Inclusion Toolkit for Organizations and Business

LGBTQI+ Insights to Increase Inclusion for All
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Executive Summary

Thailand has made significant progress on Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Other Sexual and Gender Identities (LGBTQI+) rights, yet gaps remain between social acceptance and workplace inclusion. Discrimination persists: 45% of LGBTQI+ Thais report job application rejections, and almost half of LGBTQI+ people still conceal their identity at work due to fear. This climate prevents organizations from benefiting from the full diversity of talent.

The business case for LGBTQI+ inclusion is clear. Organizations in the top quartile for LGBTQI+ diversity have 25% higher profitability. Diverse teams, inclusive of LGBTQI+ people, also make better decisions up to 87% of the time. Yet Thai businesses continue to underperform in LGBTQI+ and other inclusion efforts.

This Toolkit, created by the Sasin School of Management and supported by the United Nations Development Programme (UNDP) Thailand, the Embassy of Canada to Thailand, and many LGBTQI+ community leaders, provides practical guidance to foster LGBTQI+-inclusive workplaces. It also offers best practices for making organizations more inclusive overall.

It covers:

1. **The Business Case** - Evidence that inclusion boosts innovation, recruitment, retention, and performance.
2. **Human Resources Policies and Practices** - Practical steps to ensure equal access, from hiring to healthcare.
3. **Code of Conduct** - Guidelines to shape respectful, welcoming behaviors daily.
4. **Awareness & Training** - Impactful methods to build organizational competency.

The Toolkit helps organizations evolve from surface-level commitments to meaningful culture change, benefiting both LGBTQI+ individuals and broader business goals. Practical tools, such as themed Worksheets and in-text checklists and guides, give clear steps to plan, implement, and track high-impact, inclusive initiatives.

The Toolkit offers a quick online organizational assessment to gauge current LGBTQI+ inclusion practices and identify priority gaps. Organizations can use this to determine their “readiness level” - Launcher, Accelerator, or Champion - and access tailored recommendations.

**Additionally, the Toolkit provides:**

- Planning aids like readiness checklists to structure effective rollouts.
- Tips to secure leadership buy-in and employee input upfront.
- Guidance to balance global best practices with local norms.
- Training topic overviews from foundational to specialized content.
- Methods to track impact over time and keep momentum.

The Toolkit aims to turn good intentions into meaningful progress by giving organizations the fundamentals to kickstart their inclusion journeys. It offers locally tailored, globally inspired practical guidance so more Thai workplaces can realize the promise of LGBTQI+ inclusion.
A Word from the Toolkit’s Working Group

“Having dedicated a decade to the military sector, and working for five years in the Defence Attaché Office at the Embassy of Canada, I’ve experienced firsthand the significant strides made in promoting gender inclusivity, including support for the LGBTQI+ community. The positive shift in treatment is not only substantial, but also had a profound impact on promoting a workplace culture where diversity is celebrated, leading to increased productivity and enhanced creativity in the execution of duties. The Embassy’s commitment to create an environment where everyone feels respected and valued reflects its dedication to excellence and equality.”

Lieutenant Junior Grade Chomporn Thiamchai, Senior Program Assistant, Canadian Defence Attaché Office, Embassy of Canada to Thailand

“Investing in LGBTI inclusion isn’t just a commitment to human rights; it’s a smart business strategy. Embracing diversity fuels creativity, enhances productivity, and cultivates a global reputation for inclusivity. Join the evolving global landscape of workplace equality—where embracing differences isn’t just a trend, but a key driver for sustainable success.”

Jay Pongruengphant, Gender Equality and Social Inclusion Advisor, UNDP Thailand

“During my lengthy career in the management of logistics multinational TNT, I have experienced how important it is to bring your whole self to the workplace. It benefits the company, and yourself, and it makes any job worthwhile. However, organizations must create a welcoming environment and working atmosphere to make that happen for everyone. This is the basis of every Diversity, Equity, and Inclusion or Equality Policy. Being able to be an open member of the LGBTIQ community in the top management of an organization, I could do my job better and open many doors for others too. In my experience, organizations in general are willing to create inclusive workplaces, but they need the tools to develop policies that work. That is why we at Workplace Pride created the Business Toolkit, a set of tools that can be chosen from and used to develop effective policies. When I came to Thailand, I realized that this Workplace Pride Toolkit needed to be adapted to the Thai business culture, language, and practice. I am happy with the result and looking forward to seeing the tools used in the Thai business environment.”

Paul Overdijk, Co-Chair of the Advisory Board at Workplace Pride, and former Director of Strategy at TNT

“Thailand is on the edge of becoming a leader in Southeast Asia for promoting inclusion and equality for all. Despite historical challenges, Thailand is making significant progress toward securing the rights of LGBTQI+ people, demonstrating its readiness for change and potential to lead by example. As a business school driving change in Thailand, we are proud to be a part of this change. Our public commitment to inclusion, our IDEALS (Inclusion, Diversity, Equity, and Access to Learning at Sasin) policy, is both a policy and a promise. It’s our commitment to welcome and ensure a better future for all. We were the first academic institution in the country to institutionalize our values in this way because we believe that business schools are bridges between education, business, and the future. By creating inclusive leaders today, we ensure an inclusive society tomorrow. Working to create the Toolkit is one part of our efforts to ensure the Thai business and LGBTIQ+ communities are supported in this process by evidence-based practice. We look forward to a future when Thai businesses help to earn a national reputation for inclusion, enhance their productivity and profit, and drive thought leadership and practice in this area.”

Dr. Drew B. Mallory, Inclusion Ambassador, and Professor of Organizational Behavior and Management at Sasin School of Management
Welcome!

In recent years, Thailand has made impressive advances toward organizational Diversity and Inclusion (D&I). However, many individuals still face obstacles to feeling accepted for who they are at work. Many groups still face challenges, like discrimination, stigma, and unequal treatment at work, including LGBTQI+ people. The good news is that Thai organizations are actively cultivating more inclusive workplaces. You are now part of a growing number of organizations that recognize the benefits of inclusion, from boosted innovation and performance to higher employee satisfaction.

To accelerate this positive momentum, UNDP Thailand and the Embassy of Canada to Thailand have partnered with the Sasin School of Management and members of the LGBTQI+ community to create this practical Inclusion Toolkit for Organizations and Businesses that draws from the best examples and experiences of LGBTQI+ inclusive practices. The Toolkit draws on countless local and global resources, supported by work from Workplace Pride, and is tailored for Thailand.

The Toolkit covers four key themes:

1. The Business Case for Inclusion
2. Essential Human Resources Policies and Practices
3. Organizational Code of Conduct
4. Training and Awareness

Implementing practices in each of these areas signals your commitment to equality while benefiting your organization as well. Small steps by individual organizations, collectively build a Thailand where all belong.
What’s Inside:

**Global Best Practices** – Simple, top-notch ideas to boost D&I in your organization.

**Quick Guides and Diagnostics** – Start your own LGBTQI+-friendly policies without the headache.

**Tips Tailored for Thailand** – Tips that are the right fit for the unique Thai business landscape.

**Ready-to-Work Checklists** – Handy guides to help you put inclusive ideas into action.

Join fellow organizations in creating welcoming workplaces—workplaces where everyone, regardless of sexual orientation or gender identity, can bring their full, authentic selves.

Get Your LGBTQ+ Maturity Score Now!

Use this [link](#) now to get your organization’s score and determine your inclusion level.

Or use these brief descriptions to identify your level quickly!

How to use the Toolkit

This Toolkit is color-coded by level! Launchers, Accelerators and Champions.

**Starting the journey without much experience**

Launchers will be steered toward essential actions that can anchor an organization in basic inclusive practices for all, emphasizing special considerations for LGBTQI+ people.

**Gaining momentum and ready to expand**

Accelerators have some inclusion experience already, but will need extra help to enhance and expand existing policies to include LGBTQI+ needs while developing stretch goals for the next steps.

**Impressive achievements; focused on reaching the top**

Champions already have many policies in place, including those protecting LGBTQI+ people. Champions will be challenged to find local applications for global best practices to take them further.

Language Matters

Whether you call it Diversity and Inclusion (D&I), use Diversity, Equity, and Inclusion (DEI), or wrap it into your Environmental, Social, and Governance (ESG) planning, inclusion is about creating safety and belonging for all, and has a place in every organization. Before you start, have a look at the Implementing Inclusive Language Organization-Wide Worksheet. This way, we’re all speaking the same language.

Get Your Score Here!
More to learn

Worksheets: Actionable Guides for Your Inclusion Journey

This Toolkit provides Worksheets linked to key themes to help you explore specific LGBTQI+ inclusion topics more deeply. These hands-on resources feature Action Checklists and self-assessment Quick Diagnostics to guide you through understanding and implementing the Toolkit. In the Planning for Action part of each section of the Toolkit, you’ll find a list of relevant Worksheets to explore at your own pace and reinforce your learning journey.

An Intersectional Base for an Inclusive Toolkit

This Toolkit uses an “intersectional” approach, recognizing the diverse identities all people hold, not all of which are visible. It refers to the idea that we all have multiple influences on our identities. You may be a mother, a sister, a manager, and an artist. Any one of these identities might take priority at a given time. The best inclusion training takes a holistic, intersectional approach, balancing group-specific details with general principles. Keeping intersectionality in mind is essential for inclusion efforts, as it can help us stop overly

Going Deeper

Do you want to know more about the power of language? Oxfam’s Inclusive Language Guide takes an intersectional feminist and anti-racist approach, created collaboratively with marginalized communities like LGBTQI+ people, people of color, and those with disabilities.
focusing on a single, visible characteristic. For instance, LGBTQI+ identities are often invisible, which means it can be hard to reach out directly. At the same time, a policy focused only on LGBTQI+ people can seem discriminatory. Embracing an intersectional inclusion lens in the Toolkit means that while we focus on LGBTQI+ issues, many solutions will benefit all employees. Small changes to policies and culture can often be made within existing structures, while occasional LGBTQI+-specific acts are also necessary. In the end, everyone wins!

Learning Resources

Throughout the Toolkit, we provide Learning Resources sections with supplementary links to specific topics that are not directly LGBTQI+ related but focus on broader inclusion, such as guides for the inclusion of other marginalized communities, inclusive language resources, and more, acknowledging the intersectional nature of diverse identities and experiences; however, these resources are optional and provided as additional opportunities for further learning.

Dive in and make a difference!

Read It

Also have a look at the Thai LGBTQI+ Terminology Guideline by the Foundation of Transgender Alliance for Human Rights.
The Business Case for Inclusion
Inclusion isn’t just a buzzword.

It’s a business imperative. While the inclusion and protection of workers is a human rights issue, it’s also smart business in today’s competitive global marketplace. It’s true that inclusive organizations earn more, recruit better candidates, and keep their talent longer. However, these benefits are hard to realize when certain groups face systemic social and organizational barriers.

**Bottom Line Benefits: LGBTQI+ Inclusion Makes Financial Sense**

Embracing Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Other Sexual and Gender Identities (LGBTQI+) Diversity and Inclusion (D&I) positively impacts an organization’s bottom line.

- **25%** Specifically, organizations in the top quartile for LGBTQI+ diversity are **25%** more likely to have above-average profitability.

- **91%** Most large organizations know this: **91% of Fortune 500 companies** include sexual orientation in their Nondiscrimination Policies, and **83% include gender identity as well.**

**Increasing Inclusion Means Enhancing Innovation**

More broadly, creating welcoming and supportive environments allows all employees, regardless of gender, sexual orientation, race, nationality, expatriate status, disability, or language ability, to thrive as their authentic selves. For instance, diverse and inclusive teams make **better business decisions up to 87% of the time** and deliver results up to **50% better than nondiverse teams**. Meanwhile, employees who feel excluded underperform, while people who are **happy at work are 13% more productive**. Most experts agree that LGBTQI+-inclusive practices lead to enhanced productivity and engagement for all within an organization.

**Going Deeper**

Did you know discrimination against LGBTQI+ individuals starts from an early age? The United Nations Development Programme’s Tolerance But Not Inclusion study reports that **41% of Thai LGBTQI+ people and 61% of transgender women** experience discrimination as students, facing appearance policing, verbal attacks, and sexual harassment.

**Read It**

Curious to learn more about the business case for LGBTQI+ inclusion? Browse the Open For Business coalition’s research to discover the many benefits of LGBTQI+ inclusion for organizations and employees, including **27 key facts** to make the business case for LGBTQI+ Inclusion.

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So, How Does LGBTQI+ -Focused Inclusion Benefit Everyone?

Research shows that LGBTQI+ inclusion:

- Boosts entrepreneurship, creativity, and innovation.
- Attracts increased direct investment.
- Signals a diverse, creative space, optimal for urban economic growth.
- Mitigates “brain drain” from the organization—the emigration of talented and skilled individuals.
- Taps into the substantial global spending power of LGBTQI+ consumers (the “pink economy”).
- Elevates employee motivation, fostering a positive organizational culture.
- Encourages all employees to go above and beyond their duties through improved attitudes and helping.

A Warning: The Myth of the LGBTQI+ Paradise

Importantly, despite the reputation abroad and at home, LGBTQI+ individuals in Thailand still regularly face formal discrimination, such as unequal wages, and discriminatory hiring and promotion practices, as well as informal discrimination, including workplace harassment. For instance, the Ipsos LGBT+ Pride 2023 poll shows almost 50% of Thais still find it acceptable for LGBTQI+ people to experience some form of discrimination when seeking government services. A full 37% of non-LGBTQI+ Thais also support employers’ rights to discriminate against LGBTQI+ individuals. This climate is no paradise. Moreover, it prevents organizations from accessing and benefiting from the full diversity of talent they otherwise could.

Finding and Keeping Your Best Talent

Organizations that embrace inclusion attract and retain the best talent, contributing to long-term stability and success. Employees who feel included through initiatives like workplace allyship programs are 12 times more likely to act as an advocate for their organizations. Strong LGBTQI+ ally networks help counter turnover by fostering welcoming environments. This matters to younger Gen Z workers (27% of the global workforce by 2025), who prioritize D&I when job hunting. Over 80% of Gen Z also consider a company’s LGBTQI+ inclusion and allyship efforts when deciding where to work. Without visible allies and support, 75% would hesitate to apply.
LGBTQI+ Inclusion Enhances Public Image

An Ipsos LGBT+ Pride 2023 poll shows that Thailand is ready for LGBTQI+ inclusion. The vast majority of society wants laws, regulations, and rights that support LGBTQI+ people. Now more than ever before, organizations can benefit from reputational gains by demonstrating values that respect human dignity, making sustainability, Corporate Social Responsibility (CSR), Environmental, Social, and Governance (ESG), and other efforts meaningful. Publicly promoting inclusive and equitable policies builds corporate “face” by signaling a commitment to social justice. Respecting LGBTQI+ employees through equitable treatment and benefits also fosters trust and enhances face internally between staff and leadership. When one team member is included, it can build trust for all.

Not being inclusive hurts! Southeast Asia has the third highest percentage of employees actively seeking new job opportunities. Fostering an inclusive workplace becomes a critical differentiator for organizations aiming to retain and engage their workforce amidst competitive job markets. Yet 68% of workers in the region are disengaged “quiet quitters” (against 59% globally), costing an estimated 9% of the global gross domestic product.
Planning for Action

1. Now you know the facts.
While the business case for LGBTQI+ inclusion is compelling, effective implementation requires care. It’s easy to lose sight of core goals amidst tactics. Poorly executed initiatives could provoke backlash internally and externally. To realize organizational gains, LGBTQI+ inclusion must authentically align policies, culture, and values.

2. Next, Start by reviewing and updating Human Resources (HR) Policies and Practices that guide the employee experience.
To build strategies that build a culture of belonging that benefit everyone, you’ll need to start planning. Fostering an inclusive culture must be a strategic priority. The remainder of this Toolkit gives you the essential building blocks to act on.

While a Code of Conduct, and equitable policies and benefits are important for LGBTQI+ inclusion, they alone don’t guarantee truly inclusive workplace cultures. Simply having inclusive guidelines and policies on paper doesn’t always translate to equal practices in reality. Effective awareness and training initiatives are crucial to bridging this gap.

4. Work on fostering an inclusive culture through Awareness and Training.
The Awareness and Training section of this Toolkit includes information on LGBTQI+ diversity training, safe space resources, Employee Resource Groups (ERGs), and benefits like domestic partner recognition and trans-inclusive healthcare that support inclusion in everyday workplace experiences.

Remember: Approach inclusion as an ongoing process, not a project. Implementation is complex, but done right, it lives up to the promise of the Business Case.

Watch It
Hear email marketer Jocelyn Napper’s advocacy for LGBTQI+ workplace inclusion. She shares challenges faced by the community and pushes for hiring more LGBTQI+ employees.

Learning Resources
Diversity, Equity & Inclusion
Explore these additional learning resources if you are in need of guidance on diversity, equity, inclusion, and belonging practices:

What is DEI? – Rights CoLab, 2022
Examining Diversity & Inclusion From an Asian Perspective – DIAN, 2015
Diversity, Equity & Inclusion in the Workplace – WBCSD, 2022
The Fabric of Belonging – Bain & Company, 2022
Diversity and inclusion in the workplace (Training) – ESSEC Business School, Coursera
Foundations of Diversity, Equity, Inclusion and Belonging (Training) – LinkedIn Learning
Launchers

Lay the foundation by establishing the core rationale and business drivers for LGBTQI+ workplace inclusion using these Launcher-level Worksheets:

- Establishing Robust Nondiscrimination and Anti-Harassment Policies
- Employee Recruitment, Advancement and Retention Policies
- Respecting Human Rights for All
- How To Make a Statement of Commitment to Inclusion

Accelerators

Step By Step:
As your organization progresses to the Accelerator and Champion levels, you can source and leverage more advanced business case materials and guidance applicable to your specific context and needs. However, the priority at the outset is laying the groundwork through the Launcher-level materials before expanding your inclusion efforts organizationally through essential HR Policies and Practices, your Code of Conduct, and comprehensive Awareness and Training activities.

Champions

Four Fundamentals for an A+ in Inclusion

To help you get things right, ask yourself how your team can accomplish each of the below:

- **Align:** How can you coordinate your inclusion efforts across departments for maximum impact? Cross-area collaboration increases the impact of inclusive policies and practices. Many companies house LGBTQI+ inclusion efforts within their diversity or HR functions, but bringing in government affairs, PR, and employees groups expands reach.

- **Advertise:** How can you advertise your intentions? Effective communication of LGBTQI+ inclusion requires formal processes to share efforts internally and externally. A formal clear communication structure enhances response time, updates employees, and boosts credibility and authenticity.

- **Activate:** How can we actively foster LGBTQI+ inclusion by building relationships between leadership, LGBTQI+ employees, and allies? Visible LGBTQI+ employee resource groups and executive sponsorship signal commitment from the top, creating a supportive culture. It also bolsters external credibility and authenticity around LGBTQI+ commitments.

- **Advocate:** How can we support LGBTQI+ communities externally by forming partnerships, participating in events, and educating others? Avoid engagement with anti-LGBTQI+ communities. Provide internal resources like guides on microaggressions and transgender inclusion. Larger corporations can influence LGBTQI+ inclusion in their supply chains by sharing best practices and resources. Find your own voice, means, and methods.

Where to Start? Explore These Relevant Worksheets

Tune in to the Mission to the Moon Podcast: The path of LGBTQI+ individuals in the workplace is full of obstacles that we may have overlooked. Learn how to help clear the way.
Additional Tips and Considerations

There are countless examples of successful LGBTQI+ programs around the world, and an endless list of To Dos to help you maximize the gains from investing in your employees and organization. Here we offer an additional three effective strategies to ensure your inclusive efforts have maximum impact: recruiting leader support, learning from other organizations, and integrating in existing ESG plans.

1. Leaders on Board

True culture change requires commitment from the top. Creating a compelling business case for LGBTQI+ inclusion provides a means of securing buy-in from your leadership. When top management understands the data-driven benefits—from talent retention to profitability and beyond—they become empowered advocates. Executive leaders who embrace inclusion as a business imperative can take the lead in setting industry standards. Their visible endorsement gives initiatives credibility. Leaders must believe in LGBTQI+ inclusion not only as a moral cause, but also as a smart business strategy. Getting leaders on board unlocks the full potential to transform workplace cultures where LGBTQI+ employees are welcomed, valued, and able to thrive authentically.

Watch It

Checkout how Seagate Thailand transformed their global LGBTQI+ inclusion initiatives into a thriving program tailored for Thailand. Learn from their journey to adapt global inclusivity policies to life on the ground.
2. Learning from Other Organizations


Embracing Inclusion in Thailand

Organizations must be thoughtful in how they approach inclusion issues, recognizing that their motivations and actions may not always align perfectly with the needs and expectations of the LGBTQI+ community. This Toolkit can guide you in developing policies and practices that authentically reflect the voices of your employees and customers.

Companies and organizations in Thailand are already taking steps to create more inclusive environments. Regardless of your specific approach to inclusion efforts, learning from peers is key. Charoen Pokphand Group Co., Ltd. (C.P. Group) and its subsidiaries have implemented comprehensive Inclusion Policies, aligned with the Thai Gender Equality Act, B.E. 2558, supporting all employees equally. Charoen Pokphand Foods Public Company Limited (CPF) brought the policy to life by launching an employee LGBTQ+ club to help increase belonging for employees. Berli Jucker Public Company Limited (BJC) enhanced its human rights commitment for all groups in 2022 by initiating a corporation-wide whistleblowing system for mistreatment. It also organizes Human Rights, Diversity, and Inclusion Training and engaging activities for its head office and factories. RS Group promotes inclusive environments by offering equitable policies that support gender diversity. This includes offering equal financial support for opposite-sex and same-sex marriages, as well as offering 45 days of leave for gender affirmation surgery, equivalent to maternity leave. Nonprofit organizations such as Pride at Work Thailand organize monthly networking events for LGBTQI+ individuals and their allies. Meanwhile, Community Business’s Diversity & Inclusion in Asia Network (DIAN) facilitates network, learning, and sharing sessions for their members. Which approaches could you learn from?

3. Integrate your Inclusion Efforts in Existing ESG Efforts

Metrics around inclusion are gaining importance in ESG frameworks as investors pay more attention to social responsibility. ESG ratings now look closely at factors like LGBTQI+ representation across all levels of an organization, equitable pay regardless of gender or background, and overall workplace culture. Look for opportunities to incorporate inclusion efforts into existing ESG plans in a holistic and cohesive way. For example, your employee volunteering programs could partner with local LGBTQI+ organizations. Your pay equity analyses could include an intersectional lens, considering how gender, sexuality, and race intersect. When reporting ESG metrics and progress, be sure to specifically highlight inclusion-related data and initiatives. For more measurement ideas, see our worksheet on measurement.

Going Deeper

At the 2020 World Economic Forum Annual Meeting in Davos, 120 of the world’s largest companies supported efforts to develop a core set of common metrics and disclosures on nonfinancial factors, such as ESG indicators. Explore the recommended metrics for sustainable value creation and integrate them into your reporting.
HR Policies and Practices
As you see, inclusion is far from a trend...

To succeed today, organizations need to leverage the full potential of all their people, which means regularly looking at Human Resources (HR) Policies and Practices with fresh eyes. Are there any hidden biases or blind spots holding certain groups back? Even small signals of exclusion can undermine talent and innovation. While general diversity efforts improve workplace culture overall, focused attention is needed to address the specific needs and challenges facing minority groups, including employees who are Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Other Sexual and Gender Identities (LGBTQI+).

The Thai Legal and Social Landscapes

Creating an inclusive workplace starts with putting the right HR Policies and Practices in place. Despite the passage of the Gender Equality Act, B.E. 2558, in 2015 — currently the only law that explicitly protects some LGBTQI+ people in Thailand — most aspects of LGBTQI+ life remain unprotected. Did you know that same-sex relationships were only decriminalized in 1956, and as of early 2024, same-sex marriage is still not recognized. The Gender Recognition Law, which would grant individuals the right to change their genders and names on legal documents, also remains stalled. Gaps and biases still exist when it comes to workplace policies and practices. Without proactive consideration, LGBTQI+ employees can face exclusion, microaggressions, and barriers to hiring and advancement. Thailand’s climate for LGBTQI+ inclusion also varies greatly between cities. Whereas Bangkok tends to be more accepting, more rural areas often still have less welcoming views. That means that it’s up to every organization to independently ensure that LGBTQI+ employees are recruited and retained in ways that honor their identities and needs.

Essential Facts to Know

- The Ipsos LGBT+ Pride 2023 survey finds that at least 9% of Thais identify as LGBTQI+, which means your workforce may already have many LGBTQI+ staff.
- The Ipsos survey also reports that almost half of Thai people have someone close to them who identifies as LGBTQI+. That’s more than nearly every other country!
- Yet the World Bank states that 45% of LGBTQI+ Thais say they’ve had job applications refused because they were LGBTQI+.
- Human Rights Campaign reports that 46% of LGBTQI+ workers say they are closeted at work.
- The Human Rights Campaign’s report also states that 31% of LGBTQI+ workers report feeling unhappy or depressed, and 17% feel exhausted from hiding their identity, leading to hidden costs of closeted employees for organizations.
You Can Make a Difference

The good news is that it may be easier than you think to start cultivating a more welcoming workplace culture for LGBTQI+ individuals—and all your employees. Even while legal obligations remain limited in Thailand, meaningful voluntary steps can be taken to demonstrate commitment and provide equal access to opportunities. Through progressive, equitable HR Policies and Practices that go beyond the limitations of the law, organizations can send a powerful message of support for LGBTQI+ rights across society: Thai people are **ready for change**. It’s time for organizations of all kinds to act as its leading drivers.

**Watch It**

Hear **Deputy Director Montana Pornpunyalert, Director of Personnel at Sasin School of Management** explain why pro-LGBTQI+ policies were the right move for the country’s leading business school.
First Steps

Every organization starts somewhere. It’s time to explore practical steps to build a more inclusive environment for your organization by reviewing the policy topics below. Adjustments, both large and small, can send a powerful message of inclusion for all. Before you begin, however, review the Action Checklists below. How many points have you started? The rest of the section will help you fill in the gaps.

Action Checklist: Recruiting HR Policy Support

This checklist can act as a guide for your future inclusion efforts. Consider each of the following, highlighting those where you don’t yet have a strategy.

Ask LGBTQI+ employees first:

- **Get insights directly from your LGBTQI+ workforce** on their needs and challenges. You can’t fix what you don’t understand.
- **Also consider adding voluntary LGBTQI+ demographic questions** to employee surveys to gauge workforce composition anonymously.
- **Launch listening sessions for LGBTQI+ employees and allies** to share experiences about work and life.

Audited and update existing policies first:

- Start with what you have. **Assess awareness about and the effectiveness of current LGBTQI+ policies and resources** before adding more.
- Next, **look at existing policies and programs through an inclusion lens** to see where you can easily make small changes.
- **Search for language, terms, or examples that are not (LGBTQI+) inclusive** across policies (like pronouns of gendered policies).
- **Note what policies are missing, and what might be needed to provide equal access and support** (e.g., **same-sex benefits**).
- **Assess areas where small changes could have the biggest impact.**

Attention

More policies don’t guarantee better practices. If unable to formalize new rules, discuss acceptable workplace guidelines with leaders and key employees. Proactively aligning on expectations avoids potential issues like turnover, complaints, or lawsuits.

Read It

Unlock IBM’s strategic employee engagement approach. Discover their best practices for crafting impactful **employee surveys** – the secret to organizational success.

Watch It

Or join Jeiz Robles, APAC D&I Expert, sharing her experience on transforming regional culture in Asia.
Master 1-2 starter policies before jumping to the big ones:

Don’t try to do everything at once. Pick 1-2 focused changes to start. For instance:

- Add sexual orientation, gender identity, and gender expression to Nondiscrimination Policies.
- Ensure transparent reporting processes exist for mistreatment.
- Update Self-Presentation and Self-Identification Guidelines for all employees.
- Explore offering equivalent benefits for LGBTQI+ workers.
- Be sure to plan for confidentiality to be sure LGBTQI+ status, information, and records are private.

Rally your workgroup:

- Outline specific steps for implementing priority policy changes with your team.
- Designate owners across HR, Legal, and Executive leadership.
- Set target dates, checking in on progress.
- Ask for volunteers to get the real changemakers involved. Spread out the work and speed up the progress.
- Allow time for consulting Employee Resource Groups (ERGs) or outside experts.
- Let the team start thinking about how your Key Performance Indicators will reflect inclusion.
- Ask the team to explore ways to utilize new technology, like AI to eliminate bias.

Learning Resources

Gender Diversity and LGBTQI+ Inclusion

Expand your knowledge on gender diversity and LGBTQI+ inclusion with these resources:

- Understanding Gender Diversity (Thai) - Silpakorn University, 2021
- The Rainbow Paper: SDGs and LGBTI inclusion - Workplace Pride, 2020
- The SDGs and Gender Diversity (Thai) - SDGs Thailand, 2021
- Meet these 4 pioneer LGBTQ+ creators from Southeast Asia - YouTube, 2021
- LGBTQ+ Voices Living from Lived Experience - McKinsey, 2020
- 12 Uplifting Albums by Queer Asian Musicians - OutSmart Magazine, 2021
Planning for Action

Three crucial starter policies—nondiscrimination, anti-harassment, and human rights protections—form the foundation of a healthy workforce, applying to all employees and demonstrating your commitment to diversity, fairness, and human rights.

**Nondiscrimination Policies**

A Nondiscrimination Policy states that employment decisions will be made without regard to race, gender, sexual orientation, and other protected characteristics. This establishes a commitment to equal opportunity and helps attract and retain diverse talent.

✓ This policy should be incorporated across recruitment, hiring, retention, and exit interviews.

**Anti-Harassment Protections**

An Anti-Harassment Policy prohibits unwelcome conduct in the workplace based on protected characteristics. Harassment issues can happen in any workplace. Being proactive by having a policy, reporting procedures, and training helps prevent problems and protects employees.

✓ Make sure the policy specifically calls out unwanted conduct related to sexual orientation, gender identity, and gender expression—in addition to other groups—as unacceptable.

**Respecting Human Rights for All**

In a landscape where comprehensive legal protections for diverse individuals are lacking in Thailand, it becomes all the more important for organizations to stand up for human rights on their own.

✓ A commitment to human rights should extend across domestic and international operations, and value chains, recognizing that respecting everyone’s rights is a universal imperative.

✓ The United Nations Guiding Principles on Business and Human Rights is a great tool to help you get started before you work on any of the following HR Policies and Practices.
Where to Start? Explore These Relevant Worksheets

So, how do we build on these starter policies to enhance inclusion for LGBTQI+ people? There’s a lot to explore, so we’ve organized some of the most essential HR Policies and Practices according to your organization’s level of readiness. Each set of policies builds on those from the earlier sections and highlights the value for LGBTQI+ people (although many of them apply to all employees). A full list of all policies, including many more checklists and information, can be found in the Worksheets. You don’t have to do everything at once, but most changes can be folded into existing policies that cover general employee benefits, well-being, and expectations. Educate yourself on a few Launcher-level policies first, then build on your success over time.

**Launchers**

Focus on foundational human rights protections like Anti-Discrimination and Anti-Harassment Policies:
- Establishing Accessible Grievance Mechanisms for All Employees
- Enabling LGBTQI+ Self-Identification
- Embracing Chosen Names and Pronouns in the Workplace
- Confidential Handling of LGBTQI+ Employee Data
- Measuring the Impact of LGBTQI+ Inclusion Initiatives

**Accelerators**

Expand benefits and protections like medical leave and partner benefits:
- Beyond the Law: Strategies for Equally Supporting Same-Sex Partnerships
- Beyond the Law: Providing Equal Benefits for LGBTQI+ Individuals and Families
- Beyond the Law: Ensuring Equitable Leave Policies for LGBTQI+ Employees
- Inclusion Accountability Mechanisms: Tracking Progress and Keeping it Real
- Reviewing Marketing Content for LGBTQI+ Sensitivity

**Champions**

Implement cutting-edge policies like LGBTQI+ Adoption Guidelines:
- Providing LGBTQI+ Talent Development Programs
- Establishing or Joining a Global LGBTQI+ Employee Network
- Developing an External LGBTQI+ Community Engagement and Partnership Plan
- Providing Equivalent Adoption Support Benefits for All Employees
Additional Tips and Considerations

Ensuring your policies translate into real inclusion requires thoughtfulness in how they are applied. Make your actions count by choosing the right move at the right time. Regularly check off each of the considerations you have completed. Highlight those that could still use some work.

Asking the Right Questions

- What are the priorities and concerns of our LGBTQI+ employees based on listening and engagement? How can our existing policies directly address these needs? How do they not?
- Given limited resources and time, which policy changes will have the biggest impact on improving LGBTQI+ employees’ sense of belonging and ability to thrive and advance? Will these policies also affect other employees?
- What ERGs, community leaders, nongovernmental organizations, or professional or academic networks can you turn to for guidance on your decisions?
Thinking Globally, Acting Locally

Not all solutions work for all organizations. There are lots of examples of doing great inclusion work online. However, finding a balance between “best practices” and “local practices” is often best.

Talk with your teams about:

- How might laws, social norms, or organizational culture clash with your proposed changes? How can you align policies focused on inclusion, equality, and respect within these constraints first? Where do you need to get creative?

- Beyond policy changes, what training or communications are needed to ensure understanding and adoption?

- How will you track awareness, effectiveness, and employee sentiment regarding your LGBTQI+ policies over time?
Quick Diagnostic: Inclusion Compliance

Ready to go? Regularly use this quiz to encourage success. For each question where you’ve answered “no,” review the worksheets provided or additional resources to further workshop your policies.

Have you engaged with local LGBTQI+ groups for guidance on priorities, feedback, and adapting policies before starting revision?

- Yes  - No

Have you explored collaboration opportunities with LGBTQI+ communities, experts, or consultants?

- Yes  - No

Are you steering clear of discussions that use stoppers like “the law/industry doesn’t require that here”? Inclusion conversations should focus on equity and respect rather than relying on legal or industry norms.

- Yes  - No

Do your policy plans cover sexual orientation, gender identity, and gender expression explicitly when specific identification is needed, such as in relation to harassment? (Otherwise, inclusive policies should extend to all employees equally.)

- Yes  - No

Have you made special considerations for transgender, nonbinary, intersex, and other subgroups that may require special support? Complicating social factors and laws can make certain groups uniquely vulnerable.

- Yes  - No

Do you have a strategy for resolving obstacles and keeping up momentum?

- Yes  - No

Have you conducted comprehensive human rights due diligence to identify, prevent, mitigate, and account for how your operations and business relationships may adversely impact human rights, including the rights of LGBTQI+ individuals and other vulnerable groups?

- Yes  - No

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**Pro Tips**

Employees are just one source of important expert knowledge: “Another way to make a policy that really matters, is by consulting with local community experts as much as possible. You need people with real lived experiences and expertise with an intersectional lens to design an effective inclusive policy.”

– Natthineethiti (Nikki) Phinyapincha, Founder of TransTalents Consulting Group

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**Language Matters**

Policies made to support one minority group often benefit others. For example, using gender-neutral terms like ‘partner’ instead of ‘husband/wife’; ‘they’ instead of ‘he/she’ actually simplifies HR communications for all employees. At the same time, inclusive language especially signals support for nonbinary and other LGBTQI+ individuals.
What’s a Code of Conduct?

How does your organization encourage a respectful and professional environment? A thoughtfully crafted Code of Conduct translates organizational values and Human Resources (HR) Policies into clear guidelines for day-to-day attitudes and professional behaviors. Whether it is a formal written statement or informal expectations set during onboarding, a Code of Conduct’s success hinges on visible leadership endorsement and commitment from top management. A well-defined Code of Conduct can also lead to higher productivity and profit. Plus, it can help to keep your best staff with you by enhancing psychological safety and demonstrating a commitment to supportive values.

How is a Code of Conduct Different from HR Policies?

A Code of Conduct shapes cultural and behavioral expectations, while HR Policies determine the structural processes organizations must legally follow. Although complementary, they differ in a few key ways:

1. **Scope** – A Code of Conduct outlines standards of behavior for all employees across an organization. HR Policies cover specific areas like hiring, benefits, and disciplinary procedures.

2. **Guidance** – A Code of Conduct provides guidance and expectations for day-to-day workplace interactions and conduct. HR Policies lay out strict rules and processes to be followed.

3. **Values** – A Code of Conduct aligns all employee behaviors with core organizational values like integrity, respect, and trust. HR Policies aim to ensure legal and procedural compliance.

4. **Enforcement** – Violations of a Code of Conduct may sometimes result in disciplinary action. HR Policies typically dictate consistent consequences for all violations.

5. **Formality** – HR Policies are formal, written policies that govern the “rules” for acceptable behaviors. While some organizations provide a formal Code of Conduct, these “rules” become implicit in the organization culture, often without a written policy.

Watch It

Many Thai organizations claim to support inclusion yet avoid directly addressing marginalized groups. Listen to Koko Tiamsai, Global Internal Communications Manager, East-West Seed, addressing intersectionality.

Going Deeper

Does Our Company Need a Code of Conduct?

While many Thais embrace Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Other Sexual and Gender Identities (LGBTQI+) rights in principle, social norms leave room for growth in matching good intentions with inclusive actions. A Code of Conduct can help, as people typically respond well when respectfully coached on unfamiliar or sensitive concepts like diversity. A clear Code of Conduct can also bridge gaps between values and behaviors, reinforce that inclusion benefits everyone, and empower people to foster environments where all can thrive as their authentic selves. In many cases, such as if your organization is publicly listed, explicitly mentioning LGBTQI+ inclusion in a formal Code of Conduct may be a requirement of your Governance Code. On the other hand, all organizations can update their legally required Rules and Regulations documents to find areas for improvement.

Remember, your Code of Conduct is not just about LGBTQI+ people. It’s about clearly establishing behavioral standards and inclusion expectations that can guide leadership, employees, and even your suppliers and extended network. As you review this section, select the most suitable parts for your organization’s setup and needs.

Quick Diagnostic: Assessing Your Standards

Check whether your organization already fills these Code of Conduct functions. If any answer is ‘no,’ it’s time to create your own guidelines.

**Defined Value-Driven Standards:**

- Does your organization formally define and uphold value-driven standards for interpersonal conduct while aligning with HR policies?

**Comprehensive Guidance:**

- Does your organization comprehensively offer communication, professionalism, confidentiality, facility access, activities, and other guidelines for critical aspects of daily business?

**Mandated Universal Commitment:**

- Does your code institute an explicit requirement, compelling all employees and representatives, regardless of their level, to consistently uphold these inclusive behavior standards?

**Outlined Clear Behavioral Expectations:**

- Have you explicitly outlined the expected behaviors for internal interactions and external relationships with partners, vendors, clients, and the community to ensure clarity?

**Dynamic Evolution:**

- Does your organization recognize that professional standards are continually in flux, evolving with the organization’s growth to adapt to changing needs over time?

Attention

Never forget the importance of leadership role-modeling:

1. Do your branding and external messaging align with and reflect your internal culture and policies?
2. Are your leaders and managers role-modeling your inclusion commitments in their words, behaviors, and decisions?

Read It

Explore real-world Code of Conduct examples and draw inspiration from industry leaders such as:

- C.P. Group
- Thai Beverage Group
- IBM
- Unilever

INCLUSION TOOLKIT
First Steps

Turning your Code of Conduct into meaningful practice requires careful thought but can be done in easy steps over time. Make sure you set up plans now to help you succeed.

Quick Diagnostic: Defining Professional Conduct

How many of these key areas have you already addressed? If you can't check one or more off, add them to your priority list. Visit the Worksheets for more information.

Professional Behavior:
- Are conduct rules broadly centered on preventing bias and discrimination and promoting inclusion, rather than picking out particular groups?

Respectful Communication:
- Do your guidelines define acceptable social interactions and include guidance on inclusive language, preferred names, and pronouns?

Facilities Access:
- Whenever possible, is facilities use accessible to all and not restricted by gender? (Plan for all-inclusive facilities—like restrooms—whenever feasible.)

Dress and Self-Presentation Codes:
- Are Dress and Self-Presentation Codes unlinked to gender, and do they allow for diverse professional presentations of personal identities?

Social Activities:
- Is guidance offered for official office events, trips, and parties to ensure inclusive practices?

Anti-Harassment Policy:
- Do anti-harassment and discrimination policies explicitly protect all genders and sexual identities, as LGBTQI+ people are often specific targets of stigma?

For each of the areas above, have you defined the behaviors that can make your values real? What does “respect” look like day to day? What does “belonging” feel like as an employee? Answering thoughtfully can lead to a culture of authenticity. Your Code of Conduct articulates the conduct to realize that culture.

Remember: A Code of Conduct is a continual work in progress. By taking these proactive steps, you can help it become an impactful force for positive change.
Planning for Action

Although attitudes are improving, stigma against LGBTQI+ people persists. Gaps remain between principles and practice—even among those with good intentions. For example, surveys show many still believe employers should control LGBTQI+ expressions or restrict bathroom access. Additionally, 1 in 4 LGBTQI+ workers report being told to hide their identity.

There are many interlocking parts of an inclusive Code of Conduct to consider. While not all need documentation, addressing each area yields a more meaningful Code.

Action Checklist: Creating Long-term Change

Bringing your Code of Conduct to life requires an actionable rollout. Plan to:

Communicate the Code of Conduct:
- Share the Code of Conduct during onboarding and through ongoing training. Explain its purpose and importance. Send regular reminders about standards.

Provide Behavioral Examples:
- Give specific examples of inclusive language, professional conduct, respectful communications (offline and online) and more. Scenarios help the Code of Conduct click.

Outline Consequences:
- Explain the repercussions for violations, like disciplinary action. Align consequences to HR Policies. Hold all employees accountable.

Maintain Reporting Procedures:
- Keep safe, confidential reporting procedures in place. Employees must feel comfortable speaking up about misconduct.

Track Awareness and Impact:
- Use surveys and audits to measure employee awareness and perceptions around the Code of Conduct. Gauge its effectiveness.

Review and Update Regularly:
- Reassess the Code of Conduct’s relevance at least annually. Make revisions to align with evolving needs. Keep it fresh.

Going Deeper

The United Nations Standards of Conduct for Business aims to reduce discrimination against LGBTQI+ people in the workplace through a focus on human rights. Sansiri (Thai) was the first Thai company to sign the Standards and help reduce discrimination among LGBTQI+ people.

Language Matters

Not all words work for all people: “Avoid slang that can be offensive, like calling a lesbian a ‘tom.’ I advise using words that the LGBTQI+ community itself prefers and identifies with. When in doubt, ask!” – Patricia Duangcham, Founder of GIRLxGIRL Foundation.
Where to Start? Explore These Relevant Worksheets

In addition to the areas outlined in First Steps, get these fundamentals done to build your momentum. Worksheets on each essential topic are found in your area below.

**Launchers**

- Establish a foundational Code of Conduct that creates a respectful, inclusive environment for all employees:
  - Implementing Inclusive Language Organization-Wide
  - Addressing Code of Conduct Violations and Inclusion
  - Guidelines for an Inclusive Dress Code
  - Planning Inclusive Employee Social Activities

**Accelerators**

- Enhance your Code of Conduct with more comprehensive Guidelines aligned with your expanding LGBTQI+ inclusion initiatives:
  - Guidelines for Gender-Inclusive Facilities Access
  - Guidelines for Social Media Conduct Related to LGBTQI+ Inclusion

**Champions**

- Implement a best-in-class Code of Conduct that thoroughly integrates LGBTQI+ inclusion principles across your supply chain:
  - Implementing a Supplier Code Prohibiting LGBTQI+ Discrimination

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**Language Matters**

Ever wondered about the meaning behind terms like kathoey, tom, or the acronym LGBTQI+? Learn more about language and labels in our **Guide to Inclusive Language** in the **Implementing Inclusive Language Organization-Wide** Worksheet.
Additional Tips and Considerations

While this Toolkit emphasizes LGBTQI+ inclusion, remember that policies for one group often benefit others. As you update guidelines, consider equity for gender, race, nationality, expatriate status, disability, and more. Building truly inclusive workplaces means examining policies through diverse lenses. Support for LGBTQI+ can enhance inclusion for other groups facing exclusion, and vice versa.

Action Checklist: Quality Assurance

To ensure maximum benefit for LGBTQI+ employees and others, be sure you check each part of your Code of Conduct and policy proposals against the areas below. Check off each area that you’ve completed:

Localize to Thai Cultural Context
Making your Code resonate with Thai values and norms will ensure meaningful relevance:

- Consult local LGBTQI+ groups on appropriate language and examples.
- Adapt terminology to resonate with Thai values and norms.
- Ensure English/Thai translations align in meaning and tone.

Connect Your Code of Conduct to Organizational Values
Linking your Code of Conduct to core organization values shows how desired behaviors manifest these principles daily:

- Identify core organization values related to integrity, respect, and diversity.
- Give specific examples of how guidelines manifest these values.
- Communicate that inclusivity is integral to organization culture.

Involve Your LGBTQI+ Employees
Inviting diverse LGBTQI+ perspectives engenders trust by reflecting lived experiences:

- Create an LGBTQI+ Employee Advisory Group for input.
- Get guidance on lived challenges and supportive behaviors.
- Ask for reviews of Code of Conduct drafts from diverse LGBTQI+ perspectives

continued
Marginalized Groups

Explore these additional learning resources for guidance on fostering inclusion and belonging for marginalized groups:

- **6 ways to empower underrepresented groups in the workplace** – Korn Ferry, 2019
- **Disability-Inclusive Communications Guidelines** – United Nations, 2022
- **A Transgender & Non-binary Toolkit for Employers** – Human Rights Campaign Foundation, 2023
- **Sexist jokes are microaggressions, and they are part of a bigger patriarchal problem** – Manushya Foundation, 2022
- **How to Spot and Stop Ageism in the Workplace** – Built In, 2024
- **Act Boldly: Anti-racist principles, guidance and toolkit** – Wellcome Foundation, 2021
- **Creating a dyslexia friendly workplace** – British Dyslexia Association, 2023
- **Thai Handbook of Transgender Healthcare Services** – IHRI, 2021

Address Intersectionality

Considering intersecting identities beyond just LGBTQI+ status fosters broad inclusion:

- Consider intersecting ethnic, religious, and disability identities.
- Strive for perspectives of LGBTQI+ women, elders, and youth.
- Ensure the Code of Conduct promotes inclusion across multiple affiliations.

Keep your Code of Conduct Dynamic

Regularly updating the Code of Conduct based on changing norms keeps guidelines fresh:

- Plan annual reviews to update the Code of Conduct based on changing norms.
- Add examples reflecting current events and scenarios.
- Communicate changes and retrain managers on revisions.

Lead by example

Managers visibly role-modeling desired attitudes sets the tone for the culture:

- Make inclusivity part of manager performance metrics.
- Model using preferred pronouns and respectful language.
- Visibly participate in LGBTQI+ inclusion initiatives.
- Share personal stories that reinforce putting values into practice.

Remember: By localizing, connecting, involving, addressing, adapting, and leading, the Code of Conduct takes on real meaning for an organization. The standards evolve from sterile policies to living values that empower people to promote inclusion in their daily actions and attitudes. A thoughtful approach makes the Code of Conduct a document that guides, shapes, and ultimately transforms workplace culture.
Awareness and Training
The Importance of Awareness and Training

Let’s face it, inclusion does not always come naturally—or easily. While the inclusion of Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Other Sexual and Gender Identities (LGBTQI+) in Thai workplaces has progressed, gaps remain in fully welcoming, supporting, and empowering LGBTQI+ employees. Misconceptions and prejudices negatively impacting LGBTQI+ individuals are commonplace. In fact,

67% of LGBTQI+ individuals have witnessed discriminatory comments directed at them or peers.

53% report hearing jokes about lesbian or gay people at least once in a while.

Fortunately, evidence shows comprehensive diversity training and active ally networks have significant positive impacts on employee wellbeing. Investing in building awareness through training initiatives and fostering allyship unlocks major benefits—boosting inclusion, bringing teams together, and cultivating a workplace where every employee feels they truly belong.

Building Organizational Competency Across the Diversity Spectrum

Building organization-wide competency on inclusion through training is vital—not just on LGBTQI+ topics, but interconnected ones like gender, nationality, and disability. Equipping all staff to understand terminology, recognize exclusion, and model inclusive attitudes and behaviors drives normalization. Upskilling your staff through training and development can always help.
The Power of Allyship

Ullivating allyship among non-LGBTQI+ employees through education and activities is crucial for creating truly inclusive workplaces. Allyship is open to everyone, regardless of sexual orientation or gender identity. When majority staff become active allies, they gain understanding that helps make LGBTQI+ acceptance the norm rather than an exception. Allyship contributes to comfort with being out at work: a global Deloitte inclusion study found that 61% of LGBTQI+ individuals who are open about their sexual orientation to at least some colleagues say allyship helps them be out; for those open about their gender identity, nearly 70% say allyship supports them in being out at work. Check out the Being a Visible Ally for LGBTQI+ Inclusion Worksheet to kickstart your organization’s allyship programs. Be sure to clearly communicate that all employees are encouraged to join these initiatives as allies, because anyone can advocate for, and support, an inclusive workplace.

Quick Diagnostic: Are Your Trainings Meaningful?

A good Diversity and Inclusion (D&I) training should be each of the following:

- Comprehensive participation by Management
- Voluntary sharing from LGBTQI+ employees
- Expert-guidance from trained facilitators or services
- Regularly updated materials
- Regularly offered refreshers—no one-offs.
- An inclusive and comfortable environment for all employees.
- Additional support.

The aim is to build organizational capacity, recognizing LGBTQI+ personnel’s needs and taking proactive, collective steps to foster their safety, dignity, and empowerment. This contributes to larger human rights, ethics, and inclusion efforts.

Testing Before Training

Workplace Pride suggests doing two quick checks before choosing a training to get on the right path: an impact assessment and a viability assessment. Answer the following questions for a quick check:

- How can you carry out an impact assessment to evaluate the potential consequences of training over time?
- Who can carry out a viability assessment that examines budget, capacity, leadership support, resources, and leadership involvement?

Having clarity upfront through these assessments prevents missteps down the road. Do not proceed with LGBTQI+ inclusion training until you have considered the impacts, scouted constraints, confirmed buy-in from leadership, and developed plans to sustain the initiative. Thoughtful preparation is key to meaningful culture change.

“...we live in a collectivist culture where everyone is connected. Companies should provide support space for employees to be themselves and not say that their employees’ identities and experiences are none of their business.”

– Nichale Boonyapisomporn, Founder of Thai Transgender Alliance-ThaiTGA

Pro Tips

Start your education during onboarding or even before. Be sure all new hires know the organization’s stance on LGBTQI+ issues. Consider promoting it on recruitment websites.
First Steps

Your journey toward fostering an inclusive workplace is continuous and evolving. It also requires the cooperation of employees and leaders. Through modeling, enabling employees, and iterating on programs, you can transform organizational culture to permanently embed LGBTQI+ inclusion. Doing this will require first knowing what you don’t know—and knowing how to remedy that.

Quick Diagnostic: Organizational LGBTQI+ Inclusion Climate

To identify areas where training might be needed, try answering the quick diagnostic below. Start with the topics in the “never” and “sometimes” categories:

Using Respectful Language:

Do your employees and leaders share their own pronouns during meetings and in written communication?
- [ ] Never
- [ ] Sometimes
- [ ] Always

How frequently do organizational members correct others when using incorrect pronouns, identity information, or sensitive details about someone?
- [ ] Never
- [ ] Sometimes
- [ ] Always

Supporting Affinity Groups:

To what extent does your organization sponsor Employee Resource Groups (ERGs) for LGBTQI+ staff?
- [ ] Never
- [ ] Sometimes
- [ ] Always

How regularly are ERG leaders or organizational members granted executive access to provide advice on inclusion?
- [ ] Never
- [ ] Sometimes
- [ ] Always

Talking About InclusionExternally:

To what extent does your organization talk about inclusion issues publicly?
- [ ] Never
- [ ] Sometimes
- [ ] Always

How regularly do you engage online and face to face with individuals or groups, or at events on topics related to inclusion
- [ ] Never
- [ ] Sometimes
- [ ] Always

Useful Tools for Inclusion

Explore these tools and learning resources to support your organization’s Diversity & Inclusion (DEI) efforts:

- Allie: Slack bot for inclusion at work
- Diversio: Platform that measures, tracks, and improves DEI
- Applied: Ethical recruitment software removing bias from the hiring process
- Gender Decoder: Finding subtle bias in text
- Microsoft Word: Readability scores and level statistics
- Coursera: DEI courses
- LinkedIn Learning: DEI and Belonging courses
- The Equality Project: Training and Facilitation for LGBTQI+ Inclusion
- LGBTIQ Global Compact: LGBTIQ+ Standards Gap Analysis Tool

Learning Resources
Tracking & Improving Training:
How often do you track your trainings’ effectiveness to ensure that the right outcomes are being achieved?

- Never
- Sometimes
- Always

How often are surveys conducted after trainings to assess participants’ awareness growth?

- Never
- Sometimes
- Always

Regular Training:
How often do you offer refresher training on previously covered inclusion topics to be sure everyone is up to speed?

- Never
- Sometimes
- Always

To what degree is training content modified regularly to address identified weak areas?

- Never
- Sometimes
- Always

Onboarding Education:
Do all new staff get exposed to your organization’s stance on inclusion from the moment they get hired?

- Never
- Sometimes
- Always

How often do you explicitly reference useful inclusion topics, like reporting mistreatment or affinity groups, during onboarding?

- Never
- Sometimes
- Always

Mentoring Emerging Allies:
To what extent are promising advocates coached on influencing skills regularly?

- Never
- Sometimes
- Always

How frequently are emerging allies connected with senior leaders as reverse mentors?

- Never
- Sometimes
- Always

Watch It
“Microaggressions are small, if I may say ‘attacks’ that, over time build up.”
Listen to D&I Expert Jeiz Robles from APAC explain what the consequences are of microaggressions in the workplace and how to avoid them.

Attention
- Tailor the Training examples to your local norms and culture as you shape programming.
- Discuss readiness with leadership and staff before adopting trainings.

INCLUSION TOOLKIT
• Tailor the Training examples to your local norms and culture as you shape programming.
• Discuss readiness with leadership and staff before adopting trainings.
Planning for Action

Picking D&I trainings can initially feel overwhelming. Where do you even start when aiming to drive meaningful culture change? The good news is, we’ve compiled expert-backed recommendations on foundational topics. These insights come vouched for by international and local workplace inclusion leaders.

D&I Training Topics For All

The training topics covered in our D&I Training for All Worksheet represent essential starting points for laying supportive groundwork for everyone. Kick things off by building fundamental knowledge around D&I—the cornerstone of any inclusion effort. Then layer on specialized areas like microaggression awareness training, terminology, and more. The Worksheet can help you navigate and prioritize the most relevant training areas for your organization’s needs. We’ve highlighted core topics for those just getting started (Launchers), and more comprehensive recommendations for gaining momentum (Accelerators)—and as ever, Champions should be doing it all!

Not sure where to begin?

Leverage the (free) options highlighted in the Learning Resources: Useful Tools for Inclusion section, such as LinkedIn Learning, Coursera, and others. Don’t overcomplicate it—simply make your team aware of these readily available options to begin building awareness and competency. For a more tailored experience, check with your LGBTQI+ employees first, or partner with local qualified consultants or subject matter experts.

Measure your Mark

Whichever trainings or initiatives you implement, consistently measuring results is crucial for accountability and progress. Tracking metrics allows you to evaluate the effectiveness of your efforts, pinpoint opportunities for improvement, and quantify the impact of your LGBTQI+ inclusion work to key stakeholders. Consider using a combination of mechanisms and methods to assess your initiatives, such as:

- Pre- and post-training knowledge assessments.
- Net Promoter Score (NPS) collection after events.
- Employee engagement or satisfaction surveys.
- Focus groups or interviews with LGBTQI+ employees.
- Metrics on LGBTQI+ representation, retention, and advancement.
- Participation rates in LGBTQI+ ERGs or events.
- Incidents of discrimination or harassment reported and resolved.

Where to Start? Explore These Relevant Worksheets

In addition to the areas outlined in First Steps, get these fundamentals done to build your momentum. Worksheets on each essential topic are found in your area below.

Launchers

- Build basic awareness and understanding of LGBTQI+ concepts through Launcher-level training resources:
  - LGBTQI- 101: Basic Concepts to Know About LGBTQI+ People in Thailand
  - D&I Training for All
  - Being a Visible Ally for LGBTQI+ Inclusion

Accelerators

- Increase knowledge through more specialized training exploring nuanced LGBTQI+ topics and scenarios tailored to Thailand:
  - Being Transgender in Thailand: Things Organizations Need to Know

Champions

- Have you fine-tuned all the topics at the previous two levels? Be sure you have either policies or guidelines to address each of the special topics and themes in this section.
Additional Tips and Considerations

Making your organization LGBTQI+ friendly means doing more than just training. Show your support for your staff and leaders in various ways. Research shows that employees can see through “rainbow washing”), or supporting LGBTQI+ issues only on paper or for show. Make it real by making it a part of daily life. Beyond training, here are some ideas to turn ideas into transformative practice.

Quick Diagnostic: Keeping Things Fresh

Simple, everyday actions creating welcoming environments matter. Below are approaches everyone can help with. For any you mark "no" to, consult with your team to develop strategies.

Creating a Welcoming Environment:

Have you infused awareness-promoting information into daily practices for teams outside of formal training?

- Yes
- No

Does your organization have a method to ensure each colleague is referred to by their preferred names and pronouns outside of HR?

- Yes
- No

Do you have strategies to encourage leaders and staff to speak up when witnessing inappropriate comments?

- Yes
- No

Have you trained staff to approach feedback with curiosity rather than anger?

- Yes
- No

Responding to Challenges Constructively:

Are colleagues equipped to respond to disrespectful behavior regarding LGBTQI+ identities using phrases like “I feel uncomfortable with those types of statements. Let’s move on,” or “Could you help me understand what you mean by that?”

- Yes
- No

Attention

Inclusion takes more than just a Pride flag. Make sure that real policies and behaviors back up your visible actions and trainings. Faking LGBTQI+ inclusion often makes relationships worse with all stakeholders.
**Visual Support:**

Do you normalize using pronouns or self-identification in email signatures and social media profiles across the organization?

- Yes
- No

Do you have places to display posters and other media featuring diverse LGBTQI+ role models and information?

- Yes
- No

Do you use buttons, flags, or apparel, or otherwise recognize items to celebrate LGBTQI+ holidays and events?

- Yes
- No

**Cultivating Workplace Allies:**

Do you provide opportunities for employees to volunteer for an LGBTQI+ inclusion task force or ERG?

- Yes
- No

Do you host listening circles or community events for LGBTQI+ employees and allies to foster a sense of community?

- Yes
- No

Do you celebrate LGBTQI+ cultural events within your organization?

- Yes
- No

**Ongoing Skills Building:**

Do you regularly organize competency-building events and training on LGBTQI+ inclusivity in your organization?

- Yes
- No

Do you incorporate regular refreshers on applying respect and ensuring supportive norms through newsletters, events, and other opportunities?

- Yes
- No

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"Managers should be required to complete LGBT competency training annually as part of leadership development."

– Patricia Duangcham, Founder of GirlxGirl Foundation

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**Pro Tips**

There are transgender and other LGBTQI+-friendly marketing, consulting, and training organizations in Thailand. Consult an expert if you are unsure of how to enhance your own LGBTQI+-friendly policies. The best way to create change is with the whole community involved.

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**Attention**

A W A R E N E S S A N D T R A I N I N G 4 3
A Final Message

Where We’re At and What’s To Come

Thailand has a reputation as one of the most LGBTQI+-accepting countries in the world. But this leaves out part of the story. Record-setting numbers of LGBTQI+ Thais continue to face discrimination at work, among other social and legal problems. LGBTQI+ discrimination not only hurts individuals and society, but businesses’ bottom lines. Organizations actively working against exclusion outperform industry peers—by 3.5x in revenue growth and 30% in profitability.

The time for change is now. The Ipsos LGBT+ Pride 2023 poll found Thais show the strongest global support for LGBTQI+ rights and protections, especially in workplaces. With several laws pending that could safeguard LGBTQI+ rights, society seems ready to truly accept and include LGBTQI+ people. The business community must now continue this progress while ensuring profitability for all. By ingraining inclusion into business operations, organizations in Thailand can transform its global reputation into a local reality.

We hope you use this Toolkit as a practical guide for creating more inclusive spaces and updating outdated policies. But lasting change requires ongoing effort. Each individual and organization will need to keep seeking diverse perspectives, evolving policies, and making spaces where everyone can be their authentic selves.

Stay tuned to the Toolkit’s homepage for updated versions, local business examples, networking, training, and research opportunities, and additional ways to stay informed and engaged in the ongoing pursuit of inclusion for everyone.
A Final Thanks

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Onward!
Share your thoughts!
If you have comments, questions, or ideas about the Toolkit, contact UNDP Thailand at undp.thailand@undp.org