

INAUGURAL EDITION · PUBLISHED 2026

# Thailand Workplace Equity Report

Thailand's first national survey on Diversity, Equity, and Inclusion in the workplace. 31 organisations. 13 industries. One uncomfortable truth.

**31**  
ORGANISATIONS

**13**  
INDUSTRIES

**52%**  
NO DEI METRICS

**20**  
SURVEY QUESTIONS

## THE BIG PICTURE

# Five Numbers Thailand Cannot Ignore

Thai organisations have embraced the language of DEI — but not its discipline. This inaugural survey exposes a critical gap between policy declaration and measurable action. The findings are not a criticism of intent. They are a call for infrastructure.

## 52%

**of organisations have ZERO DEI measurement system**

What gets measured gets managed. More than half of Thai organisations are flying blind on inclusion.

## 81%

**recognise DEI as critical for attracting & retaining talent**

The business case is already won — yet systemic action has not followed conviction.

## 65%

**cite entrenched organisational culture as the #1 barrier**

The problem is correctly diagnosed. But culture does not change through policy alone.

## 87%

**say leadership commitment is the #1 DEI success factor**

Yet 29% of respondents report no clearly designated DEI owner in their organisation.

## 3.55

**Average leader confidence that all employees feel safe and have equal opportunity — with 23% rating their own organisation 1 or 2 out of 5**

Confidence without data is optimism. In DEI, unchecked optimism is risk.

## TRANSTALENTS THESIS

Thailand is not behind on DEI because of lack of awareness — 52% of organisations already have at least partial policies. Thailand is behind because it has built the **façade of inclusion without the foundation of measurement**. Solving this requires a national infrastructure for workplace equity: standardised metrics, independent verification, and sector-specific benchmarks. This is the mandate for Thailand's first Workplace Equity Index.

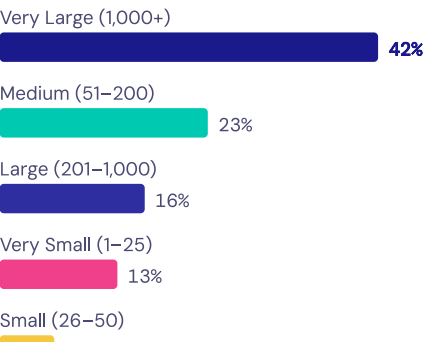
ABOUT THIS SURVEY

# Who Spoke Up — and What They Represent

The 2025 Thai Workplace Equity Survey (แบบสำรวจความเสมอภาคในสถานที่ทำงานไทย 2568) was designed and conducted by TransTalents Consulting Group as Thailand's first structured national assessment of DEI practices across private and public sector organisations. The survey comprised 20 structured questions covering policy, practice, measurement, responsibility, barriers, and future outlook.

## ORGANISATION SIZE

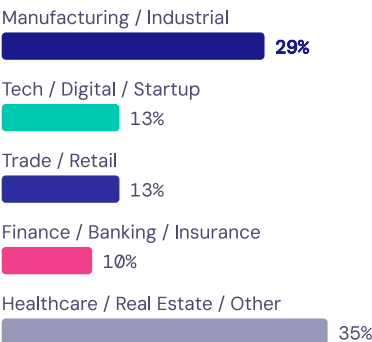
By headcount (N=31)



Large/very-large orgs account for 58% of respondents, providing enterprise-level perspective.

## INDUSTRY REPRESENTATION

Sector breakdown (N=31)



Also represented: government, energy, education, architecture, food & beverage, consulting.

## SURVEY DESIGN

20 structured questions covering: DEI policy status, workforce composition, training practices, measurement systems, responsibility structures, business impact perceptions, barriers, success factors, and future outlook. Respondents held senior HR, management, and executive roles.

ONLINE SURVEY

THAI LANGUAGE

STRUCTURED + OPEN-ENDED

MULTI-SELECT + SCALAR

**PDPA Compliance Statement:** All data was collected and processed in compliance with Thailand's Personal Data Protection Act (PDPA) B.E. 2562. No personal identifiers — including respondent names, email addresses, or identifiable organisational data — are disclosed. All findings are presented in aggregate form only. Contact details provided voluntarily for follow-up research have been stored securely and will not be published.

FINDING 01

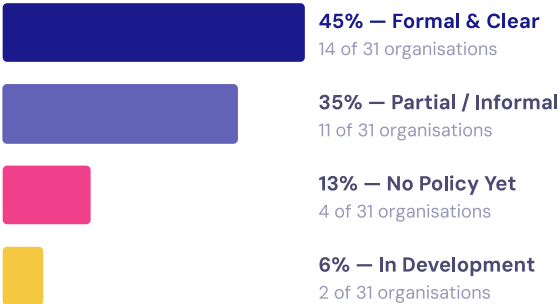
DEI POLICY VS. PRACTICE

# Thai Organisations Have Policies. They Don't Have Systems.

Forty-five percent of surveyed organisations report having a formal, clearly articulated DEI policy — a promising baseline. But policy, absent enforcement mechanisms and measurement, is aspiration dressed as action. The data reveals an organisation landscape that has written the right words into its handbooks while leaving the infrastructure unbuilt.

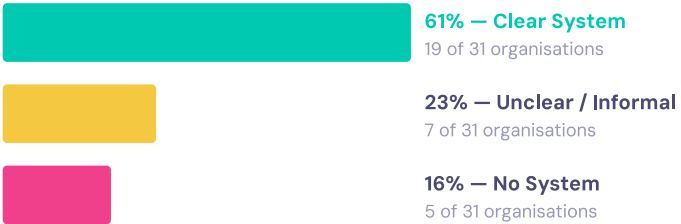
## DEI POLICY STATUS

Does your organisation have a DEI policy? (N=31)



## COMPLAINT & REPORTING SYSTEM

For harassment / inequity issues (N=31)



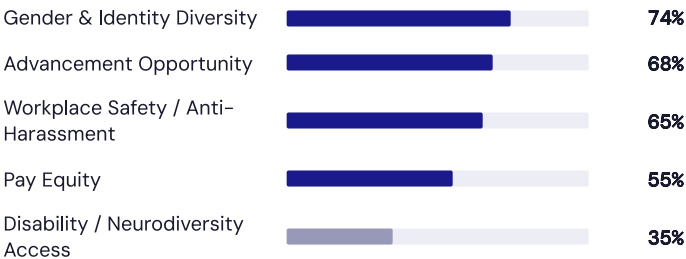
SIGNAL

39% of organisations either lack or have only informal mechanisms for employees to report inequality. This is not just an HR gap — it is a legal and reputational exposure.

"Global [HQ] has a DEI policy — but in Thailand, they don't promote it. Quiet compliance. Nothing moves."

VERBATIM SURVEY RESPONSE · RESPONDENT IDENTITY WITHHELD (PDPA)

## DEI FOCUS AREAS PRIORITY



% of organisations selecting each focus area (multi-select)

## THE PARADOX IN ONE SENTENCE

80%

of organisations have at least partial DEI policies — yet the majority cannot prove those policies are working.

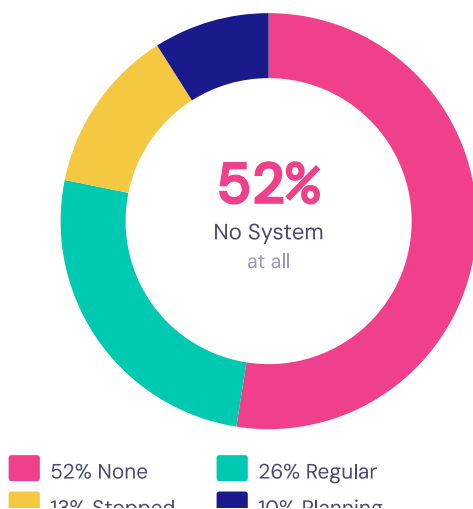
Policy without measurement is an aspiration. Aspirations do not appear in ESG disclosures.

## FINDING 02 DEI MEASUREMENT &amp; TRAINING

# What Gets Measured Gets Managed. Nothing Is Being Managed.

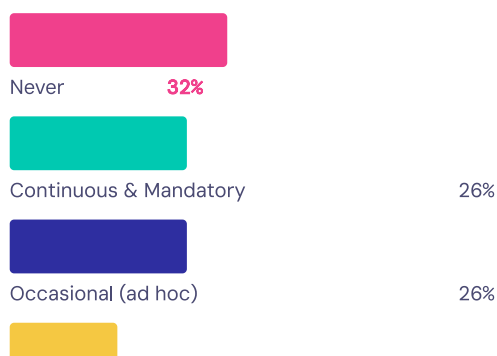
## DEI MEASUREMENT & EVALUATION STATUS

Does your org measure DEI outcomes? (N=31)



## DEI TRAINING & AWARENESS ACTIVITY

How frequently does your org run DEI training? (N=31)



### THE GAP

**52%** have no measurement system — yet **80%** have at least partial DEI policies. Policies exist. Evidence does not. This is the core contradiction of Thai workplace equity.

### TRAINING REALITY

**32% of organisations have never run DEI training.** Only 26% provide continuous, mandatory training for all levels. DEI cannot be embedded in culture through optional awareness sessions.

### ESG IMPLICATION

Without measurement systems, Thai organisations cannot produce credible **ESG Human Capital disclosures** — a requirement increasingly demanded by international investors, regulators, and supply chain partners.

# 74%

*of organisations either have no DEI measurement system, have abandoned one, or are still planning to start — representing a structural blind spot in Thai human capital management.*

Combined: No system (52%) + Discontinued (13%) + Still planning (10%) = 74% without functional measurement

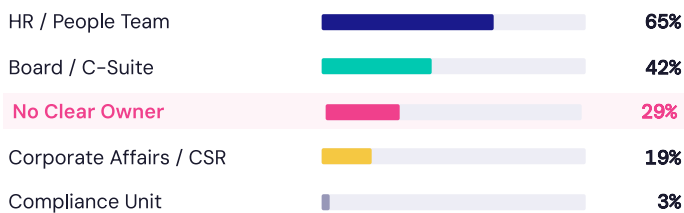
## FINDING 03 OWNERSHIP &amp; PSYCHOLOGICAL SAFETY

# Everyone Agrees DEI Matters. Nobody Owns It.

The survey reveals a critical accountability vacuum: 87% of respondents say leadership commitment is the primary success factor for DEI — yet 29% of organisations report no clearly designated unit responsible for driving it. When DEI "belongs to everyone," it effectively belongs to no one.

## WHO OWNS DEI IN YOUR ORGANISATION?

Primary responsibility owner (multi-select, N=31)

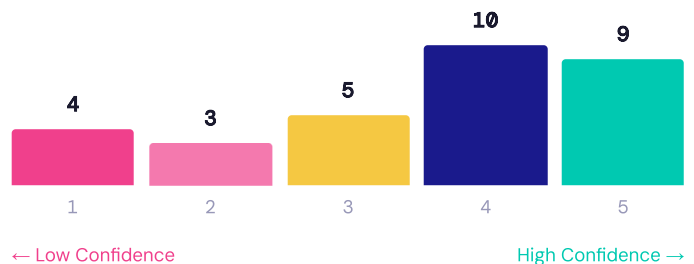


### ACCOUNTABILITY GAP

When DEI ownership defaults to HR alone — without board-level sponsorship and budget authority — transformation stalls at the training room door.

## PSYCHOLOGICAL SAFETY CONFIDENCE INDEX

"All employees feel safe and have equal opportunity" — Rate 1–5 (N=31)



23%

Rated 1 or 2  
Low confidence

16%

Rated 3  
Moderate

61%

Rated 4 or 5  
High confidence

3.55/5

Average confidence score. In the absence of measurement data, this number reflects self-perception — not verified outcomes.

### THE OPTIMISM BIAS WARNING

The 3.55/5 average confidence score carries an important caveat: **respondents are senior leaders rating their own organisations.** Global DEI research consistently shows a leadership–employee perception gap of 20–30 points. Without anonymous employee surveys and third-party audits, this number is a measurement of sentiment, not safety. Thailand needs independent verification frameworks — exactly what the Thai Workplace Equity Index is designed to provide.

FINDING 04

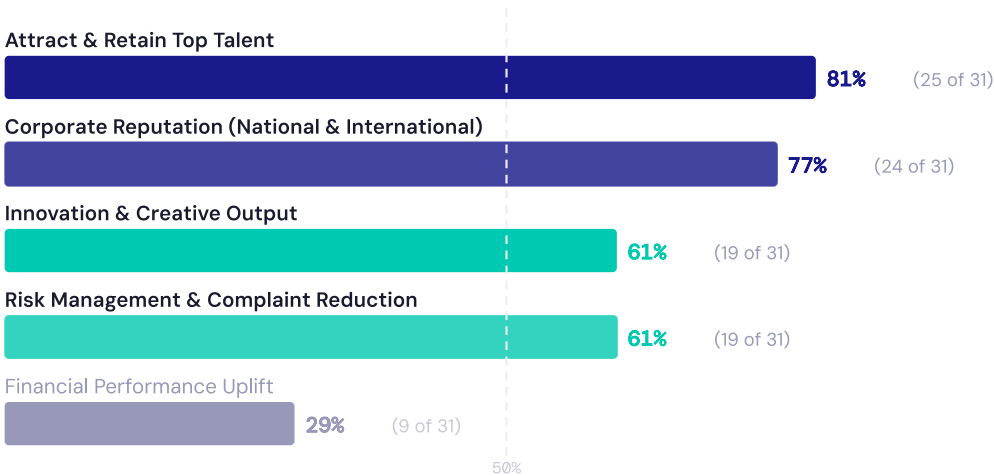
PERCEIVED DEI BUSINESS IMPACT

# 81% Know DEI Drives Business Performance. So Why Is Nothing Being Measured?

Thai business leaders are not sceptics. An overwhelming majority recognise the strategic value of DEI across talent, brand, innovation, and risk. The question is no longer "does DEI matter?" — it is "why haven't we built systems to prove it?" The conviction is present. The accountability architecture is not.

## HOW DEI IMPACTS BUSINESS OUTCOMES

% of respondents who identified each impact area (multi-select, N=31)



81%

See DEI as critical for **talent attraction and retention** — the #1 HR challenge in Thailand's labour market.

77%

Link DEI to **corporate reputation** — particularly for organisations competing in global supply chains and international investment contexts.

29%

Connect DEI to **direct financial performance** — a gap in strategic understanding that measurement systems and ROI frameworks must close.

*"The business case for DEI is settled. The measurement case is not. Until Thai organisations can quantify the return on inclusion, the CFO will always find a higher priority."*

TRANSTALENTS STRATEGIC ANALYSIS · 2025

FINDING 05

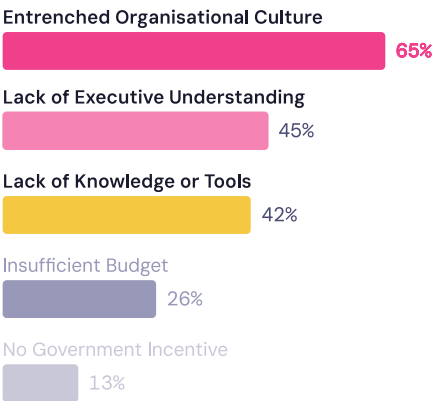
BARRIERS TO DEI PROGRESS

# Culture Is the Ceiling. Leadership Is the Key.

Respondents correctly identified the root cause of Thailand's DEI stagnation: it is not a resource problem, and it is not a policy problem. It is a cultural and leadership problem. This finding reframes the entire intervention strategy — culture-shifting requires different tools than policy-writing.

### TOP BARRIERS TO DEI PROGRESS

% of respondents identifying each barrier (multi-select, N=31)



#### ROOT CAUSE ANALYSIS

**65% identify culture as barrier #1.** Culture is not changed through compliance training or HR policy revisions. It requires visible leadership behaviour change, psychological safety infrastructure, and sustained accountability over 3–5 years. One-off DEI workshops will not move this needle.

#### THE CAPABILITY GAP

**42% lack knowledge or tools** to begin — yet 52% already have at least partial policies. This is a signal that organisations have been copying DEI language from global templates without building local competence. Thailand needs homegrown DEI frameworks built for Thai organisational context.

*"Real DEI impact. Not just events for celebration. Move beyond pride parades into measurable outcomes."*

SURVEY RESPONDENT · IDENTITY WITHHELD (PDPA)

*"Rainbow washing is the real risk. We need a system like **๑๕**. — independent standards with surprise audits — not just brand-building."*

SURVEY RESPONDENT · IDENTITY WITHHELD (PDPA)

65%

+45%

65% say culture is the blocker, and 45% say it's leadership — yet both are the same problem: **the absence of leadership that models inclusive behaviour, not just inclusive policy.**

Thailand's DEI transformation will not be legislated into existence. It will be led into existence — by visible, accountable executive champions in every sector.

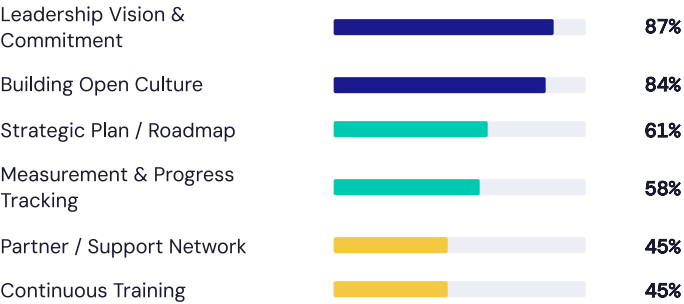


WHAT ORGANISATIONS AND POLICYMAKERS SAID THEY NEED

# From Awareness to Architecture: Building Thailand's Equity Infrastructure

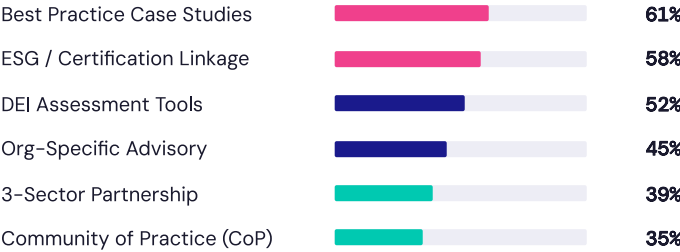
## CRITICAL DEI SUCCESS FACTORS

% identifying as essential (multi-select, N=31)



## SUPPORT NEEDED FROM ALL SECTORS

% requesting each support type (multi-select, N=31)



FUTURE OUTLOOK – WHAT LEADERS EXPECT NEXT 1-2 YEARS

58% of respondents

**DEI + ESG Integration**

DEI will be embedded into ESG reporting and sustainability strategies — not treated as a standalone HR initiative.

52% of respondents

**New Government Policy**

Anticipate new government regulations or national standards on workplace equality — signalling appetite for legislative reinforcement.

45% of respondents

**DEI as Strategic Priority**

Will elevate DEI from HR function to boardroom strategy — reflecting growing awareness of the competitive dimension of inclusion.

PROPOSED SOLUTION

**Thai Workplace Equity Index (ZWEI)**

35% of respondents expressed interest in contributing to a national DEI measurement index. Modelled on the UK Gender Equality Index and Singapore's Fair Employment Framework, the Thai Workplace Equity Index would provide standardised benchmarks, independent audit mechanisms, and sector-specific comparative data — creating the measurement infrastructure that Thai organisations say they need but currently lack.

35%

Expressed Interest

THREE IMPERATIVES FOR THAILAND

The Agenda for Every Sector, Starting Now

01

**BUILD THE MEASUREMENT INFRASTRUCTURE**

52% of Thai organisations have no DEI data. The first priority for HR, ESG teams, and boards is not more training — it is deploying standardised measurement frameworks that produce comparable, verifiable data. This means employee experience surveys, pay equity audits, promotion rate disaggregation by gender and identity, and anonymous reporting channels. Without a baseline, there is no progress.

02

**MOVE DEI FROM HR TO THE BOARD**

29% of organisations have no designated DEI owner. The data is unambiguous: 87% say leadership commitment is the #1 success factor. DEI must be owned at C-suite level with a named executive sponsor, tied to performance KPIs, and reported in annual ESG and Human Capital disclosures. The government must consider incentivising — and ultimately requiring — board-level accountability for equity outcomes in publicly listed and large private organisations.

03

**ESTABLISH A NATIONAL WORKPLACE EQUITY STANDARD**

Thailand needs an independent, national Thai Workplace Equity Index — a sector-comparable, internationally recognised measurement framework that organisations can benchmark against, certify to, and be held accountable by. 35% of respondents expressed interest in contributing to its design. This is not a distant aspiration. The data, the demand, and the institutional appetite are already present. The infrastructure must now be built.

ABOUT THE PUBLISHER



**Asia's Authority on the Inclusive Economy**

TransTalents Consulting Group is Bangkok-based Asia's leading authority on the Inclusive Economy, Diversity, Equity and Inclusion (DEI), and Human Capital strategy. We work across corporate, government, and international development sectors to build the infrastructure that makes equitable workplaces measurable, sustainable, and commercially compelling.

Co-authors of the WorldPride Bangkok 2030 Feasibility Study (฿24.6B GDP opportunity, TCEB). Co-developers of the UNDP Business Inclusion Toolkit with the Embassy of Canada and Sasin School of Management. 25+ projects. 14 organisations. 4.8/5 client satisfaction.

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CONTINUING THE RESEARCH

This is Thailand's first workforce equity baseline. Annual editions will track progress, expand the sample, and introduce sector-specific benchmarks. Organisations wishing to participate in the 2026 survey, contribute to the Thai Workplace Equity Index design, or commission DEI advisory services are invited to contact TransTalents directly.

**Areas of expertise:**

Advisory Retainers · DEI Hospitality Certification (Proud Mark) · UNDP Toolkit Implementation · ESG Human Capital Disclosure · Signature DEI Programmes · Asia Human Capital & Inclusion Index

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