery and installation services as quickly as possible to meet customer needs and to ensure the long-term sustainability of delivery and installation services management. The Company organized the Tao Kae Noi Project in order to collaborate with third parties to provide delivery and installation services as well as expand the services of the Company and alleviate the shortage of skilled workers. This project also created numerous jobs and income opportunities for Tao Kae Noi technicians and provided the opportunity to be their own boss.

The Company's distribution center (DC) provides product installation training to Tao Kae Noi artisans in order to provide services to customers with the Company's standards so that Tao Kae Noi technicians could have the opportunity to be trained and increase their knowledge. There is training available to impart knowledge regarding furniture assembly and installation as well as service standards training so that customer services can be



Remarks : The number of technicians increased due to data merging with the Bangkok distribution center.

■ Number of Tao Kae Noi      ■ Number of technicians an ILM

provided in accordance with the Company's standards. The proportion of technicians in the Tao Kae Noi Project in comparison to the Company's delivery and installation technicians is 69%.

### • Employment of People with Disabilities, Senior Citizens, etc.

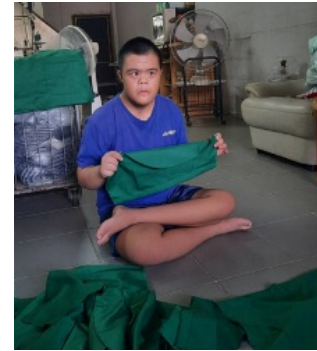
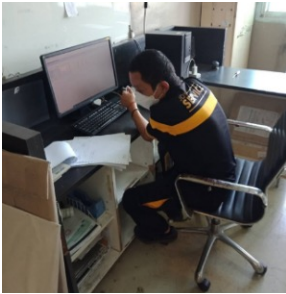
The Company promoted the recruitment and employment of people with disabilities/senior citizens and also provided care for this group of employees equivalent to general employees. This includes promoting employment in conjunction with government projects. The important details of the operations are as follows:

#### • Providing Employment Opportunities for People with Disabilities

The Company continually operates corporate social responsibilities by promoting the employment of

people with disabilities in Index Living Mall and factories of affiliated companies in order to support sustainable self-reliance. The Company continues to employ people with disabilities, both in the form of employment in Section 33 (as employment) and providing support for people with disabilities in Section 35 (supporting people with disabilities to have a career).

**Section 33 Employment**



โครงการขายสินค้าผลิตภัณฑคุณภาพจากน้ำดื่มมะพร้าวสด  
ภายใต้ชื่อ "ร้านเอ็มเอ็ม"

**Section 35 Subcontract or contract employment (projects to promote careers for people with disabilities)**

อาชีพ ขายกางเกงลำลอง



อาชีพ ทำดอกไม้ประดิษฐ์ (งานแฮนด์เมด)



The Company received the Outstanding Organization in Supporting Persons With Disabilities Award For the Year 2022 as a result of its commitment to providing people with disabilities with continued employment opportunities for the third consecutive year (2020-2022) from the Ministry of Social Development and Human Security. The Company also received Outstanding Sustainability Model Organization in the Thai Capital Market for Persons with Disabilities Award for the year 2022 as a listed Company that jointly supports employment with people with disabilities organized by the Securities and Exchange Commission (SEC) in collaboration with the Ministry of Labor, Department of Skill Development, Department of Employment, Department of Empowerment and Development of the Life of Persons with Disabilities, Thai Listed Companies Association and the Association of Disabled Persons Council of Thailand.



Outstanding Organization in Supporting Persons With Disabilities Award For the Year 2022



Outstanding Sustainability Model Organization in the Thai Capital Market For Persons with Disabilities Award For the year 2022



- **Promoting Employment for Senior Citizens**

The Company cooperates with the Ministry of Labor to employ senior citizens in accordance with the government policy to promote employment for senior citizens in Index Living Mall. The Company has continued the employment of senior citizens.

In 2022, the Company employed a total of 44 people with disabilities and senior citizens. The Company continues to recruit senior citizens and people with disabilities to replace employees who request the termination of employment during COVID-19.

Number (person)	2020	2021	2022
<b>Employees with Disabilities</b>	<b>49</b>	<b>46</b>	<b>42</b>
• Employees with Disabilities - Section 33	19	15	14
• Employees with Disabilities - Section 35	30	31	28
<b>Senior Citizen Employees</b>	<b>5</b>	<b>6</b>	<b>2</b>
<b>Total</b>	<b>54</b>	<b>52</b>	<b>44</b>

### Sustainability Management Performance in the Social Dimension

An overview sustainability management in social dimension in regards to the treatment of employees in 2022.

Employee Data	2022		
	Male	Female	Total
<b>Number of Employees (person)</b>	2,252	1,855	4,107
<b>Number of Employees Classified by Age (person)</b>			
Number of Employees Under Age 30	604	431	1,035
Number of Employees Between Age 30-50	1,460	1,271	2,731
Number of Employees Over Age 50	188	153	341
<b>Number of Employees Classified by Position (person)</b>			
Number of Employees at Operational Level	2,140	1,789	3,929
Number of Employees at Management Level	106	59	165
Number of Employees in Senior Executive Level	6	7	13
<b>Total Remuneration (Baht)</b>	<b>756,143,193</b>	<b>639,046,807</b>	<b>1,395,190,000</b>
<b>Total Number of Employees who Voluntarily Resigned (person)</b>	<b>595</b>	<b>475</b>	<b>1,070</b>
<b>Employee Provident Fund</b>			
Number of Employees who are Members of the Provident Fund (person)		1,241	
Amount of Money Contributed by the Company to the Provident Fund (Baht)		6,381,030.35	